



Province of the
EASTERN CAPE
COOPERATIVE GOVERNANCE
& TRADITIONAL AFFAIRS

**EMPLOYMENT EQUITY PLAN
01 DECEMBER 2023 TO 30 NOVEMBER 2028**



PLEASE READ THIS FIRST



DEPARTMENT OF LABOUR

PURPOSE OF THIS FORM

Designated employers are expected to complete this template in order to comply with Section 19, which must include an analysis of their workforce profile, policies, procedures, practices and environment.

Section 19(1) of the EEA requires a designated employer to conduct an analysis as prescribed, of its employment policies, practices, procedures and the working environment in order to identify employment barriers which adversely affect people from designated groups.

Section 19(2) indicates that the analysis must include a profile to determine the under-representation of people from the designated groups in the various occupational levels in the workforce.

**ANALYSIS OF WORKFORCE PROFILE
(Section 19)**

Employer Details

Trade name : **Cooperative Governance & Traditional Affairs**

DTI Registration name : **N/A**

PAYE/SARS No : **7740726460.**

EE Ref No : **N/A**

Industry/Sector : **Community, Social and Personal Services**

Province : **Eastern Cape.**

Tel No : **040 940 7193**

Fax No : **N/A**

Postal address : **Private Bag X 0035
BHISHO
5605**

Physical address : **Tyamzashe Building
Phalo Avenue
Bhisho
5605**

Province : **Eastern Cape**

Name & Surname of the CEO/Accounting Officer
Mr. Vuyo Mlokothi

Email address: vuyo.mlokothi@eccoqta.gov.za

ANALYSIS: SECTION 19

A designated employer is required to conduct an analysis of their workplaces.

According to section 19(1) of the Employment Equity Act, a designated employer must conduct an analysis as prescribed, of its employment policies, practices, procedures and the working environment in order to identify employment barriers, which adversely affect people from designated groups;

In order for a designated employer to comply with this provision, the following template should be utilized to furnish the required information.

1.1. BARRIERS AND AFFIRMATIVE ACTION MEASURES (policies, procedures and/or practice)

In order to conduct an analysis of policies, procedures and/or practice, barriers are identified and proposed affirmative action measures established to respond to such barriers. Please note that the information below serves as a baseline to inform the 'Barriers and Affirmative Action measures (non-numerical goals) in the Employment Equity Plan (EE Plan).

CATEGORIES	BARRIERS AND AFFIRMATIVE ACTION MEASURES			PROPOSED AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)
	BARRIERS (PLEASE PROVIDE NARRATION)			
	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			(briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)
	POLICY	PROCEDURE	PRACTICE	
Recruitment			✓	<p>(briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)</p> <p>Non-adherence to Employment Equity targets especially to SMS positions.</p> <p>To issue a circular to enforce compliance with the set employment equity targets.</p> <p>Consideration of appointments of employees from all designated groups.</p> <p>All recruitment memoranda, as a rule, will have a section reporting on the consideration of EE by the selection committee.</p> <p>Panel members must consider appointment of designated groups.</p> <p>All line managers to be furnished with EE targets during the drafting of job profiles/specification for advertisement and during selection & interviews.</p> <p>To Implement Consequence Management for non-implementation of Employment Equity Plan.</p> <p>KPA for Senior Management to be inclusive of Employment Equity as a commitment in the HOD's 8 principles.</p>
Advertising positions				No identified barrier

BARRIERS AND AFFIRMATIVE ACTION MEASURES

CATEGORIES	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (PLEASE PROVIDE NARRATION) (briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	PROPOSED AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION) (briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)
	POLICY	PROCEDURE	PRACTICE		
Selection criteria				No identified barrier	
Appointments			✓	Appointments not in line with the EE Targets	Enforce implementation of the EE Targets.
Job classification and grading				No identified barrier	None
Remuneration and benefits				No identified barrier	None
Terms & conditions of employment				No identified barrier	None
Work environment and facilities	✓	✓	✓	Departments buildings do not accommodate the needs of people with disabilities.	The department must comply with reasonable accommodation requirements and solicit assistance from the Department of Public Works on areas that fall under its competence. Make provisioning for reasonable accommodation to meet the needs of employees from designated groups by: <ul style="list-style-type: none"> - Talking elevators - Parking reserved for Persons with Disabilities - Government vehicle designed for persons with disabilities where necessary.
Training and development			✓	Slow pace of implementation of training needs identified by employees Training and development focused on generic skills more than the core function. PMDS Policy is outdated. Delays in the PMDS assessments and payments	To improve the implementation of training and also to focus more on core function.
Performance and evaluation					To review the PMDS Policy To encourage employees to submit the required PMDS tools on time in order to expedite the process and ensure that payments are implemented on the 31 st July as prescribed by PMDS Circular.

BARRIERS AND AFFIRMATIVE ACTION MEASURES

CATEGORIES	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (PLEASE PROVIDE NARRATION) (briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category) There is no Succession Planning Programmes in place.	PROPOSED AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION) (briefly describe the affirmative action measures to be implemented in response to barriers identified for each category) To develop Succession Planning Plan To implement the approved Succession Plan Policy
	POLICY	PROCEDURE	PRACTICE		
Succession & experience planning		✓	✓		
Disciplinary measures				No identified barrier	
Retention of designated groups		✓	✓	To develop Business Process Mapping and Standard Operating Procedure for Attraction and Retention of Designated Groups.	Create conducive opportunities for promotion of Persons with Disabilities within the Department.
Corporate culture	✓	✓	✓	There is no Culture Change Plan	Culture Change Plan must be developed and implemented/ Change Management, Diversity.
Reasonable accommodation		✓	✓	There is inadequate reasonable accommodation of designated groups such as assistive devices for persons with disabilities, working environment.	Implementation of Reasonable Accommodation Policy
HIV&AIDS prevention and wellness programmes				The HIV and Aids Policy is outdated	To review HIV and Aids Policy
Assigned senior manager(s) to manage EE implementation				No identified barrier	None
Budget allocation in support of employment equity goals				There is no budget allocated to support EE Goals	Allocation of budget to support EE Goals
Time off for employment equity consultative committee to meet				No identified barrier	None

2. QUANTITATIVE ANALYSIS

Section 19(2) of the EEA requires that a designated employer must include a profile, as prescribed of the designated employer’s workforce within each occupational level in order to determine the degree of under-representation of people from designated groups in various occupational levels in that employer’s workforce.

In order for a designated employer to comply with this provision, the following template should be utilised to furnish the required information.

2.1 SNAPSHOT OF WORKFORCE PROFILE

Workforce profile Information contained in the two tables below in terms of race, gender and disability is as at **01 August 2023**. The first table contains information on all employees, including people with disabilities, and the second table only contains information on people with disabilities.

Table 1: Snapshot of all employees, including people with disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	3	0	0	0	0	0	0	0	0	0	3
Senior management	29	1	0		17	0	0	0	0	0	47
Professionally qualified and experienced specialists and mid-management	84	0	1	1	97	1	0	3	0	0	187
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	292	6	0	3	623	12	0	1	0	0	937
Semi-skilled and discretionary decision making	54	0	0	0	83	0	0	0	0	0	137
Unskilled and defined decision making	4	1	0	0	6	0	0	0	0	0	11
TOTAL PERMANENT	466	8	1	4	826	13	0	4	0	0	1322
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	466	8	1	4	826	13	0	4	0	0	1322

2.2 ANALYSIS OF WORKFORCE PROFILE BY OCCUPATIONAL LEVEL

The analysis is done separately for each occupational level and for each race and gender intersection in terms of African male, Coloured male, Indian male, White male, African female, Coloured female, Indian female, White male, Foreign National male and Foreign National female.

A similar analysis is done pertaining to the representation of people with disabilities (PWDs) without the Economically Active Population (EAP). The degree of under representation of the designated groups is determined by taking into account the Economically Active Population as outlined in the EEA8 of these regulations.

TOP MANAGEMENT

	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
EAP	44.0	6.0	0.5	2.8	38.1	6.0	0.4	2.2	0	0	100
ACTUAL	3	0	0	0	0	0	0	0	0	0	3
%	100	0	0	0	0	0	0	0	0	0	100

COMMENTS:

Age analysis was used in this category,

There is underrepresentation of coloured, Indian, Whites Male and underrepresentation females in all races. Age analysis was used to target underrepresented races and gender, in terms of replacement when the current ones retire then EE targets should apply in filling the vacant posts,

SENIOR MANAGEMENT

	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
EAP	44.0	6.0	0.5	2.8	38.1	6.0	0.4	2.2	0	0	100
ACTUAL	29	1	0	0	17	0	0	0	0	0	47
%	61.7	2.12	0	0	36.1	0	0	0	0	0	100

COMMENTS: There is overrepresentation of African males and underrepresentation of Colored Indian and White males.

On quarterly basis in all SMS meetings, a Presentation on the status quo of EE targets will be a standard item on the agenda to ensure that Head of Department, SMS is aware of areas of non-compliance.

PROFESSIONALLY QUALIFIED

	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
EAP	44.0	6.0	0.5	2.8	38.1	6.0	0.4	2.2	0	0	100
ACTUAL	84	0	1	1	97	1	0	3	0	0	187
%	44.9	0	0.5	0.5	51.8	0.5	0	0.9	0	0	100

COMMENTS: African and Indian males are well represented under this occupational level and there is No representation-coloured males and underrepresentation of white males.

Under Females all races are underrepresented with no representation of coloreds,
In all adverts a targeted race should be highlighted and ensure that in the shortlisting the panel is intentional in ensuring that the targeted race is shortlisted and interviewed.

SKILLED TECHNICAL

	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
EAP	44.0	6.0	0.5	2.8	38.1	6.0	0.4	2.2	0	0	100
ACTUAL	292	6	0	3	623	12	0	1	0	0	937
%	31.1	0.6	0	0.3	66.4	1.2	0	0.1	0	0	100

COMMENTS: There is under representation of all races under male and overrepresentation of African females and underrepresentation of Indians & Whites and no representation of Indians.

Any replacements, especially African females leaving the department for whatever reason then placement (employment) should consider underrepresented races.

SEMI-SKILLED

	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
EAP	44.0	6.0	0.5	2.8	38.1	6.0	0.4	2.2	0	0	100
ACTUAL	54	0	0	0	83	0	0	0	0	0	137
%	39.4	0	0	0	60.5	0	0	0	0	0	100

COMMENTS: There is under representation of all races under male and overrepresentation of African females and underrepresentation of Indians & Whites and no representation of Indians.

Any replacements, especially African females leaving the department for whatever reason then placement (employment) should consider underrepresented races.

UNSKILLED

	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
EAP	44.0	6.0	0.5	2.8	38.1	6.0	0.4	2.2	0	0	100
ACTUAL	4	1	0	0	6	0	0	0	0	0	11
%	36.3	9.0	0	0	54.5	0	0	0	0	0	100

COMMENTS: There is under representation of African, Indian, White races under male and overrepresentation of African females and underrepresentation of Indians & Whites and no representation of Indians.

Any replacements, especially African females leaving the department for whatever reason then placement (employment) should consider underrepresented races.



labour

Department:
Labour
REPUBLIC OF SOUTH AFRICA

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PURPOSE OF THIS FORM

Section 20 requires designated employers to prepare and implement an Employment Equity Plan which will achieve reasonable progress towards employment equity in the employer's workforce. An Employment Equity Plan must state-

- (a) The objectives to be achieved for each year of the plan
- (b) The affirmative action measures to be implemented as required by section 15(2);
- (c) Where under representation of people from designated groups has been identified by the analysis, the numerical goals to achieve the equitable representation of suitably qualified people from designated groups within each occupational level in the workforce, the timetable within which this is to be achieved, and the strategies intended to achieve those goals;
- (d) The timetable for each year of the plan for the achievement of goals and objectives other than numerical goals;
- (e) The duration of the plan, this may not be shorter than one year or longer than five years;
- (f) The procedures that will be used to monitor and evaluate the implementation of the plan and whether reasonable progress is being made towards implementing employment equity;
- (g) The internal procedures to resolve any dispute about the interpretation or implementation of the plan;
- (h) The persons in the workforce, including senior managers, responsible for monitoring and implementing the plan; and
- (i) Any other prescribed matter.

DEPARTMENT OF LABOUR

**EMPLOYMENT EQUITY PLAN 2023-2028
Section 20**

Employer Details

Employer Details

Trade name : **Cooperative Governance & Traditional Affairs**

DTI Registration name : **N/A**

PAYE/SARS No : **7740726460.**

EE Ref No : **N/A**

Industry/Sector : **Community, Social and Personal Services**

Province : **Eastern Cape.**

Tel No : **040 940 7194**

Fax No : **N/A**

Postal address : **Private Bag X 0035
BHISHO
5605**

Physical address : **Tyamz Ashe Building
Phalo Avenue
Bhisho
5605**

Province : **Eastern Cape**

Name & Surname of the CEO/Accounting Officer

Acting HOD Mr. Vuyo Mlokothi

Email address: vuyo.mlokothi@eccogta.gov.za

1. INTRODUCTION

Section 20 requires that a designated employer prepares and implements an Employment Equity Plan which will achieve reasonable progress towards employment equity. An Employment Equity Plan must state the following:

- a. The objectives to be achieved for each year of the plan should meet the SMART principle as follows: -
 - Specific
 - Measurable
 - Attainable
 - Relevant; and
 - Time bound.
- b. Barriers and Affirmative Action Measures must be aligned with those indicated in the audit analysis (section 19(1)) and meet the following requirements:
 - Include time-frames in order to track progress in the implementation of these AA Measures;
 - These time-frames should be within the duration of the EE Plan (no "on-going" permitted) and
 - Include responsible persons to monitor the implementation of these AA Measures (not names of people but designations).
- c. The workforce profile, numerical goals and targets with exact time-frames according to the duration of the plan which must be accompanied by strategies to achieve them as informed by the findings in the audit analysis (as per section 19(2)).
- d. Non-numerical goals according to paragraph b above (no need to repeat the table)
- e. The duration of the plan which may not be shorter than 1 year or longer than 5 years (it must have a start and end date in terms of day, month and year).
- f. Procedures to monitor and evaluate the implementation of the plan (which must state clear roles of stakeholders involved in the monitoring of the plan including time-frames when the monitoring takes place).
- g. Internal procedures to resolve any dispute about the interpretation or implementation of the plan (include the stakeholders involved in resolving the dispute and time-frames allocated for each step of the process)
- h. The persons in the workforce, including senior managers, responsible for monitoring and implementing the plan.
- i. Any other prescribed matter.

NB: It is advisable that at least 6 months before the expiry of the EE Plan a designated employer should prepare a subsequent EE Plan (Successive EE Plan as required by Section 23)

DURATION OF THE PLAN

Section 20 indicates that the duration of the Employment Equity Plan may not be shorter than one year or longer than five years. The duration of the plan must have a specific start and end date, as reflected below: *(Please note that the template shown below is based on a 5-year plan)*

01 December 2023

30 November 2028

Start date: (dd / mm / yyyy)

to

End date: (dd / mm / yyyy)

2. OBJECTIVES FOR EACH YEAR OF THE PLAN

The objectives for each year of the plan, which should be specific, measurable, attainable, relevant and time bound, are reflected in the table below:

TIMEFRAMES (e.g.)		OBJECTIVES
YEAR 1	01 December 2023 to 30 November 2024	<ol style="list-style-type: none"> 1) To achieve equity representation of 38 % women of all races at Senior Management Services (SMS) levels. 2) To achieve 1% of persons with disability at SMS Levels. 3) To provide training for (+-25) newly elected Employment Equity Members. 4) To provide training of (+-20) selection committee secretaries (HRM) and trade union representatives on Employment Equity matters. 5) To conduct awareness campaigns on the approved Employment Equity Plan in six districts.
YEAR 2	01 December 2024 to 30 November 2025	<ol style="list-style-type: none"> 1) To capacitate designated groups (Professional Qualified) to ensure that they are ready for senior positions for the advancement of Employment Equity. 2) To achieve equity representation of 40% accumulative from year 1 women of all races at Senior Management Services (SMS) levels. 3) To allocate five percent (5%) of the planned internship opportunities for designated groups. 4) To maintain effective communication by conducting awareness campaigns on Employment Equity Plan at least once per annum.

YEAR 3	01 December 2025 to November 2026	<ol style="list-style-type: none"> 1) To capacitate designated groups (Skilled Technical) to ensure that they are ready for senior positions for the advancement of Employment Equity. 2) To increase representation of Coloureds and Whites across all occupational levels by 1%. 3) To achieve equity representation of 42% accumulative from year 1 women of all races at Senior Management Services (SMS) levels. 4) To recruit at least one (1) Indian at SMS level.
YEAR 4	01 December 2026 to November 2027	<ol style="list-style-type: none"> 1) To capacitate designated groups (Semi-Skilled) to ensure that they are ready for senior positions for the advancement of Employment Equity. 2) To increase representation of Coloureds and Whites across all occupational levels by 1%.
YEAR 5	01 December 2027 to November 2028	<ol style="list-style-type: none"> 1) To capacitate designated groups (Unskilled) to ensure that they are ready for senior positions for the advancement of Employment Equity. 2) To increase representation of Coloureds and Whites across all occupational levels by 1%. 3) To evaluate and report implementation of Employment Equity programme. 4) To review and develop EE Plan

1. BARRIERS AND AFFIRMATIVE ACTION MEASURES

The barriers and Affirmative Action Measures identified in the EE analysis conducted must be included in the EE Plan. These measures must include time-frames to track progress in the implementation of the AA Measures. The time-frames must have specific dates and be within the duration of the EE Plan (no "ongoing" permitted). The designations of responsible persons to monitor the implementation of these AA Measures should be specified.

BARRIERS AND AFFIRMATIVE ACTION MEASURES

CATEGORIES	BARRIERS (PLEASE PROVIDE NARRATION)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)	TIME-FRAMES	RESPONSIBILITY (Designation)
POLICY	PROCEDURE	PRACTICE	START DATE	END DATE
	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			
Recruitment procedures		✓	01 Dec 2023	30 Nov 2028 Director: Organisation al Transformation & Planning
		Non-adherence to Employment Equity targets especially to SMS positions.		
		All recruitment memoranda as a rule will have a section on reporting on consideration of EE targets by the panel. To issue a circular to enforce compliance with the set employment equity targets.		

BARRIERS AND AFFIRMATIVE ACTION MEASURES

	BARRIERS (PLEASE PROVIDE NARRATION)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)	TIME-FRAMES	RESPONSIBILITY (Designation)
CATEGORIES	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice	(briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	(briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	
POLICY				
PROCEDURE				
PRACTICE				
		Consideration of appointments of employees from all designated groups.		
		Panel members must consider appointment of designated groups.		
		All line managers to be furnished with EE targets during the drafting of job profiles/specification for advertisement and during selection & interviews. To Implement Consequence Management for non-implementation of Employment Equity Plan.		

BARRIERS AND AFFIRMATIVE ACTION MEASURES

CATEGORIES	POLICY	PROCEDURE	PRACTICE	BARRIERS (PLEASE PROVIDE NARRATION)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)	TIME-FRAMES	RESPONSIBILITY (Designation)
<p>Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice</p>				<p>(briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)</p>	<p>(briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)</p>		
Advertising positions				No identified barrier	KPA for Senior Management to be inclusive of Employment Equity as a commitment in the HOD's 8 principles.		
Selection criteria				No identifier barrier			
Appointments	✓			Appointments not in line with the EE Targets	To ensure implementation of the EE Targets.	1 Dec 2023 30 Nov 2028	Director: Human Resource

BARRIERS AND AFFIRMATIVE ACTION MEASURES

	BARRIERS (PLEASE PROVIDE NARRATION)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)	TIME-FRAMES	RESPONSIBILITY (Designation)
CATEGORIES	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice	(briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)		
			START DATE	END DATE
Job classification and grading	No identified barrier			
Remuneration and benefits	No identified barrier			
Terms & conditions of employment	No identified barrier			
Work environment and facilities	Departments buildings do not accommodate the needs of people with disabilities. ✓	To comply with reasonable accommodation requirements and solicit assistance from the Department of Public Works on areas that fall under its competence. Make provisioning for reasonable accommodation to meet the needs of	1 Dec 2023	30 Nov 2028 CD: Corporate Services

BARRIERS AND AFFIRMATIVE ACTION MEASURES

CATEGORIES	BARRIERS (PLEASE PROVIDE NARRATION)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)	TIME-FRAMES	RESPONSIBILITY (Designation)
POLICY	PROCEDURE	PRACTICE	START DATE	END DATE
Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice	(briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	(briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)		
Training and development	Slow pace of implementation of training needs identified by employees	employees from designated groups by: - Talking elevators - Parking reserved for Persons with Disabilities - Government vehicle designed for persons with disabilities where necessary.	01 Dec 2023	30 Nov 2028 Director: Human Resource Utilization & Capacity Building

BARRIERS AND AFFIRMATIVE ACTION MEASURES

CATEGORIES	POLICY	PROCEDURE	PRACTICE	BARRIERS (PLEASE PROVIDE NARRATION)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)	TIME-FRAMES		RESPONSIBILITY (Designation)
						START DATE	END DATE	
Performance and evaluation				<p>Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice</p> <p>(briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)</p>	(briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)			
				<p>Training and development focused on generic skills more than the core function.</p> <p>PMDS Policy is outdated.</p> <p>Delays in the PMDS assessments and payments</p>	<p>To review the PMDS Policy</p> <p>To encourage employees to submit the required PMDS tools on time to expedite the process and ensure that payments are implemented on the 31st of July as prescribed by PMDS Circular.</p>	01 Dec 2023	30 Nov 2028	Director: Human Resource Utilization & Capacity Building
Succession Experience & Planning		✓	✓	<p>There is no Succession Planning Programmes in place.</p>	<p>To develop Succession Planning Programme</p> <p>To implement the approved Succession Plan and Policy</p>	01 Dec 2023	30 Nov 2024	Director: Human Resource Utilization &

BARRIERS AND AFFIRMATIVE ACTION MEASURES

CATEGORIES	BARRIERS (PLEASE PROVIDE NARRATION)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)	TIME-FRAMES	RESPONSIBILITY (Designation)
POLICY	PROCEDURE	PRACTICE	START DATE	END DATE
Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice	(briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	(briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)		
Disciplinary measures	No identified barrier	None		Capacity Building
Retention of designated groups	To develop Business Process Mapping and Standard Operating Procedure for Attraction and Retention of Designated Groups.	To create conducive opportunities for promotion of Persons with Disabilities within the Department.	01 Dec 2023	30 Nov 2028
Corporate culture	There is no Culture Change Plan	To develop and implement a Culture Change Plan	01 Dec 2023	30 Nov 2024 Director: Human Resource Utilization &

BARRIERS AND AFFIRMATIVE ACTION MEASURES

CATEGORIES	BARRIERS (PLEASE PROVIDE NARRATION)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)	TIME-FRAMES	RESPONSIBILITY (Designation)
<p>Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice</p>	<p>(briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)</p>	<p>(briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)</p>	<p>START DATE</p> <p>END DATE</p>	<p>Capacity Building</p>
<p>POLICY</p>	<p>PROCEDURE</p>	<p>PRACTICE</p>	<p>01 Dec 2023</p> <p>30 Nov 2028</p>	<p>Line Managers/Facilities</p>
<p>Reasonable accommodation</p>	<p>✓</p>	<p>✓</p>	<p>Provisioning of assistive devices such as JAWS, Braille, specialised vehicle etc, braille copies of document.</p>	<p>There is inadequate reasonable accommodation of designated groups such as assistive devices for persons with disabilities, working environment.</p>

BARRIERS AND AFFIRMATIVE ACTION MEASURES

CATEGORIES	POLICY	PROCEDURE	PRACTICE	BARRIERS (PLEASE PROVIDE NARRATION)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)	TIME-FRAMES	RESPONSIBILITY (Designation)
<p>Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice</p>				<p>(briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)</p>	<p>(briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)</p>		
HIV&AIDS prevention and wellness programmes				No identified barrier			
Assigned senior manager(s) to manage EE implementation				No identified barrier			
Budget allocation in support of				No identified barrier			

BARRIERS AND AFFIRMATIVE ACTION MEASURES

CATEGORIES	POLICY	PROCEDURE	PRACTICE	BARRIERS (PLEASE PROVIDE NARRATION)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)	TIME-FRAMES	RESPONSIBILITY (Designation)
<p>Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice</p>				<p>(briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)</p>	<p>(briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)</p>		
<p>employment equity goals</p>				No identified barrier			
<p>Time off for employment equity consultative committee to meet</p>				No identified barrier			

3. WORKFORCE PROFILE, NUMERICAL GOALS AND TARGETS

Workforce profile information is a snapshot of the workforce at a particular date and time, which is used below to conduct an analysis of the workforce and, at the same time, serve as baseline information for the setting of numerical goals and targets.

4.1 SNAPSHOT OF THE CURRENT WORKFORCE PROFILE

The workforce profile snapshot tables used for the conducting of the analysis to inform this plan are used below as a baseline for the setting of numerical goals and targets for each year of the plan.

Workforce profile snapshot date **31 August 2023**
 DD / MM /YYYY

Table 1: Snapshot of workforce profile for all employees, including people with disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	3	0	0	0	0	0	0	0	0	0	3
Senior management	29	1	0		17	0	0	0	0	0	47
Professionally qualified and experienced specialists and mid-management	84	0	1	1	97	1	0	3	0	0	187
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	292	6	0	3	623	12	0	1	0	0	937
Semi-skilled and discretionary decision making	54	0	0	0	83	0	0	0	0	0	137
Unskilled and defined decision making	4	1	0	0	6	0	0	0	0	0	11
TOTAL PERMANENT	466	8	1	4	826	13	0	4	0	0	1322
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	466	8	1	4	826	13	0	4	0	0	1322

4.2 NUMERICAL GOALS

Numerical goals must include the entire workforce profile, and **NOT** the difference that is projected to be achieved by the end of this EE Plan. Below are two tables on numerical goals, one covering all employees, including people with disabilities, and the other covering people with disabilities **ONLY**.

Start date: 01 December 2023
DD / MM / YYYY

End date: 30 November 2023
DD / MM / YYYY

Numerical goals for all employees, including people with disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	3	1	0	0	2	0	0	0	0	0	6
Senior management	29	1	0	0	24+2	2	0	1	0	0	59
Professionally qualified and experienced specialists and mid-management	84	3	1	3	97	3	1	4	0	0	196
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	293	7	1	4	623	13	1	2	0	0	944
Semi-skilled and discretionary decision making	55	1	1	1	83	1	1	1	0	0	144
Unskilled and defined decision making	6	1	0	0	6	2	1	0	0	0	16
TOTAL PERMANENT	470	14	3	8	837	21	4	8	0	0	1365
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	470	14	3	8	837	21	4	8	0	0	1365

Numerical goals for people with disabilities ONLY

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	1	0	0	0	0	0	1
Senior management	0	0	0	0	3	0	0	0	0	0	3
Professionally qualified and experienced specialists and mid-management	2	0	0	0	0	1	0	1	0	0	4
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	14	0	0	0	10	0	0	0	0	0	24
Semi-skilled and discretionary decision making	0	0	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	16	0	0	0	14	1	0	1	0	0	32
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	16	0	0	0	10	1	0	1	0	0	32

4.3 NUMERICAL TARGETS

Numerical targets must include the entire workforce profile, and **NOT** the difference that is projected to be achieved by the next reporting period. Below are two tables on numerical targets, one covering all employees, including people with disabilities, and the other only covers people with disabilities **ONLY**

Numerical targets: Year 1

Start date: 01 December 2023
DD / MM / YYYY

End date: 30 November 2024
DD / MM / YYYY

Numerical targets for all employees, including people with disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	3	0	0	0	0	0	0	0	0	0	3
Senior management	29	1	0	0	21	1	0	1	0	0	53
Professionally qualified and experienced specialists and mid-management	84	1	1	2	97	2	1	3	0	0	191
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	293	7	1	4	623	13	1	2	0	0	944
Semi-skilled and discretionary decision making	55	1	1	1	83	1	1	1	0	0	144
Unskilled and defined decision making	6	1	0	0	6	2	1	0	0	0	16
TOTAL PERMANENT	470	11	3	7	830	19	4	7	0	0	1351
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	470	11	3	7	830	19	4	7	0	0	1351

Numerical targets for people with disabilities ONLY

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	2	0	0	0	0	0	2
Professionally qualified and experienced specialists and mid-management	2	0	0	0	0	1	0	1	0	0	4
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	14	0	0	0	10	0	0	0	0	0	24
Semi-skilled and discretionary decision making	0	0	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	16	0	0	0	12	1	0	1	0	0	30
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	16	0	0	0	12	1	0	1	0	0	30

Numerical targets: Year 2

Start date: 01 December 2024
DD / MM / YYYY

End date: 30 November 2025
DD / MM / YYYY

Numerical targets, including people with disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	3	0	0	0	0	0	0	0	0	0	3
Senior management	29	1	0	0	24	2	0	1	0	0	57
Professionally qualified and experienced specialists and mid-management	84	2	1	3	97	3	1	4	0	0	195
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	293	7	1	4	623	13	1	2	0	0	944
Semi-skilled and discretionary decision making	55	1	1	1	83	1	1	1	0	0	144
Unskilled and defined decision making	6	1	0	0	6	2	1	0	0	0	16
TOTAL PERMANENT	470	12	3	8	834	20	4	8	0	0	1359
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	470	12	3	8	834	20	4	8	0	0	1359

Numerical targets: Year 3

Start date:	01 December 2025	End date:	30 November 2026
	<u>DD / MM / YYYY</u>		<u>DD / MM / YYYY</u>

Numerical targets, including people with disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	3	0	0	0	0	0	0	0	0	0	3
Senior management	29	1	0	0	24	2	0	1	0	0	57
Professionally qualified and experienced specialists and mid-management	84	3	1	3	97	3	1	4	0	0	196
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	293	7	1	4	623	13	1	2	0	0	944
Semi-skilled and discretionary decision making	55	1	1	1	83	1	1	1	0	0	144
Unskilled and defined decision making	6	1	0	0	6	2	1	0	0	0	16
TOTAL PERMANENT	470	13	3	8	833	21	4	8	0	0	1360
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	470	13	3	8	833	21	4	8	0	0	1360

Numerical targets: Year 4

Start date: 01 December 2026

End date: 30 November 2027

DD / MM / YYYY

DD / MM / YYYY

Numerical targets, including people with disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	3	1	0	0	2	0	0	0	0	0	6
Senior management	29	1	0	0	24+2	2	0	1	0	0	59
Professionally qualified and experienced specialists and mid-management	84	3	1	3	97	3	1	4	0	0	196
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	293	7	1	4	623	13	1	2	0	0	944
Semi-skilled and discretionary decision making	55	1	1	1	83	1	1	1	0	0	144
Unskilled and defined decision making	6	1	0	0	6	2	1	0	0	0	16
TOTAL PERMANENT	470	14	3	8	837	21	4	8	0	0	1365
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	470	14	3	8	837	21	4	8	0	0	1365

Numerical targets for people with disabilities ONLY

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	1	0	0	0	0	0	1
Senior management	0	0	0	0	3	0	0	0	0	0	3
Professionally qualified and experienced specialists and mid-management	2	0	0	0	0	1	0	1	0	0	4
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	14	0	0	0	10	0	0	0	0	0	24
Semi-skilled and discretionary decision making	0	0	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	16	0	0	0	14	1	0	1	0	0	32
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	16	0	0	0	14	1	0	1	0	0	32

Numerical targets: Year 5

Start date: 01 December 2027

End date: 30 November 2028

DD / MM / YYYY

DD / MM / YYYY

Numerical targets, including people with disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	3	1	0	0	2	0	0	0	0	0	6
Senior management	29	1	0	0	24+2	2	0	1	0	0	59
Professionally qualified and experienced specialists and mid-management	84	3	1	3	97	3	1	4	0	0	196
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	293	7	1	4	623	13	1	2	0	0	944
Semi-skilled and discretionary decision making	55	1	1	1	83	1	1	1	0	0	144
Unskilled and defined decision making	6	1	0	0	6	2	1	0	0	0	16
TOTAL PERMANENT	470	14	3	8	837	21	4	8	0	0	1365
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	470	14	3	8	837	21	4	8	0	0	1365

Numerical targets for people with disabilities ONLY

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	1	0	0	0	0	0	1
Senior management	0	0	0	0	3	0	0	0	0	0	3
Professionally qualified and experienced specialists and mid-management	2	0	0	0	0	1	0	1	0	0	4
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	14	0	0	0	10	0	0	0	0	0	24
Semi-skilled and discretionary decision making	0	0	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	16	0	0	0	14	1	0	1	0	0	32
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	16	0	0	0	14	1	0	1	0	0	32

5. PROCEDURES TO MONITOR AND EVALUATE THE IMPLEMENTATION OF THE PLAN

All the structures for monitoring and evaluating the progress of the plan should be specified with clear roles and responsibilities for the stakeholders involved including time frames when the monitoring takes place.

STAKEHOLDER	ROLE/RESPONSIBILITY	FREQUENCY
<ul style="list-style-type: none"> ▪ Head of department 	<ul style="list-style-type: none"> ▪ Approves the plan and serves as an appeal authority in the event of disputes arising from the implementation of the plan 	<ul style="list-style-type: none"> ▪ All the time
<ul style="list-style-type: none"> ▪ Employment equity committee 	<ul style="list-style-type: none"> ▪ Shall ensure fairness in the implementation of the policy/Act 	<ul style="list-style-type: none"> ▪ At all times
<ul style="list-style-type: none"> ▪ Chief Director-corporate services 	<ul style="list-style-type: none"> ▪ Shall chair Employment Equity Committee ▪ Shall be responsible for the monitoring of the plan 	<ul style="list-style-type: none"> ▪ All times
<ul style="list-style-type: none"> ▪ Line Manager 	<ul style="list-style-type: none"> ▪ Implement the Employment Equity measures to achieve employment equity 	<ul style="list-style-type: none"> ▪ On-going

6. DISPUTE RESOLUTION MECHANISMS

A clear process to be followed to resolve disputes arising from the interpretation and implementation of the EE Plan, including the responsible persons and time-frames for each step to resolve the dispute.

a) Step One: Complaint

If an employee or applicant for employment alleges that he/she has been unfairly discriminated against, he/she may lodge a formal/ informal complaint at the relevant Directorate.

b) Step Two: Grievance (Part A & B)

A complainant completes a Grievance Form, acknowledged by the Designated employees (Director: Employee Relations & Wellness). Any party that lodged a grievance must do so within 90 days from the date on which the employee became aware of the official act or omission which adversely affects him/her. The grievance must be handled and all decisions taken during the process must be in writing within 30 days. The period may be extended by mutual agreement in writing.

c) Step Three: Dispute (Part C)

A dispute arises if the aggrieved employee remains dissatisfied of the outcome of the grievance it is referred to MEC to advise. If the complainant is still not satisfied, the

dispute is referred to the Public Service Commission for investigation and recommendations.

- 7. SENIOR MANAGERS ASSIGNED TO MONITOR AND IMPLEMENT THE PLAN
- 8. ANY PRESCRIBED MATTER CAN BE INCLUDED.

SIGNATURE OF THE CHIEF EXECUTIVE OFFICER/ACCOUNTING OFFICER

_____ **Chief Executive Officer/Accounting Officer**

I Verigo Mokothe (full Name) CEO/Accounting Officer of _____

hereby declare that I have read, approved and authorized this EE Plan.

Signed on this 28th day of November year 2025

At place: Bhisho; Tyamzabe Building

Verigo Mokothe

Chief Executive Officer /Accounting Officer