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Department:
Public Works; Roads and Transport
North West Provincial Government
Republic of South Africa

Modiri Molema Road
Old Parliament Complex
Provincial Head Office
Mmabatho, 2735
Private Bag X 2080, Mmabatho, 2735
Tel.: +27 (18) 387 2288
Fax: +27 (18) 387 2425
Website: www.nwpg.gov.za/publicworks

DIRECTORATE: HUMAN RESOURCE MANAGEMENT

Enquiries: Lucy Nkopo
Contacts: (018) 388 4250


TO : HEAD OF DEPARTMENT
FROM : CHIEF DIRECTOR – CORPORATE SERVICES
**SUBJECT : REQUEST TO APPROVE THE REVIEWED DEPARTMENTAL
EMPLOYMENT EQUITY PLAN**

1. BACKGROUND

- 1.1. The Department of Public Works, Roads and Transport is one of the designated employer according to the Employment Equity Act 55 of 1998.
- 1.2. This employment Equity Plan is the third during its five year term. The second was approved on the 20 September 2011. Thus there is a need to review/update it annually in terms of the confirmed workforce.

2. RECOMMENDATIONS


- 2.1. It is hereby requested that the Head of Department approves the attached revised Employment Equity Plan (Page 21).


Mr. P.J. Moremedi
Director - HRM

29-08-2012
Date


Ms. N.M.G. Mfikwe
CD – Corporate Services

29/08/2012
Date


Mr. M.S. Thobakgale
Acting Head of Department

10/09/2012
Date

DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT

EMPLOYMENT EQUITY PLAN FOR THE

PERIOD: 2012-2014

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 third plan during this five year term. The second plan was approved on the 29 September 2011 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.

1 | Reviewed 2012/2013 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	Employees should be trained on diversity management.
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	All employees to be trained in diversity management. This can be in the form of capacity building or awareness workshop.
6. Health discrimination (HIV and AIDS, epilepsy etc.)	All employees to be trained or 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					MALE					GRAND TOTAL	Vacancies
	A	C	I	W	Total	A	C	I	W	Total		
1	8				8	6				6	14	6
2	233	1			234	751	3		4	758	992	444
3	63				63	601	5		10	616	679	239
4	110	1		2	113	262	2		19	283	386	144
5	56	1		3	60	208	3		13	224	284	91
6	95			15	110	189	1		2	192	302	92
7	92	1		11	104	148	2		24	174	278	78
8	96			7	103	103	1	1	9	114	181	76
9	56	1		4	61	70			2	72	133	41
10	10	2			12	37			4	41	53	20
11	14	2	1	1	18	21		1	6	28	46	13
12	12			2	14	15		1	3	19	33	16
13	6	1		1	8	14			1	15	23	4
14	4				4	3				3	7	
15						1				1	1	
GRAND TOTAL	855	10	1	46	912	2429	17	3	97	2546	3458	1265

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.

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	95	75							170
3	29	33							62
4	38	32							70
5	34	41	1	1			1	1	79
6	36	29							65
7	51	36	1	1					89
8	60	30		1			1	1	93
9	41	32	1				1		75
10	10	11	1						22
11	6	12			1	1		2	22
12	10	12				1	2	1	26
13	6	12					1		19
14	4	3							7
15		1							1
TOTAL	420	359	4	3	1	2	6	5	800

ii. **NGAKA MODIRI MOLEMA WORKFORCE PROFILE**

SALARY LEVEL	AFRICAN		COLOURED		INDIAN		WHITE		GRAND TOTAL
	F	M	F	M	F	M	F	M	
2	46	247							293
3	13	175		1				1	190
4	26	67	1	1				6	101
5	5	80						4	89
6	26	83					2		111
7	12	51					1	2	66
8	13	26							39
9	6	13						1	20
10		7							7
11	3	1						2	6
12	1	3							4
13	1	1							2
TOTAL	152	754	1	2			3	16	928

iii. DR KENNETH KAUNDA WORKFORCE PROFILE

SALARY LEVEL	AFRICAN		COLOURED		INDIAN		WHITE		GRAND TOTAL
	F	M	F	M	F	M	F	M	
2	22	92	1	3				4	122
3	2	133		3				6	144
4	11	40		1			2	10	64
5	5	11		1			1	6	24
6	3	7		1			9	2	22
7	5	7		1			6	15	34
8	4	8					6	5	23
9	2	9					1	1	13
10		2	1					2	5
11	2	1	1		1		1		6
12									
13		1	1						2
TOTAL	56	311	4	10	1		26	51	459

1V. DR RUTH SEGOMOTSI MOMPATI WORKFORCE PROFILE

SALARY LEVEL	AFRICAN		COLOURED		INDIAN		WHITE		GRAND TOTAL
	F	M	F	M	F	M	F	M	
1	3	2							5
2	28	163							191
3	9	111		1				2	123
4	12	62						1	75
5	5	44		1				1	51
6	15	31					1		47
7	9	25		1			3	2	40
8	7	20				1			28
9	5	10					1		16
10		7						2	9
11	1	3						1	5
12	1							1	2
13		1							1
TOTAL	95	479		3		1	5	10	593

V. BOJANALA WORKFORCE PROFILE

SALARY LEVEL	AFRICAN		COLOURED		INDIAN		WHITE		GRAND TOTAL
	F	M	F	M	F	M	F	M	
1	5	4							9
2	42	174							216
3	10	149						1	160
4	23	61						2	86
5	7	32					1	1	41
6	15	39					3		57
7	15	29					1	5	50
8	12	25						3	40
9	2	6					1		9
10		10							10
11	2	4						1	7
12								1	1
13		1						1	2
TOTAL	133	534					6	15	688

6.2.2 Disability representivity (Employed personnel)

SALARY LEVEL	AFRICAN		COLOURED		INDIAN		WHITE		TOTAL
	F	M	F	M	F	M	F	M	
2	1	3							4
3	1	4		1				1	7
4	0	2							2
5		2							2
6	1	2							3
7	0	5						1	6
8		3							3
9		1							1
10		1							1
TOTAL	3	23		1				2	29

Total staff complement: **3458** disability required target: 2% = 70
 % achieved on disability: 0, 84% = 29 difference (Gap): 1, 16% = 41

6.2.3 Employed Technical Staff

SL	FEMALE				MALE				GRAND TOTAL
	A	C	I	W	A	C	I	W	
1	4				4				8
2	59	1			596	3		4	663
3	3				388	4		7	402
4					36			7	43
5	8				138	2		10	158
6	11				147	1		2	161
7	4				99	1		21	125
8	4			2	67			7	80
9	4				35			2	41
10					31			4	35
11					2			3	5
12	2				7		1	3	13
13	2				3				5
14	1				1				2
GRAND TOTAL	102	1		2	1554	11	1	70	1741

11 Reviewed 2012/2013 Employment Equity Plan for the Department of Public Works, Roads and Transport.

6.2.4 Senior Management Service (SL 13-15)

The current (May 2012) SMS status in the Department:

SL	FEMALE				MALE				Total	Vacant Posts
	A	C	I	W	A	C	I	W		
13	6	1	--	1	14	--	--	1	23	4
14	4	--	--	--	3	--	--	--	7	
15					1				1	
Grand Total	10	1	0	1	18	0	0	1	31	4

Males : 19 (61%) (+11%) Females: 12 (39%) Gap=7 (-11%) Disability: 0
Gap = 2%

Note: Males are more than 50% required by 11% and females are less by 11% 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		COLOUR ED		INDIAN		WHITE		GRAND TOTAL	VACANCIES
	F	M	F	M	F	M	F	M		
TOP MANAGEMENT(14-15)	4	4	0	0	0	0	0	0	8	
SENIOR MANAGEMENT (13)	6	14	1		0	0	1	1	23	5
PROFESSIONALLY QUALIFIED AND EXPERIENCED SPECIALISTS AND MID-MANAGEMENT (11-12)	27	43	1			2	4	9	86	29
SKILLED TECHNICAL AND ACADEMICALLY QUALIFIED WORKERS-JUNIOR MANAGEMENT-SUPERVISORS- FOREMEN- AND SUPERINTENDENTS (6-10)	343	575	3	4		1	37	40	1003	307
SEMI-SKILLED AND DISCRETIONARY DECISION MAKING (3-5)	217	1074	1	9	0	0	6	42	1349	474
UNSKILLED AND DEFINED DECISION MAKING (1-2)	238	758	2	3	0	0		4	1005	450
GRAND TOTAL	835	2468	8	16		3	48	96	3474	1265

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

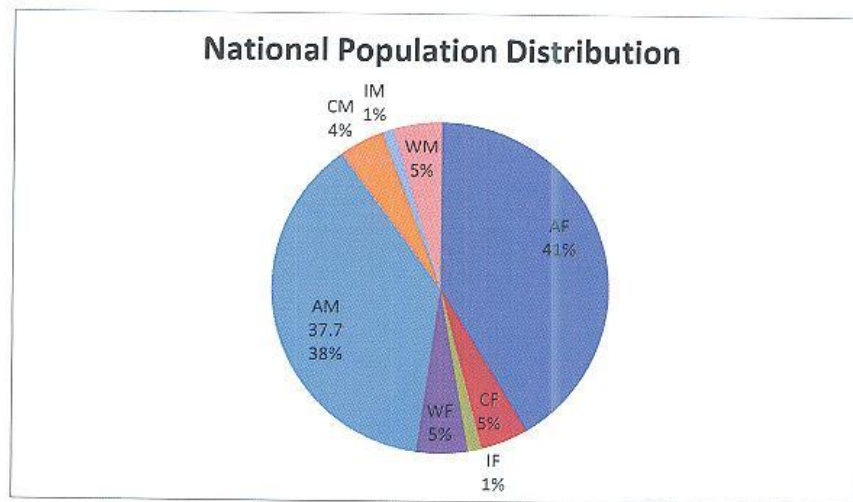
6.2.1 National demographics on population distribution (AS AT 2008)

National Demographics on population distribution	Female				Male				Total
	A	C	I	W	A	C	I	W	
	41.3	4.6	1.3	5.0	37.7	4.3	1.2	4.6	
	100								

Hint:-

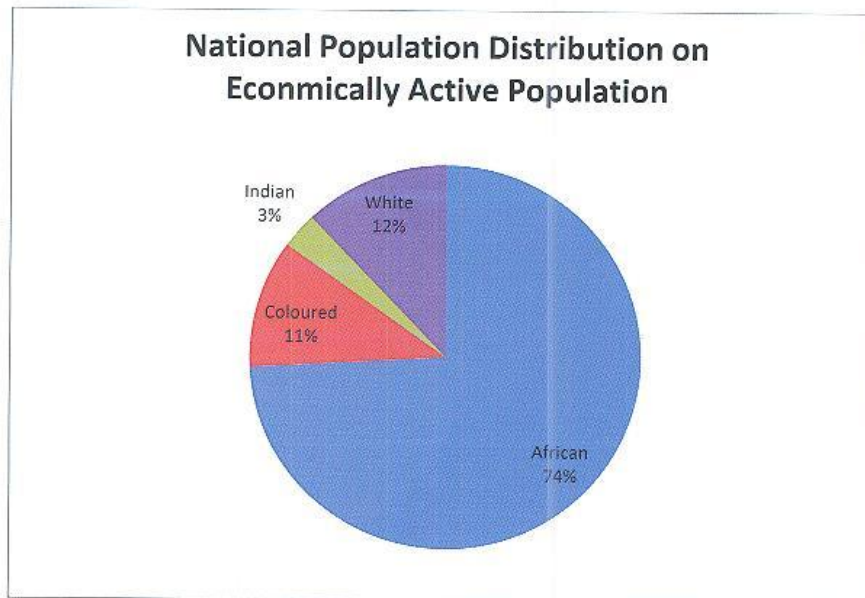
AF = African Female
CF = Coloured Female
IF = Indian Female
WF = White Female

AM = African Male
CM = Coloured Male
IM = Indian Male
WM = White Male



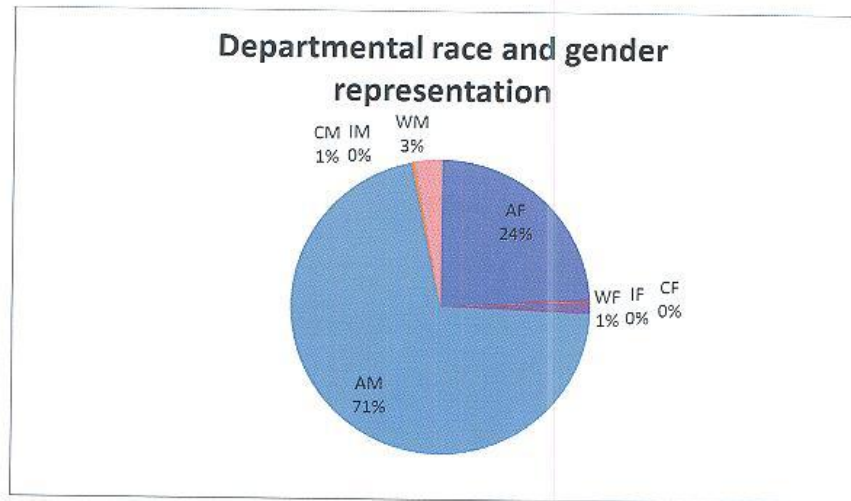
6.2.2. National population distribution

National Population distribution on Economically Active Population(2008)	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 (2012 May)	Female				Male				Total
	A	C	I	W	A	C	I	W	
	24.04	0,21	0,03	1,35	71.05	0,46	0,09	2,77	



The department has used the 2008 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	Vacancies
	A	C	I	W	Total	A	C	I	W	Total		
National Targets	50% of workforce					50% of workforce						
Achieved Departmental targets	24.04 %	0,21%	0,03%	1,35 %	25,6 3%	71.0 5%	0,46 %	0,09 %	2,77 %	74.37 %	100%	
Difference	+12%	+4,7%	+1,07 %	+3,9 %	+24.3 7%	- 33,2 %	+ 49.5	+49,9 1%	+47,2 3%	- 24.37 %		
3 Year goal	309	186	123	169	787	3	174	141	160	477	1265	
Annual Targets towards 3 Year goal	96	58	37	55	246	3	62	44	71	180	426	
District/T	19	12	7	11	49	1	12	9	14	36	85	

THREE YEAR GOALS

SL	FEMALE				MALE				Total Vacancies
	A	C	I	W	A	C	I	W	
1			2			2		2	6
2	101	66	49	51	3	60	59	55	444
3	56	39	23	35	0	36	21	29	239
4	33	19	10	27	0	18	17	20	144
5	29	12	6	13	0	10	10	11	91
6	29	12	9	10	0	11	11	10	92
7	24	11	6	7	0	12	7	11	78
8	17	13	6	12	0	11	5	12	76
9	9	6	5	6	0	5	5	5	41
10	4	4	2	3	0	4	2	1	20
11	2	1	3	2	0	2	2	1	13
12	3	2	2	2	0	2	2	3	16
13	2	1	0	1	0	1	0	0	5
14	0	0	0	0	0	0	0	0	0
15	0	0	0	0	0	0	0	0	0
TOTAL	309	186	123	169	3	173	141	160	1265

17 Reviewed 2012/2013 Employment Equity Plan for the Department of Public Works, Roads and Transport.

6.2.6 From the currently existing vacancies (if the position remains unchanged), Employment Equity Numerical Goals for the next three (3) years will be as follows:

SL	FEMALE				MALE				Total
	A	C	I	W	A	C	I	W	
1									0
2	63	42	30	28	39	33	38	23	296
3	36	28	18	25	0	24	15	14	160
4	21	13	8	20	0	10	12	12	96
5	23	7	6	9	0	6	6	7	64
6	22	7	6	4	0	8	8	5	60
7	18	6	4	4	0	8	4	8	52
8	12	9	4	9	0	7	2	7	50
9	7	3	4	4	0	4	3	3	28
10	3	3	1	2	0	3	1	1	14
11	1	1	2	1	0	1	1	1	8
12	4	3	2	3	0	3	2	2	19
13	0	0	0	0	0	0	0	0	0
14	0	0	0	0	0	0	0	0	0
15	0	0	0	0	0	0	0	0	0
Grand Total	209	122	85	109	39	109	92	83	847

6.2.7 Departmental desired (projected) employment equity numerical targets

Milestones for the 2012/2013

SL	FEMALE				MALE				TOTAL
	A	C	I	W	A	C	I	W	
1			2			2		2	6
2	32	17	15	17	3	22	17	25	148
3	20	11	5	10	0	12	6	15	80
4	12	6	2	7	0	8	5	8	48
5	6	5	3	4	0	4	4	4	30
6	7	4	3	5		3	3	5	30
7	6	5	2	3	0	4	3	3	26
8	5	4	2	3		4	2	5	25
9	3	3	1	2		1	2	2	14
10	1	1	1	1		1	1	1	7
11	1		1	1			1		4
12	1	1		1		1		1	5
13	2	1		1		1			5
GRAND TOTAL	96	58	37	55	3	62	44	71	428

6.2.8 Departmental Desired (projected) employment equity numerical goals for People with Disability for three years

SALARY LEVEL	AFRICAN		COLOURED		INDIAN		WHITE		TOTAL
	F	M	F	M	F	M	F	M	
2				2					2
3	1	1	2	1					5
4		3	2						5
5	1	2		1					4
6	2	2					1	1	6
7	2	2	1					1	6
8	2	2		2					6
9	2	1					1	1	5
10									
11	1								1
12									
13							1		1
TOTAL	11	13	5	6			3	3	41

6. 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 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 three years (effective from 01 April 2012 to 31 March (2015), 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 three years.

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
ACTING HEAD OF DEPARTMENT**

05/09/2012

DATE