Western Cape Government

Community Safety

EMPLOYMENT EQUITY PLAN

DEPARTMENT OF COMMUNITY SAFETY

2012 to 2017

Department of Community Safety

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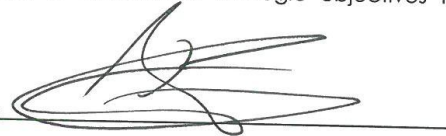
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This Employment Equity Plan (EE Plan), which is valid for the period 2012-2017, has been reviewed by and consulted with the Employment Equity Consultative Forum.

I am satisfied and concur with the content of this EE Plan dated March 2012 and I am confident the plan will assist the Department to achieve its strategic objectives for the specified period.

Mr D Steyn   Signature_____
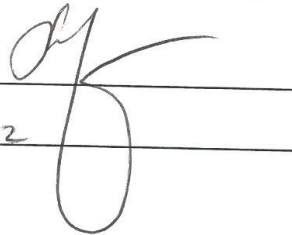
Employment Equity Manager   Date_____30/3/2012_____

I am satisfied and concur with the content of this EE Plan dated March 2012 and I am confident the plan will assist the Department to achieve its strategic objectives for the specified period.

I hereby approve and endorse the EE Plan dated March 2012 for implementation in the Department.

Dr G Lawrence   Signature_____

Head of Department   Date_____30|3|2012_____

FORWARD

In developing the Employment Equity Plan (EE Plan), the Department of Community Safety of the Western Cape Government (WCG) has shown its commitment to the creation of a work force that is representative of the population of the Western Cape Province and its concerted effort to reach the targets set by the Minister of Public Service and Administration.

The EE Plan adopts fair and equitable labour practices to redress the imbalances of the past. This process of organisational redress requires a meticulously structured methodology that would garner the conscious support of all staff members, especially senior management. This process should, furthermore, encompass all spheres of governance and all operations in the department.

The provincial Ministers and heads of departments (HoDs) are the designated employers in terms of the Employment Equity Act (EEA). Additionally, in terms of the Public Service Act (PSA) and the Regulations (PSR), the HoD is responsible for employment equity in the department. The appointed Employment Equity Manager (EEM) will oversee and monitor all internal employment-equity matters in the Department and he or she has the authority and means to perform these functions. The Corporate Services Centre (CSC) in the Department of the Premier will assist the Department in all human-resource-related functions and processes linked to this Employment Equity Plan (EE Plan).

The implementation and execution of measures of employment equity and affirmative action, as contained in the EE Plan of the Department, is the responsibility of each senior manager in his or her own branch, chief directorate, directorate, or in regional or district offices. This task will reflect as a key performance area in the performance agreement of all members of the senior management service (SMS). They will thus be required to adhere to and reach specific demographic targets for their respective branches, directorates or offices.

The departmental Employment Equity Consultative Forum (EECF), which is a consultative forum made up of the employer, employees and labour representatives, will address employment-equity matters as specified in Section 17 of the EEA.

The Department commits itself to create a workforce that is representative of the diverse population groups it serves in accordance with the demographic composition of the Western Cape Province.

ACRONYMS

- AA — Affirmative Action
- CSC — Corporate Services Centre, Department of the Premier
- CRU — Client-relationship unit at a department
- DG — Director-General
- DotP — Department of the Premier
- DPSA — Department of the Public Service and Administration
- D:HRP&A — Directorate Human Resource Practices and Administration (CSC-HR)
- D:OB — Directorate Organisational Behaviour (CSC-OD)
- D:PM&D — Directorate Performance Management and Development (CSC-HR)
- D:P&P — Directorate Policy and Planning (CSC-HR)
- D:PD — Directorate Programme Delivery (CSC-PTI)
- EAP — Economically active population
- EEA — Employment Equity Act, 1998 (Act 55 of 1998)
- EECF — Employment Equity Consultative Forum
- EEM — Employment Equity Manager
- EE Plan — Employment Equity Plan
- HoD — Head of Department
- MMS — Middle management service
- MPSA — Minister of Public Service and Administration
- MTEF — Medium Term Expenditure Framework
- PTI — Provincial Training Institute (CSC)
- PSA — Public Service Act
- PSR — Public Service Regulations
- PwD's — Persons with disabilities
- SA — South Africa(n)
- SMS — Senior Management Service
- WC — Western Cape
- WCG — Western Cape Government

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1.1 **Employment equity and transformation**

The Constitution of the Republic of South Africa, 1996, stipulates that an employee should not be unfairly discriminated against for any one of the following reasons:

Race	Gender	Sex	Pregnancy
Marital status	Family responsibility	Birth	Disability
Sexual orientation	Age	Colour	Religion
HIV status	Conscience	Belief	Culture
Political opinion	Ethnic or social origin	Language	

Note:
"belief" includes believing in a cause, religion, or to be of an opinion, etc.
"birth" includes where the birthplace is, parents, nationality, born out of wedlock, etc.
"an employee" includes an applicant for employment.

The following is an extract of the preamble to the Employment Equity Act, 1998 (Act 55 of 1998):

"Recognising that as a result of apartheid and other discriminatory laws and practices, there are disparities in employment, occupation and income within the national labour market; and that those disparities create such pronounced disadvantages for certain categories of people that they cannot be redressed simply by repealing discriminatory laws.

Therefore, in order to promote the constitutional right of equality and the exercise of true democracy; eliminate unfair discrimination in employment; ensure the implementation of employment equity to redress the effects of discrimination; achieve a diverse workforce broadly representative of our people; promote economic development and efficiency in the workforce; and give effect to the obligations of the Republic as a member of the International Labour Organisation."

The Western Cape Government (WCG) remains under immense pressure to deliver on the promises it made to the public to provide quality services to all. This pressure affects every provincial department's strategic EE objectives. The WCG is faced with a number of employment equity challenges, some of which are listed below:

- Addressing the under-representation of African employees at senior-management and middle-management levels. In most instances there is sufficient representation at the lower levels of the organisation.

- Addressing the under-representation of women of all races in different occupational categories and levels throughout the organisation with special focus on the more senior levels.

- Addressing occupational categories that have traditionally been gender dominated by implementing skills-development strategies to address the imbalance.

- Addressing the under-representation of people with disabilities in all occupational categories and levels in the organisation.

- Addressing the physical access and reasonable accommodation in the working environment for people with disabilities.

The lack of suitably qualified persons from the designated groups should not prevent the Department from proceeding to fill the vacancies in order to service the community's needs. At times, there is tension between the legitimate demands of the community to be provided with excellent services and efficient access to public resources and the Department's ability to respond adequately to the community's needs. The importance of service-delivery standards and the appointment of employees who are competent and fit for the job will be considered when the EEA is applied in a balanced approach to ensure that strategic objectives and targets are met. Efficiency, equity and excellence must be the essential elements in the recruitment and selection process.

In developing the EE Plan, the Department is striving towards a demographically representative and equitable workforce and a workplace culture that demonstrates respect for human dignity.

1.2 Terminology and definitions

The following terms used in this document are defined below:

Act refers to the Employment Equity Act, 1998 (Act 55 of 1998)

Department means the Department of Community Safety

Affirmative action measures refer to a set of strategies and programmes to redress racial, gender and disability imbalances and to create a workforce that is more demographically representative of the Western Cape's population at all levels in the Department.

Assistive device refers to any device that is designed, made, or adapted to assist a person to perform a particular task without which such a person would not otherwise be able to perform that particular task.

Attrition refers to natural processes by which positions in the Department become vacant due to resignations, retirements (including incapacity due to ill health), transfers, death and/or dismissals.

Black is a generic term that refers to all persons who were identified as African, Coloured and Indian.

Competency-based recruitment refers to the recruitment of employees who have the required knowledge, skills and competency where the focus is on the applied competency, namely the ability to put the acquired learning outcomes into practice.

Designated groups refer to all persons who are identified as Black people, women and people with disabilities in terms of the Act.

Disability refers to the loss or elimination of opportunities to take part in the life of the community equitably with others that is encountered by persons having physical, sensory, psychological, developmental, learning, neurological, or other impairments, which may be permanent, temporary, or episodic in nature, thereby causing limitations and participation restriction with the mainstream society.

Discrimination refers to any commission or omission of an act, which directly or indirectly has the consequent result of violating the provisions of Section 9(3) of the Constitution of the Republic of SA, 1996 or any irregular or extraordinary measures or limitations in job selection or service conditions that are not based on legitimate job requirements or on the principles of transformation or fundamental equality of opportunity; or any action or behaviour which implicitly or explicitly displays prejudice or stereotyping in relation to any employee or group of employees.

Employee refers to permanent and temporary employees (see definitions hereunder). For the purposes of declaring a dispute, it will include an applicant for employment.

Employment equity refers to the elimination of unfair discrimination in the workplace as well as the implementation of specific measures to accelerate the advancement of designated groups towards the achievement of equality.

Economically active population refers to the working-age population of persons aged between 15 and 64 years who are employed and those not employed but are available to work or who took active steps to find work.

Fast tracking means intensive, accelerated training and/or promotion aimed at getting a person with potential to a level where he or she can perform optimally.

Fit for purpose refer to a person possessing the appropriate education and competencies to achieve the organisations objectives.

Historically disadvantaged persons refer to persons who, on the basis as mentioned in Section 9(3) of the Constitution of the Republic of SA, 1996, were systematically or formally deprived of the right or privilege to equal employment opportunities by the system of apartheid or the effects thereof.

Persons with disabilities refer to individuals whose prospects of securing and retaining suitable employment are substantially reduced as a result of physical or mental impairment.

Permanent employees refer to employees who are appointed permanently and/or who are probation but excludes temporary employees and interns/learners who are appointment under a specific training programme.,

Reasonable accommodation means any modification or adjustment to a job or to the working environment that will enable a person with a disability to have access to or participate in or advance in employment.

Suitably qualified refers to a person, contemplated in Sections 20(3) and (4) of the Employment Equity Act, 1998 (Act 55 of 1998), with skills, qualifications and competency.

Transformation means a dynamic, focused and relatively short-term process designed to reshape and redefine the mission of the public service fundamentally.

Temporary employees refer to employees that work for less than three months on contract and/or casual employees.

1.3 Mandate and regulatory framework

The Department receives its principal mandate for the development of an EE Plan from the EEA. The purpose of the Act is to achieve equity in the workplace by:

"(a) promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination; and

(b) implementing affirmative action measures to redress the disadvantages in employment experienced by designated groups, in order to ensure the equitable representation in all occupational categories and levels in the workforce."

The supremacy of the EEA in an employment setting is reflected in Section 63 of the Act which states:

"If any conflict relating to a manner dealt with in this Act arises between this Act and the provisions of any other law other than the Constitution or an Act of Parliament expressly amending this Act, the provisions of this Act prevail."

What this means is that the EEA overrides any law except the Constitution of the Republic of South Africa. When an employment-equity issue is under consideration and if there is doubt or confusion between the EEA and any other law, the EEA enjoys precedence.

The following legislation and policies also inform employment equity in the Department and thus the EE Plan should be read with the applicable act:

- Constitution of the Republic of South Africa, 1996
- Employment Equity Act, 1998
- Public Service Act, 1999
- Labour Relations Act, 1995
- Skills Development Act, 1998
- Basic Conditions of Employment Act, 1998
- Promotion of Equality and Prevention of Unfair Discrimination Act, 2000
- Promotion of Administrative Justice Act, 2000
- Employment Equity Regulations, as amended
- Public Service Regulations, 2003, as amended
- Code of Good Practice: Preparation, Implementation and Monitoring of Employment Equity Plans
- Code of Good Practice on the Employment of People with Disabilities, 2002
- White Paper on Affirmative Action in the Public Service, 1998

2.1 Overview of the department

The Department of Community Safety is a designated employer in terms of the Act. The Department's strategic mandate and core operations (responsibility) are as followings:

- Removing opportunities to commit crime
- Decreasing the motivation of offenders to commit crime
- Removing the longer-term root causes of crime
- Decreasing the high number of road fatalities by creating a safer road system and reducing trauma loads in hospitals
- Security services for the Governments assets, personnel and visitors
- Civilian oversight of the SAPS and other law enforcement agencies

2.2 Departmental structure

The Department's core operations are divided into (5) Chief-Directorates, namely:

- Administration
- Civilian Oversight
- Crime Prevention and Community Police Relations
- Traffic Management
- Security Risk Management

Geographically the department/Head office is located in Cape Town.
As at 30 September 2011 the approved structure of the department has 1028 posts.

2.3 Scope of application

This EE Plan is applicable to all permanent and contract employees, with special emphasis on designated groups (Africans, Coloureds, Indians, Women and People with Disabilities) in the Department of Community Safety (WCG).

Although this EE Plan does not specifically exclude the non-designated group, it acknowledges that this group is a vital element in the delivery of services. The non-designated group will continue to make a valuable contribution, especially due to the critical shortage of experienced scarce skills, and their representivity will be maintained according to the demographic targets of the WC

2.4 Workforce profile analysis

The Department of Community Safety has conducted a workforce profile analysis to establish what the current demographic profile is for race, gender and disabilities for each occupational category and level as at 30 September 2011. The detailed analysis is attached as **Annexure E**.

The current workforce as 30 September 2011 consists of 815 permanent employees and 11 contract employees. The vacancy rate as at 31 March 2011 of the Department is 20.7%, the turnover rate is 7.4%. and with the new structure The reason for the high vacancy rate can be as a result of budgetary constraints and the moratorium placed on the filing of the vacant posts during the two previous financial years.

In order to determine the degree of under-representation of persons from the designated and non-designated groups, the Western Cape's Economic Active Population (EAP) data were used as the targets for achieving representivity. The EAP targets are set out in paragraph 3.5 of this EE Plan. In the Department the degree of under-representation of Africans on all salary levels especially on SMS level, Women on SMS level, PwD's and females on all levels are visible.

3.1   **Purpose of EE plan**

The Department of Community Safety's EE Plan is aimed at achieving the substantive equality principles reflected in the EEA and the Constitution of the Republic of South Africa, 1996.

The EE Plan supports the objectives of the EEA to achieve equity in the workplace by:
- Promoting equal opportunity and fair treatment in employment through the elimination of unfair treatment

- Consciously striving to achieve a representative workforce of the demographic of the Western Cape

- Implementing affirmative-action measures to redress past imbalances experienced by the designated groups.

3.2   **Duration of EE plan**

The duration of the EE Plan will be for a period of five years, from 1 April 2012- 31 March 2017. This will allow the Department to make reasonable progress towards achieving employment equity.

3.3   **EE strategic objectives**

The strategic objectives of the EE Plan are as follows:
- A workforce that is broadly representative of the demographic of the economically active population of the Western Cape.

- An organisational culture and workforce environment that reflects a tolerance for and an acceptance of diversity and where there is commitment to EE and employee development.

- Implementation of affirmative action measures that promote equal and advanced opportunities for designated groups.

- Remove employment barriers that restrict or inhibit designated groups from being employed, advanced or developed.

- Monitoring and reporting on the progress of the implementation of the EE Plan in the Department.

These objectives will be reached over the five-year duration of the EE Plan. The objectives are defined in the following table:

EMPLOYMENT EQUITY OBJECTIVES	
Objectives	**Related Actions**
A demographically representative workforce	• Maintain and monitor monthly workforce profile • Identify numerical targets • Targets drill down to directorate level (when Persal clean-up is finalised) • Recruitment, selection and appointments done in line with targets set out in EE Plan
An organisational culture that supports diversity and equity	• Cultural surveys to be done to assess the values of the employees • Diversity and equity-awareness programmes
Implement affirmative-action measures that promote equal opportunities	• Identification of activities that will support the recruitment and retention of designated groups • Implement HRD strategies that will empower designated groups for advancement • Implement competency-based selection processes to attract competent and suitably qualified designated employees • Targeted recruitment for under-represented groups, especially women in management and people with disabilities
Remove employment barriers that restrict designated employees	• On-going analysis of HR policies and practices to identify possible barriers in the workplace and revise policies to eliminate such barriers
EE reporting and communication	• Annual reporting on employment-equity progress in the Department • Regular consultation with employee representative on the EECF • Awareness among employees of employment-equity matters

1.4 **EE planning phases**

In terms of the EEA, the Department of Labour suggests ten steps to comply with employment equity in the Department. These steps are:
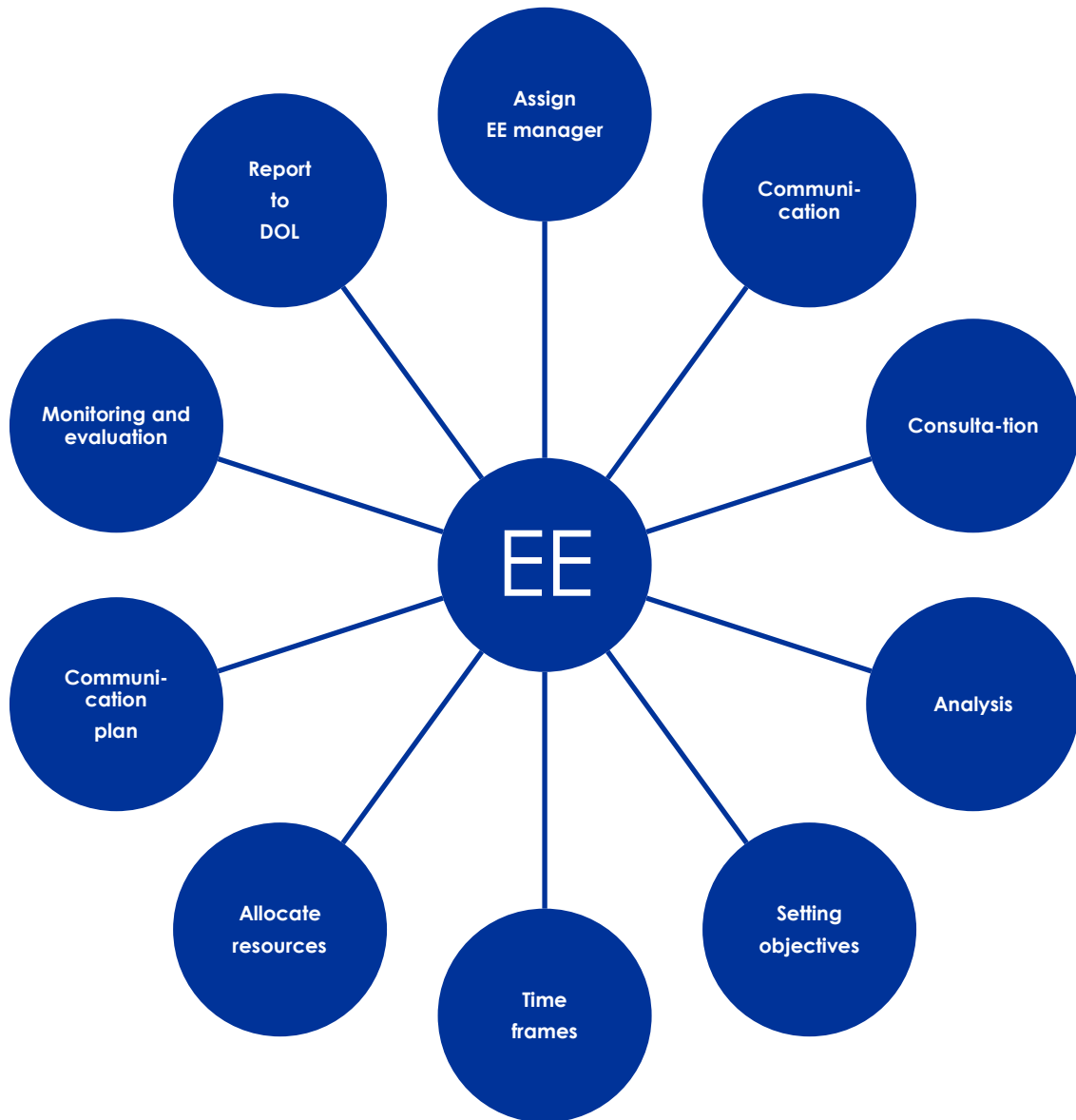
The Department was assisted by CSC to draft the EE Plan 2012 – 2017, following the ten steps as provided by DOL. The EE Plan was consulted at the EECF.

The following was taken into account during the drafting of the EE Plan:

- Analysis in terms of Section 19 of the EEA by:

- Assessing all employment policies, practices, procedures and the working environment

- Determining the extent of under-representation of employees from the designated groups in the different occupational levels.

- Analysis of the workforce profile.

- Developing affirmative-action measures.

This EE Plan provides a detailed description of the employment-equity strategic objectives, the transformation challenges for the Department, what may hinder the progress of achieving the EE targets and the affirmative-action measures that will be implemented during the five-year period. Furthermore, it also describes the degree of equitable representation across occupational levels and the numerical staffing goals that could ensure a more equal distribution of the number of people from designated groups that could be employed while balancing that with the under-representation of certain designated and non-designated groups over the next five years.

The EE Plan gives a description of the employment-equity implementation and monitoring process that will be followed and outlines the dispute-resolution mechanism that will be used to resolve disputes or grievances arising from the interpretation or implementation of the new EE Plan.

1.5 **EE demographic targets of the Western Cape**

The EEA requires that the Department establish areas of under-representation of designated groups and then take active measures to correct the under-representation.

The demographic profile of the economically active population (EAP) of the Western Cape is used to determine the numerical targets (annually), numerical goal (five-year target) at the end of the five-year EE Plan as well as the monthly priorities for the filling of posts.

The purpose of setting numerical goals and targets is to increase the representivity of the designated groups through preferential measures and should not unreasonably restrict access of the non-designated group to opportunity and advancement.

1.5.1 **Demographic profile of the national and regional economically active population (EAP)**

The EAP profile of the Western Cape, as supplied by Statistics South Africa (Stats SA), is used to set the numerical targets in terms of race and gender for the Department.

The demographic profile of the Western Cape is provided in **Annexure A**. The following graph illustrates the EAP of the Western Cape:

Demographic of Western Cape Race
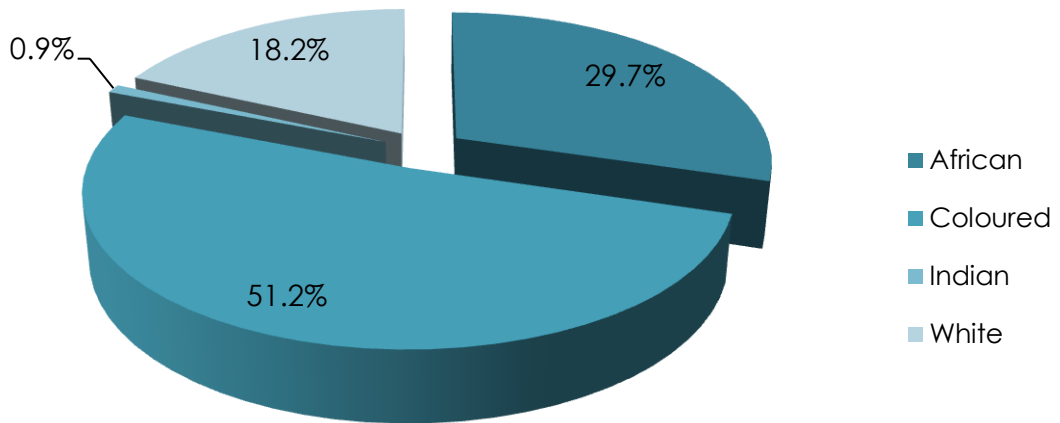
Demographic of Western Cape Gender
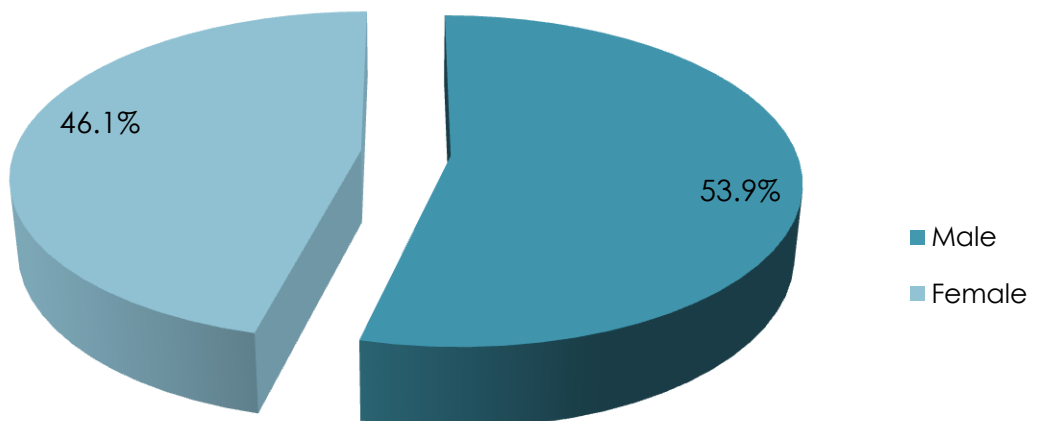
Demographic of Western Cape
Gender within Race
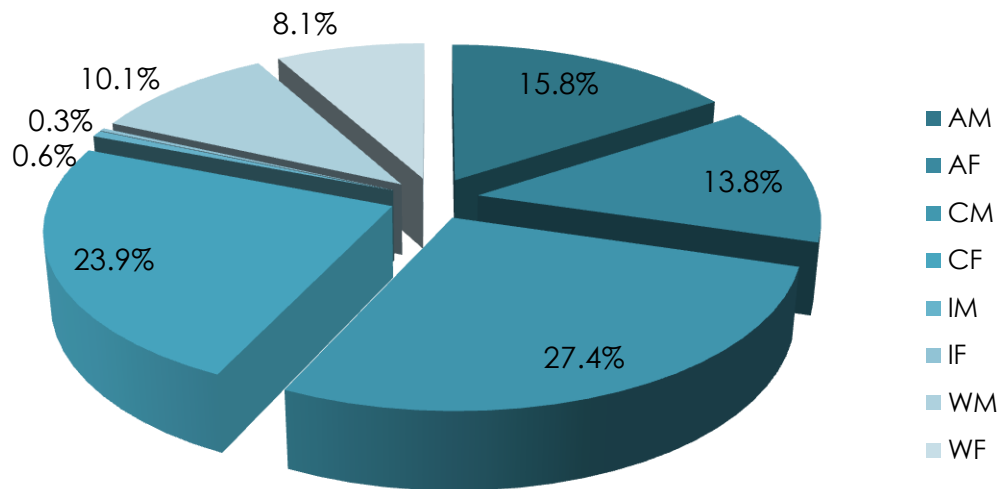
Any future change to the targets, as supplied by Stats SA, or any national target and legislative requirement for the public service is implied as being automatically included.

1.5.2 **Employment equity targets set by the Minister of Public Service and Administration**

To give effect to the White Paper on Affirmative Action, the Minister of Public Service and Administration (MPSA) revised the affirmative action targets set in 1995 with the aim to set new minimum targets for the Public Service. While progress has been made, there are some remaining gaps and challenges in the critical areas of, firstly, people with disabilities, and secondly, women's empowerment and gender equality.

The revised targets are as follows:

NATIONAL TARGETS	
Women at senior management level	50% at SMS level
Persons with disabilities (PwD's)	2% at all levels

Note:
The above targets are subject to possible changes in future by the directive of the MPSA.

1.5.3 Achievement of the numerical targets or goals

In order to achieve one of the strategic objectives of having a demographically representative workforce, the following factors have to be taken into account:

- Numerical targets or goal are calculated on the current post structure (permanent and funded posts) of the Department (vacancies are included).

- Current vacancy rate of the Department.

- The degree of under-representation of designated groups in each occupational category and level.

- Current and future economic and financial resources (budget for the filling of vacancies).

- Labour-market supply and demand has an impact of the achievement of the numerical goals.

- The population demographics of the Western Cape.

As agreed in the SLA, the CSC will continue to distribute monthly reports reflecting the workforce-profile status to the Minister, the HoD, senior managers and the members of the EECF. This will enable them to analyse the trend in relation to race, gender and people with disabilities. They will also be able to see the difference in the various occupational levels, to identify possible barriers, gaps and setting of strategies and to prioritise the filling of posts in accordance with the demographic targets.

To give practical effect to the implementation of the EE Plan, each senior manager will monitor his or her own priorities where there is under-representation in terms of the demographic targets of the WC. The demographic targets and priority indicators, which are set out in the monthly EE workforce status, will be used when filling a post. Each senior manager will be assigned the responsibility for implementing employment equity in their units.

1.6 Integrate equity into HR policies and practices

Employment policies, procedures and practices in the WCG are transversal in that they apply to all the provincial departments. In order to meet the objectives of the EEA and EE Plan, the employment-equity goals should be integrated into HR policies, procedures and practices for recruitment and development of staff from designated groups.

3.6.1 Recruitment and Selection

The following EE principles will be incorporated in the Recruitment and Selection Policy:

- **Advertisement of vacancies**

    a. The filling of vacancies will assist the Department to enhance the representivity levels in accordance with the demographic targets of the Western Cape. The EE statistics will show the degree of under-representation of employees from designated or non-designated groups at various occupational levels in the

Department and what shift is required to promote representivity.

b. All vacancies will be advertised internally (WCG), with the option to include external media, such as printed media, recruitment agencies, occupation specific journals, web-based recruitment, and distribution at institutions for people with disabilities, as deemed appropriate for the intended designated groups targeted in accordance with the equity plan and equity targets.

c. All advertisements will refer to the EEA and its intention to promote equity and representivity in line with the approved EE Plan, without creating the perception that it totally excludes certain groups.

● **Shortlisting and filling of posts**

a. The transversal Recruitment and Selection Policy applies.

b. Competency-based shortlisting criteria will be developed in accordance with the requirements and key result areas of the job description. All applications will be considered against these shortlisting criteria. A cut-off point (percentage) for suitability will be determined based on the shortlist criteria. All candidates above that point will be invited for an interview and be subjected to an assessment tool, where applicable. Should the shortlist not be comprehensive and representative of the highest targeted designated group(s) according to the EE Plan (EE stats), then a decision should be taken on how to obtain these candidatures to meet the equity requirement.   The selection panel could either lower the cut-off point of the shortlist to include candidates with potential, provided that a full development plan will be introduced once such candidate is appointed. Only the targeted candidates above the lowered cut-off point may be included on the shortlist for an interview. Alternatively the panel may recommend to test the market again, by means of re-advertising the post or to apply head-hunting methods (e.g. recruitment agencies, web-based recruitment). In the latter instance, the additional candidates' application and CV's must be subjected to the same shortlist criteria.

c. The use of competency-based assessment instruments or tools should be incorporated to strengthen the selection process, bearing in mind that it should be culturally unbiased.

d. Any special needs for candidates (eg. Translator or disability requirements) must be determined and catered for (within reason) before the interview.

e. The selection panel should be representative of the designated groups as far as possible. This will indicate to prospective employees that the Department is an equal-opportunity employer.

f. After the interview, the selection panel must determine an absolute cut-off point (percentage) for candidates that are considered to be suitable to execute the functions of the post. All the candidates below this interview cut-off point will not be considered suitable for the post. The scores of the candidates above the interview cut-off point will only be used as the guide for ranking order in terms of suitability and not be used as the final deciding factor. The equity targets for the Department or

programme/directorate, indicating the biggest shift (priority 1 on the EE Stats) will then be appliedwithin this ranking order.. The nomination of the successful candidate for the filing of the post will be the most suitable candidate from the targeted group (priority 1). This may result that the highest scoring candidate from the interviews may be superseded to accommodate the appointment of a candidate that will promote representivity in the department or directorate.

g. If a nomination cannot be made from the targeted group (priority 1) within the absolute cut-off point, the selection panel must consider the following options and motivate the decision:

- to test the labour market again (re-advertise)

- to apply head-hunting method (if not already done during the shortlisting process)

- to nominated the second or third targeted group (priority 2 or 3) indicated on the EE Stats.

h. In determining the equity priority for recruitment on the EE Stats, the composition on the level where the vacancy exist read together with the composition of the directorate, as well as the overall composition of the Department must be considered simultaneously. Where there is a direct contradiction in any of these compositions, the overall composition of the Department must be used as the deciding factor for the equity priority.

i. Where the selection panel is recommending a candidate who will not promote representivity (other than the priority indicator on the EE Stats), the deviation from the equity target must be fully motivated and reasons provided why none of the targeted candidates is nominated for the filling of the post.

3.6.2 **Training and Development**

The following EE principles are incorporated in training and development to fast track the development of existing and new employees:

a. Managers should inculcate a culture that aims to develop all employees, in particular those from designated groups that are under-represented.

b. Attention will be given to current employees in designated groups, who display potential and/or willingness to be developed in order to attain the required competency for higher positions. This will be attained through existing development programmes provided by CD: PTI or external accredited training providers. Managers should nominate employees who have the potential for fast tracking according to pre-determined criteria of the specific training intervention.

c. Managers will enter into a performance agreement with new and existing employees on an individual basis. This agreement includes a development plan in which the development needs are identified and prioritised within the training budget. (1% of wage bill)

d. New employees will be introduced into the department by way of Public Service and Departmental orientation and induction programmes.

e. Internship programmes will be used to offer learners/students/graduates an opportunity to acquire on-the-job skills and work experience. As far as possible, these programmes will take into consideration the equity targets of the Department.

f. Bursaries (part-time and/or external) will be awarded to employees or potential employees based on the selection criteria as contained in the Bursary Policy which supports the objective of achieving representivity.

3.6.3 Retention and succession planning

It is important to bear in mind that salary (money) is not the most important retention tool. While PSR V.C.3 allows for counter offers, other elements such as interpersonal working relationships, development and travelling opportunities, physical working environment, equipment and support systems are crucial in the retention of employees.

It is important to note that national policies force employees to be mobile, should they wish to be promoted to higher levels. Therefore, retention strategies will not prevent staff turnover and this will have an effect on the maintenance of representivity. Therefore, it is critical that succession planning should be incorporated by managers to ensure that potential employees, who are competent on their level, are developed and groomed for higher positions so that they are in possession of the necessary skills and competencies to apply for higher posts when it becomes vacant. Mentoring and coaching programmes can aid with the development and grooming of designated employees.

3.6.4 Reasonable accommodation

Employees with a disability and/or impairment must be assisted by the Department in the execution of their jobs, provided that they disclose their disability or impairment to the Department. It is acknowledged that there is no legal obligation for employees to disclose information about their disability, however, should the Department not be aware of the disability or the need to be accommodated, the Department is not obliged to provide reasonable accommodation, assistance or assistive devices.

3.7 Preparing the environment to ensure equity

It is important to acknowledge that the Department has implemented many initiatives emanating from the previous EE Plan and has proven its commitment to achieve equity in the workplace. The following measures have been put in place:

a. The wording 'equal-opportunity employer' is displayed in recruitment initiatives and advertisements.

b. The Application for Employment form (Z83) was adjusted and contains notes to explain the need for information about gender, race and disability.

c. The use of the health questionnaire (Z27) has been discontinued.

d. The D:OB (CSC) has appointed HIV and aids champions to coordinate wellness programmes in all the departments.

e. The staff performance management system and its electronic version were improved and implemented as an appraisal and developmental tool.

f. Employees are trained in issues pertaining to culture and diversity management.

g. The departmental training committees (human-capital developmental committees) participate in the development of the Workplace Skills Plan and report on its implementation.

h. The Adult Basic Education and Training (ABET) programmes were initiated for employees without a formal qualification. To demonstrate support, the employer granted time off for attending classes during office hours, taking into consideration operational requirements.

i. An EE manager has been assigned by the HoD in accordance with Section 24 of the EEA.

j. Employees have been informed of the content and application of the EEA, the Annual EE Report and the EE Plan.

k. A summary of the EEA is displayed openly in the workplace.

l. The Employee Declaration (EEA1) has been issued to all employees and completed in accordance with Section 19 of the EEA. All new appointees are also provided with the form to declare their EE status.

m. An Employment Equity Consultative Forum (EECF) was established to discuss all EE matters.

n. Introduction of the Job Access Strategic Framework for people with disabilities.

o. Implementation of the Cultural Survey in the WCG about the values of employees and their integration in and alignment with the organisation's values.

p. Provincial training initiatives for women in management (middle and senior managers) were introduced to support female leaders in their managerial roles at the workplace.

3.7 Types of EE barriers

The following table lists the types of barriers together with an explanation that could be evident in the workplace.

TYPES OF EMPLOYMENT EQUITY BARRIERS	
Categories	**Explanation**
Recruitment procedures	On-going departmental restructuring, turnover of staff (resignation and transfers) and the modernisation process of centralising the CSC have impacted negatively on the filling of vacancies. There is a concern that the recruitment process is too time-consuming and long, despite endeavours to shorten the time frames. The recruitment process must take the requirements of the EE Plan into account.
Advertising positions	The advertisement is not always placed in the correct media to reach the targeted audience of designated and suitably qualified candidates.
Selection criteria	Selection criteria should be reassessed and make allowance for EE and competency-based assessments. All selection panels should be capacitated on the selection process.
Appointments	In some cases, appointments, especially in scarce and critical occupations, have not been made to support the EE targets but because of the pressure to meet operational demands. Consequently, a balance is not being achieved between operational requirements and the need to promote representivity.
Job classification and grading	There exists high staff mobility between departments due to inconsistent job grading between departments. The principle of equal pay for equal work done should be applied consistently by the provincial departments.
Remuneration and benefits	Limited flexibility and scope for setting higher salaries to attract and retain designated employees. Some collective agreements (performance incentives, e.g. no pay progress if salary is above job grade of post) defeat the principles of retention of existing employees. The remuneration and benefits are set nationally.
Terms and conditions of employment	Although this is set nationally, reasonable and creative working conditions can be explored.
Job assignments	There is no clear strategy or guideline to ensure that work assignments or responsibilities are rotated to ensure that capacity and multi-skilling is developed and to provide opportunities for designated persons.
Work environment and facilities	There is no clear strategy or guideline for the reasonable accommodation for people with disabilities.
Training and development	There is no clear strategy or guideline for career planning for managers. Emphasis should be given to the training of potential future employees/leaders through accredited training interventions, the awarding of bursaries and/or internship programmes. This must be used to attract, recruit, develop and retain designated and competent persons.

Performance and evaluation systems	Performance evaluation is still regarded as a reward system and not seen to manage performance and develop skills. Regular performance reviews should be held to create a performance-driven culture in the Department.
Promotions	High staff movement between departments due to national recruitment policies that force employees to apply for higher posts in their desire to get a promotion.
Transfers	Transfers takes place only for personal and/or operational reasons and if there is a vacant post available. It could also be used when introducing affirmative-action programmes, specifically designed to fast track the development of designated groups.
Succession and experience planning	There is no clear strategy for succession planning that would accelerate the movement and development of designated groups. The strategy must be introduced on a national level.
Disciplinary measures	Disciplinary measures and time frames are set nationally.
Dismissals	There is a concern that the finalisation of formal disciplinary cases exceeds the national time frames that have been set.
Retention of designated groups	There is no flexibility for managers to set up retention measures that will be of value to the employee, besides the normal policies that are set nationally. The pool of available designated groups, especially PwDs that possess the required skills and competencies, is very limited and these employees are often head hunted by other departments.
Corporate culture	In general the staff morale is lower than the required norm in any organisation.
Reasonable accommodation	Measures for the reasonable accommodation for new appointees with disabilities are to be investigated.
HIV and aids prevention and wellness programmes	The general wellness of the staff is an important issue that should be addressed. The PILIR is used excessively and it is costly to the Department. VCT and wellness programmes are introduced to assist and educate employees about the general health of each individual.
Appointed senior manager(s) to manage EE implementation	This is an additional responsibility for the current over-burdened senior managers in the Department. Driving the employment equity agenda is a huge responsibility and should require a dedicated and passionate manager.
Budget allocation in support of employment-equity goals	No separate budget allocation is made on the MTEF budget of departments. The expenses of reasonable accommodation must be defrayed from the normal operational budget of senior managers. No dedicated budget is allocated for awareness and training programmes such as diversity and EE awareness programmes.
Time off for employment equity consultative committee to meet	EECF members sometimes find it difficult to execute this function, which is additional to their existing responsibilities.

In terms of the EEA, affirmative-action measures should be identified by the Department to provide a structure to follow while ensuring that reasonable progress towards achieving the identified numerical goals are made.

Section 15(1) of the EEA describes affirmative-action measures:

"Affirmative action measures are measures designed to ensure that suitably qualified people from designated groups have equal employment opportunities and are equitably represented in all occupational categories and levels in the workforce of a designated employer."

Section 15(2) of the EEA, prescribes that employers should implement affirmative action measures relating to various employment issues.

4.1   **EE barriers and affirmative action measures**

Employment policies and procedures in the WCG are transversal and apply to all the provincial departments. During the identification of possible barriers in the employment policies, procedures and practices, it was established that all policies and procedures comply with the EEA and are therefore deemed non-discriminatory. However, there may be shortcomings in the implementation of these policies and certain practices may create a hindrance to the creation of equal opportunities and a representative workforce. An analysis was conducted to identify **barriers** that may exist in the Department.

Affirmative-action measures will assist the Department to overcome the barriers and to make reasonable progress to achieve the numerical targets contained in the EE Plan.

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The table below indicates the barriers and affirmative-action measure as identified by the Department.

Nr	Category	EE barrier	AA measure
1	Advertisement of positions	• Advertisements do not reach the targeted designated groups with the required skills and competencies. There are no statistics available to choose the most effective form of media to use to target each particular group.	To fast track the recruitment of Africans, Females and PwD's, the Department will use media that can target such candidates successfully. Senior managers, in collaboration with the CSC, must identify the relevant media for targeted advertising. A complete database should be developed and maintained at the CSC that can inform managers of the most effective media available. This may include community newspapers, occupation-specific journals, web-based recruitment agencies as well as disability networks. All senior managers and selection panels should endeavour to achieve the numerical targets and be sensitised to the goals of the EE Plan. Open-ended advertisements could be used to attract PwD as potential applicants. Applications from designated groups with specific skills and competencies could be recorded on a database for future use and may be included in the shortlist of an advertised vacant post, provided that they meet the shortlist's criteria.

Nr	Category	EE barrier	AA measure
2	Appointments	• The focus area of under-representation for appointment of designated groups in the department is currently: PwD's , Women in MMS and SMS levesl (African, Coloured and White). • Selection panels do not always consider the long-term equity targets, as indicated in the EE Plan, because of their need to meet short term and urgent operational requirements. Consequently, there may not be a balance between operational requirements and the need to promote representivity on all salary levels.	• Targeted recruitment must be done to attract PwDs, women in management and Africans. The Department has set itself the goal of equalising the discrepancy in terms of gender and income differentials among these groups. • A pool of potential PwD's (database) should be created for selection purposes. Post that are identified or earmarked for filling with a PwD need not to be advertised. The database can be used as a source of applications to be screened against the job requirements of the post. The normal selection procedures, as stated in the R&S policy must be applied to ensure objectivity and fairness in the selection process. • A pool of potential applicants should be created for recruitment purposes that can be used when a post is advertised. Candidates that have the required skills and competencies may be contacted during the running period of the advertisement to submit their applications and their candidature may be included on a shortlist for an interview. The same applies to internal candidates that have the potential to be considered for promotion posts. In order to create a succession pool of women in management, the MMS level may be over-supplied

Nr	Category	EE barrier	AA measure
			by designated females in order to nurture, develop and prepare them for possible promotion when a post in the SMS becomes available for filling.
			• Through this process the Department may be able to fast track appointments of the targeted designated groups.

Nr	Category	EE barrier	AA measure
3	Training and development	Although the performance-management system effectively links the developmental or training opportunities to the key result areas of the post, many employees (designated and non-designated) do not always get the opportunity to attend the training interventions. The quantity and quality of training are in many cases unsatisfactory. This contributes to the lack of opportunity for growth and career development. Supervisors or managers may also not have mentoring skills and as a result there may be a lack of skill transferring.	The Department understands the need for training and development of employees as a key element in the advancement and promotion of designated employees. In order to achieve this, the Department has a budget allocated for the training and development of staff for bursaries, internship programmes, focused functional training and diversity training. Training in coaching and mentoring skills and accelerated development programmes should be prioritised. **Training and development for PwD**: Internal: Special emphasis will be placed on the training and developing of employees with disabilities so that they will be in a better position to compete for advertised posts on higher levels. The specialised training must be identified by the managers and recorded on the IDP, upon which PTI (D:PD) must assist with the sourcing of specialised training interventions. External: Internships can be used as a method to target PwD to prepare them for the labour market and permanent employment. **Training and development for women in the MMS:** In order to achieve the goal of 50% women in senior management, women in middle management will be targeted to attend leadership training interventions, mentoring or coaching, on-the-job training and they will be provided with the opportunity to participate in national and provincial development programmes for women. This will ensure that a bigger pool of suitably qualified women in the MMS will be available to apply for advertised SMS posts.

Nr	Category	EE barrier	AA measure
			The Department will include the following measures to promote future employment: 🔵 **Internship programmes** The Department may participate in internship programmes, whereby it will employ students who have recently completed their studies at higher education and training institutions or those who are in need of work experience for a short-term period. This may be a source of high potential employees available to fast track recruitment of young people in advertised posts. A database of potential employees must be developed and maintained for this purposes. 🔵 **Bursaries** The Department may allocate part-time and full-time bursaries to enhance skills in areas where a shortage is evident. Bursary allocations are not restricted to people pursuing studies in areas earmarked as scarce or critical skills, although preference will be given to candidates studying in these fields. The Department will endeavour to address the problem of under-representation and will place emphasis accordance to equity targets when awarding bursaries. In doing so it will create a suitable pool of qualified candidates to fill vacancies.

Nr	Category	EE barrier	AA measure
4	Corporate culture	There is a general concern that managers or supervisors and employees do not fully understand the special needs of employees and diversity in the workplace.	Sensitise managers and employees to understand the diverse groups and their unique needs, cultural differences, gender and generation gap differences. Awareness interventions can assist to create a better understanding and greater tolerance in the workplace.

4.2 **Budget**

The Department commits itself to make budgetary provision for the implementation of employment-equity strategies and programmes, with due regard to its strategic objectives and taking cognisance of the MTEF processes already underway.

4.3 Action plan (AA Measures)

Category (EEA2)	Identified EE Barrier	AA Measure (Solutions identified to address this problem)	Responsible component or stakeholder	Timelines for completion and implementation of AA measure				
				Year 1: 2012	Year 2: 2013	Year 3: 2014	Year 4: 2015	Year 5: 2016
1 Advertising of positions	a Advertisements do not reach the designated targeted groups (i.e. Africans, PwD's, and Women in management).	i Identify the appropriate media for placement of advertisements inclusive of local or community newspapers, journals, web-based recruitment agencies and disability networks in order to reach the target audience.	Senior managers to advise CSC (D:HRP&A)	X	X	X	X	X
	None or limited applications of PwD's are received when post are advertised and no special effort is made to identify positions for persons with disabilities.	ii Annually an open advertisement may be placed in the media inviting all candidates with disabilities to apply and make their candidature available for possible vacancies in the Department. This will ensure a pool of suitable and/or qualified PwD's database to be used in future without advertising a particular post earmarked for the filling with a PwD.	Senior managers	X	X	X	X	X

Category (EEA2)	Identified EE Barrier	AA Measure (Solutions identified to address this problem)	Responsible component or stakeholder	Timelines for completion and implementation of AA measure				
				Year 1: 2012	Year 2: 2013	Year 3: 2014	Year 4: 2015	Year 5: 2016
2 Appoint-ment	a No enforcement is imposed nor penalty charged for not appointing Women in SMS, Africans, PwD's and Whites on lower levels.	i Targeted recruitment and selection must be done to appoint designated groups that are underrepresented in the Department. Sensitise the management and selection panels about the status of PwD's and under-representation of designated groups' *vis-à-vis* the target to be achieved and maintained in order to appoint the targeted groups.	EE manager	*X*	*X*	*X*	*X*	*X*
		ii A pool of potential candidates (Interns or through open ended advertisement for scarce skills/or valued skills) may be created that can be used when a post is advertised These candidates who have the required skills and competency may be contacted and be included in an advertised post before the closing date(Head hunting)	Senior managers	*X*	*X*	*X*	*X*	*X*

Category (EEA2)	Identified EE Barrier	AA Measure (Solutions identified to address this problem)	Responsible component or stakeholder	Timelines for completion and implementation of AA measure				
				Year 1: 2012	Year 2: 2013	Year 3: 2014	Year 4: 2015	Year 5: 2016
3 Training and develop-ment	a Lack of employee sensitisation in terms of employees understanding and accommodating the needs of diverse groups, PwD's and be gender sensitive.	i Sensitise employees on disability and gender issues.	Senior managers with assistance of CSC (D:PMD and D:PTI)		X		X	
	b Lack of participation of PwD's in skills development in the labour market.	ii Appoint interns with disabilities.	Senior managers with assistance of CSC (D:PMD)	*D:PMD to advise on dates*				
		iii Allocate full-time and part-time bursaries according to the employment-equity profile of the Department.	Bursary Committee					
	c Lack of focus in training of designated groups.	i Nominate employees from designated groups for training.	Senior managers with assistance of CSC (D:PMD)	X	X	X	X	X
	d Lack of targeted training for women in the MMS.	i Nominated designated women in the MMS for leadership training to build a strong contingent of women to apply for vacancies in the SMS.	Senior managers with assistance of CSC (D:PTI)	X	X	X	X	X

Category (EEA2)	Identified EE Barrier	AA Measure (Solutions identified to address this problem)	Responsible component or stakeholder	Timelines for completion and implementation of AA measure				
				Year 1: 2012	Year 2: 2013	Year 3: 2014	Year 4: 2015	Year 5: 2016
	e Lack of budget estimates for training and development programmes. .Budget allocation remains the same on every financial year.	i More detailed estimates on the cost of training and development programmes should be foreseen.	Senior managers with assistance of CSC (D:PTI)	X	X	X	X	X
		Ii The resource allocation for training and development should be reviewed and if the financial position of the department allows it, the amount budgeted should be increased.	Senior managers with assistance of CSC (D:PTI)	X	X	X	X	X

Category (EEA2)	Identified EE Barrier	AA Measure (Solutions identified to address this problem)	Responsible component or stakeholder	Timelines for completion and implementation of AA measure				
				Year 1: 2012	Year 2: 2013	Year 3: 2014	Year 4: 2015	Year 5: 2016
4 Corpo-rate culture	a Lack of enforcement to management responsibilities to embrace change and diversity management.	i Nominate SMS members for change management and diversity training or workshops to strengthen organisational values and staff morale.	Senior managers with assistance of CSC (D:PMD & D:PTI)	X		X		X
	b Lack of sensitisation of staff to embrace diversity in the workplace and understand diverse groups (PwD's, cultural, gender and generation differences).	i Nominate staff to attend diversity training or workshops so as to understand existing diverse groups (PwD's, cultural, gender and generation differences in the workplace).	Senior managers		X		X	
	c No commitment from leadership commitment to achieve EE targets and to promote a fully representative workforce.	i Distribute EE trends and statistics to the HoD for discussion at monthly management meetings.	HoD & EE manager	X	X	X	X	X

							Year 1: 2012
1	Advertising of positions	a	Advertisement not reaching the required target groups and no special effort to identify positions for disabled candidates..	i	Identify the appropriate media for placement of advertisements inclusive of local or community newspapers, journals, web-based recruitment agencies and disability networks in order to reach the target audience.	Senior managers to advise CSC (D:HRP&A)	*X*
				ii	Consult the database or pool of potential candidates who meet the post requirements for inclusion in the shortlist of the advertised post before the closing date of the advertisement.	Senior managers	*X*
2	Appoint-ment	a	No enforcement laid penalty charged in terms of appointing of Women in SMS, Africans and PwD's	i	Sensitise the management and selection panels about the status of PwD's and under-representation of designated groups *vis-à-vis* the target to be achieved and maintained in order to appoint the targeted groups.	EE manager	*X*
				ii	Create a pool of candidates for recruitment into SMS posts by targeting an over-supply of employees from designated groups (especially women) on MMS level (succession planning).	Senior managers	*X*
3	Training and develop-ment	a	Lack of employee sensitisation in terms of employees understanding and accommodating the needs of diverse groups, gender and PwD's	i	Nominate all employees for diversity training to sensitise them about disability, gender and cultural diversity.	Senior managers with assistance of CSC (D:PMD and D:PTI)	
		b	Lack of employee sensitisation in terms of employees understanding and accommodating the needs of diverse groups, gender and PwD's	I	Appoint interns with disabilities.		

					Year 1: 2012
			ii Allocate full-time and part-time bursaries according to the employment-equity profile of the Department.	Bursary Committee)	*D:PMD to advise on dates*
			ii		*X*
		c Training of designated groups	i Nominate employees from designated groups for training.	Senior managers with assistance of CSC (D:PMD)	*X*
			ii Nominate senior and middle managers to undergo training as mentors, to support or guide the development of designated employees who have talent and wish to be developed.	Senior managers with assistance of CSC (D:PMD)	
		d Targeted training for women in the MMS	i Nominated designated women in the MMS for leadership training to build a strong contingent of women to apply for vacancies in the SMS.	Senior managers with assistance of CSC (D:PTI)	*X*
4	Corpo-rate culture	a Provide managers with change management and diversity training	i Nominate SMS members for change management and diversity training or workshops to strengthen organisational values and staff morale.	Senior managers with assistance of CSC (D:PMD & D:PTI)	*X*
		b Sensitise staff and managers to understand diverse groups (PwDs, cultural, gender and generation differences)	i Nominate staff to attend diversity training or workshops.	Senior managers	
		c Leadership commitment to achieve EE to promote a fully representative workforce	i Distribute EE trends and statistics to the HoD for discussion at monthly management meetings.	HoD & EE manager	*X*

5.1 **Communication**

The Department acknowledges its responsibility to inform employees of the content of the EEA, as well as the EE Plan and reporting. The communication strategy will provide the channel for communicating employment-equity matters to all employees. These functions will be managed by the EECF or EE manager or line managers or the communications unit of the Department, assisted by the CSC in terms of the SLA.

The communication strategy is included in the Action Plan (paragraph 5.3) below.

5.2 **Other compliance issues**

The Department has a legislative responsibility to consult with its employees and to ensure that it complies with Chapter 3 the EEA. These functions are included in the Action Plan (paragraph 5.3) below.

5.3 Action plans on compliance issues

Effective communication	Actions	Responsible component or stakeholders	Timelines for implementation				
			Year 1: 2012	Year 2: 2013	Year 3: 2014	Year 4: 2015	Year 5: 2016
1. Inform all employees of employment equity and the EE Plan	a. Display the summary of EEA in office buildings. b. File all general documents including EE Plan and EE Report on the departmental website and give all employees access. c. Communicate the status of employment equity by means of e-mail, newsletters, pamphlets, notice boards, website, etc.	EE Manager/ CRU with the assistance of CSC Communication unit Communication unit	✔	✔	✔	✔	✔
2. Capacitate the EECF members	a. Provide training on EE Act to the EECF members.	CSC (D:P&P)	✔	✔	✔	✔	✔

	Compliance Issue		Actions	Responsible component or stakeholders	Timelines for implementation				
					Year 1: 2012	Year 2: 2013	Year 3: 2014	Year 4: 2015	Year 5: 2016
3	Consult with employees (EECF)	a	Appointment of representatives on the EECF.	CSC (D:P&P)	✓	✓	✓	✓	✓
		b	Capacitate the EECF members and provide training.						
		c	Meet at least bi-annually with the EECF.						
4	Consultation functions in terms of the EEA	a	Consult draft EE Plan.	EE manager, assisted by the CSC (D:P&P)	✓	✓	✓	✓	✓
		b	Consult annual EEA2 reports.						
		c	Provide employment-equity status reports to the EE manager and EECF for monitoring purposes.						

SECTION SIX: RESPONSIBILITIES FOR EE

The ultimate responsibility for employment equity in the Department rests with the Head of Department. Hence, the application and execution of various equity matters as contemplated in the EEA rests with the Department.

The following is a summary of the roles and responsibilities of various role-players in the Department, but it is not limited to these as specified:

6.1 HoD and management

- Provide leadership and demonstrate personal commitment to the implementation of the affirmative-action measures and the achievement of a representative workforce (demographic goals as contained in the EE Plan).

- Ensure compliance as specified in the Employment Equity Act.
  Provide leadership and demonstrate personal commitment and support for the affirmative-action measures.

6.2 Departmental top management

- Demonstrate commitment to reach the demographic goals of the Department.

- Actively promote transformation by holding managers responsible for implementing the affirmative-action measures and demographic targets in their units.

- Scrutinise and take action on reports provided by the EE manager that indicate possible discrimination and/or deviations from the EE Plan or EEA.

6.3 Senior managers

- Show commitment to reach the demographic goals of the Department.

- Monitor and maintain a representative workforce in the directorate or unit.

- Ensure that the recruitment of staff complies with the demographic targets as indicated in the EE Plan.

- Promote awareness in the directorate or unit about the EEA objectives as set out in the EE Plan.
- Initiate or discuss possible affirmative-action programmes or action plans for the respective component with the EE Manager and Top Management in order to assist with transformation in the Department. These AA programmes could be included in the EE Plan once support is granted by HoD or EEM and EECF.

- Ensure that time is allocated for feedback in the directorate by the EECF members. Allow EECF members to attend the bi-annual meetings.

6.4   EE manager

The EE Manager is appointed by the HoD to execute the functions as contemplated in the EEA on behalf of the Department. The functions include, but are not limited to, those listed below:

- Represent the employer as EE Manager on the EECF and act as chairperson at the EECF meeting if the appointed chairperson is absent.

- Report directly to the HoD on the status of employment equity in the Department and bring any discrepancies or concerns from the EECF to the immediate attention of the HoD.

- Monitor the recruitment process (filling of posts) in terms of the demographic goals of the Department.

- Assist with the preparation, consultation and implementation of the EE Plan, as referred to in terms of section 20 of the EE Act.

- Assist with the preparation and consultation of the annual EE report to the Department of Labour as referred to in Section 21 of the EE Act.

- Ensure visibility or the display of the summary of the EE Act, EE Plan, EE Reports and/or any other document applicable, at each premises of the workplace as required in terms of Section 25 of the EE Act.

- Assist senior managers with availing the required budget resources to facilitate the implementation of employment equity in the Department. This includes the provision of access to/ or accessibility in buildings, and reasonable accommodation (technical assistance and assistive devices) to support persons with disabilities.

- Assist and ensure that all employees of the Department, including the elected EECF members, are sensitised to employment-equity matters on an ongoing basis.

6.5   EECF

The EECF will consist of employer and employee representatives and will be guided by a Terms of Reference (TOR).

- EECF members have the responsibility to ensure that the interests of employee group(s) that they represent in the EECF are suitability addressed and feedback is provided to the employee groups.

- Responsible to participate in all consultation processes and attend the EECF meetings.

- Bring EE matters, regarding any employee that may have been adversely affected by any of the HR policies and practices in the workplace, to the attention of the EECF.

- Assist with the implementation of the EE Plan and the execution of compliance issues as indicated in the EEA.

- Examine the workforce profile in terms of representivity (monthly EE statistics) to determine the trend and degree of under-representation of the grouping of employees represent.

6.6 CSC (Department of the Premier)

- Execute and assist the Department with the employment-equity functions as contained in the SLA.

- Assist the Department with the drafting and consultation of the successive EE Plan and annual report to the Department of Labour.

- Execute the secretariat function of the EECF in consultation with the chairperson and/or the EE Manager.

- Review and amend HR policies, practices and procedures that have been identified as barriers to equity.

- Incorporate and apply HR strategies that are identified as affirmative-action measures.
- Handle grievances and disputes.

6.7 **Staff**

- It is the responsibility of each employee to become familiar with the content of the EE Plan. Employees should realise that they also have an obligation with regard to their career planning and self-development and they should make use of all available opportunities to gain the necessary exposure and experience.

- Ensure that their representatives supply feedback about the consultation process as applicable.

- Use the channel of representivity presented by the EECF members when an employee wishes to bring employment equity or discrimination matters to the attention of the EECF.

7.1 Reporting on progress

The monitoring and evaluation of employment equity, implementation of the EE Plan and the progress made in achieving the numerical goals, is an on-going process and should be monitored by various role players and/or structures.

The following table sets out the monitoring and evaluation process:

Method	Detail	Frequency
EE Manager	• Monitor the implementation of the EE plan. • Monitor the recruitment and selection process in terms of the demographic targets of the Department (shift required with filling of posts). • Monitor the representivity trend of the workforce (EE statistics).	Monthly
EECF	• Review the monthly EE statistics for significant upward or downward trends in the recruitment of staff and workforce representivity. • Monitor the implementation of the EE Plan.	Monthly (Meet Bi-annually)
Departmental management (SMS)	• Monitor the recruitment and selection process in their units in terms of the demographic targets of the Department (shift required with filling of posts). • Report EE matters or concerns to the top management.	Monthly
Department of Labour	• Monitor EE report (EEA2) submitted to DoL.	Annual
Departmental oversight committee	• Monitor departmental performance in terms of the Annual Report.	Annual

7.2 Record keeping

The CSC will keep records of the EE Plans, EE Reports and meetings of the EECF. The CRU will be given a copy of the documentation for official record keeping at the Department

SECTION EIGHT: DISPUTE RESOLUTION

8.1 **Disputes on interpretation of the EE plan**

Any disputes about the implementation or interpretation of the EE Plan will be managed in terms of the prescribed dispute-resolution structures.

8.2 **Disputes on unfair discrimination**

Any allegations of unfair discrimination by any employee must be dealt with in terms of the formal grievance procedures. Should the grievance not be resolved at departmental level, the matter then becomes a formal dispute and the employee may refer it to the CCMA for conciliation and/or arbitration in terms of Section 10 of the LR Act.

SECTION NINE: CONCLUSION

This EE Plan 2012 -2017 confirms the Department's commitment to employment equity and transformation.

The EE Plan will focus on setting targets to address the issue of representivity and the implementation of positive AA measures to ensure the attainment of these targets. It is necessary, though, to be mindful of the fact that while trying to attain the representivity goals, capacity building and enhancement of skills among staff to promote an effective workforce must remain paramount to ensure the optimum productivity of employees.

The EE Plan is not a static document. Circumstance change on monthly due to staff mobility and organisational changes and the EE Plan must, therefore, be adjusted and adapted accordingly.

The Department prides itself on being a leader in aspects relating to transformation, it values diversity and promotes substantive equality.

The Department will endeavour to promote substantive equality by providing all persons with fair opportunities to seek employment, to develop their potential and to work in an equitable and supportive work environment. The Department values the diversity of all its employees.

------------END------------

Demographic targets of the Western Cape

Statistics South Africa census 2001

Employment status (official definition) and population group and disability by sex for person weighted, Western Cape

(The data below comes from the last demographic survey done by Stats SA.)

The demographic profile of the western cape (economically active)
(To be used for Employment Equity Plans)

Race %	
African	29,7
Coloured	51,2
Indian	0,9
White	18,2
Total	100

Gender %	
Male	53,9
Female	46,1
Total	100

Disability %
(National target of 2% at March 2010 applies)

The demographic profile of the western cape (economically active)
(Breakdown of gender and persons with disabilities per race)

Race	Gender			Disability		
	Male %	Female %	Total % per race	Male %	Female %	Total % per race
African	15,8	13,9	29,7	18,5	15,8	34,3
Coloured	27,4	23,8	51,2	26,6	19,4	46,0
Indian	0,6	0,3	0,9	0,5	0,2	0,7
White	10,1	8,1	18,2	11,7	7,3	19,0
Total	53,9	46,1	100	57,3	42,7	100

(These statistics will be reviewed when new census results are made available.)

APPENDIX 1: Community Safety Projected Numerical Goals (2013-2017)

Salary levels	Approved Posts	African						Coloured						Indian						White					
		Current	2013	2014	2015	2016	2017	Current	2013	2014	2015	2016	2017	Current	2013	2014	2015	2016	2017	Current	2013	2014	2015	2016	2017
Levels 15-16	1	0	0	0	0	0	0	1	1	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0
Levels 13-14	16	2	4	5	5	7	5	7	8	8	8	8	8	0	0	0	0	0	0	5	2	2	2	3	3
Levels 9-12	130	25	34	34	36	37	37	50	58	60	62	62	65	2	1	1	1	1	1	20	20	21	22	22	23
Levels 6-8	671	162	174	178	184	189	193	350	301	310	318	326	335	1	6	6	6	6	6	61	107	110	113	116	119
Levels 3-5	189	40	49	50	52	53	54	81	85	88	90	92	94	0	1	2	2	2	2	10	31	31	32	33	34
Levels 1-2	18	5	5	6	6	6	6	7	9	10	10	10	10	0	0	0	0	0	0	0	3	3	3	3	3
Total	1025	234	266	273	283	290	295	496	462	477	489	499	513	3	8	9	9	9	9	96	163	167	172	177	182

Current demographic profile of the department

Overall Current Staff Profile as at 30 September 2011 – Occupational Levels

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management (SL 15-16)	0	1	0	0	0	0	0	0	0	0	**1**
Senior management (SL 13-14)	2	6	0	3	0	1	0	2	0	0	**14**
Professionally qualified and experienced specialists and mid-management (SL 9-12)	17	32	2	15	8	17	0	5	0	0	**97**
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (SL 6-8)	88	211	0	37	74	139	1	24	0	0	**574**
Semi-skilled and discretionary decision making (SL3-5)	14	37	0	7	26	44	0	3	0	0	**131**
Unskilled and defined decision making (SL 1-2)	4	4	0	0	1	3	0	0	0	0	**12**
TOTAL PERMANENT	**122**	**284**	**2**	**56**	**112**	**203**	**1**	**33**	**0**	**0**	**813**
Temporary employees	0	0	0	0	0	0	0	0	0	0	**0**
GRAND TOTAL	**122**	**284**	**2**	**56**	**112**	**203**	**1**	**33**	**0**	**0**	**813**

Overall Current Disabled Staff Profile 30 September 2011 – Occupational Levels

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	1	0	0	0	0	0	0	0	0	**1**
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0	1	0	0	0	1	0	1	0	0	**3**
Semi-skilled and discretionary decision making	0	0	0	0	0	0	0	0	0	0	**0**
Unskilled and defined decision making	1	0	0	0	0	0	0	0	0	0	**1**
TOTAL PERMANENT	**1**	**2**	**0**	**0**	**0**	**1**	**0**	**1**	**0**	**0**	**5**
Temporary employees	0	0	0	0	0	0	0	0	0	0	**0**
GRAND TOTAL	**1**	**2**	**0**	**0**	**0**	**1**	**0**	**1**	**0**	**0**	**5**

Numerical targets for the next 4 years 2011-2016

Planned Profile: 1 April 2013 – Workforce

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	1	0	0	0	0	0	0	0	0	1
Senior management	2	4	0	1	2	4	0	1	0	0	14
Professionally qualified and experienced specialists and mid-management	18	31	1	11	16	27	0	9	0	0	113
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	93	161	4	59	81	140	2	48	0	0	588
Semi-skilled and discretionary decision making	26	45	1	17	23	40	0	14	0	0	166
Unskilled and defined decision making	3	5	0	2	2	4	0	1	0	0	17
TOTAL PERMANENT	142	247	6	90	124	215	2	73	0	0	899
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	142	246	6	90	124	215	2	73	0	0	899

Planned Profile: 1 April 2013 – People with Disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	**0**
Senior management	0	0	0	0	0	0	0	0	0	0	**0**
Professionally qualified and experienced specialists and mid-management	0	1	0	0	0	1	0	0	0	0	**2**
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	2	3	0	1	2	3	0	1	0	0	**12**
Semi-skilled and discretionary decision making	1	1	0	1	0	1	0	0	0	0	**4**
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	**0**
TOTAL PERMANENT	**3**	**5**	**0**	**2**	**2**	**5**	**0**	**1**	**0**	**0**	**18**
Temporary employees	0	0	0	0	0	0	0	0	0	0	**0**
GRAND TOTAL	**3**	**5**	**0**	**2**	**2**	**5**	**0**	**1**	**0**	**0**	**18**

Planned profile: 1 April 2014 – Workforce

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	1	0	0	0	0	0	0	0	0	**1**
Senior management	3	4	0	1	2	4	0	1	0	0	**15**
Professionally qualified and experienced specialists and mid-management	18	32	1	12	16	28	0	9	0	0	**116**
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	95	166	4	61	83	144	2	49	0	0	**604**
Semi-skilled and discretionary decision making	27	47	1	17	23	41	1	14	0	0	**171**
Unskilled and defined decision making	3	5	0	1	3	5	0	2	0	0	**19**
TOTAL PERMANENT	**146**	**255**	**6**	**92**	**127**	**222**	**3**	**75**	**0**	**0**	**926**
Temporary employees	0	0	0	0	0	0	0	0	0	0	**0**
GRAND TOTAL	**146**	**255**	**6**	**92**	**127**	**222**	**3**	**75**	**0**	**0**	**926**

Planned Profile: 1 April 2014 – People with Disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	**0**
Senior management	0	0	0	0	0	0	0	0	0	0	**0**
Professionally qualified and experienced specialists and mid-management	0	1	0	0	0	1	0	0	0	0	**2**
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	2	4	0	1	2	3	0	1	0	0	**13**
Semi-skilled and discretionary decision making	1	1	0	1	0	1	0	0	0	0	**4**
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	**0**
TOTAL PERMANENT	**3**	**6**	**0**	**2**	**2**	**5**	**0**	**1**	**0**	**0**	**19**
Temporary employees	0	0	0	0	0	0	0	0	0	0	**0**
GRAND TOTAL	**3**	**6**	**0**	**2**	**2**	**5**	**0**	**1**	**0**	**0**	**19**

Planned Profile: 1 April 2015 – Workforce

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	1	0	0	0	0	0	0	0	0	**1**
Senior management	3	4	0	1	2	4	0	1	0	0	**15**
Professionally qualified and experienced specialists and mid-management	19	33	1	12	17	29	0	10	0	0	**121**
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	98	170	4	63	86	148	2	50	0	0	**621**
Semi-skilled and discretionary decision making	28	48	1	18	24	42	1	14	0	0	**176**
Unskilled and defined decision making	3	5	0	1	3	5	0	2	0	0	**19**
TOTAL PERMANENT	**151**	**261**	**6**	**95**	**132**	**228**	**3**	**77**	**0**	**0**	953
Temporary employees	0	0	0	0	0	0	0	0	0	0	**0**
GRAND TOTAL	**151**	**261**	**6**	**95**	**132**	**228**	**3**	**77**	**0**	**0**	953

Planned Profile: 1 April 2015 – People with Disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	**0**
Senior management	0	0	0	0	0	0	0	0	0	0	**0**
Professionally qualified and experienced specialists and mid-management	0	1	0	0	0	1	0	0	0	0	**2**
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	2	4	0	1	2	3	0	1	0	0	**13**
Semi-skilled and discretionary decision making	1	1	0	1	0	1	0	0	0	0	**4**
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	**0**
TOTAL PERMANENT	**3**	**6**	**0**	**2**	**2**	**5**	**0**	**1**	**0**	**0**	**19**
Temporary employees	0	0	0	0	0	0	0	0	0	0	**0**
GRAND TOTAL	**3**	**6**	**0**	**2**	**2**	**5**	**0**	**1**	**0**	**0**	**19**

Planned Profile: 1 April 2016 – Workforce (97, 5%)

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	1	0	0	0	0	0	0	0	0	**1**
Senior management	3	4	0	2	2	4	0	1	0	0	**16**
Professionally qualified and experienced specialists and mid-management	20	33	1	12	17	29	0	10	0	0	**122**
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	101	174	4	64	88	152	2	52	0	0	**637**
Semi-skilled and discretionary decision making	28	49	1	18	25	43	1	15	0	0	**180**
Unskilled and defined decision making	3	5	0	1	3	5	0	2	0	0	**19**
TOTAL PERMANENT	**155**	**266**	**6**	**97**	**135**	**233**	**3**	**80**	**0**	**0**	**975**
Temporary employees	0	0	0	0	0	0	0	0	0	0	**0**
GRAND TOTAL	**155**	**266**	**6**	**97**	**135**	**233**	**3**	**80**	**0**	**0**	**975**

Planned Profile: 1 April 2016 – People with Disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	**0**
Senior management	0	0	0	0	0	0	0	0	0	0	**0**
Professionally qualified and experienced specialists and mid-management	0	0	0	0	0	1	0	0	0	0	**1**
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	2	4	0	2	2	3	0	1	0	0	**14**
Semi-skilled and discretionary decision making	1	1	0	0	1	1	0	1	0	0	**5**
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	**0**
TOTAL PERMANENT	**3**	**5**	**0**	**2**	**3**	**5**	**0**	**1**	**0**	**0**	**20**
Temporary employees	0	0	0	0	0	0	0	0	0	0	**0**
GRAND TOTAL	**3**	**5**	**0**	**2**	**3**	**5**	**0**	**1**	**0**	**0**	**20**

Numerical goals (5 year goal)

Planned Profile: 1 April 2017 – Workforce

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	1	0	0	0	0	0	0	0	0	**1**
Senior management	3	4	0	2	2	4	0	1	0	0	**16**
Professionally qualified and experienced specialists and mid-management	20	35	1	13	17	30	0	10	0	0	**126**
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	103	179	4	66	90	156	2	53	0	0	**653**
Semi-skilled and discretionary decision making	29	50	1	19	25	44	1	15	0	0	**184**
Unskilled and defined decision making	3	5	0	1	3	5	0	2	0	0	**19**
TOTAL PERMANENT	**158**	**274**	**6**	**101**	**137**	**239**	**3**	**81**	**0**	**0**	999
Temporary employees	0	0	0	0	0	0	0	0	0	0	**0**
GRAND TOTAL	**158**	**274**	**6**	**101**	**137**	**239**	**3**	**81**	**0**	**0**	**999**

Planned Profile: 1 April 2017 – People with Disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	**0**
Senior management	0	0	0	0	0	0	0	0	0	0	**0**
Professionally qualified and experienced specialists and mid-management	0	0	0	0	0	1	0	0	0	0	**1**
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	2	4	0	2	2	3	0	1	0	0	**14**
Semi-skilled and discretionary decision making	1	1	0	0	1	1	0	1	0	0	**5**
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	**0**
TOTAL PERMANENT	**3**	**5**	**0**	**2**	**3**	**5**	**0**	**1**	**0**	**0**	**20**
Temporary employees	0	0	0	0	0	0	0	0	0	0	**0**
GRAND TOTAL	**3**	**5**	**0**	**2**	**3**	**5**	**0**	**1**	**0**	**0**	**20**

Workforce analysis (narrative)

The EE plan that has expired was developed for the interim period of 01 April 2010 – 31 March 2011. CSC had to request for an extension in preparation for a susbsequent plan and it was extended until 31 March 2012.

An examination of 2011 staff profile show that during 2010 – 2011 employment equity plan, very little progress had indeed been made to meet the forgoing employmenet equity targets. The department experienced budgetary constraints in 2009/2010 financial year and had an intention to improve on its employment equity targets for the financial year 2010/2011. This situation highlighted a limitation in the employment equity implementation process during this period. A moratorium that was placed due to modernisation also contributed to the constraints which impacted on the vacancy rate as well as the achivement of targets.

This section outlines the comparative employment equity analysis for the years 2009-2011. The month of September has been used as an employment equity reporting period so as to seek alignment. Data in this section has been consolidated as to provide a snapshot of what impact employment equity initiatives during the past three financial years.

3. **Overview of the statistics**

The Department of Communitry Safety has made a significant progress to improve representativity especially in terms of race and gender. The table below analyses the imbalances/gaps at the various levels to indicate racial overrepresentation and under-representation.

Department	African	Coloured	Indian	White	Total
Total employees	234	489	3	89	815
	28.7%	60%	0.4%	10.9%	100%

EE Target	29.7%	51.3%	0.9%	18.2%	100%

3.1.1 **African Race Distribution**

The EE target for Africans is 29.7%. the target for males is 15.8% and 13.9% for females.
The table above shows the distribution of Africans in the department as underrepresented by 1% (currently 28.7%) currently.

Considering the underrepresentation in the various salary groups. The major category of underrepresentation is in Senior management (13.3% employees(a deficit of -16.4%).

The middle management category is currently at 27.4%, the skilled category is at 26.0%, semi-skilled and unskilled are overrepresented at 40.3% and 40% respectively. In terms of gender, it is mainly females that are underrepresented on all levels. In senior management cadre there is no African females.

Table 1: African distribution

African	African	2009%	2010%	2011%	
	TARGET %	ACTUAL	ACTUAL	ACTUAL	DEFICIT %
Department	29.7%	0.0%	29.4%	28.7%	**-1.0%**
Male	15.8%	0.0%	15.3%	15.0%	**-0.8%**
Female	13.9%	0.0%	14.1%	13.7%	**-0.2%**
SMS (SL 13-16)	29.7%	29.4%	20.0%	13.3%	**-16.4%**
Male	15.8%	23.5%	20.0%	13.3%	**-2.5%**
Female	13.9%	5.9%	0.0%	0.0%	**-13.9%**
MMS (SL 9-12)	29.7%	30.2%	30.1%	27.4%	**-2.3%**
Male	15.8%	17.9%	19.4%	17.9%	**2.1%**
Female	13.9%	12.3%	10.8%	9.5%	**-4.4%**
Skilled (SL 6-8)	29.7%	0.0%	26.0%	26.0%	**-3.7%**
Male	15.8%	0.0%	13.8%	13.8%	**-2.0%**
Female	13.9%	0.0%	12.2%	12.2%	**-1.7%**
SEMI (SL 3-5)	29.7%	44.8%	40.1%	40.3%	**10.6%**
Male	15.8%	25.8%	16.3%	16.0%	**0.2%**
Female	13.9%	19.0%	23.8%	24.3%	**10.4%**
Unskilled (SL 1-2)	29.7%	33.3%	41.7%	50.0%	**20.3%**
Male	15.8%	26.7%	33.3%	40.0%	**24.2%**
Female	13.9%	6.7%	8.3%	10.0%	**-3.9%**

Recommendations
It is clear that preference should be given to the appointment or promotion of females across all salary levels. The concern is that there are no African females in the senior management level. Targeted recruitment and perhaps head hunting and succession planning should be explored to recruit and promote African females in SMS cadre. Retention of Africans across the department is critical to maintain and promote the representivity of this designated group.

3.12 **Coloured Race Distribution**

The EE target for Colouredss is 51.2%. the target for males is 27.4% and 23.8% for females.
The department is overrepresented in terms of this group by 8.8%.

Table 2: Coloured distribution

Coloured	Coloured		2009%	2010%	2011%	
	Target		Actual	Actual	Actual	Deficit %
Department	51.2%		0.0%	59.3%	60.0%	**8.8%**
Male		27.4%	0.0%	34.7%	35.1%	**7.7%**
Female		23.8%	0.0%	24.6%	24.9%	**1.1%**
SMS (SL 13-16)	51.2%		47.1%	53.3%	53.3%	**2.1%**
Male		27.4%	35.3%	46.7%	46.7%	**19.3%**
Female		23.8%	11.8%	6.7%	6.7%	**-17.1%**
MMS (SL 9-12)	51.2%		44.3%	45.2%	49.5%	**-1.7%**
Male		27.4%	31.1%	31.2%	34.7%	**7.3%**
Female		23.8%	13.2%	14.0%	14.7%	**-9.1%**
Skilled (SL 6-8)	51.2%		0.0%	62.8%	62.8%	**11.6%**
Male		27.4%	0.0%	40.5%	39.9%	**12.5%**
Female		23.8%	0.0%	22.3%	22.9%	**-0.9%**
SEMI (SL 3-5)	51.2%		52.9%	55.8%	57.6%	**6.4%**
Male		27.4%	29.9%	16.3%	15.3%	**-12.1%**
Female		23.8%	23.0%	39.5%	42.4%	**18.6%**
Unskilled (SL 1-2)	51.2%		66.7%	58.3%	50.0%	**-1.2%**
Male		27.4%	33.3%	33.3%	40.0%	**12.6%**
Female		23.8%	33.3%	25.0%	10.0%	**-13.8%**

Recommendations

The department must focus on minimising the gender disparities on the various levels. Due cognisance should be taken to address the issue of female representation on all salary levels to improve gender representivity.

3.1.3 **Indian Race Distribution**

The EE target for Indians is 0.9. the target for males is 0.6% and 0.3% for females. The overall picture in the department shows/reflects that indians are not sufficciently represented Currently they constitute 0.3% with a deficit of - 0.6%. it is significantly noticeable that there are no representation of this group on the lower levels (semi and unskilled) categories. Females are under represnted and appointment of Indians in all levels will ensure even distribution of gender.

Table 3: Indian distribution

Indian	Indian	2009%	2010%	2011%	
	Target %	Actual	Actual	Actual	Deficit %
Department	0.9%	0.0%	0.4%	0.4%	**-0.5%**
Male	0.6%	0.0%	0.2%	0.2%	**-0.4%**
Female	0.3%	0.0%	0.1%	0.1%	**-0.2%**
SMS (SL 13-16)	0.9%	0.0%	0.0%	0.0%	**-0.9%**
Male	0.6%	0.0%	0.0%	0.0%	**-0.6%**
Female	0.3%	0.0%	0.0%	0.0%	**-0.3%**
MMS (SL 9-12)	0.9%	0.9%	1.1%	2.1%	**1.2%**
Male	0.6%	0.9%	1.1%	2.1%	**1.5%**
Female	0.3%	0.0%	0.0%	0.0%	**-0.3%**
Skilled (SL 6-8)	0.9%	0.0%	0.4%	0.2%	**-0.7%**
Male	0.6%	0.0%	0.2%	0.0%	**-0.6%**
Female	0.3%	0.0%	0.2%	0.2%	**-0.1%**
SEMI (SL 3-5)	0.9%	0.0%	0.0%	0.0%	**-0.9%**
Male	0.6%	0.0%	0.0%	0.0%	**-0.6%**
Female	0.3%	0.0%	0.0%	0.0%	**-0.3%**
Unskilled (SL 1-2)	0.9%	0.0%	0.0%	0.0%	**-0.9%**
Male	0.6%	0.0%	0.0%	0.0%	**-0.6%**
Female	0.3%	0.0%	0.0%	0.0%	**-0.3%**

Recommendation
Focus recruitment of Indians especially on the lower levels to ensure equity.

3.14 **White Race Distribution**

The EE target for Whites is 18.2%. the target for males (non-designated group) is10.1% and 8.1% for females. This group is underrepresented in the department by a deficit of -7.3%. Contrasted against other races Whites are predominantly over represented in the SMS cadre especially the non-designated group. The high ratio is the result of the historical legacy whereby mostly white males were appointed in Senior positions. There are still other factors that prevail today such as low turnover etc.

Although the EE Act is clear that no absolute barrier should be implemented to prevent employment from any categories, it is important that the department must take note of the high and growing prevalence of whites and coloureds in the SMS cadre. The focus should be directed in attracting more Africans male and females in senior positions to normalise the composition at all levels. White females are underrepresented at lower levels and they should be appointed to rectify the gender imbalance.

Table 4 : White distribution

White	White	2009%	2010%	2011%	
	TARGET %	ACTUAL	ACTUAL	ACTUAL	DEFICIT %
Department	18.2%	0.0%	11.0%	10.9%	-7.3%
Male	10.1%	0.0%	6.8%	6.9%	-3.2%
Female	8.1%	0.0%	4.2%	4.0%	-4.1%
SMS (SL 13-16)	18.2%	23.5%	26.7%	33.3%	15.1%
Male	10.1%	11.8%	13.3%	20.0%	9.9%
Female	8.1%	11.8%	13.3%	13.3%	5.2%
Mms (sl 9-12)	18.2%	24.5%	23.7%	21.1%	2.9%
Male	10.1%	16.0%	16.1%	14.7%	4.6%
Female	8.1%	8.5%	7.5%	6.3%	-1.8%
Skilled (SL 6-8)	18.2%	0.0%	10.8%	11.1%	-7.1%
Male	10.1%	0.0%	6.4%	6.7%	-3.4%
Female	8.1%	0.0%	4.4%	4.4%	-3.7%
Semi (SL 3-5)	18.2%	2.3%	4.1%	2.1%	-16.1%
Male	10.1%	1.8%	2.9%	1.4%	-8.7%
Female	8.1%	0.5%	1.2%	0.7%	-7.4%
Unskilled (SL 1-2)	18.2%	0.0%	0.0%	0.0%	-18.2%
Male	10.1%	0.0%	0.0%	0.0%	-10.1%
Female	8.1%	0.0%	0.0%	0.0%	-8.1%

Recommendation
The department should focus in appointment of white females in all salary levels and especially in mangement to secure the 50% national target.
As a result of over representation at SMS and higher levels the appointment of non-designated group should only be allowed in the lower levels

3.2 Gender Distribution

Considering the 3 year snapshot of representivity in the department, the objective of attaining gender representivity level reflected as 53.9% males and 46.1% of females has not yet been attained. The department is at a risk to a further skew profile, unless it adopts a tailored apporoach that addresses not only race representivity but also acknowledges that gender and salary groups are optimally considered to normalise the current imbalance.

3.2.1 Women in SMS and MMS

The national EE targets for women in senior management is 50%, whereas for MMS Females in the Western Cape is 46.1%

Women in senior management is vastly underrepresented (currently 20%) with a deficit of -30%. Reviewing the 3-year snapshot analysis, there is remarkable decline in female senior management representivity. In 2009 it was 29.4%, 2010 was 20% and 2011 its still 20%. In the middle management category, females are still underrepresented -12.1%.

The focus over short to medium term should shift towards normalising the gender representivity with critical consideration of appointning females. This representivity should be sustained and even increased to create a bigger pool of suitable and potential candidates that could be developed and mentored in preparation for them to apply future SMS positions.

Female		2009%	2010%	2011%	
SMS (SL 13-16)	TARGET	ACTUAL	ACTUAL	ACTUAL	DEFICIT
	50%	29.4%	20.0%	20.0%	**-30.0%**
MMS (SL 9-12)	46.1%	30.5%	32.3%	34.%	**-12.1%**

3.2.2 Women on other levels

The EE target for women on all levels (except) for senior management is 46.1%
Women on the other levels in the department are underrepresented (except) on semi-skilled category (3-5)

Department		2009%	2010%	2011%	
Skilled (SL6 -8)	TARGET	ACTUAL	ACTUAL	ACTUAL	DEFICIT
Female	46%	39.6%	39.1%	38.4%	**-7.6%**
Semi (SL3-5)					
Female	46%	67.4%	64.5%	42.4%	**-3.6%**
Unskilled (SL1-2)					
Female	46%	29%	33.3%	40%	**-6%**

3.3. **Disability Distribution**

The national EE targets for persons with disabilities is 2%. The national EE target poses challenges not for only this department, but for all departments in general. The percentage of persons with disabilities have fluctuated over the years and the target of 2% was not optimally attained.

Currently there are 5 employees with disabilities in the department and that constitute 0.6% which is far less than the target. Three of the five employees are on the skilled level, one is on MMS level and lastly one is on level 3-5.

PWD	PWD	2009%	2010%	2011%	
	Target %	Actual	Actual	Actual	Deficit %
Department	2%	0.7%	1.6%	0.0%	**-2.0%**
SMS (SL 13-16)	2%	0.0%	0.0%	0.0%	**-2.0%**
MMS (SL 9-12)	2%	0.9%	7.5%	1.1%	**-0.9%**
Skilled (SL 6-8)	2%	1.1%	1.9%	0.5%	**-1.5%**
Semi (SL 3-5)	2%	0.5%	4.1%	0.7%	**-1.3%**
Unskilled (SL 1-2)	2%	0.0%	0.0%	0.0%	**-2.0%**

Recommendation
The department's priority number one attention should be to attract persons with disabilities on all levels.

4. **Proposed focus areas for the ee plan based on analysis**
Given the analysis, the proposed focus areas are:

4.1 Appointment of females on SMS level to achieve the DPSA 50% target

4.2 Appointment of PwDs on all levels

4.3 Appointmentsof African in all levels and especially on Senior Management and middle management level

4.4 Maintain gender oriented appointments (females on SMS and MMS and all other levels) to minimize disparity in various levels

4.5 Appointment of Whites both female and males on lower levels

4.6 Retention and succession planning should be introduced by all managers to maintain and increase representivity on all levels and categories of designated employees.