

EMPLOYMENT EQUITY PLAN FOR PIXLEY KA SEME DISTRICT MUNICIPALITY

A. INTRODUCTION

1. Preparation of the employment equity plan (EEP)

1.1 The Employment Equity Act, No 55 of 1998 (the Act) requires that the Pixley ka Seme District Municipality prepares an Employment Equity Plan (EEP).

1.2 This EEP has been prepared in terms of the requirements set out in section 20(1) of the Act.

1.3 The Council has implemented employment policies and practices which will ensure that equal opportunities and fair treatment would be promoted through the elimination of unfair practices and the implementation of affirmative action measures.

1.4 The Municipality's organizational structure has been updated and adopted by Council, placement process is complete therefore this EEP is based on the current position of the Council.

2. Period of five (5) years

2.1 The EEP must be developed for a period of five (5) years, namely from June 2015 to May 2020. The Municipality will report on progress every year as stipulated in the Act and will regularly review and update the Plan as required.

3. Consultation

3.1 It is important that the EEP reflects the collective vision of the staff of the Pixley ka Seme District Municipality. Therefore the following structures will be consulted in the process of finalising the EEP, viz:

- Employment Equity consultative forum – Represents all the different occupational levels within the municipality
- Local Labour Forum (LLF) – which is made up of the employer and organised labour in the municipality?

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4. **Implementation**

4.1 The implementation of the EEP and ensuring that the plan is properly followed through lies with the Municipality. The plan is an internal “working document” and should be treated as such.

5. **Assigned Manager**

5.1 The “**Senior Manager: Corporate Services**” is the assigned manager in terms of section 24 of the Act.

5.2 The responsibility of the assigned manager is to implement and monitor the EEP. The employer must take reasonable steps to ensure that the assigned manager perform his functions and should be provided with the authority and means so as to ensure for the successful implementation of the plan (budget & resources).

6. **Conducting an analysis**

An analysis was conducted on the following policies and procedures currently in use within the municipality:

- Recruitment and selection procedures
- Job classification and grading
- Performance and evaluation systems
- Training and development
- Succession planning
- Corporate culture
- HIV/ AIDS education and prevention
- Skills availability – internal
- Work Environment and facilities, especially for people with special needs.
- Promotions
- Conditions of employment
- Budget allocation
- Retention strategy, the municipality must embark on a process to draft a policy on staff retention.

The following observations are made in terms of the above exercise:

- ✓ The Municipality is committed towards the implementation of the Workplace skills plan (WSP) and as such to the broader principles underlying the Skills Development Act.
- ✓ The municipality through the assistance of SALGA the Job Evaluation process, however there are new Job Evaluation Units

formed in all regions and a Provincial Audit Committee that will deal with Job Evaluations moving forward.

- ✓ PMS is currently implemented only at the levels of Senior Management and the municipality is in a process of cascading the PMS to lower levels in the municipality.
- ✓ No budget allocated for EE related activities
- ✓ No retention strategy in place

B. VISION AND OBJECTIVES

1. Vision and Strategic Objectives of the Pixley ka Seme District Municipality

1.1 Vision: “We, the Pixley ka Seme District Municipality, commit ourselves to setting the district on a growth path for better service delivery.

1.2 Strategic Objectives:

We strive to achieve:

- Accelerated, Effective and efficient service delivery and support to local municipalities;
- Optimal human and nature resources development and utilization
- Local economic growth and development, job creation and poverty alleviation
- A vibrant tourism industry
- To lead in the fight to reduce the infection rate and increase the level of awareness and prevention of HIV/Aids, TB, measles, malaria and other communicable diseases
- A safe, secure healthy and community friendly environment.

1.3 The EEP has been compiled with the above vision and strategic objectives of the Pixley ka Seme District Municipality in mind to ensure that the Plan should also be supportive to the achievement of the Municipality’s objectives and vision.

2. Vision, Objectives, Values and Principles regarding Employment Equity

• Our Vision

The municipality’s vision for Employment Equity is to maximize the benefits of diversity, equal opportunity and fair treatment of employees, to maximize growth of employees so that the

municipality delivers a high quality service to the people, particularly the poor and those historically disadvantaged.

- **Our Objectives**

- The Pixley ka Seme District Municipality is committed to achieving equity in the workplace by promoting equal opportunity and fair treatment in employment.
- The Municipality aims to eliminate all unfair discrimination that may exist in policies, practices, procedures and the work environment.
- Implement Affirmative Action (AA) measures to redress the disadvantages in employment experienced by designated groups.
- Promote diversity and respect for all employees.
- To achieve equitable representation of all demographic groups at all levels and in all categories of the workforce.
- To lay a foundation for introducing and sustaining values, norms and culture of equity and representivity in the work place.

- **Our values and principles underpinning our Employment Equity Plan**

- Respect for all individuals in the Municipality.
- Belief that diversity is strength and that it can make an important contribution to achieving the objectives of the Municipality.
- Belief in taking proactive measure in the employment of designated group.
- The principle of merit will be fundamental in the implementation of the plan.
- A belief in the principle of redress whereby preferential treatment will be accorded to people from designated groups.
- A belief that the process must be participatory and transparent underpinned by effective communication cost effectiveness, productivity and improved service delivery.
- Belief that a learning environment should be created and sustained at all times.
- Consensus shall underpin the implementation of the Equity Plan.
- A belief in unity and diversity.
- The Municipality shall take the final decisions on all actions pertaining to the implementation of Employment Equity and Affirmative Action.

C. RECOMMENDATIONS TOWARDS AN INTERGRATED EMPLOYMENT EQUITY PLAN

1. From the analysis of the workforce profile of the Pixley ka Seme District Municipality the following recommendations are made:
- Implementation of an integrated Human Resources Development Strategy wherein all the reviewed policies will be implemented so as to be compatible with new labour laws.
 - Implement a standard participatory management system in all departments to encourage involvement of all staff in planning and decision making in the municipality.
 - Implement affirmative action measures to enhance diversity in the municipality and enhance the overall representation of women in the workforce of Pixley ka Seme District Municipality.

C IMPLEMENTATION PLAN

AREA	FOCUS	ACTION TO BE TAKEN	RESPONSIBILITY	BUDGET	TIMEFRAME
1.Responsibility for the Employment Equity Programme		Assign one or more managers to take responsibility for the implementation and monitoring of the Plan	Snr Manager: Corporate Services	-	Ongoing
2.Approval of the Employment Equity Plan		Presentation of the plan to the Employment Equity Forum , the Standing Committee on Corporate Services, and Mayoral Committee for approval	Snr Manager: Corporate Services	-	Next council meeting in 2016
3.Diversity Management		Expose Managers staff to diversity management training so that they can acquire skills to fit in cross culturally. Conduct workshops and training programmes to managers and all employees to	Municipal Manager and Snr Manager: Corporate Services	R	On going

	enhance their understanding and appreciation of diversity including cultural reform			
4. Reporting and publication of the report (section 21&22 of the Employment Equity Act, 1998)	Upon approval of the Employment Equity Plan by the Council, the plan must be submitted to the DG of Labour every year on the first working day of October	Snr Manager: Corporate Services	-	1 Oct 2015 alternatively online submissions before the 15 January 2016 and ongoing
5. Awareness creation on the requirements of the Act, Policies and Collective agreement on Conditions of Service	Arrangement of workshops and information sessions for staff	Snr Manager: Corporate Services		Quarterly HR information sessions
FOCUS AREA	ACTIVITY TO BE TAKEN	RESPONSIBILITY	BUDGET	TIMEFRAME
6. Realization of employment goals	Performance contracts of head of departments must include Employment Equity goals for their Departments	Municipal Manager	-	As per agreed intervals
7. Introduction of Affirmative Action measures in selection and appointment of employees recruitment	Introduce differential advertising requirements according to post levels and needs in terms of equity. Train officials and councillors in new recruitment procedures to be accredited to serve on selection panels	Snr Manager: Corporate Services	-	On going
8. Communication of the council's commitment to employment equity principles	Communicate to all employees. Make Equity Plan available to all employees	Municipal Manager and Snr Manager: Corporate Services	-	On going

9. Employment policy practices and reviews.	Conduct systems review every year of the plan	Snr Manager: Corporate Services	-	Bi-Annually
10. Employment Equity Committee	Supporting Employment Equity Committee members by providing time for meetings and report back	Municipal Manager	-	Quarterly
11. Introduce career management practices	Develop career management programmes to women and men in the lower occupational levels. Identify employees from the designated groups who can be fast tracked for promotion	Snr Manager: Corporate Services	-	On going
FOCUS AREA	ACTION TO BE TAKEN	RESPONSIBILITY	BUDGET	TIMEFRAME
12. Monitoring and review (Section 23 of Employment Equity Act, 1998)	The reviewal and monitoring of the Plan including the development of a successive and subsequent Equity Plan	Local Labour Forum (LLF) Employment Equity Consultative Forum	-	Ongoing

#Analysis of the Demographics of the Pixley ka Seme Region:

Race	Population	% Of the Regional total
African	58614	31.45%
Coloured	110 257	59.17%
Indian	1046	0.5
White	15064	8.08%
Other	1372	0
Total	186 353	100,00

(# the above information was provided by Statistic South Africa: Descriptive – Community Survey 2007)

Pixley ka Seme D M Workforce profile:

1. WORKFORCE PROFILE

1.1 Please report the total number of **employees** (including employees with disabilities) in each of the following **occupational levels**: Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	2	1		1					1		5
Senior management	4			1		1					6
Professionally qualified and experienced specialists and mid-management	2	4			7	3		1		1	18
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	5	3			2	3					13
Semi-skilled and discretionary decision making	6	5		1	11	6					29
Unskilled and defined decision making	2	1			3	1					7
TOTAL PERMANENT	21	14		3	23	14		1	1	1	78
Temporary employees	1					1					2
GRAND TOTAL	22	14		3	23	15		1	1	1	80

Gender profile of the region:

Male		48,14%
Female	116928	51,84%
Total	166849	100%

Gender profile of Pixley ka Seme DM in terms of %

	Male	Female	Total
Top Manager	100%	0%	100%
Senior Management	83.33%	16.67%	100%
Professionally qualified and experienced specialists and mid-management	33.33%	66.67%	100%
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	61.54%	38.46%	100%

Semi-skilled and discretionary decision making	41.38%	58.62%	100%
Unskilled and defined decision making	42.86%	57.14%	100%
TOTAL PERMANENT	50%	50%	100%
Temporary employees	50%	50%	100%
GRAND TOTAL	50%	50%	100%

Pixley ka Seme Workforce in % per category:

	African	Coloured	Indian	White	Other	Total
Top Management	40%	20%		20%	20%	100%
Senior Management	66.66%	16.67%		16.67%		
Professionally qualified and experienced specialists and mid-management	50%	38.88%		5.56%	5.56%	100%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	53.85%	46.15%				100%
Semi-skilled and discretionary decision making	58.62%	37.93%		3.45%		100%
Unskilled and defined decision making	71.43%	28.57%				100%
Profile % of the Region						

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1. Numerical targets

8.1 Please indicate the numerical targets (i.e. the workforce profile) you project to achieve for the total number of employees, including people with disabilities, at the end of the next reporting in terms of occupational levels. Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management											
Senior management					1	1					2
Professionally qualified and experienced specialists and mid-management											
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents				1							1
Semi-skilled and discretionary decision making	1	1		1		1					4
Unskilled and defined decision making				1				1			2
<i>TOTAL PERMANENT</i>											
Temporary employees											
GRAND TOTAL	1	1		3	1	2		1			9

8.2 Please indicate the numerical targets (i.e. the workforce profile) you project to achieve for the total number of **employees with disabilities only** at the end of the next reporting period in terms of occupational levels. Note: A=Africans, C=Coloureds, I=Indians and W=Whites NB: People with disabilities must be 5% of the total workforce

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											
<i>TOTAL PERMANENT</i>											
Temporary employees											
GRAND TOTAL	1										1

D. ROLES AND RESPONSIBILITIES

The roles and responsibilities are as follows:

COUNCIL

- Formally approves the plan.
- Monitors implementation.
- Ensures the development and the implementation of the plan.
- Provides leadership by demonstrating commitment and support for the plan.
- Put in place institutional mechanisms for effective and efficient implementation.

- Assigns responsibilities and resources.
- Ensures that objectives and targets are met.

ASSIGNED SENIOR MANAGER CORPORATE SERVICES

- Responsible for monitoring and implementing the plan.
- Chairs the EE Consultative forum.
- Ensures that aspects relating to barriers and positive measures are implemented.
- Ensures that appropriate records are kept.
- Ensures that training and development aspects of the plan are implemented.
- Ensures effective communication on implementation of the plan.

LOCAL LABOUR FORUM (LLF)

- Assist the Council in monitoring progress with implementation of the plan.
- Advise the Council on matters relating to the implementation, blockages and action to be taken.
- Provide information and advice to obtain feedback from officials about the plan.
- Review progress and assist in the preparation of the annual report to the Department of Labour and the revision of the Plan.

EMPLOYMENT EQUITY CONSULTATIVE FORUM

- Monitor the implementation of the plan.
- Identify areas of concern and report to the LLF.
- Active involvement on the drafting of the plan.
- Report to the LLF

ALL SENIOR MANAGERS

- Responsible for the implementation of the plan within their respective components.
- Provide leadership by demonstrating personal commitment and support for the plan.

EMPLOYEES

(a) From designated groups

- Make constructive use of training and development opportunities.
- Make their views and concerns known to managers.
- Contribute actively to achieving the goals of the Municipality and the transformation process.

(b) From non designated groups

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- Contribute actively to achieving the goals of the Municipality and the transformation process.
- Participate actively in the implementation of the Employment Equity Plan.
- Non-tolerance of discriminatory behaviour and other behaviour that undermines the achievement of the Employment Equity Plan.

E. COMMUNICATION STRATEGY

- E1. The Municipality will ensure that all stakeholders are familiar with the EEP through:
- The LLF will and discuss all issues that relate to EE within the organisation.
 - Representatives will be provided with the opportunity to report back to their constituencies once a quarter.
- E2. The key stakeholders will also be informed of the contents of the plan through:
- Displaying of posters informing employees of the provisions of the Employment Equity Plan.
 - Direct feedback from elected representatives.
 - Staff meetings and monthly meetings will also serve as a forum for communicating issues and progress on the implementation Employment Equity Plan.
 - The Consultative Forum will serve as an important two way communication vehicle, to bring staff issues to the attention of the Council and Management, as well as providing information to staff on employment equity.

F. MONITORING, EVALUATION, REPORTING AND REVIEW

- F1. Monitoring, evaluation, reporting and reviewing are key elements in the implementation of the Employment Equity Plan. To this extent the Local Labour Forum will monitor the implementation of the plan on a regular basis through the holding of LLF meetings. The prime objective of the meetings will be, amongst others, to determine the progress of the implementation plan as well as identify blockages that impede effective implementation and advice the Municipal Manager and Council accordingly.

The quarterly employment equity consultative forum meetings will be the key forum where employment equity related issues are discussed.

An audit on the implementation of the EEP will be conducted every six months so as to evaluate performance against the Plan.

All reviews of the EEP will be discussed and formalised in the LLF through a consultative process.

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F2. Managers also play a key role in the monitoring and the evaluation of the plan. To this extent, one of the criteria for performance assessment of managers will be the extent to which the Employment Equity Plan has been implemented. The Snr Manager: Corporate Services will quarterly provide the managers with up to date information on the implementation of the Employment Equity Plan in their respective departments.

F3. Annual reporting will be done on the following basis:

- (a) A comprehensive report will be submitted to the Department of Labour in terms of the Act, and
- (b) Quarterly reports will be submitted to Council and will also reflect progress made in this regard.
- (c) Quarterly reports to be submitted to Local Labour Forum and the Employment Equity Consultative Forum meeting to monitor progress on the implementation.

G. DISPUTE RESOLUTION

G1. The Local Labour Forum will first deal with disputes about the interpretation or implementation of the EEP internally.

G2. Should the dispute not be resolved internally, individuals will have recourse through the relevant dispute resolution mechanisms.

G3. The existing grievance procedures will be used for dealing with individual disputes.

G4. Collective disputes will be settled at the South African Local Government Bargaining Council.

REPORTING TO THE DEPARTMENT OF LABOUR

The report will be submitted to the Department of Labour as required by legislation, the 15 January 2016. The report will cover progress made during the period.

EXECUTIVE MAYOR :

A handwritten signature in black ink, consisting of a large, stylized 'S' shape followed by a horizontal line and a small vertical stroke to the right.

DATE POLICY APPROVED :

R 2004 – 05 – 27 (8.1.5.1)

DATE REVIEWED :

27 MAY 2016

RESOLUTION :

R 2016 – 05 – 27 (9.13)