

EE PLAN (1 OCTOBER 2016 – 30 SEPTEMBER 2021)

<p>PLEASE READ THIS FIRST</p> <p style="text-align: center;">↓</p>	<p>DEPARTMENT OF LABOUR</p>
<p>PURPOSE OF THIS FORM</p> <p>Section 20 requires designated employers to prepare and implement an employment equity plan which will achieve reasonable progress towards employment equity in the employer's workforce. An employment equity plan must state-</p> <p>(a) The objectives to be achieved for each year of the plan</p> <p>(b) The affirmative action measures to be implemented as required by section 15(2);</p> <p>(c) Where under representation of people from designated groups has been identified by the analysis, the numerical goals to achieve the equitable representation of suitably qualified people from designated groups within each occupational level in the workforce, the timetable within which this is to be achieved, and the strategies intended to achieve those goals;</p> <p>(d) The timetable for each year of the plan for the achievement of goals and objectives other than numerical goals;</p> <p>(e) The duration of the plan, this may not be shorter than one year or longer than five years;</p> <p>(f) The procedures that will be used to monitor and evaluate the implementation of the plan and whether reasonable progress is being made towards implementing employment equity;</p> <p>(g) The internal procedures to resolve any dispute about the interpretation or implementation of the plan;</p> <p>(h) The persons in the workforce, including senior managers, responsible for monitoring and implementing the plan; and</p> <p>(i) Any other prescribed matter.</p>	<p style="text-align: center;">EMPLOYMENT EQUITY PLAN</p> <p>Employer Details</p> <p>Trade name CENTRAL KAROO DISTRICT MUNICIPALITY</p> <p>DTI Registration name.....-.....</p> <p>PAYE/SARS No 7800701031</p> <p>EE Ref No 573</p> <p>Industry/Sector LOCAL AUTHORITY</p> <p>Province WESTERN CAPE</p> <p>Tel No (023) 449-1000</p> <p>Fax No (023) 414-3675</p> <p>Postal address Private Bag X560, Beaufort West, 6970</p> <p>Physical address 63 Donkin Street, Beaufort West, 6970</p> <p>Province Western Cape</p> <p>Name & Surname of the CEO/Accounting Officer</p> <p>STEFANUS JOOSTE</p> <p>Email address gerda@skdm.co.za</p>

1. INTRODUCTION

Section 20 requires that a designated employer prepares and implements an employment equity plan which will achieve reasonable progress towards employment equity. An employment equity plan must state the following:

- a. Objectives to be achieved for each year of the plan:
The objectives should meet the SMART principle:-
 - Specific
 - Measurable
 - Attainable
 - Relevant; and
 - Time bound
- b. Barriers and Affirmative Action Measures must be aligned with the ones in the audit analysis (section 19(1)).
 - Include time-frames in order to track progress in the implementation of these AA Measures
 - These time-frames should be within the duration of the EE Plan (no on-going permitted)
 - Include responsible persons to monitor the implementation of these AA Measures (not names of people but designations).
- c. Workforce profile, numerical goals and targets with exact time frames as per duration of the plan which must be accompanied by strategies to achieve them as informed by the findings in the audit analysis (as per section 19(2)).
- d. Non-numerical goals are as per paragraph b above (no need to repeat the table)
- e. The duration of the plan which may not be shorter than 1 year or longer than 5 years (it must have a start and end date in terms of day, month and year).
- f. Procedures to monitor and evaluate the implementation of the plan (which must state clear roles of stakeholders involved in the monitoring of the plan including time frames when the monitoring takes place).
- g. Internal procedures to resolve any dispute about the interpretation or implementation of the plan (include the stakeholders involved in resolving the dispute and time-frames allocated for each step of the process)
- h. The persons in the workforce, including senior managers, responsible for monitoring and implementing the plan.
- i. Any other prescribed matter.

NB: 6 months before the expiry of the EE plan a designated employer must prepare a subsequent EE plan (Successive EE Plan as required by Section 23)

DURATION OF THE PLAN

Section 20 indicates that the duration of the EE Plan may not be shorter than one year or longer than five years. The duration of the plan must have a specific start and end date, as reflected below:

1/10/2016 _____ 30/9/2021 _____
Start date: (dd / mm / yyyy) to End date: (dd / mm / yyyy)

2. OBJECTIVES FOR EACH YEAR OF THE PLAN

The objectives for each year of the plan, which should be specific, measurable, attainable, relevant and time bound, are reflected in the table below:

TIMEFRAMES (e.g.)		OBJECTIVES
YEAR 1	1 October 2016-30 September 2017	<ul style="list-style-type: none">• Approve Draft Appointment Policy
YEAR 2	1 October 2017-30 September 2018	<ul style="list-style-type: none">• -
YEAR 3	1 October 2018-30 September 2019	<ul style="list-style-type: none">• Review HR Policies in relation to EE
YEAR 4	1 October 2019-30 September 2020	<ul style="list-style-type: none">• Follow up on Career Planning• Ensure that premises and working environment is more accessible for disabled.
YEAR 5	1 October 2020-30 September 2021	<ul style="list-style-type: none">• Address training and development issues in support of EE Plan

3. BARRIERS AND AFFIRMATIVE ACTION MEASURES

The barriers and Affirmative Action Measures identified in the EE analysis conducted must be included in the EE plan. These measures must include time-frames to track progress in the implementation the AA Measures. The time-frames should have specific dates and must be within the duration of the EE Plan (no “ongoing” permitted). The barriers should also specify the responsible persons to monitor the implementation of these AA Measures (include designations and not “names of people”).

CATEGORIES	BARRIERS AND AFFIRMATIVE ACTION MEASURES							
	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS <i>(PLEASE PROVIDE NARRATION)</i> (briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	AFFIRMATIVE ACTION MEASURES <i>(PLEASE PROVIDE NARRATION)</i> (briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	TIME-FRAMES		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
Recruitment procedures	✓	✓		Approved Appointment Policy	Standing point on HR Agenda	2016	2016	Must be approved by Council
Advertising positions								
Selection criteria								
Appointments								

CATEGORIES	BARRIERS AND AFFIRMATIVE ACTION MEASURES							
	Tick (√) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS <i>(PLEASE PROVIDE NARRATION)</i> (briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	AFFIRMATIVE ACTION MEASURES <i>(PLEASE PROVIDE NARRATION)</i> (briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	TIME-FRAMES		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
Job classification and grading								
Remuneration and benefits								
Terms & conditions of employment								
Work environment and facilities								
Training and development								
Performance and evaluation								

CATEGORIES	BARRIERS AND AFFIRMATIVE ACTION MEASURES							
	Tick (√) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS <i>(PLEASE PROVIDE NARRATION)</i> (briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	AFFIRMATIVE ACTION MEASURES <i>(PLEASE PROVIDE NARRATION)</i> (briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	TIME-FRAMES		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
Succession & experience planning		√	√	Capacity constraints / employees widely spread in region	Get assistance to do Career Planning.	1/07/2016	30/06/2017	HR Manager
Disciplinary measures								
Retention of designated groups								
Corporate culture								
Reasonable accommodation								
HIV&AIDS prevention and wellness programmes								

CATEGORIES	BARRIERS AND AFFIRMATIVE ACTION MEASURES							
	Tick (√) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS <i>(PLEASE PROVIDE NARRATION)</i> (briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	AFFIRMATIVE ACTION MEASURES <i>(PLEASE PROVIDE NARRATION)</i> (briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	TIME-FRAMES		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
Assigned senior manager(s) to manage EE implementation								
Budget allocation in support of employment equity goals	√			Financial Constraints	Budget must be allocated.	July 2016	June 2017	CFO
Time off for employment equity consultative committee to meet								

4. WORKFORCE PROFILE, NUMERICAL GOALS AND TARGETS

Workforce profile information is a snapshot of the workforce at a particular date and time, which is used below to conduct an analysis of the workforce and, at the same time, serve as baseline information for the setting of numerical goals and targets.

4.1 SNAPSHOT OF THE CURRENT WORKFORCE PROFILE

The workforce profile snapshot tables used for the conducting of the analysis to inform this plan are used below as a baseline for the setting of numerical goals and targets for each year of the plan.

Workforce profile snapshot date **29/02/2016**
DD / MM / YYYY

Table 1: Snapshot of workforce profile for all employees, including people with disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management		1		1							2
Senior management											0
Professionally qualified and experienced specialists and mid-management	0	3	0	2	0	0		2			7
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	5	12		2	5	11		1			36
Semi-skilled and discretionary decision making	4	20	1	0	0	0		0			25
Unskilled and defined decision making	12	34		0	4	5		0			55
TOTAL PERMANENT	21	70	1	6	9	16	0	3			126
Temporary employees											
GRAND TOTAL											

Table 2: Snapshot for workforce profile for people with disabilities ONLY

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management											
Senior management											
Professionally qualified and experienced specialists and mid-management											
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents											
Semi-skilled and discretionary decision making		1									1
Unskilled and defined decision making		2									2
TOTAL PERMANENT		3									3
Temporary employees											
GRAND TOTAL		3									3

4.2 NUMERICAL GOALS

Numerical goals must include the entire workforce profile, and NOT the difference that is projected to be achieved by the end of this EE Plan. Below are two tables on numerical goals, one covering all employees, including people with disabilities, and the other covering people with disabilities **ONLY**.

Numerical targets: Year 1			
Start date:	1/10/2016	End date:	30/9/2017
	DD / MM / YYYY		DD / MM / YYYY

Numerical goals for all employees, including people with disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management		1		1	0						2
Senior management	0	0									0
Professionally qualified and experienced specialists and mid-management	1	2		1	1			2			7
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	5	11		3	6	11		2			38
Semi-skilled and discretionary decision making	5	19	1	1	2	2		1			31
Unskilled and defined decision making	12	32		1	6	7		2			60
TOTAL PERMANENT	23	65	1	7	15	20		7			138
Temporary employees											
GRAND TOTAL											

Numerical goals for people with disabilities ONLY

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management											
Senior management											
Professionally qualified and experienced specialists and mid-management											
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents											
Semi-skilled and discretionary decision making		1									1
Unskilled and defined decision making		2									2
TOTAL PERMANENT		3									3
Temporary employees											
GRAND TOTAL		3									3

4.3 NUMERICAL TARGETS

Numerical targets must include the entire workforce profile, and NOT the difference that is projected to be achieved by the next reporting period. Below are two tables on numerical targets, one covering all employees, including people with disabilities, and the other only covers people with disabilities ONLY.

Numerical targets: Year 2			
Start date:	1/10/2017	End date:	30/9/2018
	DD / MM / YYYY		DD / MM / YYYY

Numerical targets for all employees, including people with disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management		1		1							2
Senior management											
Professionally qualified and experienced specialists and mid-management	1	2		1	1			2			7
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	5	10		3	7	11		3			39
Semi-skilled and discretionary decision making	6	18	1	2	4	4		2			37
Unskilled and defined decision making	12	30		2	8	9		4			65
TOTAL PERMANENT	24	61	1	9	20	24		11			150
Temporary employees											
GRAND TOTAL											

Numerical targets for people with disabilities ONLY

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management											
Senior management											
Professionally qualified and experienced specialists and mid-management											
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents											
Semi-skilled and discretionary decision making		1									1
Unskilled and defined decision making		2									2
TOTAL PERMANENT		3									3
Temporary employees											
GRAND TOTAL		3									3

Numerical targets: Year 3

Start date: 1/10/2018
DD / MM / YYYY

End date: 30/9/2019
DD / MM / YYYY

Numerical targets, including people with disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management		1		1	0						2
Senior management											
Professionally qualified and experienced specialists and mid-management	1	2		1	1			2			7
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	5	10		3	7	11		4			40
Semi-skilled and discretionary decision making	7	17	1	3	6	6		3			43
Unskilled and defined decision making	12	28		3	10	11		6			70
TOTAL PERMANENT	25	58	1	11	24	28		15			162
Temporary employees											
GRAND TOTAL											

Numerical targets for people with disabilities ONLY

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management											
Senior management											
Professionally qualified and experienced specialists and mid-management											
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents											
Semi-skilled and discretionary decision making		1									1
Unskilled and defined decision making		2									2
TOTAL PERMANENT		3									3
Temporary employees											
GRAND TOTAL		3									3

Numerical targets: Year 4

Start date: 1/10/2019
DD / MM / YYYY

End date: 30/9/2020
DD / MM / YYYY

Numerical targets, including people with disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management		1			1						2
Senior management											
Professionally qualified and experienced specialists and mid-management	1	1		1	1	1		2			7
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	6	9		3	7	11		4			40
Semi-skilled and discretionary decision making	9	13	1	4	11	15		5			58
Unskilled and defined decision making	12	19		5	14	20		7			77
TOTAL PERMANENT	28	43	1	13	34	47		18			184
Temporary employees											
GRAND TOTAL											

Numerical targets for people with disabilities ONLY

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management											
Senior management											
Professionally qualified and experienced specialists and mid-management											
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents											
Semi-skilled and discretionary decision making		1									1
Unskilled and defined decision making		2									2
TOTAL PERMANENT		3									3
Temporary employees											
GRAND TOTAL		3									3

Numerical targets: Year 5

Start date: 1/10/2020
DD / MM / YYYY

End date: 30/9/2021
DD / MM / YYYY

Numerical targets, including people with disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management		1			1						2
Senior management											
Professionally qualified and experienced specialists and mid-management	1	1	0	1	1	1		2			7
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	6	9		3	7	11		4			40
Semi-skilled and discretionary decision making	9	13	1	4	11	15		5			58
Unskilled and defined decision making	12	19		5	14	20		7			77
TOTAL PERMANENT	28	43	1	13	34	47		18			184
Temporary employees											
GRAND TOTAL											

Numerical targets for people with disabilities ONLY

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management											
Senior management											
Professionally qualified and experienced specialists and mid-management											
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents											
Semi-skilled and discretionary decision making		1									1
Unskilled and defined decision making		2									2
TOTAL PERMANENT		3									3
Temporary employees											
GRAND TOTAL		3									3

5. PROCEDURES TO MONITOR AND EVALUATE THE IMPLEMENTATION OF THE PLAN

All the structures for monitoring and evaluating the progress of the plan should be specified with clear roles and responsibilities for the stakeholders involved including time frames when the monitoring takes place

STAKEHOLDER	ROLE/RESPONSIBILITY	FREQUENCY
▪ EE CONSULTATIVE FORUM	▪ MONITORING AND IMPLEMENTATION	▪ QUARTERLY
▪ LABOUR FORUM	▪ MONITORING	▪ QUARTERLY
▪ HR DEVELOPMENT COMMITTEE	▪ PROPOSING TO MM AND COUNCIL	▪ ONGOING

6. DISPUTE RESOLUTION MECHANISMS

Disputes will be handled within the framework of the existing Collective Agreement Dispute Processes.

7. SENIOR MANAGERS ASSIGNED TO MONITOR AND IMPLEMENT THE PLAN

The Manager Human Resources develops the plan and it is monitored by the Senior Manager Corporate Services. The Municipal Manager, as Accounting Officer, is ultimately responsible for the monitoring and implementation of the Plan.

8. ANY PRESCRIBED MATTER CAN BE INCLUDED.

/gvz/9/27/2016

SIGNATURE OF THE CHIEF EXECUTIVE OFFICER/ACCOUNTING OFFICER

Chief Executive Officer/Accounting Officer

I (full Name)
CEO/Accounting Officer of

hereby declare that I have read, approved and authorized this EE Plan.

Signed on this -----day of -----year-----

At place:-----

Chief Executive Officer /Accounting Officer Signature

APPROVED BY COUNCIL – OCTOBER 2016

**DISCUSSED AT EE FORUM MEETING OF 7 MARCH / REFERRED TO HR 16 MARCH AND
LLF 17 MARCH 2016**

HR Committee Meeting 15 September 2016 – Proposed for approval

APPROVED BY COUNCIL – OCTOBER 2016

TARGETS REVEIWED – SEPTEMBER 2017

Reviewed EE Consultative Forum – 27 March 2018

Review Referred to HR Committee – 28 Feb 2019

Approved Council – March 2019