



THE OVERSTRAND MUNICIPALITY IS AN EQUAL OPPORTUNITY EMPLOYER STRIVING TOWARDS RENDERING A DYNAMIC AND EFFECTIVE SERVICE TO ITS COMMUNITY.

## EMPLOYMENT EQUITY PLAN

2<sup>ND</sup> REPORTING PERIOD - 01 OCTOBER 2009 TO 30 SEPTEMBER 2010

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## 1 INTRODUCTION

In compliance with the Employment Equity Act 55 of 1998, Chapter III, Section 20(1):

*“A designated employer must prepare and implement an Employment Equity Plan which will achieve reasonable progress towards employment equity in the employer’s workforce.”*

The Overstrand Municipality is deemed to be a designated employer.

The Employment Equity Plan (EEP) is at the core of Overstrand’s commitment to implement employment equity as well as affirmative action in all occupation levels and categories of its work force. The EEP gives effect to the Overstrand Employment Equity Policy adopted by the Council and sets out the measures to be taken to ensure legal compliance with the Employment Equity Act, 55 of 1998. Furthermore it includes the objectives, activities, numerical goals and targets to progressively move towards achieving representivity of the designated groups across the organisational structure.

This EEP is the result of an ongoing and structured process of analysis and review of the human resources policies and practices of the municipality in consultation with the Local Labour Forum (LLF). The latter is representative of all relevant role-players, meets on a regular basis and fulfils a consultative and monitoring role concerning employment equity implementation.

## 2 DURATION OF THE PLAN

Overstrand Municipality has decided on an EEP with a term of five years, i.e. 2008/09 until 2012/13. This time frame makes it possible to set annual goals and attainable targets for the five year term.

This EEP is the second plan during the first reporting cycle. The initial plan submitted (dated 28 September 2008) referenced the existing employment status in the Overstrand Municipality at the time, but did not specify any numeric goals or targets to be achieved. The reason being the demographics for the Economic Active Population (EAP) for the Overstrand area were not available at the time.

## 3 FIVE YEAR OBJECTIVES

Specific objectives are now set and will be monitored for each year of the five year plan to enable reasonable progress to *“ensure equitable representation of suitably qualified people from designated groups in all occupational categories and levels in the workforce”* including:

- Preferential treatment of people from designated groups with appointments and promotions in all occupation levels and categories and across all Departments where designated groups are under represented;
- Numerical goals for each year to monitor, measure and assess progress towards achieving employment equity in the Overstrand Municipality’s workforce for all occupation levels and categories;
- Retain and develop people from designated groups;
- Implementation of appropriate training strategies, succession plans and EE measures are key to achieve equitable representivity over the term of this EEP reporting cycle.

In addition to the above, the Overstrand Municipality and its management team also commits itself to the following:

- Ensure that all unfair discrimination is eliminated in all Municipal Policies and Practices, current and new, on an ongoing basis;
- Maintain a strategy of ongoing sensitisation regarding employment equity and diversity in the workplace;
- Institute methods to identify barriers that inhibit employment equity and diversity in the workplace;
- Institute measures and corrective actions to eliminate such inhibitors and barriers effectively, either through disciplinary actions, changed policies or any other means possible under the EEA.
- Promotions, natural attrition, recruitment and selection will be key factors in promoting and achieving employment equity in the workforce.
- No employee's service will be terminated as a result of the implementation of this EEP;
- Job security for those employees who are proficient in their work will be safe guarded.

## **4 OVERSTRAND DEMOGRAPHICS AND EQUITY PROFILES**

### **4.1 Economic Active Population**

During 2008 (The first report cycle) delays were experienced in determining the correct demographic statistics to be used as a departure point to calculate representivity/under-representivity of designated groups. This has also delayed the setting of numerical goals during 2008 for the workforce composition in compliance with section 19(2) of the EEA.

The Municipality decided to use the demographics of Overstrand Economic Active Population (EAP) to determine its 'relevant labour market'. The following diagrams indicate the applicable percentages that will be used 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 Municipality. The Western Cape statistics are including only as a benchmark. The EAP statistics are based on the latest information available from the Department; Statistics South Africa (SSA).

Demographics and Workforce Profiles: - August 2009 vs., Sept 2008										
Population Groups - %.	Municipality: YTD August 2009			Municipality: Sept 2008			Overstrand Economic Active Population (SSA 2007)			WC 2007
	Total	Male	Female	Perma- nent	Male	Female	Total	Male	Female	Popula- tion
<b>African</b>	32.00%	28.00%	3.90%	32.60%	29.20%	3.40%	29.98%	15.59%	14.39%	30.20%
<b>Coloured</b>	47.00%	36.20%	10.40%	46.10%	35.70%	10.40%	37.17%	16.14%	21.03%	50.10%
<b>Indian</b>	0.00%	0.00%	0.01%	0.00%	0.00%	0.00%	0.25%	0.13%	0.13%	1.30%
<b>White</b>	21.00%	12.20%	9.10%	21.30%	12.50%	8.80%	32.60%	14.99%	17.60%	18.40%
<b>Totals</b>	<b>100.00%</b>	<b>76.40%</b>	<b>23.41%</b>	<b>100.00%</b>	<b>77.40%</b>	<b>22.60%</b>	<b>100.00%</b>	<b>46.85%</b>	<b>53.15%</b>	<b>100.00%</b>
Demographics and Workforce Profiles: - August 2009 vs. Sept 2008										
Population Groups - Nrs	Municipality: YTD August 2009			Municipality: Sept 2008			Overstrand Population 2007			WC 2007
	Total	Male	Female	Perma- nent	Male	Female	Total	Male	Female	Popula- tion
<b>African</b>	297	261	36	288	258	30	22289	11629	10660	1.59M
<b>Coloured</b>	435	338	97	408	316	92	27731	12076	15655	2,65M
<b>Indian</b>	1	0	1	0	0	0	226	113	113	0.07M
<b>White</b>	199	114	85	189	111	78	24300	11174	13126	0.97M
<b>Totals</b>	<b>932</b>	<b>713</b>	<b>219</b>	<b>885</b>	<b>685</b>	<b>200</b>	<b>74546</b>	<b>34992</b>	<b>39554</b>	<b>5.28M</b>
<b>Temp Staff</b>	<b>18</b>									
<b>Total</b>	<b>950</b>									
<b>Vacancies</b>	<b>91</b>									
<b>Total Positions</b>	<b>1041</b>									

Temp Staff	Total	Male	Female
<b>African</b>	1		1
<b>Coloured</b>	6	4	2
<b>Indian</b>	0		
<b>White</b>	11	9	2
<b>Totals</b>	<b>18</b>	<b>13</b>	<b>5</b>

Disabled Staff	Total	Male	Female
<b>African</b>	1	1	
<b>Coloured</b>	2	2	
<b>Indian</b>	0		
<b>White</b>	1		1
<b>Totals</b>	<b>4</b>	<b>3</b>	<b>1</b>

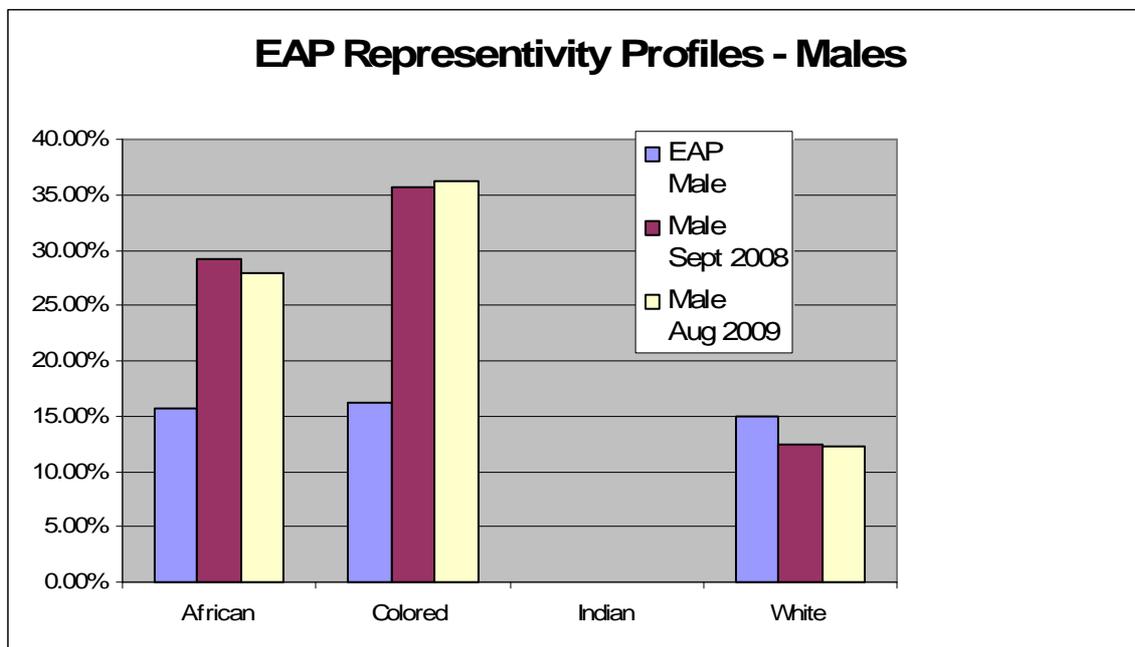
A schedule of all temporary staff and all disabled staff are available on request.

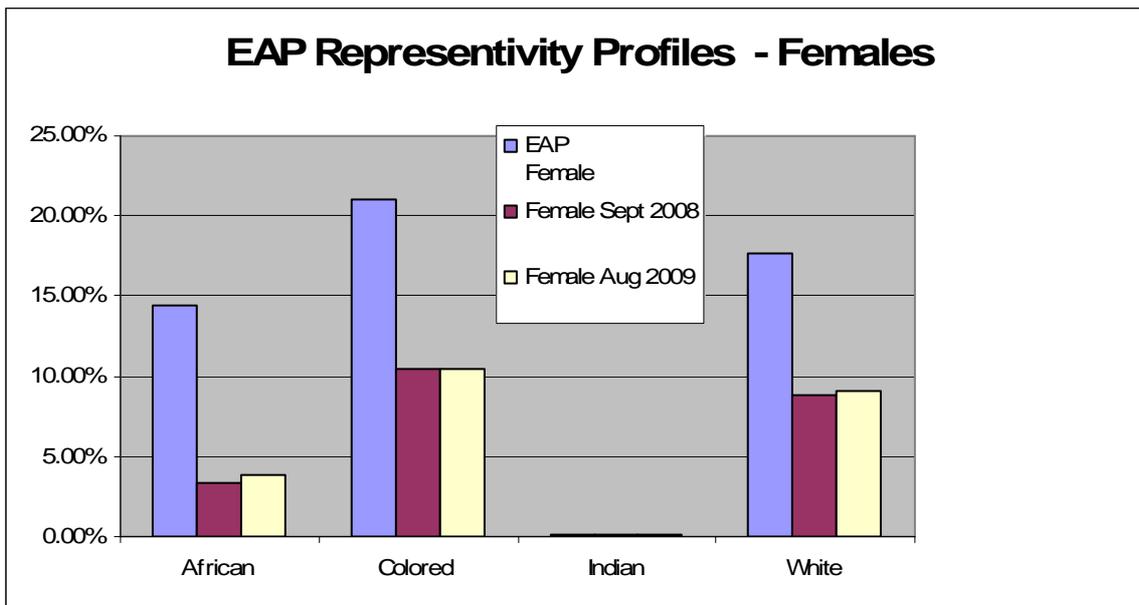
## 4.2 EAP Representivity Profiles for Males and Females

As can be seen from the profiles below, the male population for the African and Coloured culture groups are in general over-represented, while the White male population seems to be under-represented. However, when looking at the various job levels and categories, it will be noted the over population for African and Coloured males are as a result of the work force in the lower levels and categories which is primarily populated by African and Coloured males, where as the more senior positions are primarily populated by white males.

When looking at the Female profiles for all culture groups, it is very clear that all these culture groups are under represented. This also seem to be the case across all job levels and categories.

Numerical goals will be set in an attempt to rectify this situation to enable a more equitable representation across all levels and categories for culture and gender groups. This then also implies that more white males need to be employed in the lower job levels and categories.



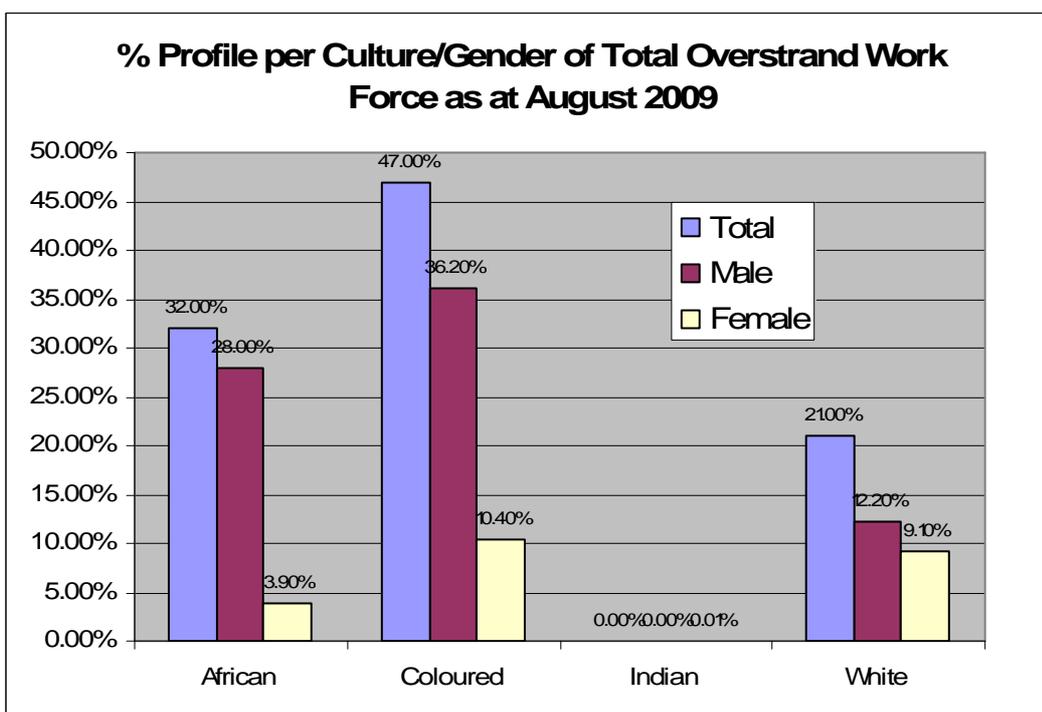


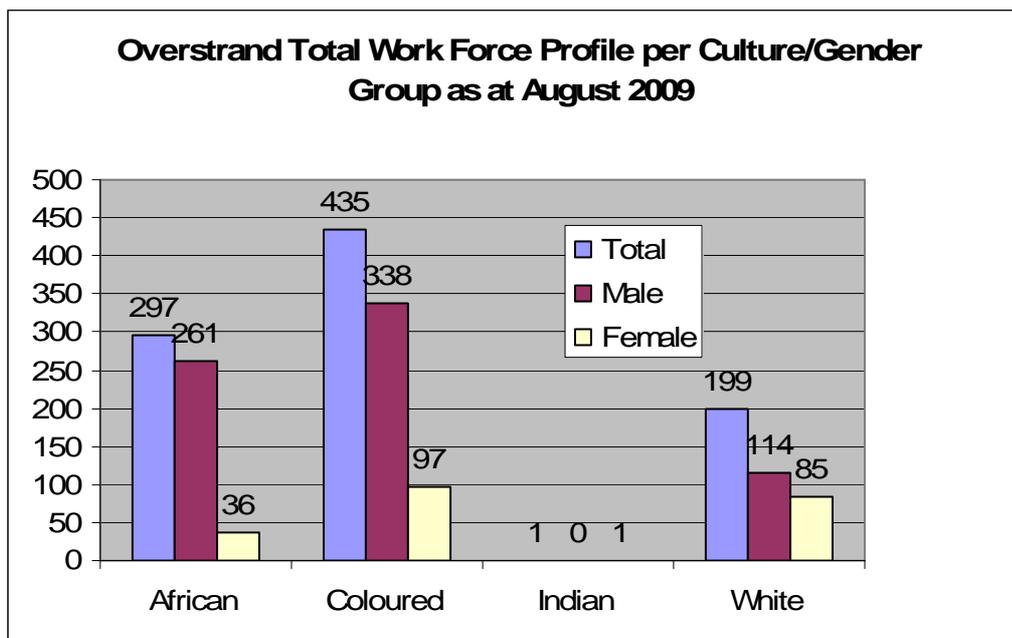
#### 4.3 Overstrand Equity Profiles – August 2009

As can be seen from the table in paragraph 4.1, page 5, the Overstrand Municipality accommodates 1041 positions in its structure. Of these the following statistics are applicable:

- Only 932 x positions are filled;
- There are 91 x vacancies – During August to date of this report, 17 Appointments have been made;
- There are 18 x non-permanent staff employed;
- There are 4 disabled people employed as part of the permanent work force.

The equity profile of all the permanent positions are as indicated in the next two graphs below (% and then numbers);





## 5 NUMERICAL GOALS AND TARGETS

### 5.1 Background

The deployment of a representative work force for the Overstrand Municipality is the ultimate goal of this EEP. Diversity is also embraced and valued as a key differentiator to establish and maintain a harmonious and non-racial work environment. Service excellence will at all times remain a primary consideration. Operational and management strategies will be deployed to enable the Overstrand Municipality to achieve these goals and targets without compromising the quality and efficiency of our service delivery to our diverse communities.

The source data for all work force profiles is derived from the Overstrand Human Resources System – PAYDAY.

- Annual numerical goals are set for each occupational level and category separately for the periods 2009/2010 to 2011/2012.
- The final targets are also set for each occupational level and category separately for the period 2012 to 2013.
- The actual work force profiles as at end August 2009 were used as the basis for this EEP.

### 5.2 EE Annual Differential (EEAD)

A standardised formulae has been developed by the Overstrand Municipality to calculate the annual employment equity differential – The differential being the numerical value by which the work force for a given culture/gender group need to be adjusted on an annual basis to achieve the EAP targets as set for the end of the term in this EEP.

Herewith the standardised formulae as will be applied to all workforce profiles (Levels and Categories) across the Overstrand Municipality.

Overstrand Municipality Standardised Formulae to Calculate Annual Goals and Targets for the EEP									
	Overstrand workforce Profile as at 31 August 2009								Total
	Male				Female				
Culture Groups and Gender	A	C	I	W	A	C	I	W	
Economic Active Profile	15.6%	16.2%	0.1%	15.0%	14.4%	21.0%	0.1%	17.6%	100.0%
Permanent Work Force Profile - August 2009	28.1%	36.2%	0.0%	12.2%	3.9%	10.4%	0.1%	9.1%	100.0%
EE Term Differential (EETD)	-116	-187	1	26	98	99	0	79	0
EE Annual Differential (EEAD)	-29	-47	0	6	25	25	0	20	0
<b>Numerical Goals &amp; Target</b>									
Goals - 2008/2009 (Actual 2009)	261	338	0	114	36	97	1	85	932
Goals - 2009/2010	232	291	0	120	61	122	1	105	932
Goals - 2010/2011	203	244	0	127	85	146	1	125	932
Goals - 2011/2012	174	198	1	133	110	171	1	144	932
<b>Targets- 2012/2013</b>	<b>145</b>	<b>151</b>	<b>1</b>	<b>140</b>	<b>134</b>	<b>196</b>	<b>1</b>	<b>164</b>	<b>932</b>
<b>Total Permanent Work Force - August 2009</b>									
	<b>261</b>	<b>338</b>	<b>0</b>	<b>114</b>	<b>36</b>	<b>97</b>	<b>1</b>	<b>85</b>	<b>932</b>
Temporary Staff		4		9	1	2		2	18
<b>Total Workforce</b>	<b>261</b>	<b>342</b>	<b>0</b>	<b>123</b>	<b>37</b>	<b>99</b>	<b>1</b>	<b>87</b>	<b>950</b>
Disabled People (Incl Above)	1	2						1	4

#### Remarks and Calculations;

- All %'s are rounded to one decimal.
- The numerical goals 2008/2009 reflect the actual employee profile and numbers as at end August 2009.

#### 3. Calculations

**Step 1:** Calculate Numeric targets for 2012/2013 - The EAP % of the total permanent workforce. (i.e.  $15.6\% \times 932 = 145$ )

**Step 2:** Calculate the EE Annual Differential (EEAD): The numerical targets for 2012/2013 **minus** the workforce total for the given culture/gender group, divided by the term of the EEP. In this case it is 4 years as no goals or targets were set for 2008/2009. But normally the term will be 5 years - However the end result over the 5 year term will be exactly the same.

**Step 3:** Calculate the numeric annual goals for each culture /gender group -

> 1st term: Take workforce for the given culture/gender group and add numeric EEAD.

> 2nd and subsequent annual goals: Take annual goal (per culture/gender group) for previous term and add the applicable numeric EEAD for each term separately.

#### 4. Formulae Validations

4.1 The annual workforce totals for each term must equal the initial work force totals.

4.2 The sum total the EEAD remains zero. The negatives and positives must equalise to zero.

- Basic accounting principle when you work from the same base every time, i.e. the total permanent work force, being 932.

5 **EEAD Application:** Should the EEAD reflect a negative value, then the annual work force must be decreased by the negative value. Should the EEAD reflect a positive value, then the annual work force must be increased by the positive value.

## 5.3 Overstrand Occupational Categories – Annual Goals and Targets

Numerical Goals & Target	Workforce Profile as at 31 August 2009								Total
	Male				Female				
Occupational Categories	A	C	I	W	A	C	I	W	
Employees including employees with disabilities.									
<b>Economic Active Profile</b>	15.6%	16.2%	0.1%	15.0%	14.4%	21.0%	0.1%	17.6%	100.0%
<b>Work Force Profile – Aug 2009</b>	28.1%	36.2%	0.0%	12.2%	3.9%	10.4%	0.1%	9.1%	100.0%
<b>Actual Work Force Aug 2009 (A)</b>	261	338	0	114	36	97	1	85	932
<b>Target Work Force Sept 2013 (B) (Refer EEAD, par. 5.2)</b>	145	151	1	140	134	196	1	164	932
<b>EE Work Force Differential (A-B)</b>	-116	-187	1	26	98	99	0	79	0
<b>Leadership and governance -</b>	0	0	0	0	0	0	0	0	0
<b>Senior Officials &amp; Managers</b>	1	7	0	20	0	2	0	6	36
Goals - 2009 to 2010	2	7	0	17	1	3	0	6	36
Goals - 2010 to 2011	3	7	0	13	2	5	0	6	36
Goals - 2011 to 2012	4	6	0	11	3	6	0	6	36
<b>Target:: 2012 to 2013</b>	<b>6</b>	<b>6</b>	<b>0</b>	<b>5</b>	<b>5</b>	<b>8</b>	<b>0</b>	<b>6</b>	<b>36</b>
<b>Professionals</b>	0	4	0	11	3	8	0	15	41
Goals - 2009 to 2010	1	5	0	10	3	8	0	14	41
Goals - 2010 to 2011	3	6	0	8	4	8	0	12	41
Goals - 2011 to 2012	4	6	0	7	5	8	0	11	41
<b>Target: 2012 to 2013</b>	<b>6</b>	<b>7</b>	<b>0</b>	<b>6</b>	<b>6</b>	<b>9</b>	<b>0</b>	<b>7</b>	<b>41</b>
<b>Technicians and Assoc Prof</b>	4	24	0	36	1	2	0	1	68
Goals - 2009 to 2010	6	22	0	33	2	3	0	2	68
Goals - 2010 to 2011	8	18	0	28	4	6	0	4	68
Goals - 2011 to 2012	10	15	0	19	7	9	0	8	68
<b>Target: 2012 to 2013</b>	<b>11</b>	<b>11</b>	<b>0</b>	<b>10</b>	<b>10</b>	<b>14</b>	<b>0</b>	<b>12</b>	<b>68</b>
<b>Clerks</b>	7	31	0	7	19	62	1	59	186
Goals - 2009 to 2010	10	31	0	11	21	56	1	56	186
Goals - 2010 to 2011	14	31	0	14	23	50	1	50	183
Goals - 2011 to 2012	22	31	0	22	25	45	1	40	186

Target - 2012 to 2013	<b>29</b>	<b>30</b>	<b>0</b>	<b>28</b>	<b>27</b>	<b>39</b>	<b>0</b>	<b>33</b>	<b>186</b>
<b>Service &amp; Sales % Craft Workers</b>	5	25	0	16	0	2	0	3	51
Goals - 2009 to 2010	5	22	0	14	2	4	0	4	51
Goals - 2010 to 2011	6	18	0	12	4	6	0	5	51
Goals - 2011 to 2012	7	14	0	10	6	8	0	6	51
<b>Target - 2012 to 2013</b>	<b>8</b>	<b>8</b>	<b>0</b>	<b>8</b>	<b>7</b>	<b>11</b>	<b>0</b>	<b>9</b>	<b>51</b>
<b>Plant and machine operators</b>	26	42	0	9	1	0	0	0	78
Goals - 2009 to 2010	23	35	0	9	3	4	0	4	78
Goals - 2010 to 2011	20	28	0	10	3	8	0	8	77
Goals - 2011 to 2012	15	20	0	11	8	12	0	12	78
<b>Target - 2012 to 2013</b>	<b>12</b>	<b>13</b>	<b>0</b>	<b>12</b>	<b>11</b>	<b>16</b>	<b>0</b>	<b>14</b>	<b>78</b>
<b>Elementary Occupations</b>	218	205	0	15	12	21	0	1	472
Goals - 2009 to 2010	190	190	0	26	20	28	0	18	472
Goals - 2010 to 2011	166	166	0	30	35	40	0	35	472
Goals - 2011 to 2012	140	140	0	43	43	53	0	53	472
<b>Target - 2012 to 2013</b>	<b>74</b>	<b>76</b>	<b>0</b>	<b>71</b>	<b>68</b>	<b>99</b>	<b>0</b>	<b>83</b>	<b>472</b>
<b>Total permanent</b>	<b>261</b>	<b>338</b>	<b>0</b>	<b>114</b>	<b>36</b>	<b>97</b>	<b>1</b>	<b>85</b>	<b>932</b>
Total non-permanent		4		9	1	2		2	18
<b>Final total</b>	<b>261</b>	<b>342</b>	<b>0</b>	<b>123</b>	<b>37</b>	<b>99</b>	<b>1</b>	<b>87</b>	<b>950</b>

#### 5.4 Directorate/Departmental Targets and Goals

Refer paragraph 9 for details regarding all directorates.

### 6 COMPLIANCE WITH PROHIBITION OF UNFAIR DISCRIMINATION

As required in terms of Chapter 2 of the EEA, the Municipality finalised an exercise to ensure unfair discrimination does not exist in the workplace. The following table indicates the actions that were taken.

Form of Prohibition	Actions taken
No discrimination in any relevant policy or practice	All relevant policies implemented, submitted for approval or in development as stated in Paragraph 13 below, including sexual harassment which was still outstanding in 2008. In August 2009 there was one dismissal due to sexual harassment ( Manager; White Male).
Medical testing	Medical testing only utilised if required or permitted by legislation or if it is justified in the light of medical facts with regard to the inherent requirements of the job
HIV status	No HIV testing takes place
Psychological testing	The integrity of assessment techniques and processes is sound, i.e. not biased and only intended to measure what is needed
Employee Survey	In addition to the compliance requirements to address unfair discrimination in a meaningful way, The Overstrand also conducted an employee survey to assist in identifying any specific barriers to eliminate unfair discrimination and to progress towards representivity of the designated groups.

## 7 OVERSTRAND MUNICIPALITY – POLICIES AND PRACTICES

As required in terms of section 19(1) of the EEA, the Municipality completed an analysis of all relevant employment policies and practices to identify barriers to employment equity. The barriers identified and the remedial actions taken or in process are included in the table under paragraph 14.

The current status of the Human Resources policies is as indicated in the schedule below:

Nr.	Policies	Status	Comments
1.	Employment Equity Policy	Approved	<ul style="list-style-type: none"> <li>➤ Provides a link between the legislative framework and the operational institutionalisation thereof;</li> <li>➤ Provides a governance tool for the Council that is the legitimate driving force for the implementation of employment equity in an organisation-specific manner; and</li> <li>➤ The development of an Employment Equity Plan which ensures that the Council remains accountable to the principles contained in this policy.</li> </ul>
2.	Recruitment and Selection	Draft	To serve at LLF scheduled for 08u September 2009.
3.	Collective Agreement Conditions of Service	Approved (SALGBC)	
4.	Collective Agreement Disciplinary and Grievance Procedure	Approved (SALGBC)	
5.	Municipal Code of Conduct	Approved	
6.	Uniform /Protective Clothing	Approved	
7.	Training and Development	Approved	
8.	Employee Wellness Program	Draft	Submitted to Director; Management Services for review
9.	HIV/AIDS Policy	Draft	Served at Portfolio committee for approval at Council Meeting
10.	Succession Planning	Draft	Submitted to Director; Management Services for review
11.	PMS Implementation	Approved	
12.	Rewards and Incentive	Approved	
13.	Staff Retention	Draft	Submitted to Director; Management Services for review
14.	Retirement Planning	Approved	
15.	Sexual Harassment	Approved	
16.	Promotions and Remuneration	Draft	Submitted to management for review and comments.

## 8 AFFIRMATIVE ACTION MEASURES

### 8.1 Compliance Measures

An assessment of the Overstrand workforce, employment policies and practices, enable management to identify specific affirmative action measures to be implemented on an ongoing basis to ensure any possible barriers are addressed and the aims and principles of employment equity achieved.

### 8.2 Specific Initiatives

In addition to the legislative requirements for compliance, the Overstrand Municipality also launched specific initiatives to address and/or promote employee and community well-being with the framework of employment equity and diversity.

#### 8.2.1 Local Labour Promotions Projects (LLPP)

The LLPP is devised as a means of effecting socio- economic upliftment to bring about poverty alleviation through job creation.

The LLPP provides opportunities to people from the local communities where unemployment and poverty is high, to be part of the delivery of municipal services and construction of new facilities. Participants earn a weekly wage whilst also reducing their outstanding municipal debt.

#### 8.2.2 Project Grey Power

Project Grey Power was launched as a strategic initiative to address the skills shortages in the Overstrand municipal area. It is anticipated that the following benefits can be achieved through this project:

- The vast experience of suitably qualified retired people from the local communities could be harnessed to alleviate the shortage of scarce but in-demand skills as may be required from time to time;
- At the same time such service providers can also act as mentors for inexperienced graduates and students from the local communities interested in pursuing a career in local government.
- The database of students already established falls within the requirements of the EEA and as such will also assist to promote the employment Equity profile of the Overstrand municipality, should employment opportunities becomes available.

#### 8.2.3 Employee Survey

In terms of the EEA, Chapter 3, Section 13, an employer should: “*Consult with employees*” and “*Conduct a survey*” to promote employment equity and diversity in the workplace.

Based on the barriers and inhibitors documented in the EEP 2008, an employee survey was launched in July 2009 in an attempt to objectively assess the overall cultural climate in the Overstrand municipality and also to identify specific barriers and inhibitors to employment equity and diversity.

The analysis and assessment of the responses to the survey are still in progress and the findings will be presented to the EE Steering committee once it is successfully processed.

### 8.3 Barriers and Inhibitors

The schedule below is a follow on of the schedule presented in the previous EEP for 2008 to 2009. It is intended to provide feed back in certain areas as may be applicable, as well identifying specific barriers and inhibitors as may still be applicable.

Overstrand Municipality – Employment Equity Plan  
September 2009

Policies & Practices	Situational Analysis and the Way Forward – 2008/09	Measures taken / to be taken -2009/10
<b>Recruitment &amp; Selection</b>		
Recruitment procedures and processes	<ul style="list-style-type: none"> <li>➤ Lack of numerical goals</li> <li>➤ Opportunities for internal promotion not enhanced.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Numerical goals now determined for all levels and categories.</li> <li>➤ All vacancies advertised internally for one week to enable suitably qualified internal candidates to apply. Minimum requirements may be relaxed in compliance with the requirements of the EEA.</li> </ul>
Selection, screening and short listing	Employment criteria must be appropriate to the requirements for the job.	All candidates are assessed against the specific job requirements as advertised and then short listed in compliance with the EEA guidelines for suitably qualified candidates.
Job design/specification	Job design and person specification places emphasis on formal qualifications and lacks a proper definition of the competencies required.	TASK still in progress. As at 31 July 2009, the job specifications for 788 positions have been completed and evaluated. 363 positions have been benchmarked of which 200 Job specifications have also been completed.
Advertisements <ul style="list-style-type: none"> <li>➤ Advertisements not reaching the required groups</li> </ul>	Advertisements EE and gender linked and placed as widely as possible to ensure maximum access by the designated groups (within the financial means of the Municipality)	External advertisements for vacancies are placed in all local newspapers, placed on all municipal notice boards, in all municipal libraries and= distributed to all departments in the municipality.
Application form <ul style="list-style-type: none"> <li>➤ Too complex for lower levels</li> </ul>	Format of the application form now more simplified and based on job related information	Status quo maintained.
Referencing checking and rating <ul style="list-style-type: none"> <li>➤ Lack of proper references and rating</li> </ul>	<ul style="list-style-type: none"> <li>➤ Lack of referencing not used to disqualify an applicant.</li> <li>➤ Referencing relates to the inherent requirements of the job. Rating against competencies and based on standardised methodology in which selection panel is trained / will be trained.</li> </ul>	Primary focus is on suitably qualified candidates as per the EEA requirements.

<p>Disabled persons</p> <ul style="list-style-type: none"> <li>➤ No special effort to identify positions for disabled employees</li> </ul>	<ul style="list-style-type: none"> <li>➤ Identification of positions that could reasonably expected to be occupied by disabled persons and actively attempt to recruit them for such positions.</li> <li>➤ Introduce specialised equipment in these positions to promote the employment of disabled persons, e.g. switchboards.</li> <li>➤ Special attention to be given to the career development of disabled people.</li> </ul>	<p>As at end August 2009 there were 4 disabled people employed: 1 x Black male, 2 x coloured males and 1 x white female.</p>
<b>Training &amp; Development</b>		
<p>Induction &amp; orientation</p> <ul style="list-style-type: none"> <li>➤ Inadequate guidance for new employees.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Timeous and structured induction programmes, including all policies, for new employees to be provided.</li> <li>➤ Guidance and counselling through initial problems, irrespective of whether these are work related, concerning hygiene factors or of a social nature.</li> <li>➤ Where possible the inclusion of a socialisation component in the induction programme</li> </ul>	<ul style="list-style-type: none"> <li>➤ Induction sessions for all new employees on the 1<sup>st</sup> working day of every month.</li> <li>➤ Will also introduce diversity awareness and Employment equity as part of induction.</li> <li>➤ Post induction support to new employees now tracked and recorded as per the IDP for Human Resources.</li> </ul>
<p>ABET - remains at the core of training and not to be neglected</p>	<p>Effective implementation of ABET programmes – as far as possible also including the community.</p>	<ul style="list-style-type: none"> <li>➤ A structured methodology to promote ABET training has been introduced.</li> <li>➤ Candidates can obtain a GETC certificate equivalent to an NQF level 1.</li> <li>➤ Progress is reported to the Training Committee as per the HR SDBIP.</li> </ul>
<p>Recognised prior learning (RPL) - Lack of recognition of prior learning</p>	<p>Municipality's Training and Development Section setting up structures to assist employees to obtain better qualifications through RPL of their competencies</p>	<ul style="list-style-type: none"> <li>➤ Awareness of RPL amongst employees and line management.</li> <li>➤ Primary responsibility to apply lies with employee and educational institution.</li> <li>➤ RPL forms integrated part of new TASK, and recruitment and selection processes in compliance with NQF Standards.</li> </ul>
<p>Focused training and development - Inadequate to assist employees to overcome identified educational and experience deficiencies.</p>	<p>As part of the induction process and linked to coaching, the line managers to develop training and development plans in consultation with the persons involved to monitor the transfer of appropriate skills to the new employees.</p>	<p>Status Quo maintained</p>

<p>Performance related training</p> <ul style="list-style-type: none"> <li>➤ Development plans are not linked to the formal performance appraisal.</li> </ul>	<p>The training and development plans of employees to be linked to the performance appraisal system. This implies that line managers will, in consultation with employees, formulate and address deficiencies in the work performance as well as enhance the employee's promote-ability through focused training.</p>	<p>This matters forms part of the Employee survey and will be addressed once the survey result are analysed.</p>
<p>Competency based</p> <ul style="list-style-type: none"> <li>➤ Lack of a competency based approach to training</li> </ul>	<p>Each department and section to re-evaluate posts to identify essential competencies required for effective job performance and to be used for career pathing purposes</p>	<p>Task will provide the basis for driving this initiative</p>
<ul style="list-style-type: none"> <li>➤ Employee potential - Absence of a formal process to identify and develop employee potential.</li> </ul>	<p>The design and implementation of measures to recognise and develop employee potential. These measures to be developed in consultation with employees.</p>	<p>Will form part of the performance appraisal process.</p>
	<p>Managers to assist individual employees and supervisors in the formulation of Personal Development Plans (PDP).</p>	<p>This matter forms part of the Employee survey and will be addressed once the survey result are analysed</p>
<p>ADP - Accelerated training &amp; development.</p> <ul style="list-style-type: none"> <li>➤ Inadequate focus on accelerated training</li> </ul>	<p>Accelerated development programmes (ADP) for identified employees with the aim to fast track their development within the Municipality, the focus being on affirmative action appointees and employees who consistently performs outstanding</p>	<p>Now that the EE goals are for the municipality, a more planned and structured approach can be followed for job levels and categories where required.</p>
<p>Mentoring and Coaching - Absence of continued and structured mentoring/coaching (on-the-job-training) by the colleagues/line manager of new (and existing) employees</p>	<p>Formal policy guidance on what is expected from employees who are responsible for the coaching of new appointees and preferable ways of coaching. This would be done in a manner adding to the job enrichment of all parties concerned.</p>	<p>Project Grey Power has been introduced to address the lack of mentoring in the Municipality. A policy will be developed to address this matter.</p>
<p>Mentoring - Lack of a mentor policy or programme.</p>	<p>The formulation, consultation and implementation of a formal mentor policy with build-in practical guidance to the parties regarding the approach to be followed, the role and responsibilities of both parties, the setting of milestones and the assessment criteria to be used. Identification and appointment of mentors for ADP candidates to assist, monitor, coach and give guidance</p>	<p>Project Grey Power has been introduced to address the lack of mentoring in the Municipality. A policy will be developed to address this matter.</p>

<p>Training resources</p> <ul style="list-style-type: none"> <li>➤ Blacks and specifically women should get an equitable share of training resources.</li> </ul>	<p>Training and development of Black and women employees being prioritised with greater percentage of resources allocated to it.</p>	<p>Monthly analysis to assess training populations. Report to executive management on a monthly basis. Corrective actions as may be required.</p>
<ul style="list-style-type: none"> <li>➤ Not all training related programmes covered by the SETA. Also a dependence on the financial position of the Council and the internal human resource capacity available to arrange and/or conduct training and development programmes.</li> </ul>	<p>More detailed estimates on the cost of training and development programmes as foreseen. A review the resource allocation for training and development and, if the financial position of the Council allows it, the amount budgeted for training and development programmes to be increased in next financial year</p>	<ul style="list-style-type: none"> <li>➤ Training budget increased from R700, 000 to R1M for 2009/2010.</li> <li>➤ All accredited training reported to SETA.</li> <li>➤ Non-accredited training is recorded as part of an employee's developo0pm net plan.</li> <li>➤ HR provides a 1 x full time resource to facilitate and monitor all training.</li> <li>➤ Alliances without external entities such as the DBSA are incorporated in our forward looking strategies.</li> </ul>
<p>Evaluation of training effectiveness</p> <ul style="list-style-type: none"> <li>➤ Evaluation of training effectiveness not adequate</li> <li>➤ Inadequate focus on long term effects of training</li> </ul>	<p>Managers, supervisors to prepare progress reports on the implementation of training plans, induction and orientation programmes, personal development plans and accelerated development programmes</p>	<p>Documentation and processes are in place to link employee performance appraisals, training programmes and career planning. Numerical goals will assist to identify specific areas where training is needed for employees from designated groups.</p>
<ul style="list-style-type: none"> <li>➤</li> </ul>	<p>To ensure sustainability of training takes place, training and development programmes should be linked to coaching, mentorship and performance appraisal.</p>	<p>Mentorship programmes still in experimental phase –re. Project grey Power.</p>
<p><b>Performance Management</b></p>		
<p>PMS Implementation Policy</p> <ul style="list-style-type: none"> <li>➤ Relatively new policy still to be fully implemented</li> </ul>	<p>A performance appraisal- and management system that meets the needs of legislation in the process of being rolled out, inter alia to establish a basis for promotion and career advancement</p>	<ul style="list-style-type: none"> <li>➤ PMS Policy in place.</li> <li>➤ IDP serves as PM for senior and executive management</li> <li>➤ PM Methodology still to be finalised for all job levels</li> </ul>
<p>Culture - The municipality does not have a culture of performance management</p>	<p>Establishment of a culture of performance management through the policy and system that will address the relevant aspects mentioned while being in accordance with accepted principles, standards and practices.</p>	<p>One of the questions in the survey specifically addresses this matter. Will be reported on once the employee survey analysis has been completed.</p>

Key Performance Areas	The achievement of goals and targets to ensure effective implementation of affirmative action and employment equity across the total institution, its departments and different levels, forms part of managers' performance criteria.	<ul style="list-style-type: none"> <li>➤ Numerical goals for every year set in EEP 2009/2010 for municipality and for each department.</li> <li>➤ Affirmative action measures form an integral part of every manager's KPA's.</li> </ul>
<b>Promotions and Transfers</b>		
Potential abilities - Employees' capacity to be promoted is hampered by the lack of adequate support to develop their potential.	Criteria implemented based on the core competencies required to do the job and employees with promotional aspirations can take advantage of it.	<ul style="list-style-type: none"> <li>➤ Internal advertisements for vacancies give designated employees preference to apply for available positions.</li> <li>➤ The option of mentorship is used to assist the development of employees from designated groups.</li> </ul>
<b>Retention</b>		
Exit interviews - not part of Management Information System	Determine reasons for staff turnover and increase the retention rates of categories/levels where there is under-representation, specific exit interviews to be held, e.g. to identify problem areas, retention of services of designated group members and report on it.	<ul style="list-style-type: none"> <li>➤ Retention strategies to keep high potential designated employees long enough for them to be promoted</li> <li>➤ Terminations and reasons for terminations are documented.</li> <li>➤ Reporting to also reflect reasons for termination to determine specific trends and reasons.</li> </ul>
Outstanding performance not recognised	Rewards and Incentives Policy to assist to acknowledge outstanding performance	Rewards and Incentives Policy implemented
Career planning and succession planning - Lack of a formal career and succession planning system with the result being an absence of formal policy guidance	The formulation, consultation and implementation of a career and succession planning policy.	Career and succession planning policy available in Draft format. Submitted for approval.
Employees do not identify with the goals and strategies of the institution	Members of designated groups to be appointed in position enabling meaningful participation in decision-making processes, e.g. IDP, budget, strategic planning, etc.	This matter addressed in the employee survey. Will be reported on once the survey results are analysed.
<b>Remuneration</b>		
Remuneration packages must be market-related otherwise it limits the institution's ability to attract and retain qualified designated employees.	Through market research determine the remuneration packages offered by other government institutions for qualified designated and non-designated employees and within the limitations of the BC agreement endeavour to ensure that remuneration packages are as market-related as possible.	New Remuneration packages were agreed during July/august 2009

<b>Grievances &amp; Discipline</b>		
	Grievance and disciplinary procedures communicated to employees in a language well understood by them.	Procedures are communicated to employees in the accepted languages, if need be, with the assistance of trade union representatives and interpreters.
<b>Management Practices &amp; Style</b>		
Communication	If communication is mostly formal, infrequent, top-down or on a strictly need to know basis with limited structural interaction between line managers, supervisors and their teams it would create problems not conducive to employment equity. Line managers and supervisors to be provided with the skills to promote a consultative and participatory management style.	Promotion of a transparent and networked system of communication to enable proper communication of policies and strategies. New strategies to be deployed as part of the overall HR initiative for improved communications to all staff. I.e. Employment Relationship Forums for all directorates/Departments.
	Inadequate opportunity for designated employees to articulate their specific needs or requirements other than the grievance process or through the intervention of the trade union.	Communication also addressed as part of the employee survey.
Commitment	Inadequate commitment of senior and line management to EE, with the process been driven mostly by the personnel department.	Senior employees assigned to drive the process of AA and EE as is required by legislation and EE forms part of the key performance targets of management.
	With the institutional & individual performance management system to be cascaded down in the institution, line managers to be fully informed of the principles and objectives of EE	Workshops scheduled to address EE and diversity awareness amongst all senior managers and all staff. EE and diversity to form part of Induction programme for new employees.
Visibility	Senior management not adequately visible to employees. Perceptions can be established that human resources and the development of staff are not so important.	Refer comments re. Employment Relationships Forums above. Addressed as part of Employee survey.
Strategy	Discussions regarding EE have not taken the form of strategic dialogue and there is a lack of clear EE objectives and / or these are not communicated to the staff.	Specific strategies are now in place to address all relevant issues, i.e. Workshops, employee surveys, Employee relationship forums, etc.
	The objectives of the EE Plan to be reflected in the next strategic planning document / IDP and to become part of a holistic organisational strategy.	The Five year EE objectives documented in this EEP, par. 3. Once agreed and approved it will also be documented in the IDP document.

<b>Institutional Culture &amp; Climate</b>		
A wealth of diversity must be managed to be of benefit to an institution and its individuals	Introduce a programme of training managers in employee diversity, i.e. acknowledgement and respect thereof, and broaden this on a more informative basis to include all employees.	Specific strategies are now in place to address all relevant issues, i.e. Workshops, employee surveys, Employee relationship forums, etc.
Language is a key component of inclusiveness or exclusiveness - whichever is practiced	Introduce a programme of training employees with the need to acquire African language skills through networking with the community.	Specific strategies are now in place to address all relevant issues, i.e. Workshops, employee surveys, Employee relationship forums, etc.
Aspects of importance to build a healthy institutional culture are inter alia, the warmth in the institution, support, recognition, fairness, etc.	Implement measures to ensure the organisational culture and climate is conducive to the implementation of employment equity and the esteem of staff in general.	Specific strategies are now in place to address all relevant issues, i.e. Workshops, employee surveys, Employee relationship forums, etc.
<b>Communication of EE Policy &amp; EE Plan</b>		
The absence of proper communication of the EE Policy to employees resulting in employees not knowing the legal obligations and the principles on which EE is based or the obligatory commitment that the Council should have toward the implementation of AA and EE.	All aspects concerning AA and EE to be communicated to employees by management and the trade unions.	The EE policy is distributed to regional centre and main buildings. It is also available on the Overstrand Intranet as well as on all notice boards in the all office blocks. Awareness of Employment Equity and sensitisation of all employees regarding diversity will also be promoted via the workshops to be scheduled for all managers and all employees. EE and diversity will also form part of the induction programmes for new employees.
<b>Accessibility of Facilities</b>	Disabled persons	No current barriers
<b>Community Investment</b>		
Municipality cannot keep a distance from the communities' development needs and it has to enlarge its pool of suitable candidates, e.g. through ABET	Internships, learnerships and job shadowing opportunities for selected students to enable them to receive practical experience in their chosen vocations	Refer par 5.2 to 5.4 in this EEP for details regarding the municipality's community investment initiatives.
Knowledgeable community members can offer much through mentorship programmes	Where possible mentors in the community identified and drawn into mentorship programmes	The local Economic Development Directorate are driving specific initiatives to promote this strategy, the latest being the appointment of Outreach officials in local communities.

## 9 Numerical Goals and Targets per Directorate

Numerical goals and targets are now set for the term of this EEP. Refer paragraph 4.2 for a comparative analysis of profiles settings between Sept 2008 and Sept 2009, as well as explanatory notes regarding these profiles.

Due to the staffing numbers in the Directorates/ Departments it not always possible to establish meaningful and quantifiable profiles for all job levels and categories, especially in the more senior levels where there are only a few positions available per Directorate/ Department. There for, the profiles as calculated for the EEAD in paragraphs 5.3 and 5.4 will be used on an opportunity basis and as a reference guide to appointment people from the designated groups, especially in the more senior positions.

### 9.1.1 Overstrand Municipality

Refer paragraphs 5.3 and 5.4 for detailed goals and targets set for all job levels and categories.

### 9.1.2 Management Services

### 9.1.3 Finance

### 9.1.4 Infrastructure & Planning

### 9.1.5 Community Services

### 9.1.6 Protection Services

### 9.1.7 Economic Development

<b>Policy Section:</b>	Human Resources
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