

**DEPARTMENT OF SOCIAL
DEVELOPMENT**



**EMPLOYMENT EQUITY PLAN
2010/11 - 2014/15**

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1. FOREWORD

The Eastern Cape Provincial Administration and the public service in general, suffers from a past; plagued by racial and gender imbalances that have led to the uneven spread of employees which is not representative of the demographics of the province. The Department of Social development believes that transformation is vital in order to improve service delivery by building diversity as well as capacity. In order to achieve this, and taking account of South Africa's history, we recognize our responsibility to equal opportunities for designated persons, i.e. previously disadvantaged, women and disabled people. In 2007 the Departmental Employment Equity Plan was developed and implemented and its development and implementation has brought significant improvements in terms of closing the gaps.

The Employment Equity Act, 55 of 1998 imposes a duty on employers to eliminate unfair discrimination. It also provides a framework for the attraction, development, the advancement and retention of an employer's human resource talent. Research has shown that employers can increase productivity, motivation and resourcefulness in the workplace when they invest in their people and treat them with fairness and equity. This is secured by eliminating the historical barriers that prevent the advancement of the designated groups (Black people including African, Coloureds and Indians, Women and People with Disabilities). This ensures that positive or affirmative action measures are in place to expedite their growth and advancement.

In the context of challenges of a compounded diverse global economy and Constraints around infrastructure, skills, poverty, unemployment and service delivery, employers are increasingly aware that having racial, gender and disability diversity is key to business growth and development. Sustaining this growth requires ongoing commitment toward eliminating barriers, including skills development, in its general and specific forms. Some of the main challenges for employers include; attracting, managing, developing and retaining talent in the workforce through effective human resource management. In this context, the implementation of effective employment equity strategies will assist employers to maximize human resource development through the eliminating unfair discrimination and barriers and by promoting affirmative action. It is important for management to be acquainted with the environment within which they operate in order to be able to apply the correct strategy or combination of strategies in the correct circumstances and at the right time. This plan will be used as a strategy to accelerate the process by advancing people who have been previously disadvantaged, giving them preferential treatment in appointments and promotions. The strategies outlined in this plan are clearly against unfair discrimination on the grounds of race, gender, sex, pregnancy, marital status, age, disability, religion, HIV/AIDS status, culture and language.

The Public Sector Transformation objectives are strategically aligned with the Eastern Cape Provincial Government's current Provincial Growth and Development Plan (PGDP). The provincial Government has always sought to anticipate the new socio-economic environment that is unfolding

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because of the political transition hence the development and implementation of the PGDP to alleviate these disparities. It is to this end that the Department, in developing the Employment Equity Plan, intends to address the imbalances caused by the apartheid regime.

Diversity management, which is underpinned in the transformation objective, is a planned, systematic and comprehensive managerial process. It aims at developing a work environment by which all employees with their similarities and differences can contribute to the strategic and competitive advantage of our workforce and where nobody is excluded on the basis of facts unrelated to service delivery. The employment equity plan of the Department is designed to appoint and promote previously disadvantaged individuals in line with the Eastern Cape's demographic profile of the economically active citizens.



HEAD OF DEPARTMENT

29-11-2010

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1. BACKGROUND

The need for Employment Equity (EE) practice emanates from the transformation agenda to redress the historical disadvantages in employment as a result of the apartheid legacy. The core of the practice is to establish parameters for employment that reflects the workforce that is representative of the population dynamics. It is governed by the Employment Equity Act enforceable at common law which is crucial in employment practice. The Department developed its Employment Equity Plan and came to effect on the 27 August 2007. Previously the Department did not have any Employment equity Plan in place, recruitment was done haphazardly and since the development and implementation of the Employment Equity Plan, there has been a noticeable improvement in terms of employing people from the designated groups.

In August 2009 the plan was reviewed, the new committee was established which widely represents all departmental workforce occupational categories and levels, designated groups and labour unions:

General Manager – Corporate Services

Senior Manager- Human Resource Management

Human Resource Development

Labour Relations

Human Resource Planning

Special Programme Unit

Organised Labour

Corporate Services Managers

Programme 2 & 3

Business Intelligence Unit

3. THE RATIONALE FOR EMPLOYMENT EQUITY

3.1 Business rationale

Transformation and the successful management of diversity will deliver a competitive advantage that will deliver a stronger, more cohesive and more productive workforce. It should contribute to greater employee satisfaction and commitment resulting in lower staff turnover and stronger client and stakeholder orientation and satisfaction.

3.2. Basic principles

Employment Equity and Corrective Action should be based on the following principles:

- **Strategic priority**

As a strategic priority it should form a key component of the department's drive to use research in creating a healthy environment.

- **Holistic approach**

It should be central factor in the strategy of the department including the recruitment and appointment processes as well as all forms of people development and advancement.

- **Equity**

The notion of equity is central to the process of achieving equal employment opportunities and it should be applied fairly and justly in the elimination of race, gender, ethnicity, religion, disability, age, sexual orientation, political persuasion and any other form of unfair discrimination as specified in the Employment Equity Act.

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- **Organisational culture**

The department should continuously endeavour to develop an organizational culture that is characterized by values, norms, beliefs, systems and practices that are inclusive and supportive of the development of all its employees. This plan has been developed in accordance with Section 20(1) of the Employment Equity Act 55/1998 the objectives of which may be summarized as follows:

- To ensure that the workplace is free of discrimination; and
- To promote equal opportunities and fair treatment in the workplace

The objectives of this plan can be summarized as follows:

- To give effect to the Employment Equity Act, 55 of 1998
- To ensure the implementation of the EE plan in the department
- To develop monitoring mechanisms for the implementation of the plan

4. LEGISLATIVE/ REGULATORY FRAMEWORK

This plan has been prepared and shall be implemented in accordance with the under listed legislation/ documents:

- Constitution of the Republic of South Africa Act 108/1996
- Employment Equity Act 55/1998
- Labour Relations Act 66/1995
- Skills Development Act 97/1998
- Basic Conditions of Employment Act, 1997
- Public Services Regulation, 1999
- White Paper on Affirmative Action in the Public Services, 1998
- White Paper on Transformation of the Public Services, 1995
- National Gender Policy Framework, 2001

5. SITUATION ANALYSIS

In order to determine compliance of an organization to the principles of employment equity, an assessment of policies, practice in that organization must be made. This is an assessment or analysis conducted from the point of view of a number of stakeholders determined in terms of the Act and representation on the EE Committee. The purpose of the assessments and analysis of these policies and practices is to identify any barriers that can hamper the implementation of employment equity strategies in the workplace.

Secondly, the Employment Equity Act also requires that an organization should do an analysis of its workforce. This will enable the Department to introduce measures to ensure that it is representative in terms of race, gender and disability. In this case, the advancement of women in all occupational levels has been prioritised and as such women representativity is 72% across the department and is standing at 48% at leadership and management level (level 13-16). Further to this, the employment of people with disabilities is an area where the department has been unsuccessful in meeting provincial targets (2%). The employment of people with disabilities is currently standing at 1.57% which leaves the Department with a negative variance of 0.43%.

The Department consciously seeks to capacitate people with disabilities in order to ensure that they remain within the Department and compete favourably with other candidates for senior positions when posts become vacant in line with our proposed equity targets. Efforts are currently being made to ensure accessibility to Departmental Offices possible for people with disabilities. In the new building) which the Department is relocating to the provision has been made for lifts and ramps. At District Offices most of the buildings and park-homes are compliant in terms of accessing the workplace for People with Disabilities.

5. 1. CHALLENGES & PROPOSED SOLUTIONS

- The Department of Social Development has not met the targets for the employment of disabled people.
- There is a need to improve the representation of women and disabled people at management level.

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- The achievement of Employment Equity targets has not been integrated into the Performance Agreements of management.
- Retention in organization is still a major challenge; if a strategy exists it is not effective.

CHALLENGES	PROPOSED SOLUTIONS
Recruitment procedures – advert not accessible	<ul style="list-style-type: none"> ○ Advert to be placed on notice boards with lockable glass doors ○ Adverts to be circulated to all directorates ○ Organisations of and for disabled people to be informed about adverts
Lack of commitment/ accountability on the part of management to implement employment equity targets	<ul style="list-style-type: none"> ○ Achievements of Employment Equity targets to form part of the Performance agreements of management. ○ Each directorate/ branch to be allocated % target to achieve employment of disabled people
Non- disclosure of staff	<ul style="list-style-type: none"> ○ Special Programme Unit to initiate awareness programme with HR Directorate

6. ECONOMICALLY ACTIVE POPULATION (LABOUR FORCE SURVEY: SEPTEMBER 2009)

Table 1

NATIONAL ECONOMICALLY ACTIVE POPULATION	Male				Female				TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	
	39.2%	6.1%	1.9%	6.7%	34.2%	5.2%	1.1%	5.5%	
WESTERN CAPE	18.0%	27.8%	0.3%	8.5%	14.1%	24.0%	0.2%	7.1%	100.0%
EASTERN CAPE	39.5%	6.1%	0.5%	5.4%	38.9%	4.8%	0.3%	4.4%	100.0%
NOTHERN CAPE	21.4%	24.2%	0.1%	6.6%	22.5%	20.0%	0.0%	5.2%	100.0%
FREE STATE	42.2%	1.4%	0.1%	9.1%	38.6%	1.6%	0.0%	7.1%	100.0%

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KWAZULU-NATAL	40.8%	0.7%	6.8%	4.4%	39.3%	0.7%	3.9%	3.5%	100.0%
NORTH WEST	52.4%	1.1%	0.6%	5.8%	34.8%	0.7%	0.1%	4.6%	100.0%
GAUTENG	42.2%	2.2%	1.9%	9.1%	33.9%	2.0%	1.1%	7.8%	100.0%
MPUMALANGA	47.0%	1.1%	0.4%	4.7%	43.0%	0.8%	0.0%	3.0%	100.0%
LIMPOPO	48.4%	0.3%	0.4%	2.1%	46.9%	0.4%	0.3%	1.2%	100.0%

It is the intention of the government that the public service reflects the demographics of the population that it serves. Therefore, the Employment Equity targets for the Department of Social Development, Eastern Cape are based on the economically active labour force population of the Eastern Cape. The PERSAL data will be compared to the economically active labour force population data in order to identify the imbalances within the Department.

7. QUANTITATIVE ANALYSIS OF THE CURRENT WORKFORCE:

As per Section 42 of the Employment Equity Act 55 of 1996, an analysis of the Departmental current workforce as outlined in tables below has been conducted, in the process, the National and Provincial demographics (as per economically active population labour force, September 2009) were considered. This analysis was done in terms of race, gender, and disability status and salary level. The analysis was done so as to be able to determine the degree of under representation of people from designated groups in various occupational categories and levels. The analysis of the current workforce profile for the Department revealed that the majority of employees in the Department are females. At SMS level i.e. levels 13 – 16, the target is 50% females and 50% males and currently the department stands at 48% females and 52% males. There is still negative variance of 2% that must be closed by employing additional females at this level. In terms of gender at the SMS level, males are standing at 52% as against females which are standing at 48%.

The current workforce profile shows over representation of females at 73% against males which stands at 27%. This stats shows significant improvements done by the Department in terms of employing people from the designated groups, however, in the process of reviewing targets, it is important to assess where this 73% females is situated in terms of levels in the Department because it is fruitless to claim to have the majority females whilst this majority is situated at the lower levels and not represented at higher levels.

The current disability workforce profile shows that there is still under representation in this area in particular at SMS level. In terms of employment of people with disabilities the department stands at 1.5%, which leaves the department with a negative variance of 0.5 %. The department will therefore target the recruitment of persons with disabilities at all salary levels and occupational categories, and in particular management level. As Employment Equity targets were reviewed, it then transpired that, non- disclosure of the disability status could be one of the contributors to this under representation and this means that the department must make concerted efforts to facilitate the disclosure and target persons with disabilities for employment.

The above picture shows progressive recruitment that the Department has engaged itself on and that the situation outlined above show good work that has been done. This scenario simply tells that the recruitment plan of the Department may emphasise on attracting more males in particular in Programme 1, or recruitment in this programme should be based on competencies for the specific job, rather than being specific on a particular

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gender. In programme 2 (which is core business of the Department) females may not be necessarily recruited but because of the nature of business of the Department of Social Development, which requires the services of Social workers and Community workers(which are predominantly female professions), females may be considered so as to not compromise Service Delivery.

All the targets are presented in Tables **2 - 21** below.

As already indicated, the above analysis indicates a noticeable significant improvement though with a room for some more improvements. This further emphasise a need to develop some more strategies to close the gaps that are still transpiring so as to ensure that the set targets are met within the required turnaround time.

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8. CURRENT WORKFORCE PROFILE: PROVINCIALY

Table 2

Salary Levels	FEMALES						MALES						Disability
	African	Coloured	Indian	White	Total	%	African	Coloured	Indian	White	Total	%	
16	0	0	0	0	0		0	0	0	0	0		0
15	1	0	0	0	1		0	0	0	0	0		0
14	1	0	1	0	2		1	0	1	0	2		0
13	13	0	0	0	13	48.48	13	1	0	1	15	51.52	0
12	93	4	0	5	102		54	2	0	6	62		1
11	8	1	0	0	9	62.36	4	1	0	0	5	37.64	2
10	140	19	1	16	176		58	3	1	0	62		3
9	167	15	0	10	192	76.83	42	6	0	1	49	23.17	8
8	145	10	1	8	164		48	4	0	1	53		6
7	869	43	2	13	927	78.89	226	8	0	5	239	21.11	9
6	39	7	0	6	52		20	8	0	0	28		0
5	134	19	1	11	165		55	5	0	0	60		3
4	386	22	0	2	410	70.21	170	6	1	1	178	29.79	13
3	48	1	0	0	49		34	3	0	0	37		3
2	42	2	0	1	45		24	2	0	0	26		4
0	219	11	0	0	230	63.28	120	5	0	0	125	36.72	0
Total	2305	154	6	72	2537	72.94%	869	54	3	15	941	27.06%	52
Target % (Source?)	38.90%	4.80%	0.30%	4.40%		48.40%	39.50%	6.10%	0.50%	5.40%		51.50%	2.00%
Target Numerical	1353	167	10	153		1683	1374	212	17	188		1791	70
Variance	952	-13	-4	-81		675	-505	-158	-14	-173		675	-18

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Action Required	Reduce	Increase	Increase	Increase		Reduce	Increase	Increase	Increase	Increase		Increase	Increase
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Dimensions

Race

The statistics reflect an over-representation of African females. Males of all races reflect the highest degree of under-representation, and should therefore be prioritised as a category to increase

Gender

The National target of 50% for Senior Management (Levels 13 and above) is not yet achieved. Even though males are under represented in an organisation as a whole but they are overly represented in terms of males occupying Senior Management position in the department.

Disability

According to the statistics there is a negative variance of 18 in terms of meeting the target for people with disabilities, therefore the recruitment processes should target to fill this gap.

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9. SMS TARGETS: PROVINCIALY

Table 3

SMS LEVELS	TARGETS 2010/2011								TARGETS FOR 2011/2012							
	FEMALES				MALES				FEMALES				MALES			
	African	Coloured	Asian	White	African	Coloured	Asian	White	African	Coloured	Asian	White	African	Coloured	Asian	White
16	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
15	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0
14	0	0	0	0	0	0	0	0	1	1	0	0	1	0	0	0
13	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0
Total	2	0	0	0	0	0	0	0	1	1	0	0	2	0	1	0
SMS LEVELS	TARGETS 2012/2013								TARGETS FOR 2013/2014							
	FEMALES				MALES				FEMALES				MALES			
	African	Coloured	Asian	White	African	Coloured	Asian	White	African	Coloured	Asian	White	African	Coloured	Asian	White
16	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
15	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
14	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0
13	0	0	0	1	0	0	0	0	1	0	0	0	0	0	0	0
Total	1	0	0	1	0	0	0	0	1	0	0	0	0	1	0	0

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SMS LEVELS	TARGETS 2014/2015						
	FEMALES				MALES		
	African	Coloured	Asian	White	African	Coloured	Asian
16	0	0	0	0	0	0	0
15	0	0	0	0	0	0	0
14	1	0	0	0	0	0	0
13	0	0	0	0	0	0	0
Total	1	0	0	0	0	0	0

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10. PROVINCIAL TARGETS: LEVEL 0 -12

Table 4

LEVELS	TARGETS 2010/2011								TARGETS FOR 2011/2012							
	FEMALES				MALES				FEMALES				MALES			
	African	Coloured	Asian	White	African	Coloured	Asian	White	African	Coloured	Asian	White	African	Coloured	Asian	White
12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	7	2	0	0	6	1	0	0	9	2	0	0
10	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
9	0	3	0	4	14	9	1	10	0	2	0	3	45	14	1	4
8	1	2	0	1	6	3	0	5	1	0	1	3	7	1	0	1
7	7	0	0	1	6	5	1	0	0	0	0	7	28	3	2	2
6	0	1	0	1	4	1	1	2	0	3	1	1	7	1	0	1
5	0	1	0	4	16	2	0	2	5	12	0	0	23	3	0	5
4	0	0	0	0	0	0	0	0	3	3	3	3	2	2	0	1
3	2	4	2	4	24	8	4	6	42	12	5	6	36	8	1	9
2	0	1	0	2	4	2	0	3	0	4	0	2	10	3	0	3
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	10	12	2	17	82	32	7	28	57	37	10	25	167	37	4	26

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LEVELS	TARGETS 2012/2013								TARGETS FOR 2013/2014							
	FEMALES				MALES				FEMALES				MALES			
	African	Coloured	Asian	White	African	Coloured	Asian	White	African	Coloured	Asian	White	African	Coloured	Asian	White
12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	6	0	0	0	0	0	0	0	3	0	0	0
10	0	0	0	0	6	0	0	0	0	0	0	0	6	1	0	0
9	0	9	2	5	62	19	4	1	3	4	2	5	57	20	4	0
8	1	2	0	1	27	8	1	0	0	7	0	5	26	16	0	1
7	10	2	0	8	10	10	0	0	10	3	0	0	20	5	0	2
6	0	2	0	0	4	0	0	0	3	2	0	0	1	0	0	0
5	6	6	1	1	14	6	1	1	0	7	1	2	21	1	0	4
4	3	3	3	5	2	2	1	0	3	3	3	3	14	3	0	3
3	34	7	1	3	34	6	1	10	0	7	0	6	28	59	7	8
2	0	0	0	0	6	0	0	5	0	0	0	0	5	0	0	5
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	54	31	7	23	171	45	8	17	19	33	6	21	181	105	11	23

LEVELS	TARGETS 2014/2015							
	FEMALES				MALES			
	African	Coloured	Asian	White	African	Coloured	Asian	White

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12	0	0	0	0	2	1	0	1
11	0	0	0	0	1	0	0	0
10	0	0	0	0	17	0	0	0
9	0	10	2	5	61	38	4	0
8	0	0	0	0	10	5	0	0
7	5	1	1	8	4	3	0	0
6	0	3	0	0	5	0	0	0
5	6	4	0	0	35	6	2	3
4	3	3	3	5	2	2	0	5
3	0	2	1	4	30	3	1	9
2	0	0	0	0	2	0	0	5
0	0	0	0	0	0	0	0	0
Total	14	23	7	22	169	58	7	23

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11. HEAD OFFICE: CURRENT WORKFORCE PROFILE

Table 5

Salary Levels	FEMALES						MALES						Disability
	African	Coloured	Indian	White	Total	%	African	Coloured	Indian	White	Total	%	
16	0	0	0	0	0		0	0	0	0	0		0
15	1	0	0	0	1		0	0	0	0	0		0
14	1	0	1	0	2		1	0	1	0	2		0
13	10	0	0	0	10	48.15	10	1	0	1	12	51.85	0
12	41	1	0	0	42		41	0	0	5	46		1
11	8	1	0	0	9	50.00	4	1	0	0	5	50.00	1
10	31	0	0	0	31		24	1	1	0	26		2
9	16	0	0	0	16	57.32	9	0	0	0	9	42.68	0
8	42	0	0	0	42		13	0	0	0	13		1
7	89	1	1	0	91	75.57	30	0	0	0	30	24.43	0
6	0	0	0	0	0		1	0	0	0	1		0
5	35	1	0	0	36		20	1	0	0	21		0
4	1	0	0	0	1	60.66	1	0	1	0	2	39.34	0
3	6	0	0	0	6		0	0	0	0	0		0
2	1	0	0	0	1		1	0	0	0	1		0
0	4	2	0	0	6	65.00	5	1	0	0	6	35.00	0
Total	286	6	2	0	294	62.82%	160	5	3	6	174	37.18%	5
Target % (Source?)	38.90%	4.80%	0.30%	4.40%		48.40%	39.50%	6.10%	0.50%	5.40%		51.50%	2.00%
Target Numerical	182	22	1	21		227	185	29	2	25		241	9
Variance	104	-16	1	-21		675	-25	-24	1	-19		675	-4
Action Required	Reduce	Increase	Reduce	Increase		Reduce	Increase	Increase	Reduce	Increase		Increase	Increase

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Dimensions

Race

The statistics reflect an over-representation of African females. Males of all races excluding Asian Males reflect the highest degree of under-representation, and should therefore be prioritised as a category to increase

Gender

The National target of 50% for Senior Management (Levels 13 and above) is not yet achieved. Even though males are under represented in an organisation as a whole but they are overly represented in terms of males occupying Senior Management position in the department.

Disability

According to the statistics there is a negative variance of 4 in terms of meeting the target for people with disabilities, so 1 post at SMS level and 3 posts at level 2 to 12 must filled by a persons with disabilities so as to close the gap.

12. HEAD OFFICE TARGETS: LEVEL 0 – 12

Table 6

SMS LEVELS	TARGETS 2010/2011								TARGETS FOR 2011/2012							
	FEMALES				MALES				FEMALES				MALES			
	African	Coloured	Asian	White	African	Coloured	Asian	White	African	Coloured	Asian	White	African	Coloured	Asian	White
12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11	0	1	0	0	1	1	0	0	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

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9	0	2	0	3	5	4	0	3	0	2	0	2	9	5	0	2
8	0	1	0	1	2	2	0	1	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6	0	1	0	1	1	1	0	1	0	0	0	0	0	0	0	0
5	0	1	0	1	2	2	0	1	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0
2	0	1	0	2	2	2	0	1	0	1	0	1	1	1	0	1
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	7	0	8	13	12	0	7	1	3	0	3	10	6	0	3
SMS LEVELS	TARGETS 2012/2013								TARGETS FOR 2013/2014							
	FEMALES				MALES				FEMALES				MALES			
	African	Coloured	Asian	White	African	Coloured	Asian	White	African	Coloured	Asian	White	African	Coloured	Asian	White
12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
9	0	0	2	0	3	5	4	0	3	0	2	0	3	5	4	0

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8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total		0	2	0	3	5	4	0	3	0	2	0	3	5	4	0
	0															

LEVELS	TARGETS 2014/2015							
	FEMALES				MALES			
	Africa ns	Colo ured	Asian	White	Africa n	Colo ured	Asian	White
12	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0
9	0	0	2	0	3	5	4	0
8	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0

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3	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0
Total	0	0	2	0	3	5	4	0

EMPLOYMENT EQUITY PLAN
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13.NELSON MANDELA DISTRICT: CURRENT WORKFORCE PROFILE

Table 7

Salary Levels	FEMALES						MALES						Disability
	African	Coloured	Indian	White	Total	%	African	Coloured	Indian	White	Total	%	
16	0	0	0	0	0		0	0	0	0	0		0
15	0	0	0	0	0		0	0	0	0	0		0
14	0	0	0	0	0		0	0	0	0	0		0
13	0	0	0	0	0	0.00	1	0	0	0	1	100.00	0
12	3	2	0	1	6		2	0	0	1	3		0
11	0	0	0	0	0	66.67	0	0	0	0	0	33.33	0
10	7	11	0	4	22		3	0	0	0	3		0
9	22	11	0	6	39	82.43	6	3	0	1	10	17.57	2
8	13	6	1	5	25		6	3	0	1	10		1
7	66	24	0	6	96	74.69	22	6	0	3	31	25.31	1
6	14	7	0	3	24		10	7	0	0	17		0
5	36	10	0	6	52		7	1	0	0	8		0
4	49	11	0	1	61	66.18	41	4	0	0	45	33.82	2
3	12	0	0	0	12		8	3	0	0	11		0
2	20	2	0	0	22		8	2	0	0	10		0
0	6	1	0	0	7	62.12	4	0	0	0	4	37.88	0
Total	248	85	1	32	366	70.52%	118	29	0	6	153	29.48%	6
Target % (Source?)	38.90%	4.80%	0.30%	4.40%		48.40%	39.50%	6.10%	0.50%	5.40%		51.50%	2.00%
Target Numerical	202	25	2	23		251	205	32	3	28		267	10
Variance	46	60	-1	9		675	-87	-3	-3	-22		675	-4
Action Required	Reduce	Reduce	Increase	Reduce		Reduce	Increase	Increase	Increase	Increase		Increase	Increase

EMPLOYMENT EQUITY PLAN
2010/11 -2014/2015

Dimensions

Race

The statistics reflect an over-representation of African females. Males of all races reflect the highest degree of under-representation, and should therefore be prioritised as a category to increase

Gender

The National target of 50% for Senior Management (Levels 13 and above) is not yet achieved. Even though males are under represented in an organisation as a whole but they are overly represented in terms of males occupying Senior Management position in the department.

Disability

According to the statistics there is a negative variance of 4 in terms of meeting the target for people with disabilities, therefore the recruitment process at Nelson Mandela District should be aimed at reducing this variance by 4.

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13. NELSON MANDELA DISTRICT TARGETS: LEVEL 0 -12

Table 8

SMS LEVEL S	TARGETS 2010/2011								TARGETS FOR 2011/2012							
	FEMALES				MALES				FEMALES				MALES			
	African	Coloured	Asian	White	African	Coloured	Asian	White	African	Coloured	Asian	White	African	Coloured	Asian	White
12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0	0	2	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0	0	0	0	4	1	1	2
8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	7	1	1	1	33	0	1	0	0	1	1	3

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2	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	7	1	1	1	35	0	1	0	6	0	0	0
SMS LEVEL S	TARGETS 2012/2013								TARGETS FOR 2013/2014							
	FEMALES				MALES				FEMALES				MALES			
	African	Coloured	Asian	White	African	Coloured	Asian	White	African	Coloured	Asian	White	African	Coloured	Asian	White
12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	4	0	0	0	0	0	0	0	4	0	0	0
8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3	29	0	1	0	0	1	1	3	0	0	1	0	23	1	1	3
2	0	0	0	0	2	0	0	0	0	0	0	0	2	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total		0	1	0	6	1	1	3	0	0	1	0	29	1	1	3

EMPLOYMENT EQUITY PLAN
2010/11 -2014/2015

LEVELS	TARGETS 2014/2015							
	FEMALE				MALES			
	African	Coloured	Asian	White	African	Coloured	Asian	White
12	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0
9	0	0	0	0	4	0	0	0
8	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0
3	0	0	1	0	23	1	1	3
2	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0
Total	0	0	1	0	27	1	1	3

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14. CACADU DISTRICT: CURRENT WORKFORCE PROFILE

Table 9

Salary Levels	FEMALES						MALES						Disability
	African	Coloured	Indian	White	Total	%	African	Coloured	Indian	White	Total	%	
16	0	0	0	0	0		0	0	0	0	0		0
15	0	0	0	0	0		0	0	0	0	0		0
14	0	0	0	0	0		0	0	0	0	0		0
13	1	0	0	0	1	100.00	0	0	0	0	0	0.00	0
12	6	1	0	2	9		1	2	0	0	3		0
11	4	0	0	0	4	81.25	0	0	0	0	0	18.75	0
10	7	4	0	9	20		5	0	0	0	5		0
9	19	3	0	2	24	78.57	5	2	0	0	7	21.43	0
8	21	3	0	3	27		10	0	0	0	10		0
7	108	14	0	4	126	75.37	38	2	0	0	40	24.63	0
6	5	0	0	2	7		3	0	0	0	3		0
5	8	6	0	1	15		4	3	0	0	7		1
4	30	7	0	0	37	66.29	19	1	0	0	20	33.71	0
3	1	0	0	0	1		6	0	0	0	6		0
2	3	0	0	0	3		1	0	0	0	1		0
0	23	8	0	0	31	58.33	15	3	0	0	18	41.67	0
Total	236	46	0	23	305	71.76%	107	13	0	0	120	28.24%	1
Target % (Source?)	38.90%	4.80%	0.30%	4.40%		48.40%	39.50%	6.10%	0.50%	5.40%		51.50%	2.00%
Target Numerical	165	20	1	19		206	168	26	2	23		219	9
Variance	71	26	-1	4		675	-61	-13	-2	-23		675	-8
Action Required	Reduce	Reduce	Increase	Reduce		Reduce	Increase	Increase	Increase	Increase		Increase	Increase

Dimensions

Race

The statistics reflect an over-representation of African females, excluding Asian female where there is a negative variance of 1. Males of all races reflect the highest degree of under-representation, and should therefore be prioritised as a category to increase

Gender

The National target of 50% for Senior Management (Levels 13 and above) is not yet achieved. Even though males are under represented

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in an organisation as a whole but they are overly represented in terms of males occupying Senior Management position in the department.

Disability

According to the statistics there is a negative variance of 8 in terms of meeting the target for people with disabilities, therefore 8 posts in Cacadu District must be filled with people with disabilities so as to close the gap.

15. CACADU DISTRICT TARGETS: LEVELS 0 – 12

Table 10

LEVELS	TARGETS 2010/2011								TARGETS FOR 2011/2012							
	FEMALES				MALES				FEMALES				MALES			
	African	Coloured	Asian	White	African	Coloured	Asian	White	African	Coloured	Asian	White	African	Coloured	Asian	White
12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
8	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	3	0	0	0	0	0	0	0	3	1	0	1

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4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	6	1	1	2	0	0	0	0	12	1	0	2
2	0	0	0	0	2	0	0	0	0	0	0	0	2	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	1	0	0	0	13	1	1	2	0	0	0	0	17	2	0	3
	TARGETS 2012/2013								TARGETS FOR 2013/2014							
LEVELS	FEMALES				MALES				FEMALES				MALES			
	African	Coloured	Asian	White	African	Coloured	Asian	White	African	Coloured	Asian	White	African	Coloured	Asian	White
12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	3	1	0	1	0	0	0	0	2	1	0	1
4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	12	1	0	2	0	0	0	0	12	1	0	2
2	0	0	0	0	2	0	0	0	0	0	0	0	2	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

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Total	0	0	0	0	17	2	0	3	0	0	0	0	16	2	0	3
LEVELS	TARGETS 2014/2015															
	FEMALE				MALES											
	Afri can	Colour ed	Asia n	Whit e	Africa n	Colour ed	Asia n	Whit e								
12	0	0	0	0	2	1	0	1								
11	0	0	0	0	0	0	0	0								
10	0	0	0	0	0	0	0	0								
9	0	0	0	0	0	0	0	0								
8	0	0	0	0	0	0	0	0								
7	0	0	0	0	0	0	0	0								
6	0	0	0	0	0	0	0	0								
5	0	0	0	0	0	0	0	0								
4	0	0	0	0	0	0	0	0								
3	0	0	0	0	7	1	0	2								
2	0	0	0	0	2	0	0	0								
0	0	0	0	0	0	0	0	0								
Total	0	0	0	0	11	2	0	3								
	0	0	0	0	22	4	0	6								

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16. JOE GOABI DISTRICT: CURRENT WORKFORCE PROFILE

Table 11

Salary Levels	FEMALES						MALES						Disability	
	African	Coloured	Indian	White	Total	%	African	Coloured	Indian	White	Total	%		
16	0	0	0	0	0	#DIV/0!	0	0	0	0	0	#DIV/0!	0	
15	0	0	0	0	0		0	0	0	0	0		0	0
14	0	0	0	0	0		0	0	0	0	0		0	0
13	0	0	0	0	0		0	0	0	0	0		0	0
12	5	0	0	1	6	75.00	2	0	0	0	2	25.00	0	
11	0	0	0	0	0		0	0	0	0	0		0	0
10	12	0	0	2	14	76.47	3	1	0	0	4	23.53	1	
9	11	1	0	0	12		4	0	0	0	4		0	0
8	3	0	0	0	3	81.51	2	0	0	0	2	18.49	0	
7	94	0	0	0	94		19	0	0	1	20		1	1
6	0	0	0	0	0	75.38	0	0	0	0	0	24.62	0	
5	11	0	0	0	11		4	0	0	0	4		0	0
4	38	0	0	0	38	61.90	11	1	0	0	12	38.10	0	
3	0	1	0	0	1		1	0	0	0	1		0	0
2	0	0	0	0	0	61.90	0	0	0	0	0	38.10	0	
0	25	0	0	0	25		14	1	0	0	15		0	0
Total	199	2	0	3	204	76.12%	60	3	0	1	64	23.88%	2	
Target % (Source?)	38.90%	4.80%	0.30%	4.40%		48.40%	39.50%	6.10%	0.50%	5.40%		51.50%	2.00%	
Target Numerical	104	13	1	12		130	106	16	1	14		138	5	
Variance	95	-11	-1	-9		675	-46	-13	-1	-13		675	-3	
Action Required	Reduce	Increase	Increase	Increase		Reduce	Increase	Increase	Increase	Increase		Increase	Increase	

Dimensions

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Race

The statistics reflect an over-representation of African females. Males of all races reflect the highest degree of under-representation, and should therefore be prioritised as a category to increase. There is also an under representation of Asian, Coloureds and white female and this gap will be closed.

Gender

The National target of 50% for Senior Management (Levels 13 and above) is not yet achieved. Even though males are under represented in an organisation as a whole but they are overly represented in terms of males occupying Senior Management position in the department.

Disability

According to the statistics there is a negative variance of 3 in terms of meeting the target for people with disabilities, so this gap should be closed by recruiting 3 people with disabilities.

17. JOE GQABI TARGETS: LEVEL 0 -12

Table 12

SMS LEVELS	TARGETS 2010/2011		TARGETS FOR 2011/2012	
	FEMALES	MALES	FEMALES	MALES

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	African	Coloured	Asian	White	African	Coloured	Asian	White	African	Coloured	Asian	White	African	Coloured	Asian	White
12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	1	0	0	0	0	1	0	0	2	0	0	0
10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
9	0	1	0	1	7	2	0	2	0	0	0	1	3	1	0	0
8	0	1	0	1	3	1	0	1	1	0	1	3	1	1	0	1
7	0	0	0	0	0	0	0	0	0	0	0	0	3	0	0	0
6	0	0	0	0	0	0	0	0	0	1	1	1	6	1	0	1
5	0	0	0	0	0	0	0	1	0	1	0	0	5	1	0	1
4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	1	0	1	10	1	0	1
2	0	0	0	0	0	0	0	0	0	1	0	1	5	2	0	2
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	2	0	2	11	3	0	4	1	5	2	7	35	7	0	6
SMS LEVELS	TARGETS 2012/2013								TARGETS FOR 2013/2014							
	FEMALES				MALES				FEMALES				MALES			
	African	Coloured	Asian	White	African	Coloured	Asian	White	African	Coloured	Asian	White	African	Coloured	Asian	White

EMPLOYMENT EQUITY PLAN
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12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
9	0	1	0	1	5	1	0	1	0	0	0	1	2	1	0	0
8	0	1	0	1	3	1	0	0	0	1	0	1	3	1	0	0
7	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5	0	0	0	1	3	1	0	0	0	0	0	1	3	0	0	0
4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3	0	1	0	1	10	1	0	1	0	1	0	1	10	1	0	1
2	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	3	0	4	23	4	0	2	0	2	0	4	18	3	0	1

LEVELS	TARGETS 2014/2015							
	FEMALE				MALES			
	African	Coloured	Asian	White	African	Coloured	Asian	White
12	0	0	0	0	0	0	0	0

EMPLOYMENT EQUITY PLAN
2010/11 -2014/2015

11	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0
9	0	1	0	1	3	1	0	0
8	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0
5	0	0	0	0	3	1	0	0
4	0	0	0	0	0	0	0	0
3	0	1	0	1	9	1	0	1
2	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0
Total	0	2	0	2	15	3	0	1

18. CHRIS HANI DISTRICT: CURRENT
WORKFORCE PROFILE

Salary Levels	FEMALES						MALES					
	African	Coloured	Indian	White	Total	%	African	Coloured	Indian	White	Total	%
16	0	0	0	0	0		0	0	0	0	0	
15	0	0	0	0	0		0	0	0	0	0	
14	0	0	0	0	0		0	0	0	0	0	
13	0	0	0	0	0	#DIV/0!	1	0	0	0	0	#DIV/0!
12	10	0	0	1	11		3	0	0	0	3	
11	0	0	0	0	0	78.57	0	0	0	0	0	21.43
10	15	0	0	1	16	79.03	5	0	0	0	5	20.97

Disability
0
0
0
0
0
0
0
0

EMPLOYMENT EQUITY PLAN
2010/11 -2014/2015

9	32	0	0	1	33		8	0	0	0	8		1
8	18	1	0	0	19		5	1	0	0	6		0
7	117	0	0	1	118	76.11	36	0	0	1	37	23.89	2
6	7	0	0	0	7		3	0	0	0	3		0
5	14	0	1	0	15		5	0	0	0	5		1
4	56	1	0	0	57	73.83	20	0	0	0	20	26.17	4
3	1	0	0	0	1		3	0	0	0	3		1
2	0	0	0	0	0		2	0	0	0	2		0
0	38	0	0	0	38	60.94	20	0	0	0	20	39.06	0
Total	308	2	1	4	315	73.77%	111	1	0	1	112	26.23%	9
Target % (Source?)	38.90%	4.80%	0.30%	4.40%		48.40%	39.50%	6.10%	0.50%	5.40%		51.50%	2.00%
Target Numerical	166	20	1	19		207	169	26	2	23		220	9
Variance	142	-18	-0	-15		675	-58	-25	-2	-22		675	0
Action Required	Reduce	Increase	Increase	Increase		Reduce	Increase	Increase	Increase	Increase		Increase	Reduce

Dimensions

Race

The statistics reflect an over-representation of African females. Males of all races reflect the highest degree of under-representation, and should therefore be prioritised as a category to increase

Gender

The National target of 50% for Senior Management (Levels 13 and above) is not yet achieved. Even though males are underrepresented in the Department as a whole but they are overly represented in terms of males occupying Senior Management position in the department.

Disability

According to the statistics above, in this district 2 % target for the people with disabilities has been met and this show a significant improvement done by this District in terms of trying to close the gap as well as in terms of complying with the Employment Equity Act.

EMPLOYMENT EQUITY PLAN
2010/11 -2014/2015

Table 13

19. CHRIS HANI DISTRICT TARGETS: LEVELS 0 – 12

Table 14

SMS LEVEL S	TARGETS 2010/2011								TARGETS FOR 2011/2012							
	FEMALES				MALES				FEMALES				MALES			
	African	Coloured	Asian	White	African	Coloured	Asian	White	African	Coloured	Asian	White	African	Coloured	Asian	White
12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	2	2	0	0	0	0	0	0	2	2	0	0
10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
9	0	2	0	1	5	0	0	0	0	4	0	2	15	6	0	0
8	0	0	0	0	0	0	0	0	0	0	0	0	5	0	0	0
7	0	2	0	0	5	5	0	0	0	0	0	0	10	0	0	0
6	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	5	0	0	0	5	0	0	0	5	0	0	0
4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3	2	2	2	2	10	5	2	3	5	5	3	2	10	0	0	0
2	0	0	0	0	0	0		2	0	0	0	0	0	0	0	5
1	0	0	0	0	0	0		0	0	0	0	0	0	0	0	0
Total	2	6	2	3	28	12	2	5	10	9	3	4	47	8	0	5
LEVEL S	TARGETS 2012/2013								TARGETS FOR 2013/2014							

EMPLOYMENT EQUITY PLAN
2010/11 -2014/2015

	FEMALES				MALES				FEMALES				MALES			
	African	Coloured	Asian	White	African	Coloured	Asian	White	African	Coloured	Asian	White	African	Coloured	Asian	White
12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	2	0	0	0	0	0	0	0	2	0	0	0
10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
9	0	4	0	4	15	5	0	0	0	4	0	4	10	5	0	0
8	1	0	0	0	5	2	0	0	0	0	0	0	5	2	0	0
7	0	0	0	0	10	10	0	0	0	0	0	0	15	5	0	0
6	0	0	0	0	2	0	0	0	2	0	0	0	0	0	0	0
5	5	0	0	0	5	0	0	0	0	0	0	0	5	0	0	0
4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3	5	5	0	0	10	0	0	0	0	0	0	0	10	0	0	0
2	0	0	0	0	0	0	0	5	0	0	0	0	0	0	0	5
1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	11	9	0	4	44	17	0	5	2	4	0	4	42	12	0	5

LEVELS	TARGETS 2014/2015							
	FEMALE				MALES			
	African	Coloured	Asian	White	African	Coloured	Asian	White
12	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0
9	0	4	0	4	10	10	0	0
8	0	0	0	0	5	0	0	0
7	0	0	0	0	0	0	0	0

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2010/11 -2014/2015

6	0	1	0	0	5	0	0	0
5	6	0	0	0	17	0	2	0
4	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	5
0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0		0
	6	5	0	4	37	10	2	0

EMPLOYMENT EQUITY PLAN
2010/11 -2014/2015

20. AMATHOLE DISTRICT: CURRENT WORKFORCE PROFILE

Table 15

Salary Levels	FEMALES						MALES						Disability
	African	Coloured	Indian	White	Total	%	African	Coloured	Indian	White	Total	%	
16	0	0	0	0	0		0	0	0	0	0		0
15	0	0	0	0	0		0	0	0	0	0		0
14	0	0	0	0	0		0	0	0	0	0		0
13	0	0	0	0	0	0.00	1	0	0	0	1	100.00	0
12	11	0	0	0	11		2	0	0	0	2		0
11	0	0	0	0	0	84.62	0	0	0	0	0	15.38	0
10	35	3	1	0	39		7	0	0	0	7		0
9	39	0	0	1	40	83.16	4	4	0	1	9	16.84	1
8	32	0	0	0	32		10	0	0	0	10		1
7	177	4	1	2	184	79.12	45	0	0	2	47	20.88	5
6	2	0	0	2	4		1	2	0	0	3		0
5	16	2	0	4	22		5	1	0	0	6		1
4	88	3	0	1	92	63.10	40	0	1	19	60	36.90	1
3	22	0	0	0	22		9	0	0	9	18		3
2	16	0	0	1	17		10	0	0	8	18		3
0	64	0	0	0	64	57.87	39	0	0	0	39	42.13	0
Total	502	12	2	11	527	70.55%	173	7	1	39	220	29.45%	15
Target % (Source?)	38.90%	4.80%	0.30%	4.40%		48.40%	39.50%	6.10%	0.50%	5.40%		51.50%	2.00%
Target Numerical	291	36	2	33		362	295	46	4	40		385	15
Variance	211	-24	-0	-22		675	-122	-39	-3	-1		675	0

EMPLOYMENT EQUITY PLAN
2010/11 -2014/2015

Action Required	Reduce	Increase	Increase	Increase		Reduce	Increase	Increase	Increase	Increase		Increase	Reduce
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Dimensions

Race

The statistics reflect an over-representation of African females. Males of all races reflect the highest degree of under-representation, and should therefore be prioritised as a category to increase

Gender

The National target of 50% for Senior Management (Levels 13 and above) is not yet achieved. Even though males are underrepresented in an organisation as a whole but they are overly represented in terms of males occupying Senior Management position in the department.

Disability

According to the statistics the district is already at 2% in terms of achieving targets for people with disabilities.

21. AMATHOLE DISTRICT TARGETS: LEVELS 0 – 12

Table 16

SMS LEVEL S	TARGETS 2010/2011								TARGETS FOR 2011/2012							
	FEMALES				MALES				FEMALES				MALES			
	African	Coloured	Asian	White	African	Coloured	Asian	White	African	Coloured	Asian	White	African	Coloured	Asian	White
12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	1	0	0	0	0	0	0	0	2	0	0	0
10	0	0	0		1	0	0	0	4	0	0	0	0	0	0	0
9	0	0	0	0	2	5	0	0	0	0	0	0	10	5	0	0

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8	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0
7	0	0	0	1	0	0	0	0	0	0	0	5	15	3	1	2	
6	0	0	0	0	0	0	0	0	0	2	0	0	0	0	0	0	
5	0	0	0	0	0	0	0	0	5	5	0	0	5	0	0	0	
4	0	0	0	0	0	0	0	0	3	3	3	3	2	2	0	1	
3	0	0	0	0	0	0	0	0	3	3	0	0	3	3	0	0	
2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Total	0	0	1	2	4	5	0	0	15	13	3	8	32	13	1	3	
LEVEL S	TARGETS 2012/2013								TARGETS FOR 2013/2014								
	FEMALES				MALES				FEMALES				MALES				
	Africa n	Coloured	Asia n	White	Africa n	Coloured	Asia n	White	Africa n	Coloured	Asia n	White	Africa n	Coloured	Asia n	White	
12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
11	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	
10	0	0	0	0	5	0	0	0	0	0	0	0	5	0	0	0	
9	0	0	0	0	16	5	0	0	0	0	0	0	20	5	0	0	
8	0	0	0	0	15	5	1	0	0	0	0	0	10	10	0	1	
7	0	0	0	5	0	0	0	0	0	0	0	0	5	0	0	0	
6	0	2	0	0	0	0	0	0	0	2	0	0	0	0	0	0	
5	0	5	0	0	0	5	0	0	0	5	0	0	5	0	0	0	
4	3	3	3	3	2	2	1	0	3	3	3	3	2	2	0	1	
3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Total	3	10	3	8	40	17	2	0	3	10	3	3	57	17	0	2	

EMPLOYMENT EQUITY PLAN
2010/11 -2014/2015

LEVELS	TARGETS 2014/2015							
	FEMALE				MALES			
	African	Coloured	Asian	White	African	Coloured	Asian	White
12	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0	0
10	0	0	0	0	15	0	0	0
9	0	0	0	0	30	19	0	0
8	0	0	0	0	0	0	0	0
7	0	0	0	5	0	0	0	0
6	0	2	0	0	0	0	0	0
5	5	4	0	0	5	5	0	0
4	3	3	3	3	2	2	0	1
3	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0		0
	8	9	3	8	52	26	0	1

EMPLOYMENT EQUITY PLAN
2010/11 -2014/2015

22. OR TAMBO DISTRICT: CURRENT WORKFORCE PROFILE

Table 17

Salary Levels	FEMALES						MALES						Disability
	African	Coloured	Indian	White	Total	%	African	Coloured	Indian	White	Total	%	
16	0	0	0	0	0		0	0	0	0	0		0
15	0	0	0	0	0		0	0	0	0	0		0
14	0	0	0	0	0	100.0	0	0	0	0	0		0
13	1	0	0	0	1	0	0	0	0	0	0	0.00	0
12	5	0	0	0	5	100.0	0	0	0	0	0		0
11	6	0	0	0	6	0	0	0	0	0	0	0.00	1
10	21	0	0	0	21		7	1	0	0	8		1
9	20	0	0	0	20	77.36	4	0	0	0	4	22.64	1
8	17	0	0	0	17		7	0	0	0	7		4
7	130	1	0	0	131	79.57	31	0	0	0	31	20.43	0
6	8	0	0	0	8		2	0	0	0	2		0
5	4	0	0	0	4		9	0	0	0	9		0
4	81	0	0	0	81	73.81	22	0	0	0	22	26.19	2
3	4	0	0	0	4		10	0	0	0	10		0
2	2	0	0	0	2		0	0	0	0	0		0
0	1	0	0	0	1	38.89	1	0	0	0	1	61.11	0
Total	300	1	0	0	301	76.20%	93	1	0	0	94	23.80%	9
Target % (Source?)	38.90%	4.80%	0.30%	4.40%		48.40%	39.50%	6.10%	0.50%	5.40%		51.50%	2.00%
Target Numerical	154	19	1	17		191	156	24	2	21		203	8
Variance	146	-18	-1	-17		675	-63	-23	-2	-21		675	1

EMPLOYMENT EQUITY PLAN
2010/11 -2014/2015

Action Required	Reduce	Increase	Increase	Increase		Reduce	Increase	Increase	Increase	Increase		Increase	Reduce
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Dimensions

Race

The statistics reflect an over-representation of African females. Males of all races reflect the highest degree of under-representation, and should therefore be prioritised as a category to increase

Gender

The National target of 50% for Senior Management (Levels 13 and above) is not yet achieved. Even though males are under represented in an organisation as a whole but they are overly represented in terms of males occupying Senior Management position in the department.

Disability

According to the statistics there is a positive variance of 1 in terms of meeting the 2% target for people with disabilities, Therefore there is no need to set targets in the district.

23. OR TAMBO DISTRICT TARGETS: LEVELS 0 -12

Table 18

LEVELS	TARGETS 2010/2011								TARGETS FOR 2011/2012							
	FEMALES				MALES				FEMALES				MALES			
	African	Coloured	Asian	White	African	Coloured	Asian	White	African	Coloured	Asian	White	African	Coloured	Asian	White
12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	1	0	0	0	0	0	0	0	1	0	0	0
10	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0

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9	0	0	0	0	5	1	0	0	0	0	0	0	15	2	0	0
8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
7	0	5	0	5	0	0	1	0	0	0	0	2	0	0	1	0
6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5	0	0	0	3	1	0	0	0	0	1	0	0	0	1	0	3
4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	5	0	8	7	1	1	0	0	1	0	2	17	3	1	3
LEVEL S	TARGETS 2012/2013								TARGETS FOR 2013/2014							
	FEMALES				MALES				FEMALES				MALES			
	Africa n	Coloured	Asia n	White	Africa n	Coloured	Asia n	White	Africa n	Coloured	Asia n	White	Africa n	Coloured	Asia n	White
12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
10	0	0	0	0	1	0	0	0	0	0	0	0	1	1	0	0
9	0	3	0	0	15	3	0	0	0	0	0	0	15	4	0	0
8	0	0	0	0	0	0	0	0	0	2	0	0	0	0	0	0
7	10	2	0	3	0	0	0	0	10	3	0	0	0	0	0	2
6	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0
5	1	1	1	1	1	1	1	0	0	2	1	1	1	0	0	3
4	0	0	0	2	0	0	0	0	0	0	0	2	0	0	0	2
3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	11	6	1	6	18	4	1	0	11	7	1	3	17	5	0	7

EMPLOYMENT EQUITY PLAN
2010/11 -2014/2015

LEVELS	TARGETS 2014/2015							
	FEMALE				MALES			
	African	Coloured	Asian	White	African	Coloured	Asian	White
12	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0	0
10	0	0	0	0	1	0	0	0
9	0	5	0	0	6	1	0	0
8	0	0	0	0		5	0	0
7	5	1	1	3	3	3	0	0
6	0	0	0	0	0	0	0	0
5	5	0	0	0	5	0	0	3
4	0	0	0	2	0	0	0	4
3	0	0	0	2	0	0	0	0
2	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0
	10	6	1	7	15	9	0	7

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24. ALFRED NZO DISTRICT: CURRENT WORKFORCE PROFILE

Table 19

Salary Levels	FEMALES						MALES						Disability	
	African	Coloured	Indian	White	Total	%	African	Coloured	Indian	White	Total	%		
16	0	0	0	0	0	100.00	0	0	0	0	0	0.00	0	
15	0	0	0	0	0		0	0	0	0	0		0	0
14	0	0	0	0	0		0	0	0	0	0		0	0
13	1	0	0	0	1		0	0	0	0	0		0	0
12	6	0	0	0	6	66.67	3	0	0	0	3	33.33	0	
11	0	0	0	0	0		0	0	0	0	0		0	0
10	10	0	0	0	10	87.88	3	0	0	0	3	12.12	0	
9	19	0	0	0	19		1	0	0	0	1		0	0
8	5	0	0	0	5	80.77	4	0	0	0	4	19.23	1	
7	58	0	0	0	58		11	0	0	0	11		0	0
6	3	0	0	0	3	77.14	0	0	0	0	0	22.86	0	
5	3	0	0	0	3		6	0	0	0	6		0	0
4	48	0	0	0	48		10	0	0	0	10		0	0
3	0	0	0	0	0		1	0	0	0	1		0	2
2	3	0	0	0	3	67.74	2	0	0	0	2	32.26	0	
0	18	0	0	0	18		7	0	0	0	7		0	0
Total	174	0	0	0	174	78.38%	48	0	0	0	48	21.62%	3	
Target % (Source?)	38.90%	4.80%	0.30%	4.40%		48.40%	39.50%	6.10%	0.50%	5.40%		51.50%	2.00%	
Target Numerical	86	11	1	10		107	88	14	1	12		114	4	
Variance	88	-11	-1	-10		675	-40	-14	-1	-12		675	-1	

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Action Required	Reduce	Increase	Increase	Increase		Reduce	Increase	Increase	Increase	Increase		Increase	Increase
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Dimensions

Race

The statistics reflect an over-representation of African females. Males of all races reflect the highest degree of under-representation, and should therefore be prioritised as a category to increase

Gender

The National target of 50% for Senior Management (Levels 13 and above) is not yet achieved. Even though males are underrepresented in an organisation as a whole but they are overly represented in terms of males occupying Senior Management position in the department.

Disability

According to the statistics there is a negative variance of 1 in terms of meeting the target for people with disabilities; therefore the recruitment process should aim at recruiting 1 person with disability in this District.

25. ALFRED NZO DISTRICT TARGETS: LEVELS 0 – 12

Table 20

LEVELS	TARGETS 2010/2011								TARGETS FOR 2011/2012								
	FEMALES				MALES				FEMALES				MALES				
	African	Coloured	Asian	White	African	Coloured	Asian	White		African	Coloured	Asian	White	African	Coloured	Asian	White
12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0

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10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	1	0	0	0	0	0	0	0	0	4	0	0	0	0
8	0	0	0	0	1	0	0	0	0	0	0	0	0	1	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0	0	0	0	5	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3	0	1	0	1	1	1	0	0	0	0	3	1	3	1	2	0	0	3
2	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	1	0	1	3	1	0	0	0	0	5	1	3	13	2	0	3	
LEVELS	TARGETS 2012/2013								TARGETS FOR 2013/2014									
	FEMALES				MALES				FEMALES				MALES					
	African	Coloured	Asian	White	African	Coloured	Asian	White	White	African	Coloured	Asian	White	African	Coloured	Asian	White	
12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
11	0	0	0	0	1	0	0	0	0	0	0	0	0	1	0	0	0	
10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	

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9	0	1	0	0	4	0	0	0	0	0	0	0	0	3	0	0	0
8	0	1	0	0	4	0	0	0	0	0	0	0	0	3	0	0	0
7	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	2	0	0	0	0	0	0	0	0	1	0	0	0
5	0	0	0	0	5	0	0	0	0	0	0	0	0	5	0	0	0
4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3	0	1	0	2	2	3	0	4	0	0	3	0	2	4	4	1	2
2	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	3	0	2	17	3	0	4	0	0	3	0	2	18	4	1	2

LEVELS	TARGETS 2014/2015							
	FEMALE				MALES			
	African	Coloured	Asian	White	African	Coloured	Asian	White
12	0	0	0	0	0	0	0	0
11	0	0	0	0	1	0	0	0
10	0	0	0	0	0	0	0	0
9	0	0	0	0	5	2	0	0
8	0	0	0	1	5	2	0	0
7	0	0	0	0	1	0	0	0

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6	0	0	0	0	0	0	0	0
5	0	0	0	0	5	0	0	0
4	0	0	0	0	0	0	0	0
3	0	1	0	1	0	0	0	3
2	0	0	0	0	0	0	0	0
0	0	0	0	0	2	0	0	0
Total	0	1	0	2	19	4	0	3

26. AFFIRMATIVE ACTION MEASURES

Removing barriers is only the first step towards ensuring fairness and equity in the workplace. In the context of historical disparities in South Africa, the Act requires employers, employees and representative trade unions to jointly develop strategies to advance designated groups by adopting appropriate affirmative action measures and incorporating them into formal Employment Equity Plans. Affirmative action measures are essentially remedial measures designed to achieve equity in employment as an outcome. Such measures must include:

- Identification and elimination of barriers with an adverse impact on designated groups;
- Measures which promote diversity;
- Making reasonable accommodation for people from designated groups;
- Retention, development and training of designated groups (including skills development) and
- Preferential treatment and numerical goals to ensure equitable representation.

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28. STRATEGIES TO ACHIEVE THE TARGETS

ITEM/CHALLENGE	EMPLOYMENT EQUITY BARIER	STRATEGY	RESPONSIBILITY	TIME FRAME
Lack of commitment/ accountability on the part of management to implement Employment Equity gaps	Lack of understanding the requirements of the Employment Equity Act and Departmental Equity Plan thereof Overlooking of Departmental Employment Equity Plan in recruitment processes	Awareness campaigns on the implementation of Employment equity Plan should be conducted Recruitment using targets as reflected on the plan	Employment Equity Committee	Continuous
Integration of Employment Equity targets into Performance Agreements of Management	Lack of understanding of integration between Employment Equity and PMDS	Enforce integration of EE targets into managers Performance Agreements	PMDS Unit and Top Management	Annually
Appointment of designated groups	Lack of interventions on training and development of designated groups	Identify areas of training and development that can give opportunities to designated groups to equally compete in the recruitment process	EE Committee	Continuous
Retaining Skilled Personnel	Unavailability of Retention Strategy/ Policy	Formulation of Succession Plan Policy as well reviews Attraction & Retention Policy.	Human Resource Administration, Top Management to oversee	Continuous

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29. SKILLS DEVELOPMENT GOALS & OBJECTIVES: FROM DESIGNATED GROUPS FOR THE ACHIEVEMENT OF NUMERICAL GOALS

Table 21

Training Intervention	Total Number of Employees to be Trained		Total Number of Employees to be Trained		Total Number of Employees to be Trained		Total Number of Employees to be Trained		Total		
	2010/2011		2011/2012		2012/2013		2013/2014			2014/2015	
Project Management	2		10		15		20		25		72
	PWD	0	PWD	2	PWD	3	PWD	4	PWD	5	PWD 14
Finance For Non Financial Managers	2		10		15		20		25		72
	PWD	0	PWD	2	PWD	3	PWD	4	PWD	5	PWD 14
Management Development Programme	0		10		15		20		25		70
	PWD	0	PWD	2	PWD	3	PWD	4	PWD	5	PWD 14
Policy Development & Formulation	10		10		15		20		25		80
	PWD	0	PWD	2	PWD	3	PWD	4	PWD	5	PWD 14
Conflict & Diversity Management	2		10		15		20		25		72
	PWD	0	PWD	2	PWD	3	PWD	4	PWD	5	PWD 14

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People Management	0		10		15		20		25		70	
	PWD	0	PWD	2	PWD	3	PWD	4	PWD	5	PWD	14
Communication Skills	2		10		15		20		25		72	
	PWD	0	PWD	2	PWD	3	PWD	4	PWD	5	PWD	14
Advanced Writing Skills	4		10		15		20		25		74	
	PWD	0	PWD	2	PWD	3	PWD	4	PWD	5	PWD	14
Coaching & Mentoring Skills	0		10		15		20		25		70	
	PWD	0	PWD	2	PWD	3	PWD	4	PWD	5	PWD	14
Facilitation Skills	0		10		15		20		25		70	
	PWD	0	PWD	2	PWD	3	PWD	4	PWD	5	PWD	14
Public Sector Performance Management Skills	10		10		15		20		25		80	
	PWD	0	PWD	2	PWD	3	PWD	4	PWD	5	PWD	14
Total	32		110		165		220		275		802	
	PWD	0	PWD	22	PWD	33	PWD	44	PWD	55	PWD	154

30. ROLES AND RESPONSIBILITIES

ACTIVITIES	RESPONSIBILITY
Approve the plan and serve as an appeal authority in the event of disputes arising from the implementation of the plan	Head of Department
Responsible for the realization of the Employment Equity plan targets	Head of Department

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Shall ensure fairness in the implementation of the plan	Employment Equity Committee
Shall be responsible for monitoring the implementation of the plan	General Manager: Corporate Services
Shall Submit a report to the Department of Labour on or before the 01 October every year as required in terms of Employment Equity Act 1998 (Act no 58 of 1998)	General Manager: Corporate Services
Shall play a vital role in the implementation of the plan through selection and placement strategies and therefore their performance agreements must include the Employment Issues as one of their KPA'S	Programme Managers and Senior Managers
Shall monitor progress of the implementation of the plan. The committee will continue to champion the elimination of barriers to equity and development and it will purposefully strive towards a value system that is built on respect for the human dignity of all employees.	EE Committee
Shall acquaint themselves with the aims and objectives of the plan	Employees

31. COMMUNICATION OF THE PLAN

The plan shall be communicated to all employees of the Department of Social Development through the following mechanisms:

- Strategic Senior Management meetings.
- Notice boards – displaying of posters and circulation of flyers informing employees of the provisions of the EE Act, 1998 (Act no.55 of 1998).
- Information Sessions with various programmes (per invitation or on request).
- Copies of the EE Plan will be distributed to all Employees and will be placed on the departmental website.
- Copies to be both emailed and faxes to Districts and organized labour for inputs.

32. MONITORING AND EVALUATION

- The Head of the Department shall be accountable for the overall implementation and continuous monitoring of the plan.
- The EE committee shall monitor the implementation of the plan on a quarterly basis through meetings.
- Programme as well as responsibility managers shall play a vital role in the implementation of the plan through selection and placement strategies.

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- The Human Resource division shall provide a monthly update on the employment equity status to the relevant stakeholders (Budget Advisory Committee, Senior Management meeting, DoL. SCOPA. Etc).

33. DISPUTE RESOLUTIONS

Grievances and disputes resulting from the implementation of EE Plan will be addressed as follows:

- Any dispute about the interpretation and application of this plan must be referred to the Employment Equity Committee of the department (EEC).
- If the Department Employment Equity Committee cannot resolve the dispute, a Departmental Grievance procedure shall be followed to investigate the matter in an attempt to resolve it.
- If attempts to resolve the dispute prove to be a failure, it must be referred to the Departmental Appeals Committee that will further investigate or mandate any other person to investigate the matter and make final recommendations to the appeals authority (the MEC) and the investigation will be final in terms of the internal dispute resolutions.
- However, if any employee does not accept the outcome of the investigation, he/she can take the route of dispute resolution in terms of Section 52 of the Employment Equity Act, 1998 (Act No 55 of 1998) whereby an employee can refer a dispute about the interpretation and application of the EE in writing to the CCMA.

34. DURATION OF PLAN

The duration of this plan will be 5 years i.e. from 2010/11 to 2014/2015. The lifespan or the validity of this plan will begin from the date of its approval to the same date and the month of its approval in 2015.

35. EFFECTIVE DATE OF THE PLAN

The plan will be effective from the date of its approval.

36. CONCLUSION

In conclusion, managing diversity in Employment Equity is not about numbers, but about those numbers should be managed. Managing equity and diversity is a planned, systematic and comprehensive managerial process for developing an organizational environment in which all employees, with their similarities and differences, can contribute to the strategic and competitive advantage of the organization.

It is about the creation of a conducive environment for all prosper in, a process in which every employee and leader-manager plays a role. Thomas (1999:11) states an important fact when she says "the goal to which companies should strive is that of enabling people to work together effectively, united through a joint vision and a related shared value-base that is developed in a participative manner and which is focused upon key performance outputs". Organizations are advised to recognize diverse employees and utilize them for competitive advantage.

37. RECOMMENDATION OF THE EMPLOYMENT EQUITY PLAN:

~~Recommended/Not Recommended~~

Comments:



Chairperson of the Departmental

Date

SR-11-2010

EE Committee

38. APPROVAL OF THE EMPLOYMENT EQUITY PLAN

Approved/Not-Approved

Comments:



Head of Department

DATE

SR-11-2010