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# **ELIAS MOTSOLEDI LOCAL MUNICIPALITY-MASEPALA WA SELEGAE**



## **2020/2021 EMPLOYMENT EQUITY PLAN**

**MUNICIPAL COUNCIL RESOLUTION NUMBER**

**M19/20-41**

**APPROVED AT THE SPECIAL COUNCIL MEETING OF 21 MAY 2020**

# **1. PREPARATION PHASE**

## **1.1 Preamble**

- ❖ For decades the majority of people were discriminated against on various arbitrary grounds, *inter-alia*, race, gender, disability, population groups, sex et cetera.
- ❖ This Employment Equity (EE) Plan is an implementation programme of the Elias Motsoaledi Local Municipality (EMLM) to achieve equitable representation and fair treatment of the designated groups (i.e Black people, women and persons with disabilities in the EMLM across all occupational levels.
- ❖ The EE Plan is aimed at both the elimination of all types of unfair discrimination and the identification and implementation of Affirmative Action measures, in order to accelerate the advancement of designated groups, thereby addressing the imbalances of the past, barriers to fair employment practices and ensure the working environment that reflects equitable representation of the designated groups within set timeframes.
- ❖ The EE Plan gives effect to the purport, objects, spirit and letter of the EMLM's Employment Equity Policy, s195(1)(i) of the Constitution of the Republic of South Africa, 1996, Employment Equity Act 55 of 1998 and the regulations promulgated thereunder the Code of Good Practice on the Preparation, Implementation and Monitoring of the EE Plan published under Government Notice (GN) 424 in Government Gazette (GG) 40840 of 12 May 2017 read in conjunction with GN R1394 in GG 20626 of 23 November 1999 issued by the Minister of Labour in terms of s54 of the Employment Equity Act 55 of 1998.

## **1.2 Definitions**

**“Words and abbreviations”** used in this EE Plan shall bear the same meanings and definitions as in the EMLM's Employment Equity Policy, Employment Equity Act 55 of 1998 and the regulations promulgated thereunder the Code of Good Practice: Preparation, Implementation and Monitoring of the EE Plan published under Government Notice 424 in Government Gazette 40840 of 12 May 2017 read in conjunction with GN R1394 in GG 20626 of 23 November 1999 issued by the Minister of Labour in terms of s54 of the Employment Equity Act 55 of 1998 (unless the context otherwise indicates).

## **1.3 Scope and application**

This EE Plan shall apply to EMLM.

## **1.4 Assignment of responsibility in terms of s24 of the EE Act**

In terms of Section 24(1) (a) *"Every designated employer must assign one or more senior managers to take responsibility for monitoring and implementing an employment equity plan"*. To this effect:

- The Senior Manager Corporate Services shall be appointed as an Employment Equity Manager responsible for monitoring and implementing the EE Plan; and

- The EMLM has a duty to ensure that the responsible senior manager performs his/her function and shall provide the responsible senior manager with necessary authority, delegation, mandate and means to proceed with the Employment Equity process as envisioned in the Employment Equity Act. The assignment of responsibility to the senior manager does not relieve the EMLM of any duty imposed by the EE Act

## 1.5 **Employment Equity Consultations Forum and Composition**

Regard being had to Item 7.2.8 of the Code of Good Practice: Employment Equity Plans, an Employment Equity Consultative Forum shall be established to consider progress reports and meet on a regular basis. Such meetings should take place at reasonable intervals in order to ensure feedback and inform ongoing implementation. The forum shall be constituted as follows:

- 1 member of senior management;
- 2 trade unions representatives nominated by the trade unions (i.e 1 from IMATU and 1 from SAMWU); and
- Employees from both designated groups and non-designated groups and across **ALL** occupational categories and levels of the workforce. The Municipal Manager shall ensure representation and appointment of employees from all these designated groups, occupational categories and levels.

## 1.6 **Additional members (Departmental heads) to the forum**

The Heads of departments may be required to beef up the Committee whenever necessary especially on an advisory capacity.

## **2. ANALYSIS PHASE**

### 2.1 **Setting of Objectives (Section 20 (2) (a))**

The main objectives of this plan are amongst other things the following:

- To eliminate all types of discrimination when recruitment of personnel takes place.
- To correct the imbalances in the composition of the workforce with regard to race, gender and disability;
- To create a culture that will support, encourage and respect diversity;
- To establish fair and equitable employment opportunities and conditions of service for all employees;
- To ensure that all occupational categories and levels within the Council reflect the demographic profile of South Africa,
- To ensure the availability of sufficient programs and resources for assistance regarding the implementation of the Employment Equity plan;

- To accelerate the training and development of existing staff - especially those from the designated group;
- To promote the efficient, economical and effective use of resources including personnel, to improve the functioning of the Council;
- To develop Human Resource planning to avoid over-supply;
- To adopt and implement an Affirmative Action Program to address and achieve equitable representation;
- To establish information resources planning for awareness and communication purposes; and
- To ensure that when advertising vacancies, the aim is to reach the pool of potential applicants from the designated group as effectively as possible.

**NOTE:**

- These broad objectives must be achieved by setting specific goals within the time frame (1<sup>st</sup> July 2020 to 30<sup>th</sup> June 2021) and by allocating necessary resources and,
- Full involvement of key persons to avoid window dressing or tokenism as far as possible.

## 2.2 **Non Numeric Goals / Qualitative goals**

### ➤ **Population figures**

The census 2011 established the South African nation to be at 51, 8 million, and males accounted to 51, 3% where as females accounted to 48, 7%.

According to the Municipal IDP the population statistics for 2011 is standing at 249363, and 2016 is at 268 256

**(The table below depicts the comparison figures between the years 2011 and 2016 respectively)**

**Table 1: Total Municipal Population**

Population	2011	2016	% Incr.
Males	115503	125 133	8.34%
Females	133860	143 123	6.92%
Total	249 363	268 256	7.58%

Source: STATS SA, Census 2011 and CS 2016

**Table 2: Population by Ethnic Group**

Group	Percentage
Black African	97,6%
Coloured	0,2%
Indian/Asian	0,1%
White	2,1%
Other	-
TOTAL	100%

Source: 2016 STATS SA Community survey

Of the total population of 268 256, Black Africans contribute 97,9% of the population while the other population groups make up the remaining 2, 1%, whites contributing 2, 1%, Indians/Asians 0, 1% and Coloured 0,2%.

**Table 3: Household by Ethnic and Gender Group**

Population Group	Females	Male	Total
Black African	34 111	30 339	64450
Colored	106	34	140
Indian or asian	0	78	78
White	470	1220	1 690
Other	-	-	-
<b>TOTAL</b>	<b>34,688</b>	<b>31,671</b>	<b>66,359</b>

**Source: Stats SA. CS 2016**

- There are 53.7% females and 46.3% males within the Municipality
- There is a large segment of youth (under 19 years) which comprises 47.9% of the total population

➤ **Languages spoken within the Municipal area of Elias Motsoaledi Local Municipality and their percentages.**

The Municipality is characterized by a wide range of languages as depicted below, reflecting on their percentage spoken:

**Table 4: Language Preference within the municipality**

Language	%
Afrikaans	2,2%
English	0,2%
Isindebele	15%
Isixhosa	0,2%
Isizulu	8,4%
Sepedi	59,9%
Sesotho	1,1%
Setswana	7,1%
Sign language	0,0%
Siswati	1,5%
Tshivenda	0,2%
Xitsonga	1,5%
Other	0,5%
Not applicable	2,2%

**Source: Stats SA .CS 2016**

### ➤ Persons with disabilities

In terms of the national figures, people with disability constituted 7,5% nationally according to the 2016 census. The data below paints a picture of Elias Mtsoaledi Local Municipality (EMLM):

Statistics South Africa/Census 2011 Community Profiles

Disability\_Small\_Areas

Table 1

Seeing by Geography

for Person weighted

Different types of dissabilities	Some difficulty	A lot of difficulty	Cannot do at all	Total
Self Care	6224	2306	9348	17878
Seeing	18000	3437	724	22161
Hearing	7059	1492	722	9273
Remembering and concetration	9030	3359	2678	15067
Walking or Climbing	6998	2505	2140	11643
Communication	4334	1487	2022	7843
<b>Total</b>	<b>51645</b>	<b>14586</b>	<b>17634</b>	<b>83865</b>

Created on Thursday, 10 May 2018

Statistics South Africa: Web page: [www.statssa.gov.za](http://www.statssa.gov.za)

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Item 1.9 of the White Paper on Affirmative Action in the Public Service set the disability target at **2%** (for people living with disability). This EE Plan endorses this target to the extent that at least two percent (**2%**) of employees should be employees living with disabilities within the the municipal employ. Currently, out of the total staff (filled posts) of **353** there are only **four (04)** employees living with disabilities i.e **1.1%** within EMLM. As reviewed, the goals for the five (**5**) years are as follows:

YEAR	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Number of employees with disability</b>	7	7	7	9	10

These goals are aimed at eliminating all types of discriminatory practices which promote under representation and an unpleasant working environment for the people with disability. Currently, our buildings have been revamped to accommodate people with disability and also a lift have been installed for that purpose. In the year financial year ahead, the EMLM will continue to complete the process of converting other structures within the municipality to fully integrate people with disability e.g. toilets, office equipments, stairs, and the parking etc.

## 2.3 **Recruitment Procedures**

- The current recruitment procedure was examined and need to be re-aligned in accordance with non-discriminatory practices for the people from the designated groups.

### **Recommended Strategy**

- Existing recruitment procedure must be re-examined and where necessary, adjustments be made.
- The recruitment policy needs to specify the composite criteria requirements for posts like – training, skills competence and knowledge will be mentioned.
- The recruitment policy should be able to address the problem of under representation in different occupational categories and levels per department where a vacancy exists.
- The recruitment plan should be developed outlining the critical and essential posts that needs to be prioritized for recruitment; and where possible the plan should identify posts that are targeted for people with disability.
- The recruitment plan should further state which levels and positions will be advertised in national newspapers and those to be advertised in local newspapers or on notice boards or even to opt for headhunting in the case of the people with disability.

### **Time Frame**

The procedure in this regard will be reviewed and implemented annually.

## 2.4 **Advertising of Positions**

The positions within the Council are and shall always be advertised on the Municipal web site, notice boards, local and national newspapers to ensure that advertisements of vacancies reach the entire pool of potential applicants, especially those from the designated group/historically disadvantaged as efficiently and effectively as possible.

### **Recommended Strategy**

- The advertisement should be structured to include the inherent requirements of the post, post title and core-functions.
- A clear procedure should be drafted to state exactly which posts, categories and levels will be advertised internally; externally or both internally and externally, as well as the sources which will be used for advertising.
- Where appropriate, our advertisement should state clearly that Elias Motsoaledi Local Municipality (EMLM) with its seat in Groblersdal Limpopo Province is an equal opportunity employer. In the filling of vacant posts, the objectives of s195(1)(i) of the Constitution of the Republic of South Africa, 1996, the Employment Equity imperatives as defined by the Employment Equity Act 55 of 1998 as well as the relevant Human Resources prescripts of EMLM will be taken into consideration or

Elias Motsoaledi Local Municipality with its seat in Groblersdal Limpopo Province is committed to the achievement and maintenance of equity in employment, especially in respect of race, gender, and disability. Suitable candidates are invited to apply for the posts as indicated below.

### **Time Frame**

The procedure in this regard will be reviewed and implemented annually.

2.5

### **Selection Criteria**

- The selection criteria and procedures should be reviewed and aligned with the Employment Equity Act and other relevant legislations.

### **Recommended Strategy**

- The Selection Committee will be reviewed at every occupational level to address its composition and deal with all appointments or comment on all posts to be filled (NB: The existing selection committee may be appropriate).
- The committee will be trained to observe the Affirmative Action program and as well as the selection criteria and methods
- The committee will have to evaluate candidates according to results which will amongst other things observe the basic information as described in Section 20(3)(4)(5) and (6) of the Acts namely :

(a) **Formal qualifications**

(b) **Prior learning**

(c) **Relevant experience**

(d) **Capacity to acquire within reasonable time the ability to do the job (Trainability)**

- The degree of under representation of people from the designated group will be considered.
- The recommended strategies above will be contained in our written recruitment policy.

### **Time Frame**

The proposed strategy will be reviewed and implemented annually.

2.6

### **Appointment of Personnel**

Currently, the appointment procedure does not adequately consider the degree of under representation on the category and level where a vacancy exists to give preference to candidates who may address under representation, when appointing.



### **Recommended Strategy**

The numerical goals will be taken into consideration prior to selection and appointment of suitably qualified candidates.

### **Time Frame**

The strategy will be integrated into our recruitment policy and reviewed annually.

2.7

### **Job Classification and Grading**

Jobs were evaluated and graded in terms of the TASK system by the Job Evaluation Committee, to determine their relative worth in the sector and specifically to our Municipality. However there are positions that are new and had not been evaluated previously, and there are those that have undergone significant change.

### **Recommended Strategy**

- All job classifications and grades will be analysed to determine if they have been fairly graded or classified.
- Due to the environmental change that all posts be submitted for job evaluation and re-evaluation.
- Efforts will be made in this regard to consider if the Municipality is operating under comparable circumstances within the same sector.

### **Time Frame**

To be implemented as soon as the job evaluation committee assume its function.

2.8

### **Remuneration and Benefits**

The process of aligning the remuneration and benefits in accordance with the results of the job classification and grading system is not within our competence and it is thus the subject of a collective agreement regulating remuneration and benefits.

### **Recommended Strategy**

The existing remuneration and benefits will be continuously analyzed to eliminate, if any, unfair discriminatory practices relating to the allocation of salaries and benefits such as service bonus, medical assistance, home owners allowance, vehicles finance scheme, standby allowance, relocation allowance, municipal housing and long service bonus, overtime payment, non-pensionable allowance and other benefits.

### **Time Frame**

The continuous assessment will be conducted annually and recommended to SALGA, and implemented as soon as the agreement is reached at the Bargaining Council.

2.9

### **Terms and Conditions of Services**

- The analysis on the **contract of employment** is vital to align them with the prescriptions of Job description and specifications and to ensure that they are subject to the prescribed Conditions of Service, Employment Equity, Labour Relations and other relevant labour laws.

### **Recommended Strategy**

- The contract of employment will be analysed annually to adhere to the Conditions of Services as outlined in the Main Collective Agreement and all related legislations.

### **Time Frame**

To be implemented continuously as soon as analysis is completed.

## **2.10 Job Assignment**

- The job assignment for each post is aligned with the job description and specifications to ensure fair treatment of all employees irrespective of gender, colour, race or creed.

### **Recommended Strategy**

- New job descriptions will be developed to include all tasks.
- Job description will be aligned to prescriptions contained in the Employment Equity Act, Skills Development Act, Labour Relations Act and other related legislation.
- Criteria to assign employees to act in higher vacant posts will be determined on non-discriminatory principles.
- Job description and assignment will address any possible stereotyping.
- In cases of major changes all new jobs will be submitted for job evaluation.

### **Time Frame**

To be implemented as soon as the Job Evaluation committee considers and finalizes all the new job descriptions.

### 2.11 **Work Environment and Facilities**

Our work environment is non-discriminatory and our facilities are equally accessible to all our clients.

#### **Recommended Strategy**

- Our employees will be encouraged to make use of the prescribed suggestion boxes to register any dissatisfaction with regard to the working environment and facilities.

#### **Time Frame**

The proposed suggestions will be implemented once corrective measures have been developed in consultation with all our stakeholders.

### 2.12 **Training and Development**

Our Workplace Skills Plan and the training report seek to improve productivity and service delivery by fairly increasing the level of investment in the education and training. The workplace environment is conducive for work and for active learning to enable employees to acquire new skills and to participate in learner-ship and other training programs.

#### **Recommended Strategy**

- The policy on training and development will be amended to be aligned with the Employment Equity Act, Skills Development Act, Skills Levy Act, SAQA and other relevant legislations.
- In order for the municipality to be able to accommodate several in-house trainings and development at the work place, there is a need to increase the number of boardrooms, training rooms and conference rooms within.

#### **Time Frame**

The implementation period will be with effect from the **01<sup>st</sup> July 2020 to 30<sup>th</sup> June 2021**.

### 2.13 **Performance and Evaluation Systems**

Only section 56 and 57 manager's performance is evaluated against the developed performance manual. All the other employees' performance is not assessed and there is a need to cascade the performance management system to all employees inclusive of the people with disability there by eliminating poor performance to enhance efficiency and effective service delivery.

### **Recommended Strategy**

- The performance and evaluation system will be developed and aligned to the principles of the Skills Development Act, Municipal Systems Act, Labour Relations Act, Employment Equity Act and other related legislation.
- The system will clearly explain the time period when evaluation will take place, the purpose and incentives or sanctions attached to the results, and the criteria to be used by the performance evaluation system.
- The results will be utilized as the basis for training and development needs.
- Funds will be made available from the budget to this effect.

### **Time Frame**

- The implementation period will be with effect from the **1<sup>st</sup> July 2020 to 30<sup>th</sup> June 2021**.

2.14

### **Transfers**

The existing transfer procedure is aligned to the prescribed Conditions of employment and is non-discriminatory.

### **Recommended Strategy**

All possibilities that may necessitate possible transfers will be looked at, which may amongst others include:

- Disciplinary action,
- Job rotation for developmental purposes.
- Individual requests and
- Organizational restructuring reasons.
- The skills audit and the placement of personnel.

### **Time Frame**

The transfer strategy implementation period will be with effect from the **1<sup>st</sup> July 2020 to 30<sup>th</sup> June 2021**.

2.15

### **Demotions**

In terms of the Main Collective Agreement demotion has been considered as an alternative sanction fairly imposed after a disciplinary action has been taken.

### **Recommended Strategy**

We must conduct an investigation to establish if there were demotions as a sanction, to ensure that they are non- discriminatory and fairly applied.

### **Time Frame**

To be implemented and monitored continuously subject to review.

2.16

### **Disciplinary measures**

The Municipality has in place a non-discriminatory disciplinary code and grievance procedure that enhance and maintain constructive labour relations and mutual respect amongst all the employees, and as a means to prevent arbitrary or discriminatory action by managers towards their subordinates.

### **Recommended Strategy**

- The existing disciplinary code and procedures are considered by the relevant parities with jurisdiction to consider same i.e SALGBC, the Regulations issued by the relevant Minister from time to time.
- The summary of the disciplinary and grievance procedure will be made available to all employees and become part of the induction and orientation process conducted.

### **Time Frame**

To be implemented and monitored continuously subject to regular review.

2.17

### **Diversity programs and sensitization**

There is a need to conduct diversity management workshops in order to improve understanding and respect for one another's diverse culture, background and religion.

### **Recommended Strategy**

The diversity and cultural awareness workshop will be conducted targeting cultural diversity awareness, affirmative action program and its purpose, Employment Equity Plan, HIV/AIDS education and preventative programs, sexual harassment and other sensitive subjects which might appear discriminatory.

### **Time Frame**

Annually integrated with the Employee Assistance Programme (EAP implementation).

#### **2.18     NUMERIC GOALS/QUANTITATIVE GOALS**

- The current status quo of Elias Motsoaledi Local Municipality is as follows:

## Summary of the status quo for Elias Motsoaledi Local Municipality

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	4	0	0	0	3	0	0	0	0	0	7
Senior management	25	0	0	4	5	0	0	2	0	0	36
Professionally qualified and experienced specialists and mid-management	25	0	0	3	10	0	0	3	0	0	41
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	38	0	0	2	25	0	0	9	0	0	74
Semi-skilled and discretionary decision making	112	0	0	2	87	0	0	2	0	0	203
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	204	0	0	11	130	0	0	16	0	0	361
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	204	0	0	11	130	0	0	16	0	0	361

According to Item 1.9 of the White Paper: Affirmative Action in the Public Service read together with Item 10.6 of the White Paper on the Transformation of Public Service, affirmative action targets are:

- 50% Black people at management level;
- 30% women at management level; and
- 2% people with disabilities within the employ.

This EE Plan endorses the aforementioned target for EMLM. The table below depicts the EMLM employment equity targets for the financial year **1<sup>st</sup> July 2020 to 30<sup>th</sup> June 2021** (NB: the targets will be reviewed annually based on the approved staff structure).

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top / senior management	4	0	0	0	3	0	0	0	0	0	7
Middle management	24	0	0	2	10	0	0	0	0	0	36
Professionally qualified and experienced specialists	25	0	0	3	10	0	0	3	0	0	41
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	47	1	1	2	21	1	1	0	0	0	74
Semi-skilled and discretionary decision making	134	2	2	3	60	1	1	0	0	0	203
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL PERMANENT</b>	<b>234</b>	<b>3</b>	<b>3</b>	<b>10</b>	<b>104</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>361</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



### **3. IMPLEMENTATION PHASE**

#### **3.1 RECOMMENDED STRATEGIES TO ACHIEVE THE NUMERIC GOALS**

Awareness of EMLM's commitment to implement affirmative action. For this reason and purposes of this EE Plan, a person may be suitably qualified for a job as a result of any one of or any combination of that person's –

- (a) formal qualifications;
- (b) prior learning;
- (c) relevant experience; or
- (d) capacity to acquire within a reasonable time, the ability to do the job.

When determining whether a person is suitably qualified for a job, the EMLM must review all these factors listed above and determine whether that person has the ability to do the job in terms of any one of, or any combination of these factors. In making this determination, the EMLM must not unfairly discriminate against a person solely on the grounds of that person's lack of relevant experience. All the statutory requirements of s20 of the EE Act are of application in this EE Plan.

#### **Time Frame**

To be implemented with effect from the **1<sup>st</sup> July 2020 to 30<sup>th</sup> June 2021**.

#### **3.2 Promotions**

The EMLM will ensure that all promotions are open and fair thereby highlighting among others the following:

- (a) All vacancies at all levels that could serve as remedial action to address the imbalances, will be advertised, except in cases where a candidate has been identified from the internal skills profile and mentored through a transparent succession planning process as determined by the Council.
- (b) All promotions will be open and transparent ensuring that the selection committee is involved.
- (c) Statistics will be kept up to date to determine the progress made to address under representation.

#### **Time Frame**

To be implemented with effect from the **1<sup>st</sup> July 2020 to 30<sup>th</sup> June 2021**.

### 3.3 **Succession and experience planning.**

- ❖ A succession planning includes identifying candidates from the pool of suitably qualified persons to fill vacancies in the future.
- ❖ Effective mentor-ship programme will also be put in place to assist employees from the designated group to assume their responsibilities in terms of the succession plan and in terms of promotions in general.
- ❖ Employee(s) identified to fill vacancies as well as the appointment committee will be informed accordingly.

#### **Time Frame**

The Plan will be implemented in with effect from the **1<sup>st</sup> July 2020 to 30<sup>th</sup> of June 2021.**

### 3.4 **Community Investment and bridging programme**

If no internal candidates could be identified through a succession or mentorship plan, a community investment project entered into where suitable candidates from the designated group could be identified and be financed to undergo the relevant tertiary education for posts whose skills are scarce to obtain within or outside the services of the Council.

#### **Time Frame**

To be implemented from the **1<sup>st</sup> July 2020 to 30<sup>th</sup> of June 2021.**

### 3.5 **Retention measures**

- The Council has already developed 1a retention strategy to ensure that suitably qualified persons from the designated group appointed at senior level are encouraged to remain in the services of the Council, e.g. assigning them the relevant responsibilities and authority associated with the level of the post so to avoid tokenism or window-dressing.
- Outstanding performance will also be recognised and rewarded.

#### **Time Frame**

The strategy will be implemented with effect from the **1<sup>st</sup> July 2020 to 30<sup>th</sup> of June 2021.**

### 3.6 **Affirmative Action**

- The affirmative action measures aim to:
  - (a) improve the under representation of designated group in senior positions,
  - (b) provide for reasonably accommodation by ensuring an enabling environment for disabled workers, workers with family responsibility be assisted to participate fully to improve their productivity;

- (c) ensure that all vacant senior positions are filled by the designated group candidate to address under representation;
- (d) consider present and planned vacancies;
- (e) consider expected turnover of employees in the employers workforce during the time period of goals;
- (f) consider possible retirement age of people from non-designated group as contained in the Conditions of Service;
- (g) consider possibilities of early retirement or voluntary retrenchment package;
- (h) consider economic and financial circumstances of the employer and the budget.

### **Time Frame**

The Affirmative Action measures will be reviewed and implemented annually.

## **3.7 Restructuring Process**

The Council will adopt a restructuring process whereby existing organogram will be re-designed to be more flat and flexible;

Where possible learnerships and internships programs will be planned and registered with LGSETA targeting members from the designated group to address possible gaps of skills shortage;

### **Time Frame**

The process will be from the **1<sup>st</sup> July 2020 to 30<sup>th</sup> of June 2021**.

**Note:** It is recommended that:

The above strategies will be collectively utilized to enable the Council to address under representation effectively and to avoid stagnation in cases where one strategy is unable to produce the desired results.

## **3.8 Allocation of Resources**

In order to meaningfully implement the components of the plan, the following resources will be made available:

- (a) Budgets - will be appropriately allocated solely for Employment Equity purpose.
- (b) People - Managers, Councilors, Unions and other representatives will be available to take certain responsibilities.
- (c) Time off - will be set aside for consulting purposes.
- (d) Infrastructure - project offices, meeting rooms etc. will be provided if so requested.
- (e) Training - Various programs and information sharing sessions

will be arranged to address various needs of the plan.

**NB: Any other resources that may be appropriate to serve the purpose.**

### **Recommendations**

It is recommended that the role players once appointed to serve as committee members be encouraged to take responsibility for the implementation of strategies indicated in the plan.

## **3.9 Communicating the Plan (Section 25)**

- This Employment Equity Plan shall be made available to all our employees for copying and further consultation.
- In our workplace the following documents will be displayed and made accessible to all employees to ensure continued communication and update:
  - (a) the most recent report submitted by the Municipality to the Director General,
  - (b) any compliance order, arbitration award or order of the Labour Court concerning the provisions of this Act, and
  - (c) any other documents concerning this Act as may be prescribed.

### **Recommendations**

That the following awareness strategies be implemented to achieve this objective;

#### **3.9.1 Summary of the Act**

That the summary of the Act shall be displayed in various languages (preferably in Sepedi as the language of the majority and English as the language of records) on notice boards which are accessible to all employees.

#### **3.9.2 Pamphlets**

Pamphlets will be obtained from the Department of labour and be distributed to various departments in the Council for awareness purposes.

#### **3.9.3 Workshops and Training Sessions**

Workshops and training sessions will be arranged to address other technicalities of the Act.

#### **3.9.4 Other**

Any other appropriate methods suitable to achieve this goal will be used.

#### **4. MONITORING PHASE**

##### **4.1 Monitoring and procedures to be used for monitoring (Section 20 (2)(f)(h))**

- In order for this plan to be effectively implemented, it will be monitored and evaluated on a regular and ongoing basis.
- The Recruitment Officer in the workplace, including senior managers, will be nominated to be responsible for monitoring and implementing the plan.

##### **Recommended Strategy**

- The Employment Equity Committee will monitor this plan.
- The committee will be assigned the responsibility to develop a procedure to monitor and report any irregularities regarding the implementation to the Local Labour Forum.
- The Committee will on quarterly basis evaluate any progress made regarding implementation.
- The Committee can propose amendments to the plan, where necessary.

##### **4.2 Dispute resolution Procedures (Section 20(2)(g))**

- Any person or party may refer a dispute about the application and interpretation of this plan to the Employment Equity Committee, and if not resolved to Local Labour Forum for resolution.
- If the Local Labour Forum fail to resolve the dispute, the normal dispute resolution procedure shall be followed (i.e. refer the dispute to the Bargaining Council).

##### **Recommended Strategy**

- The general dispute resolution mechanism established in terms of the grievance procedure will be followed to resolve any unfairness in terms of the implementation of the plan.

#### **5. REPORTING PHASE (Section 21)**

The EMLM commits itself to report to the Director General of the Department of Labour once every year or on such a frequency or such other date as may be prescribed by legislation and authorities.

## **Recommendations**

- The report to be reviewed will be in line with the staff complement as at the end of August of the report year.

## **6. DURATION OF THIS EMPLOYMENT EQUITY PLAN**

- This EE Plan shall come into operation for one year with effect from the **1<sup>st</sup> July 2020 to 30<sup>th</sup> June 2021**.

## **7. REVIEW OF THE EMPLOYMENT EQUITY PLAN**

- The EE Plan shall be reviewed and revised as and when required.

## **8. SUCCESSIVE EMPLOYMENT EQUITY PLAN**

- A subsequent EE Plan shall be prepared prior to the end of the term of this current (extant) Employment Equity Plan i.e before **30<sup>th</sup> June 2021**.

## **9. SIGNATORIES**

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**Acting Municipal Manager**  
**Mr Kgwale MM**

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**Date**

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**The Mayor**  
**Cllr. Mathebe JL**

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**Date**