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# ELIAS MOTSOLEDI LOCAL MUNICIPALITY-MASEPALA WA SELEGAE



## EMPLOYMENT EQUITY PLAN

MUNICIPAL COUNCIL RESOLUTION NUMBER

C21/22-92

APROVED AT THE MUNICIPAL COUNCIL MEETING OF 30 JUNE 2022

## 1. INTRODUCTION

Section 20 of the Employment Equity Act 55 of 1998 requires that a designated employer prepares and implements an Employment Equity Plan (EEP) which will achieve reasonable progress towards employment equity. Furthermore, the EEP is prepared pursuant to the provisions of the Employment Equity Policy of the Elias Motsoaledi Local Municipality. It is also prepared to achieve the letter, spirit and objectives of Section 195(1)(i) of the Constitution of the Republic of South Africa, 1996.

## 2. DURATION OF THE PLAN

Section 20 indicates that the duration of the Employment Equity Plan may not be shorter than one year or longer than five years. The duration of the plan must have a specific start and end date. For this purposes, the start date of the Employment Equity Plan shall be 1 July 2022 and the end date shall be 30 June 2023 whereafter the Employment Equity Plan shall be reviewed.

## 3. SPECIFIC OBJECTIVES

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

| TIMEFRAMES (e.g.) |                                 | OBJECTIVES  |
|-------------------|---------------------------------|---|
| YEAR 1            | 01 JULY 2022 TO<br>30 JUNE 2023 | <ul style="list-style-type: none"> <li>• The objectives of the municipality are to actively participate and to cooperate to align all policies, practices and procedures with the Employment Equity Act of 1998 and Municipal Staff Regulations of September 2021.</li> <li>• To monitor a compliant Equity Plan.</li> <li>• To embrace and manage the transformational path of the municipality and the employees.</li> <li>• To focus on the EE forum to monitor the progress and to evaluate on a quarterly basis.</li> <li>• We a plan to source and recruit employees with disabilities</li> </ul> |

4. BARRIERS AND AFFIRMATIVE ACTION MEASURES

| BARRIERS AND AFFIRMATIVE ACTION MEASURES |  |           |          |  |   |             |            |                                 |
|--|--|-----------|----------|--|---|-------------|------------|---------------------------------|
| CATEGORIES                               | Tick one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice |           |          | BARRIERS<br><i>(PLEASE PROVIDE NARRATION)</i><br><br>(briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category) | AFFIRMATIVE ACTION MEASURES<br><i>(PLEASE PROVIDE NARRATION)</i><br><br>(briefly describe the affirmative action measures to be implemented in response to barriers identified for each category) | TIME-FRAMES |            | RESPONSIBILITY<br>(Designation) |
|  | POLICY   | PROCEDURE | PRACTICE |  |   | START DATE  | END DATE   |                                 |
|  |  |           |          |  |   |             |            |                                 |
| Recruitment procedures                   |  |           | X        | The municipality did not reach its target for people with disabilities   | Strategic planning will lead to attracting the right candidates for vacancies   | 01/07/2022  | 30/06/2023 | Municipal Manager               |

| CATEGORIES            | BARRIERS AND AFFIRMATIVE ACTION MEASURES   |           |          |  |   |             |            |                                     |
|-----------------------|--|-----------|----------|--|---|-------------|------------|-------------------------------------|
|                       | Tick one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice |           |          | BARRIERS<br><br><i>(PLEASE PROVIDE NARRATION)</i><br><br>(briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category) | AFFIRMATIVE ACTION MEASURES<br><br><i>(PLEASE PROVIDE NARRATION)</i><br><br>(briefly describe the affirmative action measures to be implemented in response to barriers identified for each category) | TIME-FRAMES |            | RESPONSIBILITY<br><br>(Designation) |
|                       | POLICY   | PROCEDURE | PRACTICE |  |   | START DATE  | END DATE   |                                     |
|                       |  |           |          | work environment.  |   |             |            |                                     |
| Advertising positions |  | X         |          | Municipality<br><br>has internal Recruitment, Selection and Appointment Policy but has not reached its disability targets  | Municipality<br><br>will explore other recruitment methods targeting people with disability and engaging organisations for people with disabilities   | 01/07/2022  | 30/06/2022 | Municipal Manager                   |
|                       |  |           |          | NO BARRIER   | NO BARRIER  |             |            |                                     |
| Selection Criteria    |  |           |          | NO BARRIER   | NO BARRIER  |             |            |                                     |
| Appointments          |  |           |          | NO BARRIER   | NO BARRIER  |             |            |                                     |

| CATEGORIES                       | BARRIERS AND AFFIRMATIVE ACTION MEASURES   |           |          |   |  |             |            |                                      |
|----------------------------------|--|-----------|----------|---|--|-------------|------------|--------------------------------------|
|                                  | Tick one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice |           |          | BARRIERS<br><i>(PLEASE PROVIDE NARRATION)</i> | AFFIRMATIVE ACTION MEASURES<br><i>(PLEASE PROVIDE NARRATION)</i>   | TIME-FRAMES |            | RESPONSIBILITY<br>(Designation)      |
|                                  | POLICY   | PROCEDURE | PRACTICE |   |  | START DATE  | END DATE   |                                      |
| Job classification and grading   |  |           | X        | Job evaluation / grading takes too long       | Delegation and attendance of District Job Evaluation meeting & continuous engagement with SALGA and relevant stakeholders for tracking of job evaluation | 01/07/2022  | 30/06/2023 | Senior OD Officer & HR & EAP Officer |
| Remuneration and benefits        |  |           |          | NO BARRIER                                    | NO BARRIER   |             |            |                                      |
| Terms & conditions of employment |  |           |          | NO BARRIER                                    | NO BARRIER   |             |            |                                      |
| Work environment and facilities  |  |           |          | NO BARRIER                                    | NO BARRIER   |             |            |                                      |

|                            |  |  |  |                      |  |            |            |  |
|----------------------------|--|--|--|----------------------|--|------------|------------|--|
| Training and development   |  |  |  | NO BARRIER           | NO BARRIER   |            |            |  |
| Performance and evaluation |  |  |  | Inadequate PMS staff | Increase number of PMS Officers in the staff establishment | 01/07/2022 | 30/06/2023 |  |
| Succession & experience    |  |  |  | NO BARRIER           | NO BARRIER   |            |            |  |

| CATEGORIES                                  | BARRIERS AND AFFIRMATIVE ACTION MEASURES   |           |          |   |   |             |            |                                 |
|---|--|-----------|----------|---|---|-------------|------------|---------------------------------|
|   | Tick one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice |           |          | BARRIERS<br><i>(PLEASE PROVIDE NARRATION)</i>   | AFFIRMATIVE ACTION MEASURES <i>(PLEASE PROVIDE NARRATION)</i>   | TIME-FRAMES |            | RESPONSIBILITY<br>(Designation) |
|   | POLICY   | PROCEDURE | PRACTICE | (briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category) | (briefly describe the affirmative action measures to be implemented in response to barriers identified for each category) | START DATE  | END DATE   |                                 |
| Planning                                    |  |           |          | NO BARRIER  | NO BARRIER  |             |            |                                 |
| Disciplinary Measures                       |  |           |          | NO BARRIER  | NO BARRIER  |             |            |                                 |
| Retention of designated Groups              |  |           |          | NO BARRIER  | NO BARRIER  |             |            |                                 |
| Corporate Culture                           |  |           |          | NO BARRIER  | NO BARRIER  |             |            |                                 |
| Reasonable accommodation                    |  |           |          | NO BARRIER  | NO BARRIER  |             |            |                                 |
| HIV&AIDS prevention and wellness programmes |  |           | x        | Covid-19 created HIV/AIDS awareness barrier due to employees working from home  | We will implement HIV/AIDS awareness programme  | 01/07/2022  | 30/06/2023 | HR and EAP Officer              |

| CATEGORIES  | BARRIERS AND AFFIRMATIVE ACTION MEASURES   |           |          |   |   |             |          |                                 |
|---|--|-----------|----------|---|---|-------------|----------|---------------------------------|
|   | Tick one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice |           |          | BARRIERS<br><i>(PLEASE PROVIDENARRATION)</i><br><br>(briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category) | AFFIRMATIVE ACTION MEASURES <i>(PLEASE PROVIDENARRATION)</i><br><br>(briefly describe the affirmative action measures to be implemented in response to barriers identified for each category) | TIME-FRAMES |          | RESPONSIBILITY<br>(Designation) |
|   | POLICY   | PROCEDURE | PRACTICE |   |   | START DATE  | END DATE |                                 |
| Assigned senior manager(s) to manage EE implementation  |  |           |          | NO BARRIER  | NO BARRIER  |             |          |                                 |
| Budget allocation in support of employment equity goals |  |           |          | NO BARRIER  | NO BARRIER  |             |          |                                 |
| Time off for employment equity consultative forum       |  |           |          | NO BARRIER  | NO BARRIER  |             |          |                                 |

| CATEGORIES | BARRIERS AND AFFIRMATIVE ACTION MEASURES   |           |          |   |   |             |          |                                 |
|------------|--|-----------|----------|---|---|-------------|----------|---------------------------------|
|            | Tick one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice |           |          | BARRIERS<br><i>(PLEASE PROVIDE NARRATION)</i>   | AFFIRMATIVE ACTION MEASURES <i>(PLEASE PROVIDE NARRATION)</i>   | TIME-FRAMES |          | RESPONSIBILITY<br>(Designation) |
|            | POLICY   | PROCEDURE | PRACTICE | (briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category) | (briefly describe the affirmative action measures to be implemented in response to barriers identified for each category) | START DATE  | END DATE |                                 |
|            |  |           |          |   |   |             |          |                                 |

## 5. WORKFORCE PROFILE, NUMERICAL GOALS AND TARGETS

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

### 4.1 SNAPSHOT OF THE CURRENT WORKFORCE PROFILE

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

Workforce profile snapshot date 01/07/2022 to 30 June 2023

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

| Occupational Levels  | Male |   |   |    | Female |   |   |    | Foreign Nationals |        | Total |
|--|------|---|---|----|--------|---|---|----|-------------------|--------|-------|
|  | A    | C | I | W  | A      | C | I | W  | Male              | Female |       |
| Top management   | 4    | 0 | 0 | 0  | 3      | 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     |
| <b>TOTAL PERMANENT</b>   | 204  | 0 | 0 | 0  | 130    | 0 | 0 | 16 | 0                 | 0      | 361   |
| Temporary employees  | 0    | 0 | 0 | 0  | 0      | 0 | 0 | 0  | 0                 | 0      | 0     |
| <b>GRAND TOTAL</b>   | 204  | 0 | 0 | 11 | 130    | 0 | 0 | 16 | 0                 | 0      | 361   |

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

| Occupational Levels  | Male           |   |   |   | Female |   |   |   | Foreign Nationals |        | Total |
|--|----------------|---|---|---|--------|---|---|---|-------------------|--------|-------|
|  | A              | C | I | W | A      | C | I | W | Male              | Female |       |
|  | Top management | 0 | 0 | 0 | 0      | 0 | 0 | 0 | 0                 | 0      |       |
| Senior management  | 0              | 0 | 0 | 0 | 0      | 0 | 0 | 0 | 0                 | 0      | 0     |
| Professionally qualified and experienced specialists and mid-management  | 0              | 0 | 0 | 0 | 0      | 0 | 0 | 0 | 0                 | 0      | 0     |
| Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents | 0              | 0 | 0 | 0 | 0      | 0 | 0 | 0 | 0                 | 0      | 0     |
| Semi-skilled and discretionary decision making   | 4              | 0 | 0 | 0 | 0      | 0 | 0 | 2 | 0                 | 0      | 6     |
| Unskilled and defined decision making  | 0              | 0 | 0 | 0 | 0      | 0 | 0 | 0 | 0                 | 0      | 0     |
| TOTAL PERMANENT  | 0              | 0 | 0 | 0 | 0      | 0 | 0 | 0 | 0                 | 0      | 1     |
| Temporary employees  | 0              | 0 | 0 | 0 | 0      | 0 | 0 | 0 | 0                 | 0      | 0     |
| GRAND TOTAL  | 4              | 0 | 0 | 0 | 0      | 0 | 0 | 2 | 0                 | 0      | 6     |

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%** Africans (indigenous black people) black people at management level;
- **30%** women at management level; and
- **2%** people with disabilities within the employ.

**STRATEGIES TO ACHIEVE NUMERICAL GOALS AND TARGETS**

**TOP MANAGEMENT:**

| Strategy Narrative   | Action Examples   |
|--|---|
| There are no possibilities to expand in this occupational level. | Should a position become available through natural attrition, the municipality will give preference to under-represented groups as per the employment equity targets should the candidate fit the requirements of the post. |

**SENIOR MANAGEMENT:**

| Strategy Narrative   | Action Examples   |
|--|---|
| The municipality will strive towards the achievement of greater equity in the workplace by means of accelerating development of the designated groups. | Should a position become available through natural attrition, the municipality will give preference to under-represented groups as per the employment equity targets should the candidate fit the requirements of the position. |

**MIDDLE MANAGEMENT:**

| Strategy Narrative   | Action Examples   |
|--|---|
| The municipality will strive towards the achievement of greater equity in the workplace by means of accelerating development of the designated groups. | Should a position become available through natural attrition, the municipality will give preference to under-represented groups as per the employment equity targets should the candidate fit the requirements of the position. |

**JUNIOR MANAGEMENT:**

| Strategy Narrative   | Action Examples   |
|--|---|
| The municipality will strive towards the achievement of greater equity in the workplace by means of accelerating development of the designated groups. | Should a position become available through natural attrition, the municipality will give preference to under-represented groups as per the employment equity targets should the candidate fit the requirements of the position. |

**SEMI — SKILLED:**

| Strategy Narrative   | Action Examples   |
|--|---|
| The municipality will strive towards the achievement of greater equity in the workplace by means of accelerating development of the designated groups. | Should a position become available through natural attrition, the municipality will give preference to under-represented groups as per the employment equity targets should the candidate fit the requirements of the position. |

**UNSKILLED:**

| Strategy Narrative   | Action Examples   |
|--|---|
| The municipality will strive towards the achievement of greater equity in the workplace by means of accelerating development of the designated groups. | Should a position become available through natural attrition, the municipality will give preference to under-represented groups as per the employment equity targets should the candidate fit the requirements of the position. |

## 4.2 NUMERICAL GOALS

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

*Start date:* 01/07/2022

*End date:* 30/06/2023

### Numerical goals for all employees, including people with disabilities

| Occupational Levels  | Male       |          |          |           | Female     |          |          |           | Foreign Nationals |          | Total      |
|--|------------|----------|----------|-----------|------------|----------|----------|-----------|-------------------|----------|------------|
|  | A          | C        | I        | W         | A          | C        | I        | W         | Male              | Female   |            |
| Top management   | 4          | 0        | 0        | 0         | 2          | 0        | 0        |           | 0                 | 0        | 06         |
| Senior management  | 29         | 0        | 0        | 5         | 2          | 0        | 0        | 1         | 0                 | 0        | 37         |
| Professionally qualified and experienced specialists and mid-management  | 34         | 0        | 0        | 19        | 12         | 0        | 0        | 3         | 0                 | 0        | 68         |
| Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents | 47         | 0        | 0        | 21        | 23         | 0        | 0        | 2         | 0                 | 0        | 93         |
| Semi-skilled and discretionary decisionmaking  | 120        | 0        | 0        | 50        | 130        | 0        | 0        | 10        | 0                 | 0        | 310        |
| Unskilled and defined decision making  | 0          | 0        | 0        | 0         | 0          | 0        | 0        | 0         | 0                 | 0        | 0          |
| <b>TOTAL PERMANENT</b>   | <b>229</b> | <b>0</b> | <b>0</b> | <b>95</b> | <b>173</b> | <b>0</b> | <b>0</b> | <b>17</b> | <b>0</b>          | <b>0</b> | <b>514</b> |
| Temporary employees  | 0          | 0        | 0        | 0         | 0          | 0        | 0        | 0         | 0                 | 0        | 0          |
| <b>GRAND TOTAL</b>   | <b>229</b> | <b>0</b> | <b>0</b> | <b>95</b> | <b>173</b> | <b>0</b> | <b>0</b> | <b>17</b> | <b>0</b>          | <b>0</b> | <b>514</b> |

## Numerical goals for people with disabilities ONLY

| Occupational Levels  | Male |   |   |   | Female |   |   |   | Foreign Nationals |        | Total |
|--|------|---|---|---|--------|---|---|---|-------------------|--------|-------|
|  | A    | C | I | W | A      | C | I | W | Male              | Female |       |
| Top management   | 0    | 0 | 0 | 0 | 0      | 0 | 0 | 0 | 0                 | 0      | 0     |
| Senior management  | 0    | 0 | 0 | 0 | 0      | 0 | 0 | 0 | 0                 | 0      | 0     |
| Professionally qualified and experienced specialists and mid-management  | 0    | 0 | 0 | 0 | 0      | 0 | 0 | 0 | 0                 | 0      | 0     |
| Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents | 1    | 0 | 0 | 0 | 1      | 0 | 0 | 0 | 0                 | 0      | 2     |
| Semi-skilled and discretionary decision making   | 4    | 0 | 0 | 0 | 0      | 0 | 0 | 2 | 0                 | 0      | 5     |
| Unskilled and defined decision making  | 0    | 0 | 0 | 0 | 4      | 0 | 0 | 0 | 0                 | 0      | 4     |
| TOTAL PERMANENT  | 0    | 0 | 0 | 0 | 0      | 0 | 0 | 0 | 0                 | 0      | 1     |
| Temporary employees  | 0    | 0 | 0 | 0 | 0      | 0 | 0 | 0 | 0                 | 0      | 0     |
| GRAND TOTAL  | 5    | 0 | 0 | 0 | 5      | 0 | 0 | 2 | 0                 | 0      | 11    |

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.

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

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

| STAKEHOLDER               | ROLE/RESPONSIBILITY     | FREQUENCY   |
|---------------------------|-------------------------|-------------|
| • Employment Equity Forum | • To monitor compliance | • Quarterly |

## 6. DISPUTE RESOLUTION MECHANISMS

If there is a dispute about the interpretation or application of this Policy, the disputant or aggrieved party shall refer the dispute or grievance to:

- 6.1. employer, in terms of the applicable Grievance Procedure;
- 6.2. South African Local Government Bargaining Council, if the dispute falls within its jurisdiction, CCMA, if the dispute falls within its jurisdiction, for conciliation;
- 6.3. arbitration, if the dispute remains unresolved with parties to the dispute consenting to arbitration; and
- 6.4. competent court(s) in terms of the applicable laws of the Republic of South

## 7. SENIOR MANAGER ASSIGNED TO MONITOR IMPLEMENTATION OF THIS PLAN

Senior Manager Corporate Services who is also designated as the Employment Equity Manager

## 8 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.

## 9. DURATION OF THIS EMPLOYMENT EQUITY PLAN

This Employment Equity Plan shall come into operation for one year with effect from the 1st July 2022 to 30th June 2023.

**10. REVIEW OF THE EMPLOYMENT EQUITY PLAN**

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

**11. 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 30th June 2023.

**SIGNATURE OF THE MUNICIPAL MANAGER AS THE ACCOUNTING OFFICER**

\_\_\_\_\_  
Municipal Manager as the Accounting Officer

I \_\_\_\_\_ (full Name) Municipal Manager as the Accounting Officer hereby declare that I have read, approved and authorized this Employment Equity Plan.

Signed on this -----day of -----Year-----

At place: \_\_\_\_\_

\_\_\_\_\_  
Signature of Municipal Manager as the Accounting Officer