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Public Works; Roads and Transport
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DIRECTORATE: HUMAN RESOURCE MANAGEMENT

EMPLOYMENT EQUITY PLAN FOR THE PERIOD: 2010-2014

1. INTRODUCTION

1.1 OBJECTIVE

The Department of Public Works, Roads and Transport commits itself to the realisation of the employment equity goals as envisaged in the Employment Equity Act, to eliminate unfair discrimination and to implement Affirmative Action measures in order to achieve a workplace that reflects the human diversity in the North West Province and broader society. The objective of the Plan creates a balance between achieving compliance and increased performance through embracing the spirit of equity.

1.2 ASSIGNMENT OF RESPONSIBILITY

The office assigned with Employment Equity responsibility in the Department of Public Works, Roads and Transport, in terms of Section 24 of the Employment Equity (EE) Act, is the Directorate Human Resource Management, under the Chief Directorate Corporate Services.

The responsibility for implementation of the Plan, which includes specific Numerical Goals and related Affirmative Action Measures (non-numerical goals) vests in Senior Management (The Head of Department; Chief Directors and Directors) and all Line Managers including Districts. The Chief Directorate: Corporate Services through the Directorate: Human Resource Management provides the necessary support in ensuring successful Employment Equity implementation process. The Directorate is also responsible for ensuring that all statutory obligations in terms of the EE Act are fulfilled.

Although the specific responsibility of the employment equity has been assigned as outlined, the Head of the Department is fully responsible for the EE obligations as mandated by the Act. Performance

Agreements of Senior Managers incorporates employment equity obligations.

The Departmental Employment Equity Committee plays a central role in Employment Equity consultations, monitoring and review.

2. COMMUNICATION STRATEGY

The Department undertakes to comply with its obligations in terms of Section 25 (1) thus this Employment Equity Plan is to be made accessible to all employees as well as displaying it at strategic points. Information on employment equity will be published in the departmental newsletter and Intranet. Issues pertaining to the implementation of the Employment Equity Act will form part of the Induction Training module.

Quarterly meetings of the EE Committee will be held for the duration of the plan to fulfil the requirements of Section 25 (2) of the Act and to deal with equity related matters. Quarterly reports will be availed to Executive/Senior Management through the Chief Director: Corporate Services to review progress and in preparation for annual reporting to the Department of Labour.

3. CONSULTATION WITH STAKEHOLDERS

- 3.1** Senior Managers including employees and the Employment Equity Committee were consulted during the review/alignment process.
- 3.2** The approved revised/aligned Employment Equity Plan will serve as a mandate to continuously consult other levels of management, employees and other stakeholders as specified in section 16 of the Employment Equity Act.

4. MEASURES TO BE CONSISTENTLY IMPLEMENTED TO ERADICATE EMPLOYMENT BARRIERS FOR THE DURATION OF THIS PLAN: (Section 20 (2) (b) of the EE Act)

All employment practices and human resource processes shall be regularly aligned with employment equity requirements and objectives.

- 4.1** The Executing Authority and her/his delegated authority that are responsible for the approval of appointments should promote, uphold and respect equity principles and targets as outlined in this plan in order to address under-representation as reflected in the workforce profile.

- 4.2** In an attempt to reach as many potential applicants as possible, advertisements will be posted on , amongst others, all notice boards, intranet and the use of e-mail. The Office on the status of people with disabilities in the Office of the Premier will also be contacted to target people with disabilities.
- 4.3** For Districts, the Deputy Directors-HRM in the districts will ensure that the advertisements are placed where they are accessible to all employees.
- 4.4** The presence of the Union representative in the interviews to monitor the process will be maintained.
- 4.5** Shortlisting/selection criteria shall be based on the inherent requirements of the job as reflected in the advertisement. Shortlisting will be conducted by a representative panel and the same panel will be maintained to a larger extend for the purpose of conducting interviews.
- 4.6** The Department will do everything possible to create an affirming work environment for all employees that is free from harassment and unfair discrimination.
- 4.7** Job descriptions will be developed for all posts for the purpose of role clarification and the promotion of equal pay for work of equal value.
- 4.8** The Department recognises that capacity building is critical for the broader implementation of employment equity and will assign a training budget with action plans to further internal and external training initiatives, including induction and orientation programs for all new appointees.
- 4.9** The services of Employee Assistance Program to deal with attitudinal/behavioural problems as well as counselling programs for employees with HIV/AIDS shall be made accessible to all employees.

5. PER CEIVED DISCRIMINATORY PRACTICES AND SUGGESTED SOLUTIONS

5.1 PERCEIVED DISCRIMINATORY PRACTICES	SUGGESTED SOLUTIONS
1. Gender discrimination	<p>Consider more women on technical field and men for cleaning section.</p> <p>Eliminate all forms of harassment that is based on gender.</p> <p>All employees to be trained on sexual harassment policy and diversity management.</p>
2. Language discrimination	<p>Use of language to be balanced and translation is needed to enhance understanding and buy in (e.g. Braille, sign language etc.)</p> <p>Develop simplified and user-friendly versions of policies that can be easily adapted to departmental environment.</p>
3. Race/ethnic discrimination	<p>Employees should be trained on diversity management.</p>
4. Disability discrimination	<p>Improve access to facilities to accommodate people with disabilities.</p> <p>Brail is needed for people who are visually impaired.</p> <p>The number of sign language interpreters who are well trained in this field to be increased.</p>
5. Cultural discrimination	<p>All employees to be trained in diversity management. This can be in the form of capacity building or awareness workshop.</p>
6. Health discrimination (HIV and AIDS, epilepsy etc.)	<p>All employees to be trained or workshopped on how to live with people who are HIV positive, epileptic and living with other diseases.</p>

5.2. POLICIES AND PRACTICES

Recruitment and Selection policy, Retention of scarce and critical skills policy and other Departmental policies were reviewed during the alignment process to make them compliant with the provision of the EE Act. This however is considered to be an on-going process. Undesirable practices identified will be eliminated as soon as practically possible.

The department will through training, engender a respect for diversity based on equal dignity and respect for all people.

6 .WORKFORCE PROFILE AND NUMERIC GOALS {Section 20 (2) (c) }

According to statistics South Africa term report of 2007, the total population for the North West Province is 3 394 200 and is composed mainly of four ethnic groups, viz: Africans (91,5%); whites (6.7%); Coloured (1,6%) and Indians (0.3%). It has been used to determine the Department's ultimate goal/target for its workforce so as to achieve equal representivity of all race groups in the next five years (that is, by the year 2014).The following tables depict the departmental workforce profile. It has been established that there is under-representation in certain occupational categories and levels.

6.1 The following tables depict the departmental workforce profile:

6.1.1 Departmental current profile in respect of Salary Levels, Occupational levels and Gender:

SL	FEMALE				MALE				GRAND TOTAL
	AFRICAN	COLOURED	INDIAN	WHITE	AFRICAN	COLOURED	INDIAN	WHITE	
0									
1	11				13				24
2	240			1	938	5		4	1188
3	109			3	710	7		13	842
4	57	1			254	1		24	337
5	48			3	210			18	279
6	89			19	214	1	1	7	331
7	77	2	1	10	144	1		26	261
8	99	1		7	139	2		10	258
9	54	1		5	42			1	103
10	2			1	39			8	50
11	13	2	1	1	27		1	3	48
12	8			3	20		1	3	35
13	6	1		1	17	1		1	27
14	3				4				7
15								1	1
GRAND TOTAL	816	8	2	54	2771	18	3	119	3791

6.1.2 WORKFORCE PROFILE PER DISTRICT:

i. HEAD OFFICE WORKFORCE PROFILE (As a District)

SALARY LEVEL	AFRICAN		COLOURED		INDIAN		WHITE		GRAND TOTAL
	Female	Male	Female	Male	Female	Male	Female	Male	
1									
2	80	79							159
3	51	45							96
4	21	20							41
5	27	32					1	1	61
6	35	32					1		68
7	42	26	1		1				70
8	62	41		2					105
9	44	26	1				1		72
10	1	11							12
11	8	20	1					1	30
12	7	15				1	3	1	27
13	5	12	1	1					19
14	3	4							7
15								1	1
TOTAL	387	363	4	3	1	1	6	4	769

ii. **NGAKA MODIRI MOLEMA WORKFORCE PROFILE**

SALARY LEVEL	AFRICAN		COLOURED		INDIAN		WHITE		GRAND TOTAL
	Female	Male	Female	Male	Female	Male	Female	Male	
1									
2	59	309							368
3	24	214		2				2	242
4	12	73						8	93
5	7	84						5	96
6	19	92					2		113
7	13	56					1	2	72
8	13	34	1					2	50
9	3	4							7
10	1	7						1	9
11	3	1						1	5
12		4							4
13	1	1							2
TOTAL	155	879	1	2			3	21	1061

iii. **DR KENNETH KAUNDA WORKFORCE PROFILE**

SALARY LEVEL	AFRICAN		COLOURED		INDIAN		WHITE		GRAND TOTAL
	Female	Male	Female	Male	Female	Male	Female	Male	
1									
2	20	109		5			1	4	139
3	7	166		4			2	8	187
4	4	35		1				10	50
5	4	14					1	7	26
6	4	14		1			11	6	36
7	4	6		1			6	16	33
8	3	8					7	5	23
9	2	2					2		6
10		3						4	7
11	1	1	1		1		1		5
12		1							1
13		1	1						2
TOTAL	49	360	2	12	1		31	60	515

1V. DR RUTH SEGOMOTSI MOMPATI WORKFORCE PROFILE

SALARY LEVEL	AFRICAN		COLOURED		INDIAN		WHITE		GRAND TOTAL
	Female	Male	Female	Male	Female	Male	Female	Male	
1	6	8							14
2	36	195							231
3	7	113		1			1	2	124
4	8	74	1					3	86
5	4	51						2	57
6	16	28				1	2		47
7	5	25	1				3	3	37
8	10	26						1	37
9	4	4						1	9
10		8						3	11
11		3				1			4
12	1							1	2
13		2							2
TOTAL	97	537	2	1		2	6	16	661

V. BOJANALA WORKFORCE PROFILE

SALARY LEVEL	AFRICAN		COLOURED		INDIAN		WHITE		GRAND TOTAL
	Female	Male	Female	Male	Female	Male	Female	Male	
1	5	5							10
2	45	246						1	292
3	20	172							192
4	12	52						3	67
5	6	29					1	3	39
6	15	48					3	1	67
7	13	31					1	5	50
8	11	30						2	43
9	1	6					1		8
10		10					1		11
11	1	2						1	4
12								1	1
13		1						1	2
TOTAL	129	632					7	18	786

6.1.3 Disability representivity (Employed personnel)

SALARY LEVEL	AFRICAN		COLOURED		INDIAN		WHITE		TOTAL
	F	M	F	M	F	M	F	M	
3	1	5							6
4	1	5		1				1	8
5		1							1
6		2							2
7	1	3							4
8		4						1	5
9		3							3
11		1							1
TOTAL	3	24		1				2	30

Total staff complement: 3791
 % achieved on disability: 0, 8%%

disability required target: 2% = 76
 difference (Gap) : 1, 2%

6.1.4 Employed Technical Staff

SL	FEMALE				MALE				GRAND TOTAL
	AFRICAN	COLOURED	INDIAN	WHITE	AFRICAN	COLOURED	INDIAN	WHITE	
0									
1	10				13				23
2	47	1			726	4		5	783
3	6				452	4		7	469
4	6				28	1		9	44
5	16			1	142	1		17	177
6	13				165	1		3	182
7					94			21	115
8	3			1	85			8	97
9	3				9			1	13
10	1				18			6	25
11	2				4				6
12					6		1	3	10
13	1				2				3
14					1				1
15									
GRAND TOTAL	108	1		2	1745	11	1	80	1948

6.1.5 Senior Management Service (SL 13-15)

Males : 21 (68%) (+18%) Females: 10 (32%) Gap=5 (-18%) Disability: 0 Gap = 2%

Note: Males are more than 50% required by 18% and females are less by 18% to make up 50% as required.

The revised National EE targets for women in Senior Management level is 50% by 31 March 2009. The current (2009) SMS status in the Department:

SL	FEMALE				MALE				TOTAL	VACANT POSTS
	AFRICAN	COLOURED	INDIAN	WHITE	AFRICAN	COLOURED	INDIAN	WHITE		
13	6	1		1	17	1		1	27	11
14	3				4				7	1
15								1	1	0
GRAND TOTAL	9	1	0	1	21	1	0	2	35	12

6.1.6 RACE AND GENDER OF EMPLOYEES IN FILLED DEPARTMENTAL POSTS PER LEVEL

OCCUPATIONAL LEVEL	AFRICAN		COLOURED		INDIAN		WHITE		GRAND TOTAL	VACANCIES
	F	M	F	M	F	M	F	M		
TOP MANAGEMENT(15-14)	3	4	0	0	0	0	0	1	8	1
SENIOR MANAGEMENT (13)	6	17	1	1	0	0	1	1	27	11
PROFESSIONALLY QUALIFIED AND EXPERIENCED SPECIALISTS AND MID-MANAGEMENT (12-11)	21	47	2	0	1	2	4	6	83	26
SKILLED TECHNICAL AND ACADEMICALLY QUALIFIED WORKERS-JUNIOR MANAGEMENT-SUPERVISORS-FOREMEN- AND SUPERINTENDENTS (10-6)	321	578	4	4	1	1	42	52	1003	380
SEMI-SKILLED AND DISCRETIONARY DECISION MAKING (5-3)	214	1174	1	8	0	0	6	55	1458	249
UNSKILLED AND DEFINED DECISION MAKING (2-1)	251	951	0	5	0	0	1	4	1212	436
GRAND TOTAL	782	2771	7	20	2	3	55	116	3791	1103

6.1.7 DEPARTMENTAL GENDER REPRESENTATION

District	Total No. of posts	No. of Males employed	No. of females employed	Posts filled	EE targets/goals	% Achieved	% difference to achieve required target for females	No. of vacant posts
Head Office	1037	371	397	768	50%(518) 50%(519)	77%(397)F 71%(371)M	23%(-121) 29%(-148)	269
Ngaka Modiri Molema	1316	902	159	1061	50%(658)F 50%(658)M	24%(159)F 1.37%(902)M	76%(-499) 37%(+244)	255
Dr Kenneth Kaunda	717	432	83	515	50%(358)F 50%(359)M	23%(83)F 60%(432)M	77%(-275) 20%(+73)	202
Dr Ruth Mompati	857	556	105	661	50%(428)F 50%(429)M	25%(105)F 65%(556)M	75%(-323) 30%(+127)	196
Bojanala Platinum	967	650	136	786	50%(483)F 50%(484)M	28%(136)F 67%(650)M	72%(-347) 34%(+166)	181
Total	4893	2911	880	3791	50%(2446)F 50%(2447)M	36%(880)F 59%(2911)M	64%(-1565) 16%(+462)	1103

N.B. a. F = Females

b. M = Males

6.1.7 The Department's Employment Equity Goals for the next Five years are the following: (SECTION 20 (1) (c))

Region	No. of Posts	Required target	% gap	Recommended targets				
				2010/11	2011/12	2012/13	2013/14	2014/15
Head Office	1037	518	23%(121)	24	24	24	24	25
Ngaka Modiri Molema	1316	658	76%(499)	99	100	100	100	100
Dr Kenneth Kaunda	717	358	77%(275)	55	55	55	55	55
Dr Segomotsi Mompoti	857	428	75%(323)	64	64	65	65	65
Bojanala Platinum	967	483	72%(347)	69	69	69	70	70
Total	4893	2445	64%(1566)	311	312	312	313	315

6.1.8 Departmental desired (projected) employment equity numerical targets for next year 2011/12, females only

LEVELS	FEMALES				TOTAL
	A	C	I	W	
14					
13	2				2
12	13	3	2	4	22
11	10	8	3	3	24
10	17	4		10	31
9	10	5	2	5	22
8	3	6	2	3	14
7	6	9	3	9	27
6	16		6	5	27
5	17	9	3	4	33
4	19	5	5	14	43
3	6	17	3		26
2	11	18	6	6	41
GRAND TOTAL	130	84	35	63	312

6.1.9 Desired (projected) employment equity numerical targets for next year 2011/12, females per district

i. HEAD OFFICE

LEVELS	FEMALES				TOTAL
	A	C	I	W	
16					
15					
14					
13					
12	2	1		1	4
11			1		1
10	3	1		1	5
9			2		2
8				1	1
7			1	2	3
6					
5		2			2
4				1	1
3			1	1	2
2		3			3
1					
GRAND TOTAL	5	7	5	7	24

**6.1.9. Desired (projected) employment equity numerical targets for next year
2011/12, females per district**

ii. NGAKA MODIRI MOLEMA

LEVELS	FEMALES				TOTAL
	A	C	I	W	
16					
15					
14					
13					
12	6				6
11	3	2		2	7
10	5			3	8
9	4	2			6
8		3	1		4
7	3	4		3	10
6	4		4		8
5	10	3		2	15
4	10		2		12
3	6	10		4	20
2			3		3
1					
GRAND TOTAL	51	22	10	24	100

6.1.9. Desired (projected) employment equity numerical targets for next year 2011/12, females per district

iii. KENNETH KAUNDA

LEVELS	FEMALES				TOTAL
	A	C	I	W	
16					
15					
14					
13					
12	2			1	3
11			2		2
10	5	2		3	10
9	1			2	3
8		3			3
7	2		2		4
6	2			2	4
5	2	1	3		6
4	2			5	7
3		2			2
2	6	3	1	1	11
1					
GRAND TOTAL	22	11	8	14	55

**6.1.9. Desired (projected) employment equity numerical targets for next year
2011/12, females per district**

iv. RUTH SEGOMOTSI MOMPATI

LEVELS	FEMALES				TOTAL
	A	C	I	W	
16					
15					
14					
13	1				1
12	3	2	1	1	7
11	3	3			6
10	2			1	3
9	2	3		3	8
8					
7		3		2	5
6	3		1		4
5		2		2	4
4	3		3	5	11
3		5			5
2	5		2	3	10
1					
GRAND TOTAL	22	18	7	17	64

6.1.9. Desired (projected) employment equity numerical targets for next year 2011/12, females per district

v. BOJANALA

LEVELS	FEMALES				TOTAL
	A	C	I	W	
16					
15					
14					
13	1				1
12	2		1		3
11	4	3		1	8
10	2	1		2	5
9	3				3
8	3		1	2	6
7	1	2		2	5
6	7		1	3	11
5	5	2			7
4	4	5		3	12
3			2	1	3
2		3		2	5
1					
GRAND TOTAL	32	16	5	16	69

6.1.10. Desired (projected) employment equity numerical goals for the next five (5) years

LEVELS	FEMALES				MALES				TOTAL
	A	C	I	W	A	C	I	W	
16	0	0	0	0	0	0	0	0	0
15	0	0	0	0	0	0	0	0	0
14	0	1	0	0	0	0	0	0	1
13	1	2	1	2	0	2	1	2	11
12	1	4	1	1	0	3	2	2	14
11	4	3	1	4	0	0	0	0	12
10	10	18	5	8	10	10	5	7	73
9	20	30	15	28	20	13	10	11	157
8	15	19	3	14	5	1	1	5	63
7	8	16	2	5	2	4	3	3	43
6	17	8	6	8	1	4	4	3	51
5	25	15	6	10	5	23	10	10	104
4	40	30	5	20	0	15	7	25	142
3	20	20	10	12	0	15	15	30	122
2	50	20	15	20	0	20	10	30	165
1	30	25	10	20	5	25	10	20	145
GRAND TOTAL	241	211	80	152	48	135	78	148	1103

6.1.11. Departmental Desired (projected) employment equity numerical goals for People with Disability for five years.

LEVELS	FEMALES				MALES				TOTAL
	A	C	I	W	A	C	I	W	
14		1							1
13								2	2
12	1			3					4
11		3					2		5
10	1		1	1				2	5
9				2					2
8						2			2
7						4		2	6
6		1	2	2				1	6
5							1		1
4									
3	3			2					5
2	1	3					2		6
1									
GRAND TOTAL	6	8	3	10	0	6	5	7	46

6.1.12. The Department's Employment Equity Goals for the next Five years are the following for people with disabilities

Region	Recommended targets			
	2011/12	2012/13	2013/14	2014/15
Head Office	3	3	2	2
Dr Modiri Molema	2	2	2	2
Dr Kenneth Kaunda	3	3	2	2
Dr Ruth Mompati	2	2	3	2
Bojanala Platinum	2	3	2	2
Total	12	13	11	10

6.1.13. Employment Equity Goals for the next Five years are the following for people with disabilities per district

i. Head Office

LEVELS	FEMALES				MALES				TOTAL
	A	C	I	W	A	C	I	W	
14		1							1
13	1							1	2
12	1								1
7						1		1	2
6			1						1
3	2			1					3
GRAND	4	1	1	1		1		2	10

6.1.13. Employment Equity Goals for the next Five years are the following for people with disabilities per district

ii. Ngaka Modiri Molema

LEVELS	FEMALES				MALES				TOTAL
	A	C	I	W	A	C	I	W	
13								1	1
12	1			1					2
9				1					1
7						1			1
6			1						1
2		2							2
GRAND TOTAL	1	2	1	2		1		2	8

6.1.13. Employment Equity Goals for the next Five years are the following for people with disabilities per district

iii. Dr Kenneth Kaunda

LEVELS	FEMALES				MALES				TOTAL
	A	C	I	W	A	C	I	W	
11		1							1
10	1		1					1	3
7						2		1	3
3				1					1
2		1					1		2
GRAND TOTAL	1	2	1	1		2	1	2	10

6.1.13. Employment Equity Goals for the next Five years are the following for people with disabilities per district

iv. Dr Ruth Segomotsi Mompati

LEVELS	FEMALES				MALES				TOTAL
	A	C	I	W	A	C	I	W	
11		2					1		3
10				1					1
9				1					1
8						1			1
6								1	1
5							1		1
3	1								1
GRAND TOTAL	1	2		2		1	2	1	9

6.1.13. Employment Equity Goals for the next Five years are the following for people with disabilities per district

v. Bojanala Platinum

LEVELS	FEMALES				MALES				TOTAL
	A	C	I	W	A	C	I	W	
12				1					1
11							1		1
10								1	1
8						1			1
6		1		2					3
2	1						1		2
GRAND TOTAL	1	1		3		1	2	1	9

7. PRINCIPLES TO BE ADHERED TO IN ORDER TO ACHIEVE THE STATED GOALS /TARGETS

- (a) No person shall be appointed to a position unless he/she is suitably qualified for the job as defined in the Act.
- (b) Suitably qualified people from the most under represented groups shall be given preferential consideration in the filling of posts.
- (c) Where more than one person is being considered for a post, the person from the category within the groups which is most under represented within that occupational level of the organisation's workforce shall be preferred.
- (d) Where the application of clause (c) above does not provide a clear solution in choosing between persons, merit shall be applied as the overriding criteria in making the appointment.
- (e) The Department will at no stage create an absolute barrier to the prospective continued employment or advancement of people who are not from the designated groups.

8. DURATION OF THE PLAN (Section 20 (2) (e))

The duration of this plan is for five years (effective from 01 January 2010 to 31 December (2014))

9. INTERNAL DISPUTE PROCEDURES (Section 20 (2) (g))

Any disputes about the interpretation or implementation of this plan will be dealt with in terms of existing dispute procedures.

10. MONITORING AND IMPLEMENTATION (Section 20 (2) (f))

The Department commits itself to the programme of monitoring and evaluation of the Employment Equity Plan and its implementation over the next five years.

Progress report on the implementation of Employment Equity will be provided on a quarterly basis to the Departmental Management Committee and the Employment Equity Committee, including annual reporting to Department of Labour.

APPROVED/~~NOT APPROVED~~



MS M. R. NTSHABELE
ACTING HEAD OF DEPARTMENT

10/1/2010
DATE