

SEPARATE COVER

ITEM A59/2003

**DRAFT EMPLOYMENT EQUITY PLAN AND
POLICY**

MATJHABENG MUNICIPALITY

DRAFT EMPLOYMENT EQUITY PLAN

DURATION OF PLAN: 5 YEARS FROM 1 OCTOBER 2002

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
1. <u>INTRODUCTION</u>					
1.1 <u>OVERALL OBJECTIVE</u>					
Matjhabeng Municipality is committed to achieving equity in the workplace by promoting equal opportunity and fair treatment in employment as contemplated in its Employment Equity Policy (Annexure B). To this end, the organisation aims to eliminate all unfair discrimination and implement affirmative action measures to redress the disadvantages in employment experienced by designated groups and to ensure their equitable representation throughout the workforce.					
1.2 <u>SETTING THE VISION</u>					
Council, after careful consideration, has committed the Municipality to achieve the employment equity goals and objectives spelt out in this plan not only as required by legislation but also to maximize the benefits of diversity, equal opportunity and fair treatment of employees, for the purpose of maximizing the capacity to serve the community of Matjhabeng.					

"The Act" refers to the Employment Equity Act (Act 55 of 1998)

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
1.3 RESPONSIBILITY FOR EMPLOYMENT EQUITY					
1.3.1 The Executive Manager : Human Resources is confirmed as the assigned manager in terms of Section 24 of the Act, to take responsibility for monitoring and implementing this employment equity plan.	DONE				
1.3.2 Whilst the Executive Manager : Human Resources has been assigned the specific responsibility for employment equity as outlined above, the Municipal Manager has personally committed himself to the achievements of these objectives. He supports and fully endorses the functions of the Executive Manager : Human Resources in this regard. For this purpose, each senior manager will hereafter with immediate effect have their particular employment equity responsibilities incorporated as one of their key performance areas, which in turn will play an integral part in their performance assessments.	ONGOING				
1.3.3 Although the Act ultimately places the responsibility for implementing employment equity with management, management recognises the pivotal role to be performed by the consultative forum referred to 1.4 below in achieving the Municipality's employment equity objectives.	ONGOING				

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
1.4 ESTABLISHING A CONSULTATIVE FORUM AND INITIAL CONSULTATION					
1.4.1 The Municipality has established a consultative forum. The Municipality recognised the requirements of Section 16(2) of the employment equity Act and used as a model for representation of employees in the consultative forum, the principles set out in die guidelines for workplace forums in Schedule 2 of the Labour Relations Act.	DONE				
1.4.2 The Municipality undertakes to consult with the consultative forum on all matters referred to in Section 17 of the Act.	UNGOING				
1.4.3 Management recognises the duty to disclose information in terms of Section 18 and commits itself to disclosing all relevant information to support effective consultation. To this end the Municipality will utilise the guidelines set out in die Labour Relations Act in regard to disclosure of information and judicial interpretations of those principles.	UNGOING				
1.5 GATHERING INFORMATION AND ANALYSIS					
1.5.1 The Municipality has gathered some of the necessary information and partially completed an analysis in terms of Section 19, including compiling a demographic profile of its workforce (Annexure C: Employment Equity Report).	BY END OF YEAR				

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
1.5.2 The Municipality has established that there is under-representation in certain occupational categories and levels and details of goals and strategies to deal with under-representation are set out below.	ONGOING				
1.5.3 In regard to non-numeric goals certain objectives have been identified and are set out below. The Municipality and the consultative forum consider this however to be and ongoing process.	ONGOING				
1.6 CONSULTATION ON EMPLOYMENT EQUITY PLAN There has been full consultation on this employment equity plan which is an agreed document;	BY END OF YEAR				
1.7 COMMUNICATION STRATEGY					
1.7.1 Matjhabeng Municipality has complied with its obligations in terms of Section 25(1) of the Act and a notice in the prescribed form is displayed;	BY END OF YEAR				
1.7.2 This employment equity plan is available to all employees and the summary of the plan as well as the most recent employment equity report have been made available in terms of Section 25 (2) of the Act.	BY END OF YEAR				

	YEAR 1 WITHIN 12 MONTHS	YEAR 2	YEAR 3	YEAR 4	YEAR 5
1.7.3 Matjhabeng Municipality and the consultative forum recognise the need to embark on a more detailed communication strategy and it is intended to compile a pamphlet with information on the Employment Equity Act as well as the employment equity plan for distribution to all employees. It is further intended to hold orientation / training modules for all employees dealing with the Employment Equity Act and the implementation of the employment equity plan.					
1.7.4 The Council will comply with its obligations in terms of Section 25 (2);					
1.7.5 A monthly meeting of the consultative forum will be held for the duration of this plan to further communication and to deal with problems.					
2. <u>SECTION 20 REQUIREMENTS</u>					
2.1 Objectives [Section 20 (2)] See detailed objectives and time frames below.					
2.2 Affirmative Action Measures [Section 20 (2) (b)]					
2.2.1 <u>Eliminating employment barriers to entry including unfair discrimination</u>					

ONGOING

ONGOING

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
A. Policies, Procedures and Practices					
a) The Municipality in conjunction with the consultative forum will complete an employment equity barrier audit;	WITHIN 6 MONTHS				
b) Undesirable practices identified will be eliminated as soon as practically possible.					
B. Attitudinal Barriers					
a) a survey will be initiated to identify what stereotypes perceptions and other attitudinal barriers exist which may lead to employment barriers / unfair discrimination;	WITHIN ONE YEAR				
b) The Municipality will free itself through training and sensitisation and move away from stereotyping to diversity acceptance.	ONGOING				
2.2.2 <u>Furthering Diversity</u>					
a) The Municipality will ensure equitable representation of suitably qualified people from designated groups in all occupational categories and levels in the workforce without placing an absolute barrier to the prospective or continued employment or advancement of people who are not from designated groups [(Section 15 (3;4))]	ONGOING				
b) The Municipality will, through training, engender a respect for diversity based on equal dignity and respect for all people;	COMPLETE BY END OF YEAR 2				

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
2.2.3 <u>Accommodating designated groups</u>					
i) a survey will be conducted of all job descriptions with a view to modifying these to make positions more accessible to people with disabilities;	COMPLETED BY END OF YEAR ONE				
ii) a survey of the physical environment will be conducted with a view to making positions accessible to people with disabilities.	COMPLETED BY END OF YEAR ONE				
2.2.4 <u>Equitable representation / retain and develop [Section 15 (2) (d)]</u>					
See 2.3 (b) below for detailed targets and strategies					
2.3 NUMERIC GOALS AND STRATEGIES [Section 20 (2) (c)]					
a) Numeric goals					
b) Strategies					
2.3.1 The Municipality's demographic targets and numerical goals are set out in annexure "A" to this document. In the process of achieving these objectives, the organisation shall adhere to the following principles:					
2.3.2 No person shall be appointed to a position unless he/she is suitably qualified for the job as defined in the Act [(Sections 20 (3) and (4)).					

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
2.3.3	Suitably qualified people from designated groups shall be given preferential consideration in the filling of posts, either as new appointments or in promotions.				
2.3.4	Where more than one person from the designated groups is being considered for a post, the person from that category within the designated groups which is most under represented within that category or level of the Municipality's workforce shall be preferred.				
2.3.5	Where the application of clause 2.3.4 above does not provide a clear solution in choosing between persons from the designated groups, merit shall be applied as the overriding criteria in making the appointment.				
2.3.6	Matjhabeng Municipality shall at no stage create an absolute barrier to the prospective or continued employment or advancement of people who are not from the designated groups. In this regard, no retrenchment program will at any stage be implemented solely for the purposes of changing the demographic profile of the Municipality's workforce.				
2.4	NON NUMERIC GOALS [Section (2) (d)] a) It is critical that this plan be implemented while maintaining productivity which will be monitored on an ongoing basis within the context of a Performance Management System;				

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
b) A successful organisation is based on team work and measures must be found to increase the acceptance of the diversity in the workplace (based on equal dignity and respect of all people). It is a continuing goal of Matjhabeng Municipality to investigate measures to identify problems in this area and it will institute training programs to deal with the problems as and when identified; c) Matjhabeng Municipality recognises that training and education are critical for the broader implementation of employment equity and will develop a training budget or action plan for further both internal training and support external training initiatives. This will be in line with the provisions of the Skills Development Act (97 of 1998).	ONGOING END OF YEAR ONE END OF YEAR TWO				
2.5 DURATION OF THE PLAN [Section 20 (2) (e)] The duration of this plan is for five years.					
2.6 MONITORING AND IMPLEMENTATION [Section 29 (2) (f)] a) The Municipal Manager has accepted responsibility for the ultimate implementation of this employment equity plan. To this end an exercise will be taken to identify the key players necessary for the successful implementation of this plan. Such key players will be work shopped and required to develop individual action plans to further the overall objectives of the employment equity plan;					

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
b) The implementation of the employment equity plan and the furthering of its objectives will be included, as a key performance area in various managers job description and progress in this area will be monitored through the line function.	END OF YEAR ONE	ONGOING			
c) A progress report covering all aspects of implementing employment equity within the organisation, shall be quarterly provided to the consultative forum	ONGOING				
d) Employment equity communications shall be distributed to every employee within the organisation on a quarterly basis each year, outlining key developments in implementing employment equity.	ONGOING				
e) Management shall meet with the consultative forum on a monthly basis on an agreed date, for the purposes of discussing issues relating to employment equity.	ONGOING				
2.7 INTERNAL DISPUTE PROCEDURES [Section 20 (2) (g)]					
a) This Employment Equity Plan shall be interpreted in a manner that gives effect to the Employment Equity Act No 55 of 1998, as amended from time to time ("the Act"). Words used in this Plan shall be interpreted as defined in the Act.					

	YEAR 1 END OF YEAR ONE	YEAR 2	YEAR 3	YEAR 4	YEAR 5
b) Any disputes about the interpretation or implementation of this plan will be dealt with in terms of an internal dispute resolution system to be finalised. The basic principles of such system will include the following:					
(i) a distinction between individual and collective disputes;					
(ii) individual disputes will be routed via the existing grievance procedure;					
(iii) a collective dispute procedure will be developed which will place a premium on the settlement of the dispute by way of consensus;					
(iv) the consultative forum will be regarded as the primary body for the settlement of collective disputes;					
(v) use will be made of private mediation and consideration will be given to incorporating concept of private arbitration;					
(vi) to the extent that matter has not been settled internally, parties will then have redress to the dispute mechanism contained in the Act;					
(vii) This dispute system shall be finalised within a period of one year.					

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
2.8 RESPONSIBLE MANAGER(S) [Section 20 (2) (h)]					
2.8.1 The Executive Manager : Human Resources is confirmed as the assigned manager in terms of Section 24 of the Act, to take responsibility to monitoring and implementing this employment equity plan.	DONE				
2.8.2 Whilst the Executive Manager: Human Resources has been assigned the specific responsibility for Employment Equity as outlined above, the Municipal Manager has personally committed himself to the achievements of these objectives. He supports and fully endorses the functions of the Executive Manager: Human Resources in this regard. For this purpose each senior manager will hereafter with immediate effect have their particular employment equity responsibilities incorporated as one of their key performance areas, which in turn will play an integral part in their performance assessment.					
2.8.3 Although the Act ultimately places the responsibility for implementing employment equity on management, management recognises the pivotal role to be performed by the consultative forum in achieving Matjhabeng Municipality's employment equity objectives.					

ANNEXURE A:

CURRENT EMPLOYMENT PROFILE & NUMERICAL GOALS

ANNEXURE B:

DRAFT EMPLOYMENT EQUITY POLICY

ANNEXURE C:

DRAFT EMPLOYMENT EQUITY REPORT (2002)

DRAFT ANNEXURE A TO EMPLOYMENT EQUITY PLAN: MATJHABENG MUNICIPALITY

CURRENT EMPLOYMENT PROFILE & NUMERICAL GOALS

NOTE:

(Figures in brackets represent numerical objectives to be achieved over the five years duration of the plan. These figures are calculated in accordance with National Demographic Data and not on the Demographic Profile of the economically active population for Matjhabeng which could not be obtained. It should also be noted that these estimates are subject to changes after finalisation of placement of personnel which can influence the current profile and therefore also the numerical targets).

Occupational Categories		Male				Female				TOTAL
		African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers (Level 1 – 3)		14 (14)	- (2)	- (1)	18 (3)	5 (13)	- (2)	- (1)	2 (3)	39
Professionals (Level 4 – 5)		6 (21)	- (3)	- (1)	42 (5)	3 (17)	- (2)	- (1)	3 (4)	54
Technicians and associate professionals (Level 6 – 7)		14 (40)	2 (6)	- (2)	43 (8)	26 (32)	1 (5)	- (1)	15 (7)	101
Clerks (Level 8 – 14)		193 (190)	10 (27)	- (8)	60 (40)	124 (156)	9 (22)	- (6)	86 (33)	482
Service and sales workers (Level 8 – 14)		75 (50)	5 (7)	- (2)	31 (11)	6 (42)	3 (6)	- (2)	9 (9)	129
Skilled agricultural and fishery workers		-	-	-	-	-	-	-	-	-
Craft and related trades workers (Level 8 – 14)		10 (6)	- (1)	- (0)	5 (1)	- (5)	- (1)	- (0)	- (1)	15
Plant and machine operators and assemblers. (Level 15 – 17)		615 (266)	11 (37)	- (11)	- (56)	47 (218)	- (30)	- (9)	- (46)	673
Elementary occupations (Level 18)		647 (305)	6 (42)	- (13)	4 (63)	105 (249)	4 (35)	- (10)	3 (52)	769
TOTAL PERMANENT		1574 (888)	34 (124)	- (37)	203 (187)	316 (725)	17 (102)	- (31)	118 (153)	2262

NATIONAL DEMOGRAPHIC DATA : ECONOMICALLY ACTIVE POPULATION BY RACE AND GENDER

RACE

AFRICAN	WHITE	INDIAN	COLOURED
72%	15%	3%	10%

GENDER

MALE	FEMALE
55%	45%

ANNEXURE B**MATJHABENG MUNICIPALITY****DRAFT EMPLOYMENT EQUITY POLICY****1. RATIONALE**

- 1.1 The Matjhabeng Municipality views itself as an integral part of the South African political, social and economic community. We endorse the process of democratisation and strive to support this process through the creation of conditions in the workplace as well as in the sphere of influence of the Municipality.
- 1.2 The Matjhabeng Municipality is committed to the success of employment equity as a top priority but realises that instant results cannot be expected. Employment Equity is seen as a long term process and as a totally new approach to the development of potential with special emphasis on designated groups as defined in the Employment Equity Act of 1998.
- 1.3 The Matjhabeng Municipality believes that the future success of the organisation will largely depend on the way in which our human resources are managed. The eradication of all forms of discrimination and the implementation of employment equity will produce systems and structures that are more fair and more efficient and it will broaden the pool of suitable candidates for jobs.
- 1.4 The Matjhabeng Municipality believes that the achievement of world-class standards and global competitiveness will require that the skills of every individual will have to be tapped.
- 1.5 In order to ensure this, the Matjhabeng Municipality will embark on a process of social transformation to remove the barriers to the employment and advancement of all South Africans and to accelerate the training and promotion of individuals from historically disadvantaged groups (Blacks, women and people with disabilities).
- 1.6 Through the implementation of Employment Equity programmes, the Matjhabeng Municipality will create an environment of sustainable diversity as its competitive advantage for the future.

2. AIM OF THIS POLICY

The aim of this policy is to ensure:

- 2.1 That no discriminatory practices, implicit or explicit, exist anywhere in the organisation.
- 2.2 That all forms of sexual and racial harassment be eliminated.
- 2.3 That no barriers exist in the workplace that unfairly restrict employment and promotion opportunities of any person.
- 2.4 An enhanced representation of currently underrepresented categories of people, with the emphasis on Black people, women and people with disabilities, at all levels of the organisation, focussed on the long-term objective of reflecting the demographics of the population.
- 2.5 That all policies and practices are fair, equitable and non-discriminatory.
- 2.6 An organisational culture in which diversity is encouraged and valued while focussing on shared values in order to develop team spirit, promoting mutual understanding, optimising potential and achieving organisational goals in serving the community.

3. ASSESSMENT OF CURRENT REALITY

- 3.1 All Human Resource Policies, Procedures, Practices and the Working Environment will be audited to identify barriers that adversely affect the employment opportunities and advancement of black people, women and people with disabilities (Human Resource Audit). Employment policies and practices include recruitment procedures, advertising and selection criteria, appointment processes, job classification and grading, remuneration, job assignments, facilities, skills development, performance evaluation, promotion, transfer, demotion, discipline and dismissals.
- 3.2 In addition, Matjhabeng Municipality will conduct an Organisational Climate Assessment to test the perceptions of employees with regard to discrimination, barriers to advancement, and accommodation and advancement of diversity.
- 3.3 Matjhabeng Municipality will also conduct a Demographic Profile of its workforce in each occupational category and level to determine the level of under-representation of blacks, women and people with disabilities.

4. EMPLOYMENT EQUITY PLAN

- 4.1 In order for Matjhabeng Municipality to realise its employment equity objectives, a detailed Employment Equity Plan, which will be informed by the results of the Assessment of the Current Reality – the HR Audit, the Organisational Climate Assessment and the Demographic Profile of the Workforce – will be developed in consultation with the various employee constituencies.
- 4.2 The Employment Equity Plan will address the following:
- 4.2.1 The Objectives to be achieved for each year of the Plan, in realising Employment Equity Goals;
- 4.2.2 The Employment Barriers that adversely affect the employment opportunities and advancement of black people, women and people with disabilities, identified through the HR Audit, and the steps to be taken to eliminate those barriers;
- 4.2.3 Positive Measures to be implemented for black people, women and people with disabilities in the workplace, which will include:
- 4.2.3.1 Measures to further diversity, regarding the equal dignity and respect for all people;
- 4.2.3.2 Modifications or adjustments to jobs or the working environment that will enable persons with disabilities to access, to participate or to advance in employment;
- 4.2.3.3 Affirmative Action measures, such as the preferential treatment to appoint and promote suitably qualified black people, women and people with disabilities to ensure their equitable representation in all occupational categories and levels; and
- 4.2.3.4 Measures to retain, train and develop black people, women and people with disabilities.
- 4.2.4 A Timetable for each year of the Plan for the achievement of the above objectives and measures (4.2.1 to 4.2.3);
- 4.2.5 Numerical Goals to achieve an equitable representation of black people and women, as measured against the demographics of the population, within each occupational category and level;
- 4.2.6 Strategies and Timetable to achieve the Numerical Goals in 4.2.5;

- 4.2.7 Duration of the Plan, which will be between one and five year;
- 4.2.8 Procedures to Monitor and Evaluate the Implementation of the Plan;
- 4.2.9 Internal Procedures to Resolve any Dispute about the interpretation or implementation of the Plan; and
- 4.2.10 The Senior Management Employees who will be responsible for implementing and monitoring the Plan.

4.3 In the Application of the Employment Equity Plan it is the view of Matjhabeng Municipality that:

- 4.3.1 Equality of opportunity does not contradict the necessity to appoint competent people who are capable of meeting job requirements. The Municipality remains committed to maintaining high standards in the provision of its services and rejects all forms of tokenism, nepotism and paternalism in its endeavors to achieve equity; and
- 4.3.2 Employment Equity programmes will not unduly trample on the reasonable and legitimate interests of any individual, irrespective of race, gender and disability.
- 4.3.3 The Municipality will not create positions in an effort to achieve goals set in the equity plans by forcing any employee to vacate his/her job, either by retrenchment or early retirement.

5. COMMUNICATION AND CONSULTATION

- 5.1 Matjhabeng Municipality will implement this Policy with the full participation of employee organisations and structures. To this end:
 - 5.1.1 An Employment Equity Committee will be established, interacting directly with the office of the Municipal Manager;
 - 5.1.2 The Employment Equity Committee will be a consultative forum representing the interests of all levels of management and employee, and representative from black employees, female employees, and employees with disabilities;
 - 5.1.3 The Employment Equity Committee will oversee the Human Resource Audit, the Organisational Climate Assessment, and the Demographic Profile of the workplace, as well as the development of the Employment Equity Plan;

5.1.4 The Employment Equity Committee will monitor the implementation and progress of the Employment Equity Plan.

5.2 This Policy and details of the Employment Equity Plan will be made available to all employees for copying and consultation.

6. ROLES AND RESPONSIBILITIES

6.1 The ultimate responsibility for the successful implementation of the Policy resides with the Municipal Manager as the accountable officer.

6.2 Line Management / Functional Managers will be contracted, in terms of the Employment Equity Plan, to assume responsibility for the implementation of Affirmative Action Measures and the achievement of Numerical Targets regarding the employment of black people and women.

6.3 The Human Resources Department will act as a facilitator and provide a supportive role, with specific attention for:

6.3.1 Advising relevant parties (Line Management / Representatives, etc.) on the development and implementation of policy and programmes;

6.3.2 Ongoing advice on issues of racial and gender sensitivity;

6.3.3 Mediation of conflicts arising out of the implementation of the Policy;

6.3.4 Facilitation of discussions at Employment Equity Committee; and

6.3.5 Evaluating and improving grievance procedures to minimise the possibility of discriminatory harassment;

6.3.6 Advising the Municipal Manager on the development of Equity Policy and Strategy;

6.3.7 Commissioning the performance of Human Resource Audits and Organisational Climate Assessment studies;

6.3.8 Consolidating the results of the Audit and Climate Assessment Studies, facilitating feedback to the Employment Equity Committee Management, and assisting in the analysis and interpretation of the information, the setting of Numerical Targets and devising appropriate Employment Equity Plans;

- 6.3.9 Co-ordinating the initial and annual reporting on the Employment Equity Plan to Council and the Director-General of Labour;
 - 6.3.10 Ensuring compliance by Matjhabeng Municipality with all applicable legislative requirements regarding Employment Equity;
 - 6.3.11 Devising strategies and action plans to gain buy-in at all levels within the Municipality for the Employment Equity Policy and Strategy;
 - 6.3.12 Ensuring the creation and existence of the requisite capacity, including the provision of knowledge and skills to Management at all levels, to ensure the successful implementation of the Employment Equity Policy and Strategy;
 - 6.3.13 Devising and overseeing the implementation of appropriate Human Resource strategies, to facilitate the implementation of the Employment Equity Plan; and
 - 6.3.14 Appointing / commissioning Consultants to assist it in the implementation of any of its responsibilities in terms of this Policy.
- 6.4 In order to ensure that Matjhabeng Municipality obtains the advantage of an independent assessment of its current reality, the Human Resource Audit and the Organisational Climate Assessment will be considered to be conducted by external equity Consultants.

7. MONITORING AND EVALUATION

- 7.1 The Municipal Manager will be tasked with the responsibility of overseeing the effective implementation of the agreed upon Employment Equity Plan.
- 7.2 Executive Managers will report annually on the progress against the Employment Equity Plan for their Departments to the Municipal Manager. Progress reports will also be tabled at Employment Equity Committee meetings for discussion of progress.
- 7.3 Consolidated monitoring reports on implementation of Equity Plans within Matjhabeng Municipality will be submitted to Council on an annual basis.
- 7.4 The achievement of targets, in relation to Affirmative Action measures and Numerical Goals, in terms of the Employment Equity Plan, will form part of the Key Performance Areas against which Line Managers will be evaluated.

- 7.5 Line Managers will also be evaluated on their ability and efforts to develop and retain their staff; and
- 7.6 Matjhabeng Municipality will ensure that its Employment Equity Report is submitted to the Director-General of the Department of Labour, in terms of the provisions of the Employment Equity Act.

8. ORGANISATIONAL CAPABILITY AND DIVERSITY

- 8.1 The success of the Policy will be underscored by the implementation of a common value system that will be developed interactively with employees at all levels within the Municipality.
- 8.2 An organisational culture conducive to the interests of black people, women and people with disabilities will be developed.
- 8.3 Matjhabeng Municipality will implement measures to accommodate the various cultural, religious and social interests of the people in its employ.
- 8.4 Communication and training programmes to promote understanding and appreciation of various cultural diversities will be implemented.
- 8.4 All managers will be equipped with the skills to mentor and coach the diverse composition of their staff so as to optimise the human potential in the organisation.

9. OUTSOURCING PRACTICES

A committed attempt will be made by Matjhabeng Municipality to source a significant number of outside purchases of goods and services from competitive Black and women-owned and/or managed firms.

10. INDEPENDENT SUPPLIERS

Matjhabeng Municipality will make every attempt to deal with organisations and companies which address the needs of the historically disadvantaged categories, especially Black people and women, in their own policies and practices.

ANNEXURE C**EMPLOYMENT EQUITY REPORT: MATJHABENG MUNICIPALITY****Section A: Employer Details**

Employer	Matjhabeng Municipality (Welkom, Allanridge, Odendaalsrus; Ventersburg, Virginia & Hennenman).
Registration No.:	Not applicable
SARS Registration Numbers:	7050710583; 7170710570; 7710710502; 7240710576; 7120710571; 7590710507; 7150710574
UIF Number	1178869
Industry Sector	Local Government
Contact Person	The Municipal Manager
Address	PO Box 708 Welkom
Town/City	Welkom
Postal Code	9459
Telephone No.:	057-3913911
Fax No.:	057-3532482
E-Mail Address	Welmun@iafrica.com
Date of Submission	30/09/2002

Organ of state:

Yes	No
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Are you voluntarily complying with this Act as specified in section 14:

Yes	No
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Section B: Workforce Profile

1. Date of workforce profile: 30/09/2002

2. Total number of employees (including employees with disabilities) per occupational category:

Occupational Categories	Male				Female				TOTAL (100%)
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers	14 (36%)	-	-	18 (46%)	5 (13%)	-	-	2 (5%)	39
Professionals	6 (11%)	-	-	42 (78%)	3 (6%)	-	-	3 (6%)	54
Technicians and associate professionals	14 (14%)	2 (2%)	-	43 (43%)	26 (26%)	1 (1%)	-	15 (15%)	101
Clerks	193 (40%)	10 (2%)	-	60 (12%)	124 (26%)	9 (2%)	-	86 (18%)	482
Service and sales workers	75 (58%)	5 (4%)	-	31 (24%)	6 (5%)	3 (2%)	-	9 (7%)	129
Skilled agricultural and fishery workers	-	-	-	-	-	-	-	-	-
Craft and related trades workers	10 (67%)	-	-	5 (33%)	-	-	-	-	15
Plant and machine operators and assemblers	615 (91%)	11 (2%)	-	-	47 (7%)	-	-	-	673
Elementary occupations	647 (84%)	6 (1%)	-	4 (1%)	105 (14%)	4 (1%)	-	3 (0%)	769
TOTAL PERMANENT	1574 (69%)	34 (2%)		203 (9%)	316 (14%)	17 (1%)		118 (5%)	2262
Non – permanent employees	-	-	-	-	-	-	-	-	-
TOTAL	1574	34		203	316	17		118	2262

3. Total number of employees with disabilities per occupational category:

Occupational Categories	Male				Female				TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers	-	-	-	-	-	-	-	-	-
Professionals	-	-	-	1	-	-	-	-	1
Technicians and associate professionals	-	-	-	1	-	-	-	-	1
Clerks	1	1	-	4	1	-	-	2	9
Plant and machine operators and assemblers	-	-	-	-	-	-	-	-	-
Elementary occupations	1	-	-	-	-	-	-	-	1
TOTAL PERMANENT	2	1	-	6	1	-	-	2	12
Non – permanent employees	-	-	-	-	-	-	-	-	-
TOTAL	2	1	-	6	1	-	-	2	12

4. Total number of employees (including employees with disabilities) per occupational level:

Occupational Levels	Male				Female				TOTAL (100%)
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top management	3 (75%)	-	-	1 (25%)	-	-	-	-	4
Senior management	10 (29%)	-	-	18 (51%)	5 (14%)	-	-	2 (6%)	35
Professionally qualified and experienced specialists and mid-management	8 (10%)	1 (1%)	-	56 (65%)	9 (10%)	1 (1%)	-	11 (13%)	86
Skilled technical and Academically qualified workers, junior management,	175 (32%)	14 (3%)	-	122 (23%)	126 (23%)	10 (2%)	-	94 (17%)	541
Semi-skilled and discretionary Decision making	494 (88%)	12 (2%)	-	5 (1%)	43 (8%)	2 (0%)	-	8 (1%)	564
Unskilled and defined decision making	881 (85%)	7 (2%)	-	4 (0%)	133 (13%)	4 (0%)	-	3 (0%)	1032
TOTAL PERMANENT	1571 (69%)	34 (2%)	-	206 (9%)	316 (14%)	17 (1%)	-	118 (5%)	2262
Non – permanent employees	-	-	-	-	-	-	-	-	-
TOTAL	1571	34	-	206	316	17	-	118	2262

5. Total number of employees with disabilities per occupational level:

Occupational Levels	Male				Female				TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top management	-	-	-	-	-	-	-	-	-
Senior management	-	-	-	-	-	-	-	-	-
Professionally qualified and experienced specialists and mid-management	-	-	-	1	-	-	-	-	1
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	-	-	-	4	1	-	-	1	6
Semi-skilled and discretionary decision making	1	1	-	1	-	-	-	1	4
Unskilled and defined decision making	1	-	-	-	-	-	-	-	1
TOTAL PERMANENT	2	1	-	6	1	-	-	2	12
on – permanent employees	-	-	-	-	-	-	-	-	-
TOTAL	2	1	-	6	1	-	-	2	12

Section C: Workforce movement – continued

8. Termination

8.1 Termination: (total number of terminations in each occupational level during the twelve months preceding this report)

Occupational Levels	Male				Female				TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top management	-	-	-	-	-	-	-	-	-
Senior management	-	-	-	-	-	-	-	-	-
Professionally qualified and experienced specialists and mid-management	1	-	-	-	-	-	-	-	1
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	14	-	-	6	5	1	-	4	30
Semi-skilled and discretionary decision making	31	2	-	-	-	-	-	1	34
Unskilled and defined decision making	34	1	-	-	1	1	-	-	37
TOTAL PERMANENT	80	3	-	6	6	2	-	5	102
People with disabilities									

8.2 Termination categories: (total number of terminations in each category during the twelve months preceding this report)

Terminations	Male				Female				TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Resignation	8	-	-	2	3	1	-	5	19
Non-renewal of contract	-	-	-	-	-	-	-	-	-
Dismissal – Operational requirements (retrenchment)	-	-	-	-	-	-	-	-	-
Dismissal – misconduct	8	-	-	-	-	-	-	-	8
Dismissal – incapacity	-	-	-	-	-	-	-	-	-
Other:									
Abscond	16	-	-	-	-	-	-	-	16
Retirement	15	2	-	-	1	1	-	-	19
Deceased	30	1	-	2	2	-	-	-	35
Ill Health	3	-	-	2	-	-	-	-	5
Total	80	3	-	6	6	2	-	5	102

Section D: Disciplinary Action

9. Disciplinary action: (total number of disciplinary actions during the twelve months preceding this report)

	Male				Female			
	African	Coloured	Indian	White	African	Coloured	Indian	White
Disciplinary Action	73	9	-	3	-	-	-	-

Section E: Skills Development

10. Training: (total number of people who received training in each occupational category during the twelve months preceding this report)

Occupational Categories	Male				Female				TOTAL
	African	Col.	Ind.	White	African	Col.	Ind.	White	
Legislators, senior officials and managers	5	-	-	7	1	-	-	1	14
Professionals	-	-	-	2	10	-	-	4	16
Technicians and associate professionals	13	-	-	2	8	-	-	6	29
Clerks	27	-	-	4	30	2	-	8	71
Service and sales workers	5	2	-	3	12	2	-	2	26
Skilled agricultural and fishery workers	-	-	-	-	-	-	-	-	-
Craft and related trades workers	14	-	-	3	-	-	-	-	17
Plant and machine operators and assemblers	14	1	-	6	-	-	-	-	21
Elementary occupations	39	-	-	4	20	2	-	-	65
TOTAL PERMANENT	117	3	-	31	81	6	-	21	259
Non – permanent employees	-	-	-	-	-	-	-	-	-
TOTAL	117	3	-	31	81	6	-	21	259

Section F: Qualitative Assessment

11. Awareness of Employment Equity

11.1 Please indicate which of the following awareness measures were implemented by your organisation:

	Yes	No
Formal written communication		x
Policy statement includes reference to employment equity	x	
Summary of the Act displayed		x
Employment Equity training		x
Diversity management programmes		x
Discrimination awareness programmes		x
Other (please specify):		

11.2 Please indicate how many employees received employment equity/non-discrimination training during the past year:

Number of employees trained	None
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12. Consultation

The Employment Equity Plan for the amalgamated structure still to be finalised. A Draft plan was compiled and will be submitted for approval by all stakeholders.

(12.1 – 12.3 Not Applicable)

12.1 Please indicate which stakeholders were involved in the consultation process prior to the development of your employment equity plan:

	Yes	No
Workplace forum		
Consultative body or forum (The Draft Employment Equity Plan to be used as working document for consultation within the Local Labour Forum)		
Registered trade union (s)		
Employees		
Other (Please specify):		

12.2 What was the level of agreement reached in the formulation of the plan:

Total	Sufficient	Some	None
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12.3 How regularly do you meet with the stakeholders mentioned in 12.1:

Weekly	Monthly	Quarterly	Yearly	Other
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Section F: Qualitative Assessment - <i>continued</i>
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13. Analysis

Identified *barriers* to employment equity within (current) employment policy or practice (to be read in conjunction with paragraph 14).

Categories	Yes	No	If yes, specify
Recruitment procedures		X	
Advertising positions		x	
Selection criteria		x	
Appointments		x	
Job classification and grading		x	
Remuneration and benefits		x	
Terms and conditions of employment		x	
Job assignments		x	
Work environment and facilities	x		Inaccessibility for people with disabilities.
Training and development		x	
Performance and evaluation systems		x	
Promotions		x	
Transfers		x	
Demotions		x	
Succession and experience planning		x	
Disciplinary measures	x		Proportionally too many disciplinary actions in certain departments involving people from designated groups (see Section D).
Dismissals		x	
Corporate culture	x		• Negative views regarding management • Interpersonal skills of supervisors • Some resistance towards change • Lack of co-operation and support relations • Race relations to be improved • Handling of grievances and discipline by immediate superiors • Communication in general • Participation and participatory management • Low morale, mutual trust and group cohesion
HIV/Aids education and prevention programme		x	Draft policy on HIV/Aids.

Section F: Qualitative Assessment - continued

Implemented affirmative action measures:

Categories	Yes	No	If yes, specify
Recruitment procedures	x		Preference is given to current employees in the filling of vacancies before recruiting externally. (Placement of personnel in terms of an approved Placement Policy).
Advertising positions	x		Internal and if necessary placement of advertisements in local and national newspapers that also targeted people from designated groups. Support for affirmative action and equity is mentioned in advertisements.
Selection criteria	x		Trade unions are involved in shortlisting candidates to be interviewed.
Appointments	x		Except for lower occupational levels, which primarily consist of people from designated groups (section B: par. 4), vacancies are increasingly filled with people from designated groups (Section C: par. 6). A more equitable representation is however needed on lower levels.
Job classification and grading	x		A non-discriminatory job-evaluation system.
Remuneration and benefits	x		Uniform remuneration & benefit structure.
Terms and conditions of employment	x		Uniform Conditions of Service.
Job assignments		x	
Work environment and facilities		x	Equal access to facilities, except for people with disabilities.
Training and development	x		Adult Basic Education and Training Programmes to be conducted. Skills Audit and Needs Analysis were completed in order to compile Workplace Skills Plans which indicate skills development needs for all employees and assist in establishing learnerships and skills programmes accordingly.
Performance and evaluation systems	x		Performance appraisal system to be implemented in line with a comprehensive Performance Management System.
Setting numerical goals		x	To be set in the Employment Equity Plan for the amalgamated municipality as soon as placement of all personnel is finalised.
Promotions	x		In accordance with an Internal Promotion Policy.
Transfers	x		In order to gain experience in other positions.
Demotions		x	
Succession and experience planning		x	In terms of the Workplace Skills Plan based on current available skills and training needs which will <i>inter alia</i> lead to performance appraising, mentoring and on-the-job training.
Disciplinary measures	x		All employees were informed on the concept of corrective or progressive discipline as contemplated in Schedule 8 of the Labour Relations Act.
Diversity programme and sensitisation		x	
Community investment and bridging programme	x		The placement of students to gain practical work experience. Community involvement with the Integrated Development Plan (IDP); Councillor training.
Retention measures		x	
Reasonable accommodation		x	

Section F: Qualitative Assessment – continued

15. Numerical goals:

15.1 Numerical goals for envisaged employment equity plan: *(to be determined after approval of final organisational structure for Matjhabeng Municipality in accordance with the Placement Policy). (See preliminary estimates: Annexure A).*

Occupational Categories	Male				Female				TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers									
Professionals									
Technicians and associate professionals									
Clerks									
Plant and machine operators and assemblers									
Elementary occupations									
TOTAL PERMANENT									
Non-permanent employees									
TOTAL									

15.2 By which year do you plan to achieve the above numerical goals: *(to be determined accordingly).*

16. Resources:

Please indicate what resources have been allocated to the implementation of employment equity during the past year:

Allocation of Resources	Yes	No
Appointed a designated officer to manage the implementation	x	
Allocated a budget to support the implementation goals of employment equity		X
Time off for employment equity consultative committee (or equivalent) to meet on a regular basis	x	
Other (Please specify)		

17. Monitoring and evaluation of implementation:

How regularly do you monitor progress on the implementation of the employment equity plan:

Weekly	Monthly	Quarterly	Yearly	Not currently applicable
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INCOME DIFFERENTIAL STATEMENT

Section A: Employer Details

Employer	Matjhabeng Municipality
Registration No.:	Not applicable
SARS Registration No.:	7050710583; 7170710570; 7710710502; 7240710576; 7120710571; 7590710507; 7150710574
UIF Number	1178869
Industry Sector	Local Government
Contact Person	The Municipal Manager
Address	PO Box 708 Welkom
Town/City	Welkom
Postal Code	9459
Telephone No.:	057-3913911
Fax No.:	057-3532482
E-Mail Address	welmun @ iafrica.com
Date of Submission	30/09/2002

Section B: Income Differentials per Occupational Category

Occupational Categories	Income Levels	
Legislators, senior officials and managers	1.	R288 322
	2.	R164 762
Professionals	1.	R151 279
	2.	R117 660
Technicians and associate professionals	1.	R114 456
	2.	R91 824
Clerks	1.	R88 236
	2.	R38 083
Plant and machine operators and assemblers	1.	R37 791
	2.	R30 984
Elementary occupations	1.	R30 936
	2.	R30 936

Section C: Income Differentials by Occupational Level

Occupational Level	Income levels	
Top management	1.	R288 322
	2.	R248 850
Senior management	1.	R199 935
	2.	R164 762
Professionally qualified and experienced specialists and mid - management	1.	R151 279
	2.	R101 556
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	1.	R101 412
	2.	R45 857
Semi-skilled and discretionary decision making	1.	R37 762
	2.	R34 668
Unskilled and defined decision making	1.	R32 700
	2.	R30 936

Section D: Total Income Differentials

	Income levels	
All occupations and levels	1.	R 126 869.16
	2.	R 91 739.83

Section E: Signature of the Municipal Manager

Signed on this _____ day of _____ month/year at _____

Signature

Full Name

DRAFT ANNEXURE A TO EMPLOYMENT EQUITY PLAN: MATJHABENG MUNICIPALITY

CURRENT EMPLOYMENT PROFILE & NUMERICAL GOALS

NOTE:

(Figures in brackets represent numerical objectives to be achieved over the five years duration of the plan. These figures are calculated in accordance with National Demographic Data and not on the Demographic Profile of the economically active population for Matjhabeng which could not be obtained. It should also be noted that these estimates are subject to changes after finalisation of placement of personnel which can influence the current profile and therefore also the numerical targets).

Occupational Categories	Male				Female				TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers (Level 1 – 3)	17 (14)	- (2)	- (1)	11 (3)	5 (11)	- (2)	- (1)	1 (3)	34
Professionals (Level 4 – 5)	6 (21)	- (3)	- (1)	42 (5)	3 (17)	- (2)	- (1)	3 (4)	54
Technicians and associate professionals (Level 6 – 7)	14 (40)	2 (6)	- (2)	43 (8)	26 (32)	1 (5)	- (1)	15 (7)	101
Clerks (Level 8 – 14)	193 (190)	10 (27)	- (8)	60 (40)	124 (156)	9 (22)	- (6)	86 (33)	482
Service and sales workers (Level 8 – 14)	75 (50)	5 (7)	- (2)	31 (11)	6 (42)	3 (6)	- (2)	9 (9)	129
Skilled agricultural and fishery workers	-	-	-	-	-	-	-	-	-
Craft and related trades workers (Level 8 – 14)	10 (6)	- (1)	- (0)	5 (1)	- (5)	- (1)	- (0)	- (1)	15
Plant and machine operators and assemblers (Level 15 – 17)	615 (266)	11 (37)	- (11)	- (56)	47 (218)	- (30)	- (9)	- (46)	673
Elementary occupations (Level 18)	647 (305)	6 (42)	- (13)	4 (63)	105 (249)	4 (35)	- (10)	3 (52)	769
TOTAL PERMANENT	1577 (893)	34 (124)	- (37)	196 (186)	316 (731)	17 (102)	- (31)	117 (152)	2257

NATIONAL DEMOGRAPHIC DATA : ECONOMICALLY ACTIVE POPULATION BY RACE AND GENDER

RACE

AFRICAN	WHITE	INDIAN	COLOURED
72%	15%	3%	10%

GENDER

MALE	FEMALE
55%	45%

NOTE:

Numerical objectives (figures in brackets) were calculated as follows:

Total number of employees within a specific category divided by desired demographic percentage in terms of race and gender.

Example: African Females (Professionals)

- Take total number of Professionals (level 4-5): 54
- Divide by desired female demographic % to get targeted number of females: $54 \times 45\% = 24.3$ (round off)
- Divide by desired African demographic: $24 \times 72\% = 17$