

## **DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT**

### **EMPLOYMENT EQUITY PLAN FOR THE**

**PERIOD: 2013-2014**

#### **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 is to create a balance between achieving compliance and increased performance through embracing the spirit of equity.

This reviewed Employment Equity Plan is the fifth plan during this five year term. The fourth plan was approved on the 10 September 2012 as, there is a need to review/update it annually in terms of the confirmed workforce.

##### **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 Act (EE), 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 must incorporate employment equity obligations.

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**1** Reviewed 2013/2014 Employment Equity Plan for the Department of Public Works, Roads and Transport.

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). This Employment Equity Plan is thus 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 fulfill 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)**

- 4.1 All employment practices and human resource processes shall be regularly aligned with employment equity requirements and objectives.
- 4.2 The Executing Authority and her/his delegates 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.
- 4.3 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.

- 4.4 For Districts, the Deputy Directors-HRM in the districts will ensure that the advertisements are placed where they are accessible to all employees.
- 4.5 The presence of the EE representatives in the recruitment process will be maintained to monitor compliance.
- 4.6 Shortlisting/selection criteria shall be based on the inherent requirements of the job as reflected in the advertisement. Shortlisting will be, as much as possible, conducted by a representative panel and the same panel will be maintained to a larger extent for the purpose of conducting interviews.
- 4.7 The Department will do everything possible to create an affirming work environment for all employees that is free from unfair discrimination on the basis of gender and disability.
- 4.8 Job descriptions will be developed for all posts for the purpose of role clarification.
- 4.9 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.
- 4.10 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 PERCEIVED 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 are 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,	All employees to be trained or

epilepsy etc.)

workshopped on how to live/work with people who are HIV positive, epileptic and living with other diseases.

## 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 The following tables depict the departmental workforce profile:

6.1 Departmental current profile in respect of Salary Levels, Race and Gender:

SL	FEMALE				Total	MALE				Total	GRAND TOTAL	Vacancies
	A	C	I	W		A	C	I	W			
1												
2	230	2			232	607	1		2	610	842	162
3	114				114	658	2		6	666	780	213
4	27	1	1	1	30	203	6		7	216	246	78
5	126	2		5	133	295	3		17	315	448	45
6	82			8	90	197	1		9	207	297	79
7	90	1		10	101	143	2		18	163	264	72
8	111			13	124	128	1	1	11	141	265	74
9	59			4	63	75			1	76	139	59
10	3	2			5	37			3	40	45	27
11	17	2	1	1	21	27		1	5	33	54	39
12	11			2	13	14		1	2	17	30	22
13	5			1	6	17			1	18	24	2
14	2	1			3	2				2	5	4
15						1				1	1	
GRAND TOTAL	877	11	2	45	935	2404	16	3	82	2505	3440	882

The table above depicts the overall workforce as well as the vacancies for the Department according to gender, race and salary levels. Below are the workforce profiles emanating from the overall table per five districts including head office.

5 Reviewed 2013/2014 Employment Equity Plan for the Department of Public Works, Roads and Transport.

### 6.2.1 WORKFORCE PROFILE PER DISTRICT:

#### i. HEAD OFFICE WORKFORCE PROFILE (As a District)

SALARY LEVEL	AFRICAN		COLOURED		INDIAN		WHITE		GRAND TOTAL
	F	M	F	M	F	M	F	M	
1									
2	67	60							1127
3	53	38							91
4	11	16							27
5	40	39	1				2	1	83
6	30	42							72
7	48	39	1						88
8	65	37		1			1		104
9	43	36					1		80
10	2	9							11
11	10	21	1			1		1	34
12	9	12				1	2	1	25
13	5	14					1	1	21
14	2	1							3
15		1							1
<b>TOTAL</b>	<b>385</b>	<b>366</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>7</b>	<b>4</b>	<b>768</b>

ii. NGAKA MODIRI MOLEMA WORKFORCE PROFILE

SALARY LEVEL	AFRICAN		COLOURED		INDIAN		WHITE		GRAND TOTAL
	F	M	F	M	F	M	F	M	
2	32	179							211
3	24	221						1	246
4	5	54						2	61
5	30	103	1	1				5	140
6	18	79					2	2	101
7	15	48						1	64
8	18	33					1		52
9	6	12							18
10		8							8
11	2	1						2	5
12	1	2							3
13	1	1							2
<b>TOTAL</b>	<b>152</b>	<b>741</b>	<b>1</b>	<b>1</b>			<b>3</b>	<b>13</b>	<b>911</b>



iii. DR KENNETH KAUNDA WORKFORCE PROFILE

SALARY LEVEL	AFRICAN		COLOURED		INDIAN		WHITE		GRAND TOTAL
	F	M	F	M	F	M	F	M	
2	20	67	1	1				2	91
3	1	109		2				4	116
4	2	53	1	4				4	64
5	15	23		1			3	9	51
6	3	7		1			3	7	21
7	6	7		1			7	10	31
8	4	6					10	9	29
9	1	7					1	1	10
10	1	4	1					2	8
11	2	1	1		1		1		6
12									
13		1	1						2
14									
TOTAL	55	285	5	10	1		25	48	429



**1V. DR RUTH SEGOMOTSI MOMPATI WORKFORCE PROFILE**

SALARY LEVEL	AFRICAN		COLOURED		INDIAN		WHITE		GRAND TOTAL
	F	M	F	M	F	M	F	M	
1									
2	69	176	1						246
3	16	123							139
4	5	54		1	1		1	1	63
5	16	58		1					75
6	15	29					1		45
7	10	23		1			1	2	37
8	7	23				1	1		32
9	5	11					1		17
10		6						1	7
11	1	1						1	3
12	1								1
13		2							2
<b>TOTAL</b>	<b>145</b>	<b>506</b>	<b>1</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>5</b>	<b>5</b>	<b>667</b>

### V. BOJANALA WORKFORCE PROFILE

SALARY LEVEL	AFRICAN		COLOURED		INDIAN		WHITE		GRAND TOTAL
	F	M	F	M	F	M	F	M	
1									
2	42	125							167
3	19	165						1	185
4	3	25							28
5	28	72						2	102
6	16	40					2		58
7	10	25					2	5	42
8	17	28						1	46
9	4	9					1		14
10		9	1						10
11	2	4						1	7
12								1	1
13								1	1
14		1							1
<b>TOTAL</b>	<b>141</b>	<b>503</b>	<b>1</b>				<b>5</b>	<b>12</b>	<b>662</b>

### 6.2.2 Disability representivity (Employed personnel)

SALARY LEVEL	AFRICAN		COLOURED		INDIAN		WHITE		TOTAL
	F	M	F	M	F	M	F	M	
2		1							1
3	2	4						1	7
4	0								
5		3		1					4
6	1	2							3
7	0	3						1	4
8		3							3
9		1							1
10		1							1
TOTAL	3	18		1				2	24

Total staff complement: 3440      disability required target: 2% = 70  
 % achieved on disability: 0, 70% = 29 difference (Gap): 1, 30% = 41

### 6.2.3 Employed Technical Staff

SL	FEMALE				MALE				GRAND TOTAL
	A	C	I	W	A	C	I	W	
1									
2	16	1		2	533	8		54	614
3	7				279				286
4					58				58
5	2				107			1	110
6	6				103		1	1	111
7	14				39			1	54
8	16	1			23				40
9	9				17				26
10	4				19			1	24
11	4				1				5
12	2				9	1			12
13	1				2				3
14					3				3
15									
GRAND TOTAL	81	2		2	1193	9	1	58	1346

11 Reviewed 2013/2014 Employment Equity Plan for the Department of Public Works, Roads and Transport.

#### 6.2.4 Senior Management Service (SL 13-15)

The current (August 2013) SMS status in the Department:

SL	FEMALE				MALE				Total	Vacant Posts
	A	C	I	W	A	C	I	W		
13	5		--	1	17	--	--	1	23	1
14	2	1	--	--	2	--	--	--	5	3
15					1				1	
Grand Total	7	1	0	1	20	0	0	1	30	4

Males : 21(70%) (+20%)      Females: 9 (30%)    Gap=12 (-20%)      Disability: 0  
Gap = 2%

**Note:** Males are more than 50% required by 20% and females are less by 20% to make up 50% as required.

The revised National EE targets for women in Senior Management level is 50% by 31 March 2014.



**6.2.5 RACE AND GENDER WORKFORCE PROFILE IN TERMS OF  
OCCUPATIONAL LEVELS**

OCCUPATIONAL LEVEL	AFRICAN		COLOURED		INDIAN		WHITE		GRAND TOTAL	VACANCIES
	F	M	F	M	F	M	F	M		
TOP MANAGEMENT(14-15)	2	3	1	0	0	0	0	0	6	4
SENIOR MANAGEMENT (13)	5	17	0	0	0	0	1	1	24	2
PROFESSIONALLY QUALIFIED AND EXPERIENCED SPECIALISTS AND MID-MANAGEMENT (11-12)	28	41	2	0	1	2	3	7	84	61
SKILLED TECHNICAL AND ACADEMICALLY QUALIFIED WORKERS-JUNIOR MANAGEMENT-SUPERVISORS- FOREMEN- AND SUPERINTENDENTS (6-10)	345	580	3	4	0	1	35	42	1010	311
SEMI-SKILLED AND DISCRETIONARY DECISION MAKING (3-5)	267	1156	3	11	1	0	6	30	1474	336
UNSKILLED AND DEFINED DECISION MAKING (1-2)	230	607	2	1	0	0		2	842	168
<b>GRAND TOTAL</b>	<b>877</b>	<b>2404</b>	<b>11</b>	<b>16</b>	<b>2</b>	<b>3</b>	<b>45</b>	<b>82</b>	<b>3440</b>	<b>882</b>

**6.2. THE FOLLOWING TABLES DEPICT THE NATIONAL STATISTICS ON  
NATIONAL POPULATION DISTRIBUTION:**

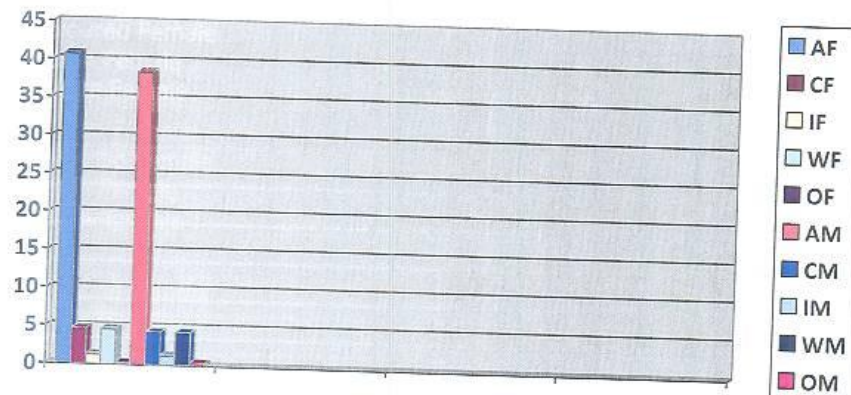
**6.2.1 National demographics on population distribution (AS AT 2012)**

National Demographics on population distribution	Female					Male					Total
	A	C	I	W	O	A	C	I	W	O	
	40.73	4.61	1.24	4.60	0.21	38.46	4.30	1.25	4.31	0.33	
											100

**Hint:-**

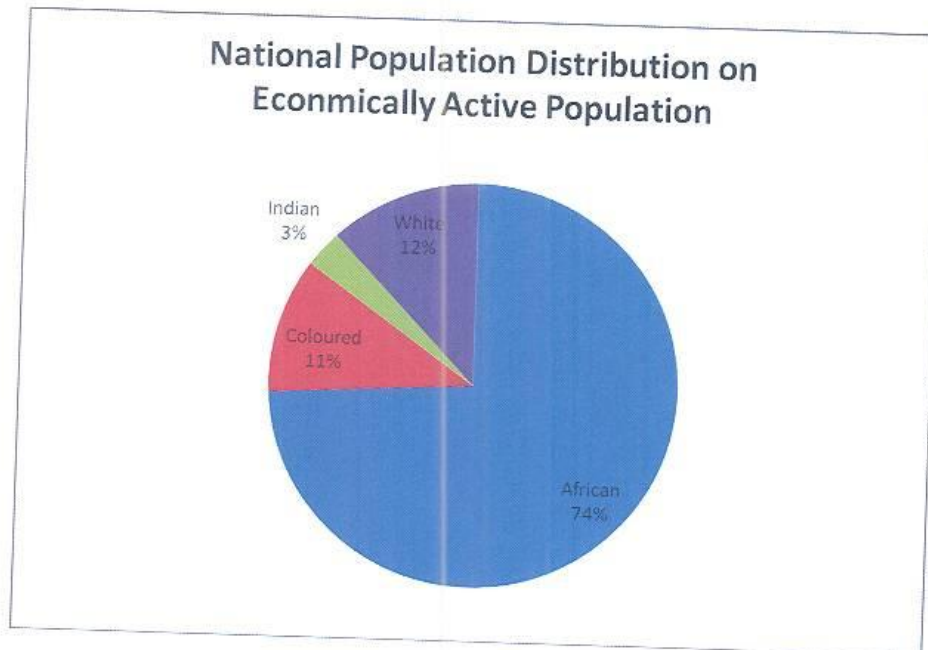
OF = Other Female  
AF = African Female  
CF = Coloured Female  
IF = Indian Female  
WF = White Female

OM = Other Male  
AM = African Male  
CM = Coloured Female  
IM = Indian Male  
WM = White Male



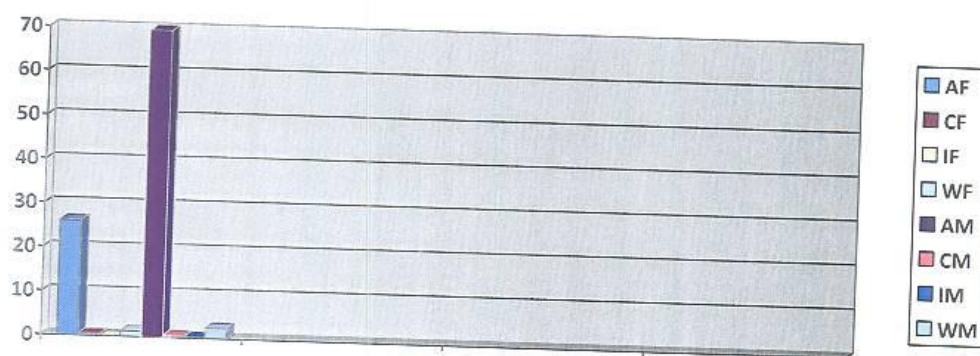
### 6.2.2. National population distribution

National Population distribution on Economically Active Population(2012)	FEMALE				MALE				Total
	A	C	I	W	A	C	I	W	
	34,7	4,9	1,1	5,3	39,4	5,9	1,9	6,8	



### 6.2.3. Departmental race and gender representation

Departmental race and gender representation (2013 SEP)	Female				Male				Total
	A	C	I	W	A	C	I	W	
	26,05	0,32	0,06	1,29	69,37	0,46	0,09	2,36	



The department has used the 2012 National demographics of Economic Active Population (EAP in this reporting term) to determine the numerical goals and targets that must be pursued in order to achieve the required level of representivity of designated groups in the workforce of the department.

As can be seen from the profiles above, the male population for the African race group is over-represented, while the Female profiles for all race groups, are generally under-represented. This also seems to be the case across all job levels and categories.

Numerical goals have been set in an attempt to rectify this situation to enable a more equitable representation across all levels and categories for race and gender groups. This then also implies that more males for other race groups (except Africans) need to be employed in the other levels and categories.



### 6.2.2. NATIONAL TARGETS

Salary Level	Female					Male					Grand Total
	A	C	I	W	Total	A	C	I	W	Total	
National Targets	50% of workforce					50% of workforce					
Achieved Departmental targets	26,05%	0,32%	0,06%	1,29%	27,72%	69,37%	0,46%	0,09%	2,36%	72,28%	100%
Difference	+12%	+4,7%	+1,07%	+3,9%	+22,28%	-33,2%	+49,5	+49,91%	+47,23%	-22,28%	
1 Year goal	181	136	100	148	565	56	106	64	91	317	882
Annual Targets towards 1 Year goal	181	136	100	148	565	56	106	64	91	317	882
District/T	36	27	20	30	113	11	21	13	18	63	176

### LAST YEAR GOALS

SL	FEMALE				MALE				Total Vacancies
	A	C	I	W	A	C	I	W	
1			2			2			6
2	35	20	15	25	5	18	15	29	162
3	45	38	20	30	17	25	10	28	213
4	15	10	10	15	5	15	5	3	78
5	10	6	5	8	2	5	6	3	45
6	15	10	10	15	5	15	5	4	79
7	15	11	10	10	7	6	6	7	72
8	15	17	9	17	4	3	4	5	74
9	12	10	7	10	5	6	5	4	59
10	5	5	4	6	2	2	1	2	27
11	8	5	4	7	3	5	4	3	39
12	5	3	2	4	1	3	3	1	22
13		1	1						2
14	1		1	1		1			4
15	0	0	0	0	0	0	0	0	
TOTAL	181	136	100	148	56	106	64	91	882

6.2.6 From the currently existing vacancies (if the position remains unchanged), Employment Equity Numerical Goals for the last year will be as follows:

SL	FEMALE				MALE				Total
	A	C	I	W	A	C	I	W	
1			2			2		2	6
2	35	20	15	25	5	18	15	29	162
3	45	38	20	30	17	25	10	28	213
4	15	10	10	15	5	15	5	3	78
5	10	6	5	8	2	5	6	3	45
6	15	10	10	15	5	15	5	4	79
7	15	11	10	10	7	6	6	7	72
8	15	17	9	17	4	3	4	5	74
9	12	10	7	10	5	6	5	4	59
10	5	5	4	6	2	2	1	2	27
11	8	5	4	7	3	5	4	3	39
12	5	3	2	4	1	3	3	1	22
13		1	1						2
14	1		1	1		1			4
15	0	0	0	0	0	0	0	0	
Grand Total	181	136	100	148	56	106	64	91	882

6.2.7 Departmental desired (projected) employment equity numerical targets

Milestones for the 2013/2014

SL	FEMALE				MALE				TOTAL
	A	C	I	W	A	C	I	W	
1			2			2		2	6
2	35	20	15	25	5	18	15	29	162
3	45	38	20	30	17	25	10	28	213
4	15	10	10	15	5	15	5	3	78
5	10	6	5	8	2	5	6	3	45
6	15	10	10	15	5	15	5	4	79
7	15	11	10	10	7	6	6	7	72
8	15	17	9	17	4	3	4	5	74
9	12	10	7	10	5	6	5	4	59
10	5	5	4	6	2	2	1	2	27
11	8	5	4	7	3	5	4	3	39
12	5	3	2	4	1	3	3	1	22
13		1	1						2
14	1		1	1		1			4
15	0	0	0	0	0	0	0	0	
GRAND TOTAL	181	136	100	148	56	106	64	91	882

**6.2.8 Departmental Desired (projected) employment equity numerical goals for People with Disability for the last year**

SALARY LEVEL	AFRICAN		COLOURED		INDIAN		WHITE		TOTAL
	F	M	F	M	F	M	F	M	
2	2	1	2	2	1		1	3	12
3	2	1	2	1	1	1	1	1	10
4	3	3	2	1			1		10
5	3	2	1	1		1	1	1	10
6	2	2	1	1			1	1	8
7	2	2	1					1	6
8	2	1		2					5
9	2	1					1	1	5
10	1	1	1		1		1		5
11	1								1
12	1								1
13							1		1
14			1						1
<b>TOTAL</b>	<b>21</b>	<b>14</b>	<b>11</b>	<b>8</b>	<b>3</b>	<b>2</b>	<b>8</b>	<b>8</b>	<b>75</b>

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

- No person shall be appointed to a position unless he/she is **suitably qualified** for the job as defined in the Act.
- Suitably qualified people from the most **under-represented groups** shall be given preferential consideration in the filling of posts.
- 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.
- Where the application of clause (c) above does not provide a clear solution in choosing among 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.

**7 DURATION OF THE PLAN [Section 20 (2) (e) of the Employment Equity Act]**

The duration of this plan is for one year (effective from 01 November 2013 to 31 October 2014, reviewed annually).

**8 INTERNAL DISPUTE PROCEDURES [(Section 20 (2) (g) of the Employment Equity Act)]**

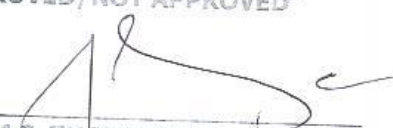
Any disputes about the interpretation or implementation of this plan will be dealt with in terms of existing dispute procedures.

**9 MONITORING AND IMPLEMENTATION [(Section 20 (2) (f) of the Employment Equity Act)]**

This plan commits senior managers to the programme of monitoring and evaluating the Employment Equity Plan and its implementation over the next year.

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

**APPROVED/NOT APPROVED**

  
**MR. M.S. THOBAKGALE**  
**HEAD OF THE DEPARTMENT**

**DATE**

