



**PLEASE READ THIS FIRST**



**DEPARTMENT OF LABOUR**

**PURPOSE OF THIS FORM**

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-

- (a) The objectives to be achieved for each year of the plan
- (b) The affirmative action measures to be implemented as required by section 15(2);
- (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;
- (d) The timetable for each year of the plan for the achievement of goals and objectives other than numerical goals;
- (e) The duration of the plan, this may not be shorter than one year or longer than five years;
- (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;
- (g) The internal procedures to resolve any dispute about the interpretation or implementation of the plan;
- (h) The persons in the workforce, including senior managers, responsible for monitoring and implementing the plan; and
- (i) Any other prescribed matter.

**TEMPLATE FOR EMPLOYMENT EQUITY PLAN  
(Section 20)**

**Employer Details**

Trade name.....**SOCIAL DEVELOPMENT**

DTI Registration name.....

PAYE/SARS No.....**7420703945**

EE Ref No.....**795303**

Industry/Sector.....**PUBLIC SECTOR**

Province.....**EASTERN CAPE**

Tel No.....**0436055320**

Fax No.....**0866454826**

Postal address .....**Private Bag x0039 BHISHO AMATOLE BASIN**

Physical address..... **BEACON HILL OFFICEPARK, CORNER OF  
HARGRIEVES ROAD AND HOCKELY CLOSE  
KING WILLIAMS TOWN**

**PROVINCE EASTERN CAPE**

Name & Sumame of the CEO/Accounting Officer **MR S. KHANYILE**

Email address.....**Stanley.khanyile@ecdsd.gov.za**

## 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. The objectives to be achieved for each year of the plan should meet the SMART principle as follows:-
  - Specific
  - Measurable
  - Attainable
  - Relevant; and
  - Time bound
- b. Barriers and Affirmative Action Measures must be aligned with those indicated in the audit analysis (section 19(1)) and meet the following requirements:
  - 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) and
  - Include responsible persons to monitor the implementation of these AA Measures (not names of people but designations).
- c. The workforce profile, numerical goals and targets with exact time-frames according to the 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 according to 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: It is advisable that at least 6 months before the expiry of the EE Plan a designated employer should prepare a subsequent EE Plan (Successive EE Plan as required by Section 23 Employment Equity Act).**

## DURATION OF THE PLAN

Section 20 indicates that the duration of the Employment Equity 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: *(Please note that the template shown below is based on a 3 year plan)*

01 DECEMBER 2015

31 NOVEMBER 2018

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		OBJECTIVES
YEAR 1	31 NOVEMBER 2016	<ul style="list-style-type: none"> <li>• TO ENSURE THE IMPLEMENTATION OF THE EE PLAN IN THE DEPARTMENT</li> <li>• TO DEVELOP MONITORING MECHANICS FOR THE IMPLEMENTATION OF THE PLAN</li> </ul>
YEAR 2	31 NOVEMBER 2017	<ul style="list-style-type: none"> <li>• TO ELIMINATE DISCRIMINATION IN THE WORKPLACE</li> <li>• MONITORING PROGRESS ON THE IMPLEMENTATION OF EE PLAN</li> </ul>
YEAR 3	31 NOVEMBER 2018	<ul style="list-style-type: none"> <li>• EVALUATION AND REVIEW OF THE PLAN</li> </ul>

**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 of the AA Measures. The time-frames must have specific dates and be within the duration of the EE Plan (no "ongoing" permitted). The designations of responsible persons to monitor the implementation of these AA Measures should be specified.

BARRIERS AND AFFIRMATIVE ACTION MEASURES								
CATEGORIES	BARRIERS (PLEASE PROVIDE NARRATION)			AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)	TIME-FRAMES		RESPONSIBILITY (Designation)	
	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice	POLICY	PROCEDURE		START DATE	END DATE		
Recruitment procedures	✓		✓		Recruitment using targets as reflected on the plan	DEC 2015	DEC 2018	ACTING SENIOR MANAGER: HRA
				(briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category) A provincial moratorium was issued as part of the provincial cost containment. This was implemented after recruitment plan was developed and approved. This resulted in certain posts not being filled within the prescribed period of 6 months and some posts not filled at all.	(briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)			

<p>Advertising positions</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>The availability of posts were not always verified with Organisational Development Unit.</p> <p>Candidates from designated groups are eliminated when they do not possess the minimum qualification requirements even if it is not a statutory requirement.</p>	<p>Recruitment committee has been resuscitated.</p> <p>OD now confirms in writing the post level as well as the availability of the post prior to advertising.</p> <p>Where a qualification is not a statutory requirement, a clause in the advert that allows for candidates who does not meet the minimum qualification requirements may also be considered with the proviso that talks to the suitability of a candidate wherein one of the elements is that a candidate may be suitable appointed if he/she has one or a combination of prior learning; formal qualification; previous or appropriate experience; ability to acquire the skills within a reasonable time.</p>	<p>DEC 2015</p>	<p>DEC 2018</p>	<p>ACTING SM:HRA</p>
<p>Selection criteria</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>Personnel suitability checks are not specific.</p>	<p>Personnel suitability checks must be done after shortlisting of candidates.</p>	<p>DEC 2015</p>	<p>DEC 2018</p>	<p>ACTING SM:HRA</p>
<p>Appointments</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>Besides the Compulsory Induction, Departmental Induction is not done.</p> <p>Appointments are delayed due to moratorium.</p>	<p>General Departmental Induction must be conducted.</p>	<p>DEC 2015</p>	<p>DEC 2018</p>	<p>ACTING SM:HRA</p>
<p>Job classification and grading</p>			<p>No Barrier</p>					

				DEC 205	DEC 2018	ACTING SM:HRA
Remuneration and benefits	✓	✓	✓	<p>Slow movement of or non-existence of assistance to AA appointees' needs be trained and provide assistance to officials living with disabilities.</p> <p>Incorrect capturing of appointment dates affects benefits of employees.</p>	<p>At time of implementing AA during recruitment processes, the recruitment committee must identify specific needs and as soon as officials assumes duties, the needs must be forwarded to the appropriate sections to procure and/or facilitate for the needs to be addressed.</p> <p>Assumption of duty dates must be confirmed before capturing appointments on the system as to prevent officials from being negatively affected.</p>	
Terms & conditions of employment	✓	✓	✓	Insufficient information attached to appointment letter.	A clear and comprehensive contract of employment must be attached to appointment letter.	DEC 2015 DEC 2018 ACTING SM: HRA
Work environment and facilities	✓	✓	✓	Office buildings and facilities are not accessible to people living with disabilities	Policies must be followed and implemented to ensure that all buildings and facilities are accessible to people living with disabilities.	DEC 2015 DEC 2018 SM: LOGISTICS
Training and development	✓	✓	✓	Training for designated groups does not form part of the main stream training and there is no separate data base.	Look at special training needs for designated groups.	DEC 2015 DEC 2018 SM:HRM & OD
Performance and evaluation	✓	✓	✓	The department is using Provincial PMDS policy which does not cater for the special needs of the department.	The department must develop PMDS policy that will talk to the needs of the employees. A draft PMDS policy which specifically caters for the Department with a chapter on OSD has been developed	DEC 2015 DEC 20168 SM:HRM & OD



HIV&AIDS prevention and wellness programmes	✓	✓	✓	Employees are always hesitant to disclose status in front of other officials.	In an attempt to motivate officials to declare their status, Department should appoint those who declared as ambassadors who have revealed their status and should then be utilized by all role-players to reach communities and assist at NPO's and the Department.	DEC 2015	DEC 2018	SM: EMPLOYEE RELATIONS
Assigned senior manager(s) to manage EE implementation	✓		✓	No barrier.	The department has appointed an assigned EE Manager.	DEC 2015	DEC 2018	GENERAL MANAGER: CORPORATE SERVICES
Budget allocation in support of employment equity goals	✓	✓	✓	There is a budget that is specific to support Employment Equity Goals. Employment equity is driven through the Directorate –HRM and Special Programmes	Special Programmes Unit to provide an oversight and advisory role to the Department on the meeting the targets.	DEC 2015	DEC 2018	SG: SOCIAL DEVELOPMENT
Time off for employment equity consultative committee to meet				Time off is not maintained as planned by the forum members due to competing departmental activities.	Time has to be allocated, reserved and flexible for all members. Scheduled times should be prioritised by all supervisors and managers.	WHEN NEED ARISES		EE MANAGER



#### 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 . 07 OCTOBER 2015.....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	3	0	1	0	5	0	1	0	0	0	10
Senior management	17	0	0	2	13	1	0	0	0	0	33
Professionally qualified and experienced specialists and mid-management	150	14	0	7	415	33	1	24	0	0	644
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	475	18	0	5	1695	67	5	25	0	0	2290
Semi-skilled and discretionary decision making	395	16	1	1	775	47	0	6	0	0	1241
Unskilled and defined decision making	30	0	1	1	37	1	0	1	0	0	71
<b>TOTAL PERMANENT</b>	<b>1070</b>	<b>48</b>	<b>3</b>	<b>16</b>	<b>2940</b>	<b>149</b>	<b>7</b>	<b>56</b>	<b>0</b>	<b>0</b>	<b>4289</b>
Temporary employees	455	3	0	1	162	2	0	1	0	0	623
<b>GRAND TOTAL</b>	<b>1525</b>	<b>51</b>	<b>3</b>	<b>17</b>	<b>3102</b>	<b>151</b>	<b>7</b>	<b>57</b>	<b>0</b>	<b>0</b>	<b>4912</b>

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	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	5	1	0	0	8	1	0	3	0	0	18
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	7	1	0	1	3	0	0	0	0	0	12
Semi-skilled and discretionary decision making	8	0	0	0	10	0	0	1	0	0	19
Unskilled and defined decision making	2	0	0	0	2	0	0	0	0	0	4
<b>TOTAL PERMANENT</b>	<b>22</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>23</b>	<b>1</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>53</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	<b>22</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>23</b>	<b>1</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>53</b>

## 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**.

Start date: 01 DECEMBER 2015  
DD / MM / YYYY

31 NOVEMBER 2018  
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	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	1	0	1	0	1	0	0	0	3
Professionally qualified and experienced specialists and mid-management	35	3	0	1	3	1	0	2	0	0	45
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	103	4	2	4	17	4	2	2	0	0	138
Semi-skilled and discretionary decision making	38	5	0	0	10	3	0	2	0	0	58
Unskilled and defined decision making	89	1	1	1	1	1	0	1	0	0	95
<b>TOTAL PERMANENT</b>	<b>239</b>	<b>5</b>	<b>2</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>254</b>
Temporary employees	202	60	13	5	196	19	4	4	0	0	503
<b>GRAND TOTAL</b>	<b>441</b>	<b>65</b>	<b>15</b>	<b>8</b>	<b>197</b>	<b>20</b>	<b>5</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>757</b>

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	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	1	0	0	0	0	1
Professionally qualified and experienced specialists and mid-management	5	1	0	1	3	1	0	2	0	0	13
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	13	4	2	2	17	4	2	2	0	0	46
Semi-skilled and discretionary decision making	8	3	0	0	10	3	0	1	0	0	25
Unskilled and defined decision making	0	0	0	0	1	0	0	0	0	0	1
<b>TOTAL PERMANENT</b>	<b>26</b>	<b>8</b>	<b>2</b>	<b>3</b>	<b>31</b>	<b>9</b>	<b>2</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>86</b>
Temporary employees	2	0	0	0	1	0	0	0	0	0	3
<b>GRAND TOTAL</b>	<b>28</b>	<b>8</b>	<b>2</b>	<b>3</b>	<b>32</b>	<b>9</b>	<b>2</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>89</b>

Numerical targets: Year 1		
Start date:	31 DECEMBER 2015 DD / MM / YYYY	End date: 31 NOVEMBER 2016 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	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	1	0	0	0	0	0	0	0	1
Professionally qualified and experienced specialists and mid-management	10	1	0	0	0	0	0	0	0	0	11
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	30	0	0	1	0	0	0	0	0	0	31
Semi-skilled and discretionary decision making	10	1	0	0	0	0	0	1	0	0	12
Unskilled and defined decision making	30	1	0	0	0	1	0	1	0	0	33
<b>TOTAL PERMANENT</b>	<b>80</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>88</b>
Temporary employees	50	50	2	2	50	10	2	2	0	0	168
<b>GRAND TOTAL</b>	<b>130</b>	<b>53</b>	<b>2</b>	<b>2</b>	<b>50</b>	<b>12</b>	<b>2</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>256</b>

**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	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	1	0	0	0	0	1
Professionally qualified and experienced specialists and mid-management	2	1	0	1	1	1	0	1	0	0	7
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	5	1	1	1	7	2	1	1	0	0	19
Semi-skilled and discretionary decision making	3	2	0	0	3	1	0	1	0	0	10
Unskilled and defined decision making	0	0	0	0	1	0	0	0	0	0	1
<b>TOTAL PERMANENT</b>	<b>10</b>	<b>4</b>	<b>1</b>	<b>2</b>	<b>12</b>	<b>5</b>	<b>1</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>38</b>
Temporary employees	2	0	0	0	1	0	0	0	0	0	3
<b>GRAND TOTAL</b>	<b>12</b>	<b>4</b>	<b>1</b>	<b>2</b>	<b>13</b>	<b>5</b>	<b>1</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>41</b>

**Numerical targets: Year 2**Start date: 01 DECEMBER 2015  
DD / MM / YYYYEnd date: 31 NOVEMBER 2018  
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	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	1	0	0	0	1
Professionally qualified and experienced specialists and mid-management	10	1	0	0	0	0	0	0	0	0	11
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	30	0	0	1	0	0	0	0	0	0	31
Semi-skilled and discretionary decision making	10	1	0	0	0	0	0	0	0	0	11
Unskilled and defined decision making	30	0	1	1	0	0	0	0	0	0	32
<b>TOTAL PERMANENT</b>	<b>80</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>85</b>
Temporary employees	100	5	10	2	100	2	1	1	0	0	221
<b>GRAND TOTAL</b>	<b>180</b>	<b>7</b>	<b>11</b>	<b>4</b>	<b>100</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>306</b>

**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	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	2	0	0	0	1	0	0	1	0	0	4
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	5	2	1	1	7	2	1	1	0	0	20
Semi-skilled and discretionary decision making	3	0	1	0	5	2	0	0	0	0	11
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL PERMANENT</b>	<b>10</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>13</b>	<b>4</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>35</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	<b>10</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>13</b>	<b>4</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>35</b>



**Numerical targets: Year 3**Start date: 01 DECEMBER 2018  
DD / MM / YYYYEnd date: 31 NOVEMBER 2018  
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	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	1	0	0	0	0	0	1
Professionally qualified and experienced specialists and mid-management	10	0	0	0	0	0	0	0	0	0	10
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	30	0	0	0	0	0	0	0	0	0	30
Semi-skilled and discretionary decision making	10	0	0	0	0	0	0	0	0	0	10
Unskilled and defined decision making	30	0	0	0	0	0	0	0	0	0	30
<b>TOTAL PERMANENT</b>	<b>80</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>81</b>
Temporary employees	50	5	1	1	45	7	1	1	0	0	111
<b>GRAND TOTAL</b>	<b>130</b>	<b>5</b>	<b>1</b>	<b>1</b>	<b>46</b>	<b>7</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>192</b>

**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	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	1	0	0	0	0	0	0	0	0	0	1
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	3	1	0	0	3	0	0	0	0	0	7
Semi-skilled and discretionary decision making	2	0	0	0	2	0	0	0	0	0	4
Unskilled and defined decision making	0	0	0	0	0	0	2	0	0	0	4
<b>TOTAL PERMANENT</b>	<b>6</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	<b>8</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14</b>

## 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
<ul style="list-style-type: none"> <li>▪ HEAD OF DEPARTMENT</li> </ul>	<ul style="list-style-type: none"> <li>▪ APPROVE THE PLAN AND SERVE AS AN APPEAL AUTHORITY IN THE EVENT OF DISPUTES ARISING FROM THE IMPLEMENTATION OF THE PLAN</li> </ul>	<ul style="list-style-type: none"> <li>▪ AT ALL TIMES</li> </ul>
<ul style="list-style-type: none"> <li>▪ EMPLOYMENT EQUITY COMMITTEE</li> </ul>	<ul style="list-style-type: none"> <li>▪ SHALL ENSURE FAIRNESS IN THE IMPLEMENTATION OF THE POLICY</li> </ul>	<ul style="list-style-type: none"> <li>▪ AT ALL TIMES</li> </ul>
<ul style="list-style-type: none"> <li>▪ GENERAL MANAGER CORPORATE SERVICES</li> </ul>	<ul style="list-style-type: none"> <li>▪ SHALL BE RESPONSIBLE FOR THE MONITORING OF THE PLAN</li> </ul>	<ul style="list-style-type: none"> <li>▪ AT ALL TIMES</li> </ul>

**6. DISPUTE RESOLUTION MECHANISMS**

A clear process to be followed to resolve disputes arising from the interpretation and implementation of the EE Plan, including the responsible persons and time-frames for each step to resolve the dispute.

<b>DISPUTE PROCEDURE</b>	<b>TIME FRAMES</b>	<b>RESPONSIBLE PERSON</b>
Departmental EE Committee	30 days	EE Committee
Departmental grievance Procedure	14 days	Labour Relations
Departmental Appeals Committee for final recommendation ( MEC)	7 days	MEC
CCMA	-	CCMA

**7. SENIOR MANAGERS ASSIGNED TO MONITOR AND IMPLEMENT THE PLAN**

- Senior Manager: HRA
- Senior Manager: HRM & OD
- Senior Manager: Logistics
- All District Managers
- Special Programmes Unit
- Senior Manager: Labour and Employee Relations

**8. ANY PRESCRIBED MATTER CAN BE INCLUDED.**

**SIGNATURE OF THE CHIEF EXECUTIVE OFFICER/ACCOUNTING OFFICER**

**Chief Executive Officer/Accounting Officer**

I Vijaydasi Sengani appointed as (full Name) CEO/Accounting Officer of  
an Acting Head of Department of Social Development

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

Signed on this 26th day of November year 2015.

At place: King William's Town

pp: Vijaydasi Sengani  
Chief Executive Officer /Accounting Officer