

**DEPARTMENT OF HUMAN SETTLEMENTS,  
PUBLIC SAFETY & LIAISON:  
Human Settlements Branch**

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North West Provincial Administration  
Republic of South Africa

**EMPLOYMENT EQUITY PLAN  
2012 - 2013**



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## **1. Introduction**

In terms of the Employment Equity Act, (Act No.55 of 1998), employers must prepare and implement an Employment Equity Plan (EEP) which will assist Departments or employers to reach employment targets in their respective workplace.

The Employment Equity Act applies to all employers, workers and job seekers with the exception of the National Defence Force, National Intelligence Agency and South African Secret Service. In order for Human Settlements to comply with the legislation, the Employment Equity Plan is drafted in terms of Section 20 of the Employment Equity Act, 1998.

An Employment Equity Plan is a working document internal to the organization, which clearly indicates the steps the organization has taken, and will continue to take, in implementing employment equity within the organization. The Employment Equity Plan represents the critical link between the current work profile and possible barriers in employment policies and procedures and the implementation of remedial steps to ultimately result in employment equity in the workplace.

The Plan also seeks to incorporate the affirmative action targets which may be issued by the Department of Public Service and Administration from time to time.

## **2. Vision**

To achieve employment equity goals and objectives for the purposes of maximizing growth and productivity.

## **3. Mission**

The Department of Human Settlements, Public Safety and Liaison, Human Settlements branch is committed to achieving equity in the workplace by promoting equal opportunities and fair treatment in employment. The Department also aims to implement affirmative action measures and eliminate unfair discrimination to redress the disadvantages in employment practices experienced by designated groups and to ensure equity in the workplace.

## **4. Statutory Framework**

The Employment Equity Plan is fundamental in ensuring that the historically disadvantaged groups on the basis of race, gender, and disability are taken into account when recruiting. The following legislations are applicable:

Employment Equity Act, (Act No.55 of 1998)

Labour Relations Act, (Act No. 66 of 1995)

Public Finance Management Act, (Act No.1 of 1999 as amended by Act 29 of 1999)

Public Service Act, 1994 as amended,

Public Service Regulations, 1999 as amended

The Constitution of the Republic of South Africa, (Act No.108 of 1996)



## 5. Duration

The Plan is effective from 01 October 2010 to 31 March 2015.

## 6. Roles and Responsibilities

### 6.1 Employment Equity Manager

- (6.1.1) In terms of Section 24 of the Employment Equity Act, 1998. This Department has assigned the Director: Human Resource Management and Development as Employment Equity Manager.
- (6.1.2) The Employment Equity Manager is responsible for implementation and monitoring of the plan.
- (6.1.3) The Manager is charged with the responsibility of establishing an Employment Equity Forum whose members are also serving in the Departmental Consultative Committee.
- (6.1.4) The Manager is also responsible for compiling a demographic profile of the workforce for the purposes of monitoring and evaluation.

### 6.2 Employment Equity Forum/Consultative Forum

In terms of Section 16 of the Employment Equity Act, the Department has established an Employment Equity/Departmental Consultative Committee comprising of relevant employer representatives, representatives from the employee organizations (organized labour) and employee representatives representing the interest of designated and non-designated groups across all occupational categories and levels of the workforce. It is a requirement of the Employment Equity Act that the Committee meet on a quarterly basis as a minimum.

- (6.2.1) The Committee is responsible for participating in the formulation of policies and Employment Equity targets.
- (6.2.2) The Consultative Forum renders advice and monitors compliance in terms of Employment Equity numeric and non-numeric goals.

### 6.3 Directors

The implementation of employment equity is not only a legal requirement, but good human resource management is increasingly being regarded as the differentiating factor between organizations.

The Head of Department is in full support of Employment Equity. Employment Equity issues are included in the performance contracts of each Manager within the Department.

- (6.3.1) They are responsible for the promotion of the employment equity/affirmative action in their respective Directorates
- (6.3.2) They are also charged with the responsibility of ensuring compliance with the Employment Equity Act, 1998, the Department's Employment Equity Plan, Integrated National Disability Strategy (INDS) and Gender Equity measures.
- (6.3.3) They have to ensure that Employment Equity statistics of their Directorates, respective salary levels, are consulted when



advertising and filling vacant posts and nominating employees for training courses.

#### **6.4 Employment Equity Practitioners**

The Designated Employment Equity Practitioner is assigned with the following:

- (6.4.1) Facilitate the communication, awareness and implementation of the Employment Equity Plan of the Department.
- (6.4.2) Represent the Department at various relevant Forums, consult with relevant stakeholders on employment equity/affirmative action matters and give feedback to the Department on quarterly basis
- (6.4.3) Maintain statistics and report to the Employment Equity Forum on relevant issues including progress made by the department
- (6.4.4) Prepare the employment equity report for consultation.

#### **6.5 Employee Relations**

- (6.5.1) Coordinating negotiations, consultations and liaison with unions and representative forums, handling disputes, disciplinary matters and grievances.
- (6.5.2) Receiving, reviewing and investigating all complaints or grievances regarding the implementation of the Employment Equity Plan.
- (6.5.3) Coordinating the resolution of grievances regarding the implementation of the Employment Equity Plan
- (6.5.4) Assisting with disputes emanating from the implementation of the Employment Equity Plan.

### **7 Consultation**

The Employment Equity Manager will consult on a continuous basis with relevant stake holders regarding preparation of the plan, implementation and monitoring thereof.

### **8 Stake Holders**

- The Executing Authority
- Senior Management including the Head of the Department
- Trade union representatives
- Designated groups
- Non designated groups
- All occupational level
- Departmental Consultative Committee



## 9 Allocation of Resources

Budget for the Employment Equity Plan will be included in the normal budget process.

## 10 Employment Equity Targets

The employment Equity targets for the Department of Human Settlements Public Safety & Liaison – Human Settlements Branch are informed by the Economically Active Population statistics of the North West Province and will be in line with the revised targets by the Department of Public Service and Administration.

### 10.1 EAP Statistics

| Population Group | Economically Active Population Statistics |              |             |
|------------------|---|--------------|-------------|
|                  | Male                                      | Female       | Total       |
| African          | 53.0%                                     | 34.7%        | 87.7%       |
| Coloured         | 0.5%                                      | 0.6%         | 1.1%        |
| Indian           | 0.2%                                      | 0.1%         | 0.2%        |
| White            | 6.5%                                      | 4.4%         | 10.9%       |
| <b>Total</b>     | <b>60.2%</b>                              | <b>39.8%</b> | <b>100%</b> |

### 10.2 DPSA's National Target

|                                | Target | Status       | Gap         |
|--------------------------------|--------|--------------|-------------|
| 75% Africans                   | 363    | 344 (71.07%) | 19 (3.93%)  |
| 50% Women in Senior Management | 11     | 5 (21.74%)   | 06 (28.26%) |
| 2% People with Disabilities    | 8      | 6 (1.72%)    | 2 (0.28%)   |



## 11 Members of the Employment Equity Forum

| <b>NAME</b>    | <b>POSITION</b>        | <b>DIRECTORATE</b>                              |
|----------------|------------------------|---|
| D. Lethoko     | Assistant Director     | Communication                                   |
| E. Rakate      | Assistant Director     | Housing Needs and Planning                      |
| J. Mashele     | Assistant Director     | Finance   |
| V Verveen      | Practitioner           | Organizational Development & HR Strategies      |
| R. Modisakeng  | Deputy Director        | OD & HR Strategies                              |
| J. Matukane    | Assistant Director     | Organizational Development & HR Strategies      |
| K. Maruping    | Deputy Director        | Supply Chain Management                         |
| M. Nchupetsang | Assistant Director     | Housing Development: Dr Kenneth Kaunda District |
| M. Sepeng      | Deputy Director        | Human Resource Development                      |
| O. Mere        | Practitioner           | Risk Management                                 |
| D Smith        | Senior Admin Officer   | Supply Chain Management                         |
| D Morwane      | Acting Deputy Director | Human Resource Administration                   |
| S. Maluleke    | Assistant Director     | MISS  |
| TK Phatudi     | Director               | HRM&D   |
| T. Kola        | Deputy Director        | EWHP  |
| N. Bonga       | Deputy Director        | Secretariat Labour Relations                    |
| N. Leburu      | Practitioner           | Secretariat Labour Relations                    |
| M. Radebe      | Deputy Director        | Monitoring & Evaluation                         |
| L. Motlhabi    | Assistant Director     | Shop Steward (PSA)                              |
| N.Matunda      | Practitioner           |   |
| M. Keboneilwe  | Practitioner           | Housing Development                             |
| K. Lecogo      | Assistant Director     | Housing Subsidy & Claims                        |
| M. Seate       | Assistant Director     | NEHAWU  |
| D. Lebotse     | Senior Admin Officer   | Supply Chain Management                         |
| B. Segwai      | Deputy Director        | Record Management                               |



**12 NUMMERICAL GOALS AND TARGETS – EEA2 FORM**  
**12.1 SNAPSHOT OF THE CURRENT WORKFORCE PROFILE**  
 Workforce profile including people with disabilities as at 30 September 2012

| Occupational Levels  | Male       |          |          |          | Female     |          |          |          | Foreign Nationals |          | Total      |
|--|------------|----------|----------|----------|------------|----------|----------|----------|-------------------|----------|------------|
|  | A          | C        | I        | W        | A          | C        | I        | W        | Male              | Female   |            |
| Top management   | 2          | 0        | 0        | 0        | 0          | 0        | 0        | 0        | 0                 | 0        | 2          |
| Senior management  | 09         | 0        | 0        | 0        | 04         | 0        | 0        | 1        | 0                 | 0        | 14         |
| Professionally qualified and experienced specialists and mid-management  | 40         | 0        | 1        | 2        | 31         | 0        | 0        | 0        | 0                 | 0        | 74         |
| Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents | 62         | 1        | 0        | 1        | 87         | 2        | 0        | 0        | 0                 | 0        | 153        |
| Semi-skilled and discretionary decision making   | 39         | 0        | 0        | 0        | 26         | 0        | 0        | 0        | 0                 | 0        | 65         |
| Unskilled and defined decision making  | 03         | 0        | 0        | 0        | 15         | 0        | 0        | 0        | 0                 | 0        | 18         |
| <b>TOTAL PERMANENT</b>   | <b>155</b> | <b>1</b> | <b>1</b> | <b>3</b> | <b>163</b> | <b>2</b> | <b>0</b> | <b>1</b> | <b>0</b>          | <b>0</b> | <b>326</b> |
| Temporary employees  | 10         | 0        | 0        | 0        | 12         | 0        | 0        | 1        | 0                 | 0        | 23         |
| <b>GRAND TOTAL</b>   | <b>166</b> | <b>1</b> | <b>1</b> | <b>3</b> | <b>147</b> | <b>2</b> | <b>0</b> | <b>2</b> | <b>0</b>          | <b>0</b> | <b>349</b> |

**12.2 Workforce profile of People with disabilities as at 30 September 2012**

| 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        | 1        | 0        | 0        | 0        | 0                 | 0        | 1        |
| Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents | 1        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0                 | 0        | 1        |
| Semi-skilled and discretionary decision making   | 1        | 0        | 0        | 0        | 2        | 0        | 0        | 0        | 0                 | 0        | 3        |
| Unskilled and defined decision making  | 0        | 0        | 0        | 0        | 0        | 1        | 0        | 0        | 0                 | 0        | 1        |
| <b>TOTAL PERMANENT</b>   | <b>2</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>3</b> | <b>1</b> | <b>0</b> | <b>0</b> | <b>0</b>          | <b>0</b> | <b>6</b> |
| Temporary employees  | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0                 | 0        | 0        |
| <b>GRAND TOTAL</b>   | <b>2</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>3</b> | <b>1</b> | <b>0</b> | <b>0</b> | <b>0</b>          | <b>0</b> | <b>6</b> |





## 12.3 Numerical goals including people with disabilities for the period 1.04.2010 – 31.03.2015

| Occupational Levels  | Male       |          |          |           | Female     |          |          |           | Foreign Nationals |          | Total      |
|--|------------|----------|----------|-----------|------------|----------|----------|-----------|-------------------|----------|------------|
|  | A          | C        | I        | W         | A          | C        | I        | W         | Male              | Female   |            |
| Top management   | 1          | 0        | 0        | 0         | 1          | 0        | 0        | 0         | 0                 | 0        | 2          |
| Senior management  | 11         | 1        | 0        | 1         | 7          | 0        | 0        | 1         | 0                 | 0        | 21         |
| Professionally qualified and experienced specialists and mid-management  | 66         | 1        | 0        | 8         | 43         | 1        | 0        | 6         | 0                 | 0        | 125        |
| Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents | 130        | 1        | 0        | 16        | 85         | 2        | 0        | 11        | 0                 | 0        | 245        |
| Semi-skilled and discretionary decision making   | 33         | 0        | 0        | 5         | 22         | 0        | 0        | 3         | 0                 | 0        | 63         |
| Unskilled and defined decision making  | 15         | 0        | 0        | 2         | 10         | 0        | 0        | 1         | 0                 | 0        | 28         |
| <b>TOTAL PERMANENT</b>   | <b>256</b> | <b>3</b> | <b>0</b> | <b>32</b> | <b>168</b> | <b>3</b> | <b>0</b> | <b>22</b> | <b>0</b>          | <b>0</b> | <b>484</b> |
| Temporary employees  | 12         | 0        | 0        | 0         | 12         | 0        | 0        | 0         | 0                 | 0        | 24         |
| <b>GRAND TOTAL</b>   | <b>268</b> | <b>3</b> | <b>0</b> | <b>32</b> | <b>180</b> | <b>3</b> | <b>0</b> | <b>22</b> | <b>0</b>          | <b>0</b> | <b>508</b> |

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## 12.4 Numerical goals for people with disabilities only as at 01 April 2010 – 31 March 2015

| 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        | 1        | 0        | 0        | 0        | 0                 | 0        | 1         |
| Professionally qualified and experienced specialists and mid-management  | 1        | 0        | 0        | 0        | 1        | 0        | 0        | 0        | 0                 | 0        | 2         |
| Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents | 2        | 0        | 0        | 1        | 2        | 0        | 0        | 0        | 0                 | 0        | 5         |
| Semi-skilled and discretionary decision making   | 1        | 0        | 0        | 0        | 0        | 0        | 0        | 1        | 0                 | 0        | 2         |
| Unskilled and defined decision making  | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0                 | 0        | 0         |
| <b>TOTAL PERMANENT</b>   | <b>4</b> | <b>0</b> | <b>0</b> | <b>1</b> | <b>4</b> | <b>0</b> | <b>0</b> | <b>1</b> | <b>0</b>          | <b>0</b> | <b>10</b> |
| Temporary employees  | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0                 | 0        | 0         |
| <b>GRAND TOTAL</b>   | <b>4</b> | <b>0</b> | <b>0</b> | <b>1</b> | <b>4</b> | <b>1</b> | <b>0</b> | <b>1</b> | <b>0</b>          | <b>0</b> | <b>10</b> |



## 12.5 Numerical targets including people with disabilities as at 01 October 2012 - 30 September 2013

| Occupational Levels  | Male       |          |          |           | Female     |          |          |          | Foreign Nationals |          | Total      |
|--|------------|----------|----------|-----------|------------|----------|----------|----------|-------------------|----------|------------|
|  | A          | C        | I        | W         | A          | C        | I        | W        | Male              | Female   |            |
| Top management   | 1          | 0        | 0        | 0         | 1          | 0        | 0        | 0        | 0                 | 0        | 2          |
| Senior management  | 10         | 1        | 0        | 1         | 5          | 0        | 0        | 1        | 0                 | 0        | 18         |
| Professionally qualified and experienced specialists and mid-management  | 52         | 1        | 0        | 4         | 35         | 1        | 0        | 3        | 0                 | 0        | 96         |
| Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents | 86         | 0        | 1        | 6         | 90         | 0        | 0        | 4        | 0                 | 0        | 187        |
| Semi-skilled and discretionary decision making   | 41         | 0        | 0        | 2         | 32         | 0        | 0        | 1        | 0                 | 0        | 76         |
| Unskilled and defined decision making  | 7          | 0        | 0        | 1         | 17         | 0        | 0        | 0        | 0                 | 0        | 25         |
| <b>TOTAL PERMANENT</b>   | <b>197</b> | <b>2</b> | <b>1</b> | <b>14</b> | <b>180</b> | <b>1</b> | <b>0</b> | <b>9</b> | <b>0</b>          | <b>0</b> | <b>404</b> |
| Temporary employees  | 12         | 0        | 0        | 0         | 12         | 0        | 0        | 0        | 0                 | 0        | 24         |
| <b>GRAND TOTAL</b>   | <b>209</b> | <b>2</b> | <b>1</b> | <b>14</b> | <b>192</b> | <b>1</b> | <b>0</b> | <b>9</b> | <b>0</b>          | <b>0</b> | <b>428</b> |

## 12.6 Numerical targets for people with disabilities only as at 01 October 2012 – 30 September 2013

| 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        | 1        | 0        | 0        | 0        | 0                 | 0        | 1        |
| Professionally qualified and experienced specialists and mid-management  | 1        | 0        | 0        | 0        | 1        | 0        | 0        | 0        | 0                 | 0        | 2        |
| Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents | 1        | 0        | 0        | 1        | 1        | 0        | 0        | 0        | 0                 | 0        | 3        |
| Semi-skilled and discretionary decision making   | 1        | 0        | 0        | 0        | 1        | 0        | 0        | 0        | 0                 | 0        | 2        |
| Unskilled and defined decision making  | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0                 | 0        | 0        |
| <b>TOTAL PERMANENT</b>   | <b>3</b> | <b>0</b> | <b>0</b> | <b>1</b> | <b>4</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b>          | <b>0</b> | <b>8</b> |
| Temporary employees  | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0                 | 0        |          |
| <b>GRAND TOTAL</b>   | <b>3</b> | <b>0</b> | <b>0</b> | <b>1</b> | <b>4</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b>          | <b>0</b> | <b>8</b> |

**13 Affirmative Action Objectives and Measures**

| Objective/ Measure   | Strategies to be implemented  | Numeric goals to be reached/ non numeric goals  | Completion Date   |
|--|---|---|---|
| <ul style="list-style-type: none"> <li>Recruitment of employees from designated groups and achieving equitable representation of employees in all occupational categories and levels in the workforce</li> </ul> | <ul style="list-style-type: none"> <li>Adverts to be in line with EE targets in terms of preferred race and gender.</li> </ul>  | <ul style="list-style-type: none"> <li>Recruitment <b>50% women (06 woman needed ) in Senior Management position 2% people with disabilities (appoint 08) 75% Blacks ( to appoint 19) , 3 Indians and 3 colored</b></li> </ul>  | <ul style="list-style-type: none"> <li>30 September 2013</li> </ul> |
| <ul style="list-style-type: none"> <li>Employment Equity to be a standing agenda in Departmental Management Committee meetings</li> </ul>  | <ul style="list-style-type: none"> <li>Designated groups shall be given preferential consideration provided they meet the requirements, have the potential and are suitably qualified for appointment as stipulated in Section 20 (3) of the Employment Equity Act, 1998</li> </ul> | <ul style="list-style-type: none"> <li><b>Recruit 4% of People with Disabilities on Internship and Learnership Programme.</b></li> </ul>  | <ul style="list-style-type: none"> <li>30 September 2013</li> </ul> |
|  |   | <ul style="list-style-type: none"> <li>All adverts to include preference in line with EEP to avoid applications from over represented groups. Recommendations to be in line with the Departmental Employment Equity targets (preferred race groups and gender)</li> </ul> | <ul style="list-style-type: none"> <li>30 September 2013</li> </ul> |

|   |  |   |   |
|---|--|---|---|
|   | <ul style="list-style-type: none"> <li>• Include number of People with Disabilities on Internship and Learnership Programme.</li> </ul>  | <ul style="list-style-type: none"> <li>• Identification of positions that could reasonable expected to be occupied by disabled persons and actively recruit them for such positions. Shortlist only targeted group and headhunt using the Provincial Database for people with disability.</li> </ul>  | <ul style="list-style-type: none"> <li>• 30 September 2013</li> </ul>   |
| <p><b>Training and development of people from designated groups</b></p> | <ul style="list-style-type: none"> <li>• Design an objective driven training and development programme for individuals from designated groups</li> <li>• Implementation of Learnership Programme</li> <li>• Training targeting women and persons with disabilities</li> <li>• Implementation of In-service training programe</li> <li>• Mentorship and coaching training of employees</li> </ul> | <ul style="list-style-type: none"> <li>• Implement skills programmes</li> <li>• Women empowerment courses</li> <li>• Identify Women Mangers to be trained as mentors.</li> <li>• All newly appointed employees are to be inducted within three months of appointment</li> <li>• Low cost Housing Project Training Programme</li> <li>• Provide Diversity Training for managers</li> </ul> | <ul style="list-style-type: none"> <li>• 30 September 2013</li> <li>• Ongoing</li> <li>• 30 September 2013</li> <li>• September 2013</li> </ul> |



|   |   |   |  |
|---|---|---|--|
| <p><b>Retention of people from designated groups and implementation of appropriate measures</b></p> | <ul style="list-style-type: none"> <li>• Massified Induction Programme</li> <li>• Specialized development Programme</li> <li>• Training will also be conducted in line with the Department's Workplace Skills Plan</li> <li>• Diversity Training for responsible managers</li> <li>• Gender Mainstreaming training</li> </ul>             | <ul style="list-style-type: none"> <li>• Focus will be on critical scarce skill</li> <li>• Ensure that HR Policies are gender mainstreamed</li> <li>• Policies and manuals are consistent and accessible and</li> </ul> | <ul style="list-style-type: none"> <li>• March 2013</li> <li>• March 2013</li> <li>• March 2013</li> </ul> |
| <p><b>Retention of people from designated groups and implementation of appropriate measures</b></p> | <ul style="list-style-type: none"> <li>• The attraction and retention of a workforce that is representative in line with the Retention Policy and Employment Equity Act</li> <li>• Retention policy to be developed and reviewed annually</li> <li>• Review HR policies and manuals to ensure they are clear, aligned with our</li> </ul> | <ul style="list-style-type: none"> <li>• Focus will be on critical scarce skill</li> <li>• Ensure that HR Policies are gender mainstreamed</li> <li>• Policies and manuals are consistent and accessible and</li> </ul> | <ul style="list-style-type: none"> <li>• March 2013</li> <li>• March 2013</li> <li>• March 2013</li> </ul> |



|  |   |  |   |
|--|---|--|---|
|  | <p>operations and consistent with relevant legislation</p> <ul style="list-style-type: none"> <li>• Labour turnover analysis</li> <li>• Conduct Exit interviews</li> </ul>  | <p>understood by relevant members, officers and staff.</p> <ul style="list-style-type: none"> <li>• Compile Exit interview report /database</li> </ul>   | <ul style="list-style-type: none"> <li>• Quarterly</li> </ul>                                     |
| <p><b>Identification and elimination of barriers</b></p> | <ul style="list-style-type: none"> <li>• Ensure compliance with the policy on Recruitment and Selection. Eliminate employment barriers that adversely affect people from designated groups.</li> <li>• Job specifications should be in line with the advertisement</li> <li>• The principle of equal opportunity shall apply in all stages of the recruitment process and shall give preference to candidates from previously disadvantaged groups. Where candidate are of equal merit or show potential, due regard will be given in line with Section 20 (3) of Employment</li> </ul> | <ul style="list-style-type: none"> <li>• 100% Compliance</li> <li>• A clause indicating EE status in all recruitment submissions.</li> <li>• Obtain approval for deviation where necessary</li> <li>• Ensure that the Employment Equity targets status should be on all recruitment submission or status for deviations must be clearly stated in the recruitment</li> </ul> | <ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> </ul> |

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|--|---|---|---|
|  | <p>Equity Act, 1998.</p> <ul style="list-style-type: none"> <li>To provide people with disabilities with assistive devices/reasonable accommodation</li> <li>Enforce compliance to the Employment Equity Targets</li> </ul>   | <p>submission.</p> <ul style="list-style-type: none"> <li>Subject to disclosure of the disability and availability of funds/resources</li> <li>Employment Equity unit must form part of the recruitment process in order to advise on EE stats.</li> </ul>  | <ul style="list-style-type: none"> <li>30 September 2013</li> <li>30 September 2013</li> </ul>                      |
| <p><b>Promoting diversity in the workplace</b></p> | <ul style="list-style-type: none"> <li>To eliminate unfair discrimination this adversely affects people from disadvantaged groups.</li> <li>Promote awareness of workplace diversity within the Department</li> <li>Embrace workplace diversity principles in recruitment and selection processes.</li> </ul> | <ul style="list-style-type: none"> <li>Streamline policies, procedures and practices to eliminate unfair discrimination</li> <li>Cultural Day/Heritage Day</li> <li>Develop and maintain a highly skilled, diverse and effective workforce where all employees are valued, encouraged and provided with opportunities to develop to their potential.</li> </ul> | <ul style="list-style-type: none"> <li>30 September 2013</li> <li>September 2013</li> <li>September 2013</li> </ul> |

|   |  |   |   |
|---|--|---|---|
| <ul style="list-style-type: none"> <li>• <b>Healthy and productive Workforce</b></li> </ul> | <ul style="list-style-type: none"> <li>• Conduct constant maintenance in offices and any other factor that may be a possible health risk in the place of occupation. Conduct education, information as well as awareness programmes.</li> <li>• Create awareness on health issues affecting employees.</li> <li>• Conduct counseling &amp; other interventions</li> <li>• Individual and organizational wellness</li> <li>• Implement stress and financial management</li> </ul> | <ul style="list-style-type: none"> <li>• Develop a supportive workplace culture which allows Members and Staff to balance their work and personal life.</li> <li>• Implementation of the 8 principles of the HOD</li> </ul> | <ul style="list-style-type: none"> <li>• 31 March 2013</li> </ul> |
| <ul style="list-style-type: none"> <li>• <b>Healthy and productive Workforce</b></li> </ul> | <ul style="list-style-type: none"> <li>• Conduct constant maintenance in offices and any other factor that may be a possible health risk in the place of occupation. Conduct education, information as well as awareness programmes.</li> <li>• Create awareness on health issues affecting employees.</li> <li>• Conduct counseling &amp; other interventions</li> <li>• Individual and organizational wellness</li> <li>• Implement stress and financial management</li> </ul> | <ul style="list-style-type: none"> <li>• Healthy and productive Workforce</li> <li>• Reduction in the usage of sick leave</li> <li>• Increase usage of Wellness Service</li> </ul>  | <ul style="list-style-type: none"> <li>• 31 March 2013</li> </ul> |



|   |   |  |
|---|---|--|
| <p><b>workshops.</b></p> <ul style="list-style-type: none"> <li>• Link with the various units must be forged to acknowledge the role of the unit e.g. Purchasing of equipments that meets standards of OHS (Ergonomics).</li> <li>• Promotion of Employment equity.</li> <li>• Mitigate the impact of HIV/AIDS and life threatening illness – Cancer, Diabetes and others.</li> <li>• Conduct Team Building activities</li> </ul> | <ul style="list-style-type: none"> <li>• Promote healthy relations between staff and management.</li> </ul> | <ul style="list-style-type: none"> <li>• September 2013</li> </ul> |
| <ul style="list-style-type: none"> <li>• <b>Healthy and safe working environment</b></li> </ul>   | <ul style="list-style-type: none"> <li>• Healthy and safe working environment</li> </ul>                    | <ul style="list-style-type: none"> <li>• September 2013</li> </ul> |

|  |   |  |  |
|--|---|--|--|
|  | <ul style="list-style-type: none"><li>• Secure adequate office space</li><li>• Provide an enabling environment for disabled workers</li></ul> |  |  |
|--|---|--|--|



## 14 Communication of plan

Communication Unit and HRM & Development are responsible for communication of the plan to all stakeholders.

| TYPE OF INTERVENTION   | TARGET GROUP                            | RESPONSIBLE PERSON/INSTITUTION                          | TIME FRAME       |
|--|---|---|------------------|
| Employment equity to be a standing agenda at all DMC meetings  | Senior Management & MEC                 | Employment Equity Manager : Director: HRM & Development | October 2012     |
| Distribution of Posters on EE  | All staff                               | Communications Unit/ OD & Transformation                | 31 March 2013    |
| Display of the approved EE Plan on the notice boards and on the intranets                                      | All staff                               | Communications Unit/ OD & Transformation                | 31 December 2012 |
| Conduct workshops to promote awareness of working with people with disabilities and women in senior management | All staff                               | Special Programs Component                              | 01 November 2012 |
| Workshop the EE Plan   | All staff                               | OD & Transformation                                     | 31 March 2015    |
| Diversity Management Training  | Senior Management and Middle Management | Accredited Service Providers                            | 31 March 2015    |

## 15 Monitoring and review mechanisms

- 15.1 Accountability in terms of the compliance with the Employment Equity Plan lies with the Employment Equity Manager and Accounting Officer.
- 15.2 The Employment Equity Manager together with the Employment Equity Forum should monitor progress and review the plan annually.
- 15.3 HRM & Development to be responsible for safekeeping of all records of the EE plan.

## 16 Report to Department of Labour

- 16.1 The Employment Equity Manager must report to the Department of Labour annually.

**17 Dispute Procedure**

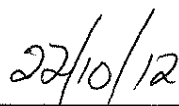
- 17.1 Any dispute regarding Employment Equity shall be dealt with in Accordance with the dispute procedure.
- 17.2 If the dispute remains unresolved the external dispute resolution mechanism or procedure shall be utilized.

**18 Sign-off by the Deputy Director General**

This Employment Equity Plan has been reviewed by Acting Accounting Officer. I am satisfied with the content of this Employment Equity Plan and am confident it will assist the Department in achieving its strategic objectives for the defined period.

**APPROVED / ~~NOT APPROVED~~**

  
\_\_\_\_\_  
**MP MOTLOGELWA**  
**ACTING HEAD OF DEPARTMENT**  
**HUMAN SETTLEMENTS BRANCH**

  
\_\_\_\_\_  
**DATE**

