

36/11 DRAFT EMPLOYMENT EQUITY PLAN 2012-2017
DATE : 20/11/2012
AGENDA : COUNCIL MEETING: 29/11/2012

REPORT : DIRECTOR CORPORATE SERVICES

1. PURPOSE

To present to Council a revised draft Employment Equity Plan (EEP) 2012-2017.

2. BACKGROUND

The municipality adopted a 5 year Employment Equity Plan in 2006, however the plan has since expired on the 30th September 2011. Section 23 of Employment Equity Act enjoins the municipalities "before the end of the term of its current employment equity plan; a designated employer must prepare a subsequent Employment Equity Plan".

3. DISCUSSIONS

In terms of section 20 of the Employment Equity Act the municipality has to -:

- Prepare and implement an employment equity plan which will achieve reasonable progress towards employment equity in that employer's workforce.
- determine the numerical goals to achieve the equitable representation of suitably qualified people from designated groups within each occupational category and level in the workforce, the timetable within which this is to be achieved, and the strategies intended to achieve those goals;
- monitor and evaluate the implementation of the plan and whether reasonable progress is being made towards implementing employment equity;
- the internal procedures to resolve any dispute about the interpretation or implementation of the plan;
- collaborate with and co-ordinate the activities of all persons in the workforce, including senior managers, responsible for all monitoring and implementing the plan;
- assist in the appointment of employees from designated groups

4. STAKEHOLDERS CONSULTED

Director Corporate Services

Management

5. LEGAL IMPLICATIONS

Compliance with Employment Equity Act No. 55 of 1998.

6. STAFF IMPLICATIONS

There will be equal opportunity and fair treatment of employees so that the municipality delivers a high quality service.

7. FINANCIAL IMPLICATIONS

There should be budgetary allocation for the development of the Employment Equity Plan.

8. RISK

Compliance order will be issued to the municipality by the Labour Inspector.

9. ANNEXURES

Draft Employment Equity Plan 2012-2017.

10. RECOMMENDATIONS/RESOLUTIONS

1. That Council adopts the revised draft Employment Equity Plan 2012-2017.

(FOR RECOMMENDATION TO COUNCIL)

Minutes: Exco Meeting: 30/10/2012

Cllr Mahlangu proposed that the matter be recommended to Council as follows and was seconded by Cllr Mthimkulu.

RECOMMENDED:

1. That Council adopts the revised draft Employment Equity Plan 2012-2017.
-

Minutes: Council Meeting: 29/11/2012

Cllr Jakobo proposed that the matter be resolved as follows and was seconded by Cllr Du Toit.

RESOLVED:

1. That Council adopts the revised Employment Equity Plan 2012-2017.
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**EMPLOYMENT EQUITY
PLAN**

Setsoto Local municipality

As amended and

Adopted in

2012

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Employment Equity Plan

1. Introduction

The Employment Equity Act, (Act 55 of 1998) Sec 20 requires the Municipalities to prepare an Employment Equity Plan. The Setsoto Local Municipality Employment Equity Plan has been prepared in terms of the requirements set out in section 20 (1) of the Act.

This amended Employment Equity Plan covers a 5 year period, from 1 October 2012 to 30 September 2017. The Municipality will report on progress each year as prescribed by the Act and will [periodically]review and update the Plan as required.

It is important that the Employment Equity Plan reflects the shared vision for the Municipality. The Municipality will therefore utilise the Local Labour Forum established by the collective bargaining process at the South African Local Government Bargaining Council to consult with employees and their unions regarding employment equity within the workplace.

The Local Labour Forum comprises representatives of the Council as well as trade unions. The LLF will assist the Municipal Manager and the Council in monitoring progress on the implementation of the Plan.

2. Vision and Overall Objective

2.1 Our Vision

The Municipality's vision for Employment Equity is to maximize the benefits of diversity, equal opportunity and fair treatment of employees, to maximize growth of employees so that the Municipality delivers a high quality service to the people of Setsoto, particularly the poor and the historically disadvantaged.

2.2 Our Objectives

The key features of Setsoto's policies and strategies include:

- Ensure that there is equity on advancement for all staff to benefit from employment and advancement opportunities at Setsoto.
- Identify training and development needs, and to develop and encourage skills development for all our staff in keeping with functional and strategic requirements.
- Make a positive contribution to the affirmation of historically disadvantaged individuals in a meaningful and constructive manner.
- To identify and rectify the effects of previous discriminatory practices and modify principles of employment so as to accommodate the disadvantage groups and promote/create equity.
- To promote transparency in the implementation of decisions related to the promotion of equity, and in so doing foster trust and cooperation amongst management and employees.

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- To improve communication at all levels by creating a favourable climate that is sensitive to the diversity within the workplace.
- To design human resource development programmes that will empower all employees, in particular the previously disadvantaged groups.
- To accelerate the intake and empowerment of disadvantaged groups at all levels, inter alia, through developing training and supportive strategies for new and existing staff.
- To prioritise gender equity especially in middle and top management.
- To create a friendly and accessible work environment for people with disabilities.
- To reassure those who feel threatened by the transformation process.

2.3 Aims

In order to achieve the above objectives, the aim will be to:

- Prioritise the recruitment of candidates from disadvantage groups for appointment and promotion.
- Enable the Municipality to reach the targets and time frames set out in the "White Paper on Transformation of the Public Service document" - namely, by the end of 2017 the senior management should reflect the majority of blacks and 50% women.
- To remove all forms of discriminatory practices based on race, gender, disability, age, language; and to establish equity in the Municipality;

2.4 Eradication of unfair discrimination

The municipality is committed to ensuring that no employee is discriminated against directly or indirectly in terms of employment practice on any one of the grounds listed in the Employment Equity Act, 1998 and the Constitution of the Republic of South Africa.

However, discrimination is not regarded to be unfair if the municipality implements employment policies and practices that are designed to achieve equity and advancement of persons or groups of persons previously disadvantaged by unfair discrimination; or discrimination is based on the inherent requirements of the job.

Situation Analysis

The Employment Equity Plan has drawn on a number of sources to guide the strategies and activities set out in the Plan. These include:

3.1 Sources of information

- Qualitative survey
- Analysis of employee statistics

The Municipality will take further steps in establishing suitable data collection and analysis

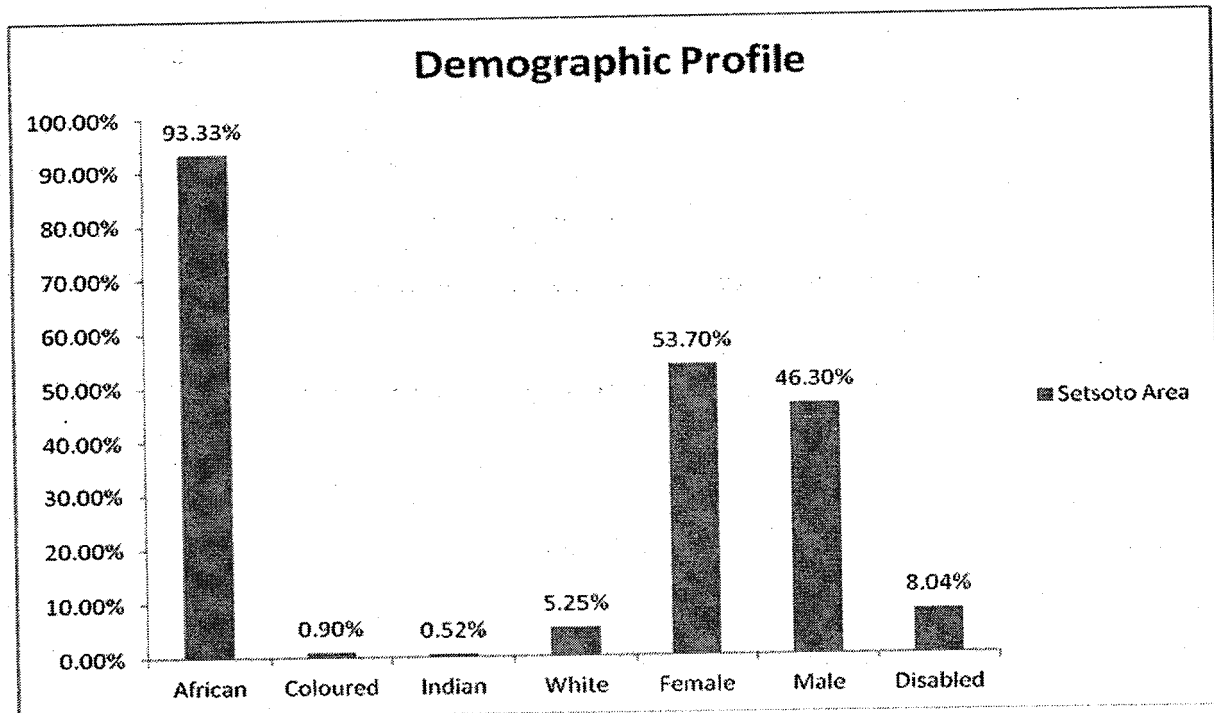
Employment Equity Plan

for monitoring and evaluating the effectiveness of the Employment Equity Plan.

3.2 Demographic Profile of the municipal area

During the planning stages, a number of demographic characteristics emerged that were considered in drafting reasonable targets for this Plan. The demographic profile of the Setsoto [Local] Municipal Area is shown in the chart below.

Figure 1: Demographic Profile



Employment Equity Plan

3.3 Current Profile of workforce

As part of the employment equity plan the employer must prepare a profile of the workforce as required by section 19(2) of the Employment Equity Act, No 55 of 1998. This process requires that the municipality categorise employees into occupational categories and occupational levels. The objective of the analysis of the workforce profile is to compare the internal representation of the designated groups with the external demographics. This requires that the internal and external representation levels of designated groups be determined in order to evaluate whether under-representation exists in the workforce.

The workforce profile of the municipality [as revised in 2012] is set out in the tables below:

Table 1: Workforce profile by Occupational Category¹

Occupational Category	African		Coloured		Indian		White		Total
	No	%	No	%	No	%	No	%	
Legislators, senior	40	80.00%	0	0.00%	0	0.00%	10	20.00%	50
Professionals	2	28.57%	0	0.00%	1	14.29%	4	57.14%	7
Technicians and	52	80.00%	0	0.00%	0	0.00%	13	20.00%	65
Clerks	92	88.46%	4	3.85%	0	0.00%	8	7.69%	104
Service and sales	19	95.00%	0	0.00%	0	0.00%	1	5.00%	20
Skilled agricultural and	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
Craft and related trades	14	100.00%	0	0.00%	0	0.00%	0	0.00%	14
Plant and machine	70	95.89%	3	4.11%	0	0.00%	0	0.00%	73
Elementary occupations	329	99.70%	1	0.30%	0	0.00%	0	0.00%	330
Total	618	93.21%	8	1.21%	1	0.15%	36	5.43%	663

Table 2: Workforce profile by Occupational level [as revised in 2012]

Occupational Level	African		Coloured		Indian		White		Total
	No	%	No	%	No	%	No	%	
Top Management	29	82.86%	0	0.00%	0	0.00%	6	17.14%	35
Senior Management	11	73.33%	0	0.00%	0	0.00%	4	26.67%	15
Professionally qualified	2	28.57%	0	0.00%	1	14.29%	4	57.14%	7
Skilled technical and academically qualified	71	83.53%	0	0.00%	0	0.00%	14	16.47%	85
Semi-skilled	176	92.15%	7	3.66%	0	0.00%	8	4.19%	191
Unskilled and defined	329	99.70%	1	0.30%	0	0.00%	0	0.00%	330
Total	618	93.21%	8	1.21%	1	0.15%	36	5.43%	663

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3.3.1 Racial Distribution

The Council racial distribution versus the Setsoto area's racial profile is shown in the chart below.

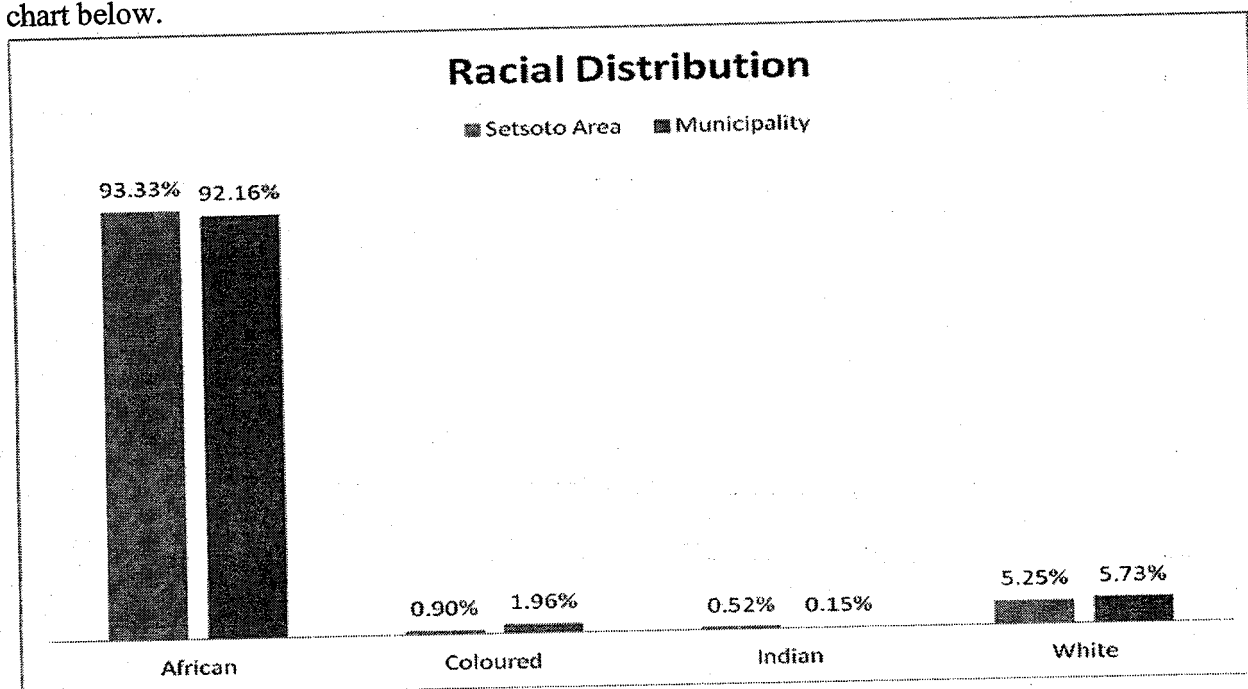


Figure 2: Racial Distribution

The chart above shows that major advancement for Africans has occurred in the Municipality. The Municipality reflects to a large extent the demographic profile of the municipal area. The municipality will however have to address the equity profile of each occupational level in order to reflect the demographics as required by the Act.

The table below shows the racial profile per occupational level within the municipality.

Table 3: Racial distribution per occupational level [as revised in 2012]

	%	%	%	%
Legislators, senior officials and managers	80.00%	0.00%	0.00%	20.00%
Professionals	28.57%	0.00%	14.29	57.14%
Technicians and associate trades	80.00%	0.00%	0.00%	20.00%
Clerks	88.46%	3.85%	0.00%	7.69%
Service and sales workers	95.00%	0.00%	0.00%	5.00%
Skilled agricultural and fishery workers	0.00%	0.00%	0.00%	0.00%
Craft and related trades workers	100.00%	0.00%	0.00%	0.00%
Plant and machine operators	95.89%	4.11%	0.00%	0.00%
Elementary occupations	99.70%	0.30%	0.00%	0.00%
Total	93.21%	1.21%	0.15%	5.43%

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The municipality will have to recruit designated employees in the following occupational categories to ensure a representative workforce as envisaged by the Act:

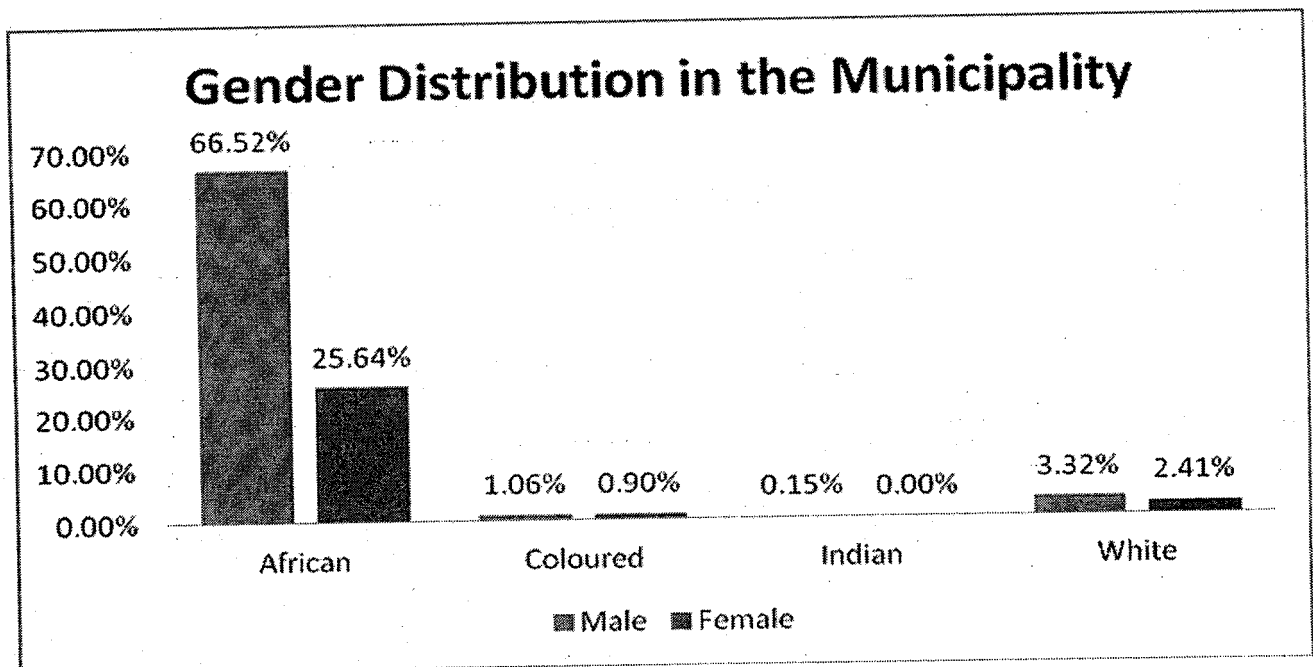
- O Senior Managers
- O Professionally qualified
- O Skilled technical and academically qualified workers.

3.2.2 Gender Issues

The Municipality should take affirmative action measures to recruit women for jobs where they have been previously excluded such as senior management positions. Since women are underrepresented in management positions, the Municipality should use management trainee programmes as one of the measures to advance women to management positions.

The gender profile is schematically shown below.

Figure 3: Gender distribution in the municipality [as revised in 2012]



The gender distribution in the Municipality in relation to the gender distribution in the Setsoto area at 30 June 2012 was as follows:

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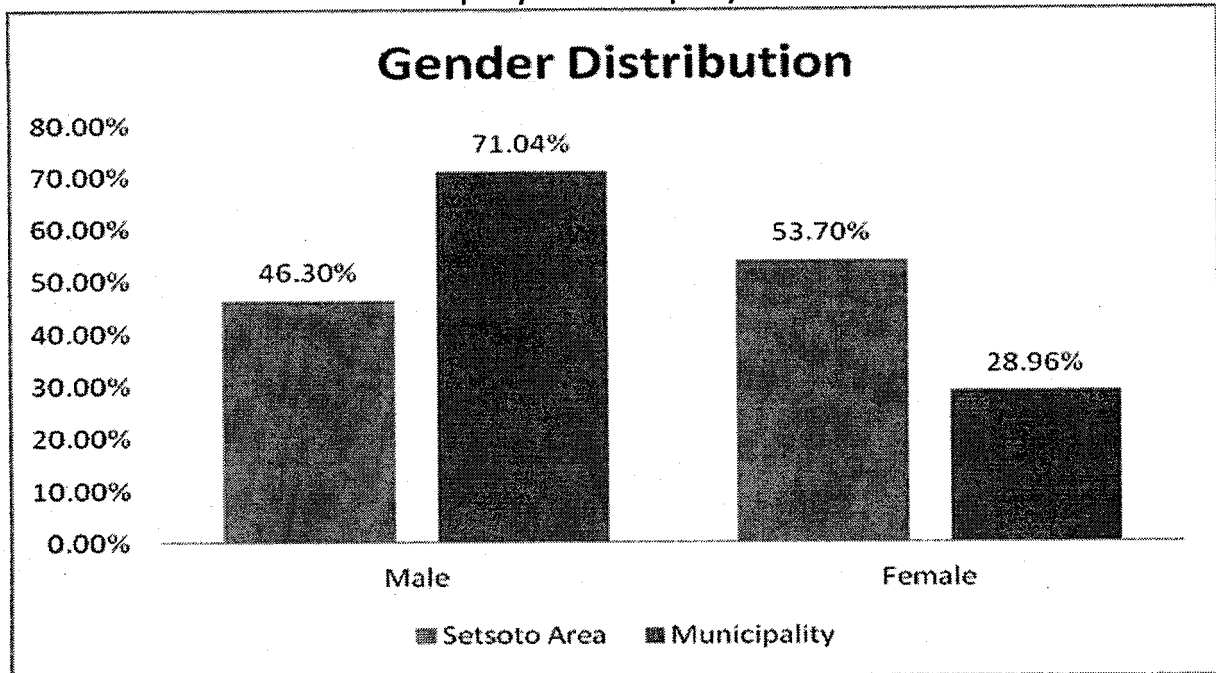


Figure 4: Gender Distribution

From the above two charts it is clear that the gender balance in the municipality is not in line with the distribution in the municipal area. Overall, there seems to be no real progress in addressing the gender imbalance. No female employees are currently employed in any management position. The Municipality should embark on a targeted process to recruit women for senior management positions.

3.2.3 Disability

The municipality currently has not employed any disabled person. In terms of the demographics of the municipal area 8% of the people living in the area are disabled. The municipality will have to make a concerted effort to recruit disabled persons for employment within the municipality.

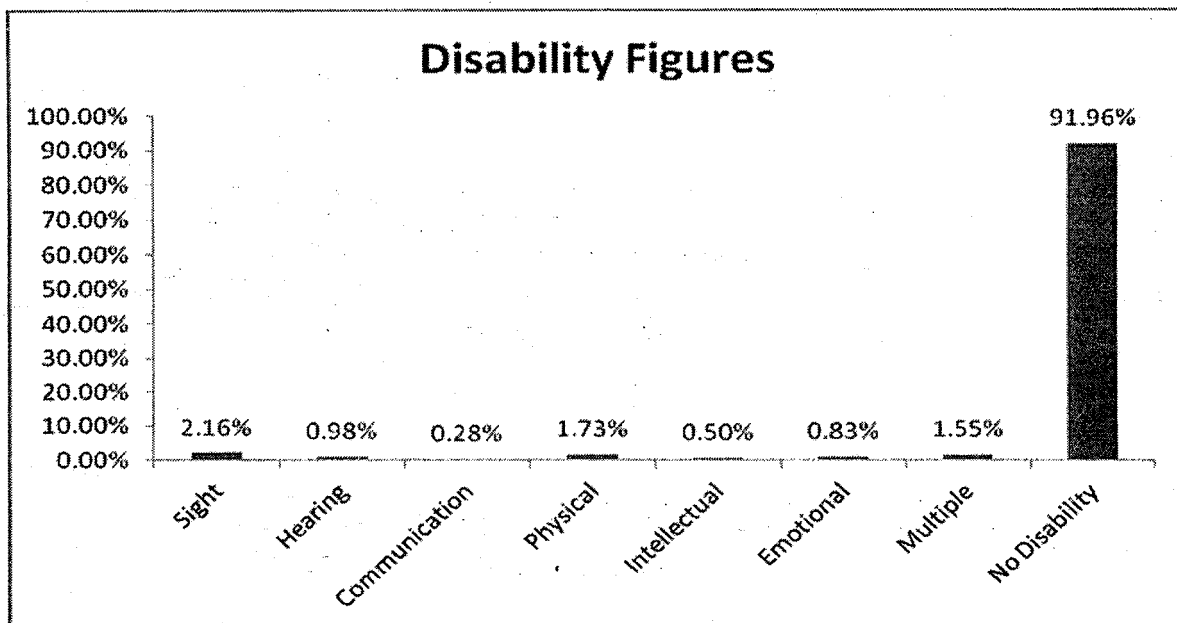


Figure 5: Disability figures

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3.3.4 Regional Demographics: Free State Province

Table 4: Provincial Profile by race and gender group (from statistics South Africa, September 2011)

			Total
African	1.170.925	1.245.577	2.416.502
	49.2%	36%	85.2%
Coloured	40010	43728	83738
	1.4%	1%	2.4%
Indians	3808	2450	6258
	0.1%	0.4%	0.5%
White	127.513	139.050	266.568
	6.9%	5%	11.9%
Total	1.342.256	1.430.805	2.773.061

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3.3.5 Populations groups

Table 5: Current profile of Workforce by race and gender

			Total
African	445	169	614
	66.8%	25.4%	92%
Coloured	7	6	13
	1.05%	0.9%	2%
Indians	1	0	1
	0.15%	0	0.15%
White	22	16	38
	3.3%	2.4%	6%
Total	71%	29%	100%

The objective of the analysis of the workforce profile is to compare the internal representation of the designated groups with the external demographics. This requires that the internal and external representation levels of designated groups be determined in order to evaluate whether under-representation exists in the employer's workforce.

3.3 Employment Policies and Practices

The Municipality analysed current employment practices and policies to identify barriers to employment equity.

The municipality is in the process of adopting a comprehensive Human Resources Policy Manual that complies with current legislation and collective agreements. The purpose of this policy is to ensure that no discriminatory practices exist in formal processes of employment. The policy manual was audited to ensure that no discrimination existed.

3.3.1 Analysis of employment policy or practice barriers to employment equity.

Table 6: Policies

1. Recruitment Policy	No	Corporate Services	Achieved
2. Advertising Policy	No	Corporate Services	Achieved
3. Selection criteria	No	Corporate Services	Achieved
4. Appointments	No	Corporate Services	Achieved
5. Job classification and grading	No	Corporate Services	Achieved

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6. Remuneration and benefits	Yes	Corporate Services	2013/2014
Terms and conditions of employment	No	Corporate Services	Achieved
Job assignment	Yes	Corporate Services	2013/2014
Work environment and facilities	Yes	Corporate Services	2013/2014
Training and development	No	Corporate Services	Achieved
11. Performance and evaluation systems	No	Corporate Services	Achieved
12. Promotions	No	Corporate Services	Achieved
13. Transfers	No	Corporate Services	Achieved
14. Demotions	No	Corporate Services	Achieved
15. Succession and experience planning	No	Corporate Services	Achieved
16. Disciplinary measures	No	Corporate Services	Achieved
17. Dismissals	No	Corporate Services	Achieved
18. Corporate culture	No	Corporate Services	Achieved
19. HIV and AIDS education and prevention programmes	YES	Corporate Services	2013/2014
20. Travelling and Subsistence	no	Corporate Services	Achieved

Table 7: Reviewed Policies

1. Risk Management Policy	No	Municipal Manager's Office	Achieved
2. Performance Management Framework	No	Municipal Manager's Office	Achieved
3. Housing Policy	No	Municipal Manager's Office	Achieved
4. Budget Policy	No	Financial Services	Achieved
5. Cash Banking and Investment Policy	No	Financial Services	Achieved
6. Credit Control Policy	No	Financial Services	Achieved
7. Indigent Policy	No	Financial Services	Achieved
8. Records Management Policy	No	Financial Services	Achieved
9. Registry Procedure Manual	No	Corporate Services	Achieved
10. Tariff Policy	No	Financial Services	Achieved

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11.Promotion of Access to Information Manual	No	Corporate Services	Achieved
12.Audit Policy	No	Municipal Manager's Office	Achieved
13.Rates and Taxes policy	No	Financial Services	Achieved
14.Supply Chain Policy	No	Financial Services	Achieved

Table 8: Developed Policies

1.Information Technology Strategic Plan	No	Municipal Manager's Office	Achieved
2.Staff Retention of Interest	No	Corporate Services	Achieved
3.Declaration of Interest and Disclosure policy	No	Financial Service	Achieved
4.Communication Strategy	No	Corporate Services	Achieved
5.Security Policy	No	Community & Economic Services	Achieved
6.Laptop,Desktop and other Electronic Devices Policy	No	Corporate Services	Achieved
6.Fraud Prevention Policy	No	Municipal Manager's Office	Achieved

Table 9: Policies to be reviewed

1.Human Resource Policy Manual	Yes	Corporate Services	Quarterly (01 January-31 March 2013)
2.HIV and AIDS Policy	Yes	Corporate Services	Quarterly (01 January-31 March 2013)
3.Occupational Health and Safety Policy	Yes	Corporate Services	Quarterly (01-January – 31March 2012)
4.Training and Development Policy	Yes	Corporate Services	Quarterly (01January -31 March 2012)
5.Indigent Burial Policy	No	Corporate Services	Quarterly (01 January- 31March 2012)
6.Subsistence and	yes	Corporate Service	Quarterly(Sept-

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Travelling			Dec)
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Table 10: Policies to be developed

1.Human Resource Strategy	Yes	Corporate Services	30 June 2013
2.Promotion Policy	Yes	Corporate Services	30 June 2013
3.Dismissal Policy	Yes	Corporate Services	30 June 2013
4.Transfer Policy	Yes	Corporate Services	30 June 2013
5.Housing Sector Plan	Yes	Corporate Services	30 June 2013
6.Municipal Rental Stock Policy	Yes	Corporate Services	30 June 2013

3.4 Positive Measures and Goals for Employment Equity

The following positive measures were identified by the municipality for implementation during the term of the plan:

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Objective	Measure	Strategy	Budget required
<p>The recruitment process for staff, both permanent and temporary, at all levels, will ensure that South Africans from DGs are available for selection/interview.</p>	<p>Suitably qualified" South Africans from DGs are considered for appointment, at levels where DGs are underrepresented.</p>	<p>Clearly indicate in recruitment advertisements, both internal and external, that the Municipality is committed to promoting EE and that the appointment of personnel is guided by the EE objectives to which the Municipality has committed itself.</p> <p>Review job descriptions for all vacancies [before recruitment] to ensure requirements (qualifications, experience etc) are not inflated</p>	<p>Provision will be made in the 2012/2017 Budget</p>
Selection and appointment			
<p>The selection process for staff, both permanent and temporary, at all levels, will lead to the appointment of qualified and "suitably qualified" persons from DGs in positions and at levels where there is under representation.</p>	<p>Train employees with management responsibilities, and other staff who serve on selection committees, on the application of EE Act compliant Recruitment and Selection guidelines in particular the concept of "suitably qualified" as defined by the EE Act and the policy of the qualified" as defined by the EE Act and the policy of the Municipality with regard to the preferential treatment of suitably qualified persons from DGs consistent with the purpose of the EE Act.</p>	<p>EE targets are achieved Interviews are conducted with suitably qualified candidates from DGs for each vacancy that ought to be filled with persons from DGs base on the identified EE objectives.</p>	<p>2012/2017 budget</p>
Succession planning			

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In positions and at levels where under representation exists persons from DGs will be appointed, in accordance with the Municipality's EE Plan, in vacancies arising from staff who	An analysis of the "Movement data" of staff of the Municipality indicates that vacancies arising from the retirement of personnel or the termination of their services according to agreement are filled	Develop guidelines that: ensure forthcoming retirements are identified well in time for successor to be identified and optimally trained; establish the principle of treating impending retirements as EE opportunities;	No
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3.5 Numerical Goals

The broad goal of the Municipality is to achieve the kind of municipal service set out in Chapter 10 section 195(1) (i) of the Constitution, that is, a municipality that is broadly representative of the South African people, with employment and personnel management practices based on ability, objectivity, fairness and the need to redress the imbalances of the past to achieve broad representation.

The numerical goals to be achieved by the Municipality in each occupational level by the end of 2017 are shown below. This includes numerical goals with regard to gender to representatively are also set for achievement by 2017:

3.5.1 Numericals goals projected for 2012-2017

Table 11-21 Occupational Level Numerical Goals

Table 11: Political Management

									Total
Current	16	12	5	1	0	0	0	0	34
Targets to align to EEP	0	0	0	0	0	0	0	0	0
Total after changes	16	12	5	1	0	0	0	0	34

Targets in percentages	0	0	0	0	0	0	0	0	0
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Table 12: Time Frames Established

Year 1	0	0	0	0	0	0	0	0
Year 2	0	0	0	0	0	0	0	0
Year 3	0	0	0	0	0	0	0	0
Year 4	0	0	0	0	0	0	0	0
Year 5	0	0	0	0	0	0	0	0

Table 13: Administrative Senior Management

Current	8	2	2	3	0	0	0	0	15
Targets	0	4	0	2	0	0	0	1	

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to align to EEP									
Total	8	6	2	5	0	0	0	1	22
after changes									

									Total
Targets in percentage	0	0,8	0	0,4	0	0	0	0,2	1,4

Table 14: Time Frames Established

Year 1	0	1	0	1	0	0	0	1
Year 2	0	1	0	1	0	0	0	0
Year 3	0	1	0	0	0	0	0	0
Year 4	0	1	0	0	0	0	0	0
Year 5	0	0	0	0	0	0	0	0
Total	0	4	0	2	0	0	0	1

Table 15: Professionally Qualified

Current	1	2	1	4	0	0	1	0	9
Targets to align to EEP	0	0	2	0	1	0	0	0	3
Total	1	2	3	4	1	0	1	0	12
after changes									

									Total
Targets in percentage	0,2	0,4	0,6	0,8	0,2	0	0,2	0	2,4

Table 16: Time Frames Established

Year 1	0	0	2	0	1	0	0	0
Year 2	0	0	0	0	0	0	0	0
Year 3	0	0	0	0	0	0	0	0
Year 4	0	0	0	0	0	0	0	0
Year 5	0	0	0	0	0	0	0	0
Total	0	0	2	0	1	0	0	0

Table 17: Skilled Technical and Academically Qualified Workers

Current	47	24	13	1	0	0	0	0	85
Targets to align to EEP	0	25	0	10	0	0	0	0	35
Total	47	49	13	11	0	0	0	0	120
after changes									

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Targets in percentage									Total
Targets in percentage	0	5	0	2	0	0	0	0	7

Table 18: Time Frames Established

Year 1	0	6	0	2	0	0	0	0
Year 2	0	6	0	2	0	0	0	0
Year 3	0	6	0	2	0	0	0	0
Year 4	0	6	0	2	0	0	0	0
Year 5	0	1	0	2	0	0	0	0
Total	0	25	0	8	0	0	0	0

Table: 19 Semi Skilled

Current	121	55	0	9	4	0	0	0	159
Targets to align to EEP	0	55	0	3	0	0	0	0	58
Total after changes	121	55	0	12	4	3	0	1	217

									Total
Targets in percentage	0	11	0	0,6	0	0	0	0	11,6

Table 20: Time Frames Established

Year 1	0	11	0	1	0	0	0	0
Year 2	0	11	0	1	0	0	0	0
Year 3	0	11	0	1	0	0	0	0
Year 4	0	11	0	0	0	0	0	0
Year 5	0	11	0	0	0	0	0	0
Total	0	55	0	3	0	0	0	0

Table 21: Unskilled and Defined Decision

Current	246	83	0	0	1	0	0	0	330
Targets to align to EEP	0	161	0	3	0	0	0	0	164
Total after changes	246	244	0	3	1	0	0	0	494

									Total
Targets in percentage	0	32,2	0	0,6	0	0	0	0	32,8

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Table 22: Time Frames Established

Year 1	0	30	0	1	0	0	0	0
Year 2	0	30	0	1	0	0	0	0
Year 3	0	30	0	1	0	0	0	0
Year 4	0	30	0	0	0	0	0	0
Year 5	0	41	0	0	0	0	0	0
Total	0	161	0	3	0	0	0	0

3.5.2 Gender and Disability Numerical Goal

The numerical goals were based on the statistical data as reflected for the Setsoto Local Municipality.

4. Roles and Responsibilities

The roles and responsibilities with regard to the Employment Equity Plan are outlined below:

4.1 Municipal Manager

- Table to the Council an annual report on employment equity plan;
- Provide leadership and demonstrating personal commitment and support for the Employment Equity programmes;
- Delegate responsibility and assigning both material and human resources for the efficient and effective implementation of Employment Equity programmes;
- Appoint Employment Equity Manager or assign one or more senior managers to take responsibility for monitoring and implementing an employment equity plan;
- Provide managers with the authority and means to perform their functions;
- Ensure that Employment Equity is integrated into the Setsoto Municipality's Integrated Development Plan and its management practices;
- Ensure that objectives and targets are set for delivering the Setsoto municipality's Employment Equity goals;
- Evaluate the Setsoto municipality's representative profile on an annual;

4.2 Manager assigned with Employment Equity

- Provide strategic advice to departmental heads and line managers on the implementation of the Employment Equity Plan;
- Provide strategic advice on Employment Equity goals and determine targets jointly

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with other departmental heads;

- Secure contractual commitment from departmental heads with regard to their individual Employment Equity Plans and Employment Equity targets;
- Evaluate and monitor the integration of departmental Employment Equity plans into the Setsoto Employment Equity Plan;
- Monitor the impact of the Employment Equity Plan with regard to the recruitment, promotion, human resources development and performance evaluation processes;
- Monitor the Setsoto's representativity profile on a continuous basis and report the outcomes to the Municipal Manager;
- Ensure that an Employment Equity Consultative Forum is established and determine its role and responsibilities; and
- Ensure that the Employment Equity Consultative Forum consists of at least one or more nominated members from each department and includes designated and non-designated groups.

4.3 Departmental Heads

- Provide leadership and demonstrate personal commitment and support for Employment Equity programmes;
- Provide resources for Employment Equity programmes;
- Ensure that the purpose and rationale for Employment Equity is understood and accepted throughout the department;
- Ensure that Employment Equity is integrated into the departmental strategic and operational plans and management practices;
- Ensure that departmental objectives and targets are set for delivering the Setsoto municipality's Employment goals and objectives;
- Set departmental [equity] targets in consultation with line managers;
- Ensure that Employment Equity Plans for their respective sections are developed and proactively maintained and integrated into a departmental employment equity plan; and
- Inculcate departmental [equity] goals in the performance agreements of line managers.

4.4 Line Managers (Assistants, Superintendents and Supervisors)

- Implement and monitor Employment Equity Plans;
- Ensure that funds are identified and earmarked for Employment Equity projects;

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- Ensure that Employment Equity projects are cost-effective and in line with the Setsoto IDP and service delivery plans;
- Prepare and approve budgets of individual components with a view to advancing Employment Equity objectives;
- Create a conducive environment to address the needs of the designated and non-designated groups;
- Utilise the approved establishment structure of Setsoto Municipality to set representativity targets, taking into consideration available vacancies, projected mobility and natural attrition. Representativity goals will thus become part of the performance agreements for managers; and
- Earmark posts for the designated group and ensure that those posts are filled accordingly.

4.5 Human Resources Section

- Ensure the development, adjustment and maintenance of relevant policy statements pertaining to Employment Equity;
- Ensure that the purpose and rationale for Employment Equity is understood and accepted throughout the organisation;
- Integrate Employment Equity principles and objectives into human resources management and development practices of departments;
- Provide guidance, support and training to managers to enable them to manage their Employment Equity responsibilities;
- Incorporate specific targets for achieving the numeric goals set by departments into human resource planning, recruitment and promotion practices;
- Ensure that recruitment advertisements reach candidates from the designated groups;
- Ensure that job descriptions and selection criteria do not place overt or implicit barriers on the recruitment and advancement of members from the designated groups;
- Ensure that selection panels are representative and appropriately trained in selection and interviewing techniques, especially for identifying potential in the designated groups;
- Ensure that Employment Equity responsibilities are incorporated into the performance management system;

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- Maintain records to monitor the progress in implementing the Employment Equity programmes;
- Ensure that the necessary resources for human resources development are made available and managers support participation in such programmes;
- Ensure that managers are trained to undertake their responsibilities for the career development of members of the designated and non-designated groups;
- Liaise with training providers to ensure that training and education contributes meaningfully to career development [of DGS] and service delivery; and
- Ensure that appropriate facilities are made available for people with disabilities.

4.6 Employees

- Take active part in developing Employment Equity Programmes.

5. Communication Strategy

The Municipality's communication strategy to support the implementation and the monitoring of the Employment Equity Plan is as follows:

- Displaying of posters informing employees of the provisions of the Employment Equity Act.
- A copy of the Employment Equity Plan will be distributed to all employees.
- The Employment Equity Plan will form part of the induction programme for new employees
- Staff meetings and monthly management meetings will also serve as a forum for communicating issues and progress on implementation of the Employment Equity Plan.

The Equity Consultative Forum will serve as an important two-way communication vehicle to bring staff issues to the attention of the Council and management, as well as providing information to staff on employment equity.

6. Monitoring, Evaluation and Reporting

Monitoring, evaluation and reporting are key elements in the implementation of the

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Employment Equity Plan. To this extent the Employment Equity Consultative Forum will monitor the implementation of the plan on a regular basis through the holding of Employment Equity Consultative Forum meetings. The prime objective of the meetings will be, amongst others, to determine the progress of the implementation plan as well as identify blockages that impede effective implementation and advise the Municipal Manager and Council accordingly. In addition stakeholders in the process e.g. trade unions will also be involved in the monitoring and evaluation of the plan.

Managers will also play a key role in the monitoring and evaluation of the plan. To this extent, one of the criteria for performance assessment of managers will be the extent to which the Employment Equity Plan has been implemented. The Director Corporate Services will periodically provide the managers with up to date information on the implementation of the Employment Equity Plan in their respective Departments.

Monitoring and reporting will be done on the following basis:

- Departmental heads shall monitor their establishment on a continuous basis with regard to representativity, the employment equity process and human resource needs.
- Departmental heads shall report on their representativity profile to the Municipal Manager on an annual basis.
- The manager assigned with employment equity shall monitor the Setsoto Municipality's representativity profile on a continuous basis.
- The manager assigned with employment equity shall compile an annual representativity profile for the Setsoto Municipality and submit it to the Municipal manager for evaluation.
- The annual Employment equity plan or report for the Setsoto Municipality must be submitted to the Department of Labour.
- The Manager assigned with employment equity shall, in collaboration with the Employment Equity committee monitor the Employment Equity process and report on needs and possible solutions to the Municipal Manager.

3. Dispute Resolution

3.1 GRIEVANCE PROCEDURE

Any unfair or inconsistent application of the policy should be dealt with in line with the applicable procedure or dispute resolution procedures.

3.2 IMPLEMENTATION AND REVIEW OF THE POLICY

The policy is effective once approved by the Council. The policy will be reviewed annually and any review thereof is the responsibility of the Policy Committee of the Council.

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3.3 CONTROVENTIONS

Failure to comply with any of the provisions of this policy may be a subject of disciplinary action on the responsible authority.

4. CONCLUSION

Employment Equity Plan is of course, relevant because it contains the affirmative action measures which may be used to justify discrimination. Importantly, since the Municipality is a designated employer, it can rely on the provision of S6 (2) read with S15 of the Employment Equity Act. It is not unfair discrimination to distinguish, exclude or prefer any person on the basis of an inherent requirement of the job.