



EMPLOYMENT EQUITY POLICY

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INTRODUCTION

The need to develop an employment equity policy is derived from the Constitution of the Republic of South Africa, 1996 and the Employment Equity Act, 55 of 1998.

Overstrand Municipality is committed towards providing democratic and accountable governance and therefore acknowledges its mandate to take affirmative action measures to ensure equitable representation of suitably qualified people from designated groups in all occupational levels and categories.

To fulfil its mandate, commitments and act in compliance with legislation Overstrand Municipality will strive to realise employment equity implementation through this policy and its Employment Equity Plan.

The purpose of this policy is to provide a link between the legislative framework and the operational institutionalisation thereof in the municipality. It provides a governance tool for the Council that, with the buy-in of all role-players, will be the legitimate driving force for the implementation of employment equity in an organisation-specific manner and the development of an Employment Equity Plan which ensures that the Council remains accountable to the principles contained in this policy.

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LIST OF ACRONYMS

AA	-	Affirmative Action
DPLG	-	Department of Provincial and Local Government
EE	-	Employment Equity
EEA	-	Employment Equity Act
EEO	-	Employment Equity Officer
EEP	-	Employment Equity Plan
EER	-	Employment Equity Report
IDP	-	Integrated Development Plan
KPI	-	Key Performance Indicator
LLF	-	Local Labour Forum
LRA	-	Labour Relations Act
MS	-	Management Services
MSA	-	Municipal Systems Act
PMS	-	Performance Management System
SDA	-	Skills Development Act

LEGISLATIVE FRAMEWORK & INTERPRETATION

The policy framework is in accordance with applicable legislation and any relevant policies and guidelines of Overstrand Local Municipality (“Overstrand”). A relatively broad legislative overview is given to provide a holistic and responsible departure point for the implementation of employment equity.

The **Constitution of the Republic of South Africa**, 1996 (“the Constitution”) as the overarching legislation includes the following stipulations of importance:

- ✦ It addresses equality in section 9 thereof by stipulating that measures to achieve the equality of persons or categories of persons, disadvantaged by unfair discrimination, may be taken and lists the grounds on which discrimination may not take place unless such discrimination aims to advance equity;
- ✦ Section 195(h) indicates that human potential must be maximised through good human resources management including career-development practices;
- ✦ Section 195(i) obliges a broadly representative public administration with employment and personnel management practices based on ability, objectivity, fairness, and the need to redress the imbalances of the past to achieve such broad representation;
- ✦ Section 153(a) sums up the ultimate goal that this policy must assist to achieve: “A municipality must structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community”. For the purposes of employment equity, all staff could be regarded as part of the “administration” and as part of the “community”.

The **Employment Equity Act**, 55 of 1998, (“the EEA”) applies in its entirety as the act championing employment equity and all matters related thereto specifically through the prohibition and elimination of unfair discrimination and the measures designed to achieve employment equity. It lists the following grounds to which unfair discrimination (i.e. discrimination not aimed to advance employment equity) may not take place: race, gender, sex, pregnancy, marital status, family responsibility, ethnic or social origin, colour, sexual orientation, age disability, religion, HIV status, conscience, belief, political opinion, culture, birth and language.

The **Skills Development Act**, Act 97 of 1998, (“the SDA”) champions the development of the skills and capabilities of all staff members including such staff specifically dependent thereon to advance the principles of employment equity.

The **Labour Relations Act**, 66 of 1995, (“the LRA”) aims out to enable fair labour practices in respect of all and any labour related matter and in this sense, in section 187(1)(f) thereof declares any dismissal based directly or indirectly on unfair discriminatory grounds (i.e. discrimination not aimed to advance employment equity) as automatically unfair.

The **Local Government: Municipal Systems Act, Act No. 32 of 2000**, (“the MSA”) includes the following stipulations that directly or indirectly imply two principles, i.e. 1) that employment

equity must be implemented and advanced and 2) anything done in respect of personnel matters must be compatible with the object of an effective and efficient administration.

In this sense then, the MSA holds the Municipality (“Council”) responsible:

- ✦ In terms of section 67(1) to, in accordance with any applicable law, develop appropriate systems and procedures to ensure fair, efficient, effective and transparent personnel administration;
- ✦ In terms of section 68 the development of its human resources inter alia through skills development to a level enabling the municipality to operate in an economical, effective, efficient and accountable way.

Holds the Municipal Manager responsible and accountable for:

- ✦ In terms of section 55(1)(a) the development of an economical, effective, efficient and accountable administration;
- ✦ In terms of section 55(1)(e) the employment of staff subject to the EEA;
- ✦ In terms of section 56(a) the appointment of managers directly accountable to him which managers must have the skills and expertise to perform the duties associated with the post in question, taking into account the protection and advancement of persons or categories of persons disadvantaged by unfair discrimination;
- ✦ In terms of section 67 the monitoring, measuring and evaluating of performance of staff as a platform to develop human resources and to hold municipal staff accountable to serve the public efficiently and effectively.

Holds in terms of the Code of Conduct for Municipal Staff Members – Schedule 2 all staff members accountable to:

- ✦ Section 2(e) – act impartially and treat all people, including other staff members, equally without favour or prejudice;
- ✦ Section 3(e) – participate in the overall performance management system for the municipality, as well as the staff member’s individual performance appraisal and reward system, if such exists, in order to maximise the ability of the municipality as a whole to achieve its objectives and improve the quality of life of its residents;
- ✦ Section 12 – not embark on any action amounting to sexual harassment (this being an important facet of gender equity in the workplace).

Draft Competency Guidelines for Municipal Managers and Managers directly accountable to Municipal Managers, 2006, (“the Competency Guidelines”) which establishes the minimum competency requirements for these persons and which therefore, must, irrespective of any other legislative policy instruments, be adhered to as soon as being effective. These guidelines derives its authority from section 72 of the MSA in terms of which the Minister of DPLG may regulate the setting of uniform standards for any other matter concerning municipal personnel administration and can issue guidelines to deal with corrective steps in the case of substandard performance by staff members of municipalities and any other matter that may facilitate the implementation by a municipality of an efficient and effective system of personnel administration.

Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, 2006 (“the Performance Regulations”) published in Government Gazette No. 29089 dated 1 August 2006 contains performance regulations for municipal managers and managers directly accountable to the municipal managers inter alia including employment equity advancement under the Key Performance Indicator (KPI) dealing with Municipal Transformation. The impact hereof is that all managers must be committed to the achievement of employment equity in their directorates.

The combined effect of these acts, regulations and guidelines necessitates that Overstrand Municipality takes cognisance of the following:

- ✦ Employment equity and an economical, effective and efficient municipal administration are both important to national government;
- ✦ National government is increasingly concerned about the performance of municipalities and are taking measures to address the competency of municipal officials and enforce performance managed municipalities from an institutional and individual perspective to increase the accountability of all role-players in the municipal environment;
- ✦ All the role-players in the municipal environment are responsible for the advancement of employment equity but this duty must be exercised accountably, responsibly and with the aim to also achieve an effective, efficient administration;
- ✦ The bridge between employment equity and an effective administration has two foundational pillars, i.e. skills development and performance management – the latter not from a punitive point of view but to identify needs and to address these to ensure both the achievement of employment equity and an effective administration.

The Municipality has included reference to and covered the requirements of affirmative action and employment in other relevant policies. Should any of these policies be in conflict with this policy, the provisions of this policy will prevail.

PURPOSE OF THE POLICY

The purpose of the policy is:

- ✦ To transform and maintain Overstrand as a non-racial and non-sexist institution that seeks to provide redress to previously disadvantaged individuals;
- ✦ To identify and abolish all barriers and policies including unfair discrimination that hampers the employment of and/or advancement of employees;
- ✦ To implement affirmative action measures to redress the disadvantages in employment experienced by individuals from the designated groups namely Black people (including Africans, Coloureds, Asian and Chinese persons), women and persons with disabilities;
- ✦ To optimise the potential of all employees in order to achieve municipal transformation as a national goal to enhance the performance of the municipality in serving the community and to achieve an effective and efficient administration;
- ✦ To ensure that Overstrand is broadly representative of its workforce profile demographics;
- ✦ To serve as a basis for the drafting, completion and continued review of Overstrand's Employment Equity Plan.

Underlying the purpose of this policy is the recognition and acknowledgement that:

- ✦ All employees have the right to be treated fairly, equally and to be protected from any form of unfair discrimination while at work including sexual harassment;
- ✦ Past practices did cause unfair discrimination to exist in the workplace that needs to be addressed;
- ✦ Overstrand has already made progress in exercising its legal obligation to establish and maintain fairness and equity in the workplace to ensure an equal employment opportunity environment for all its employees;
- ✦ Implementation of employment equity is an integrated and holistic process involving the entire Municipality and all its employees to expand the skills pool of the Directorates;
- ✦ Overstrand needs to further transform to operate within the current economic, political and legislative framework;
- ✦ Central to such transformation is the development of human potential and the implementation of affirmative action and employment equity aimed to further enhance the effectiveness and efficiency of its administration;
- ✦ Affirmative action is the development tool that must be used to re-evaluate its current policies, practices and procedures and institute specific actions to comply with the applicable legal requirements;

- Achievement of employment equity is an important strategic goal through which Overstrand can give effect to the advancement of the previously disadvantaged in a planned and accelerated way;
- Affirmative action is an intervention of specific duration designed to create equal employment opportunities, upholding standards and acting to the advantage of the career aspirations or expectations of employees who are competent in their jobs;
- Effective implementation of affirmative action necessitates an organisation-specific employment equity plan, setting specific objectives and time-tables to eradicate problem areas as identified.

PRINCIPLES UNDERLYING THE POLICY

Overstrand Municipality believes:

- Nobody should be unfairly discriminated against on the basis of race, gender, sex, pregnancy, marital status, family responsibility, ethnic or social origin, colour, sexual orientation, age, disability, religion, conscience, belief, political opinion, culture, language, birth and HIV status;
- Anyone found unfairly discriminating against anyone else should be subjected to disciplinary action and any unfair discriminatory practices in the work spectrum will be removed;
- Special attention must be given to the disadvantaged, e.g. blacks, women and the disabled, and that such preferential treatment shall not be considered unfair discrimination therefore preference in future appointments for groups that are under-represented in the different occupational levels / categories will form a key feature of achieving employment equity;
- Gender equity is of considerable importance to the Municipality and no form of sexual harassment will be tolerated;
- Employment equity does not involve making appointments just to meet numerical goals without ensuring that the individual is suitably qualified for the position therefore affirmative action measures will not include the appointment of persons who are not suitably qualified (as defined) for the posts they are expected to fill;
- Promotion from within and on merit is the major means of advancement with merit including formal qualifications, relevant prior learning and related experience;
- Central to changes focused to ensure affirmative action and employment equity is the efficient utilisation of the human resources at its disposal;

- ✦ Recruitment and selection methods must be culture free, non-sexist and carefully evaluated for predictive validity with respect to job performance (e.g. to do the job to the required standards);
- ✦ Preference for members of designated groups implies that where applicants for a position are all suitably qualified (as defined) applicants from the designated groups will receive preference;
- ✦ Where representivity in an occupational category and level has been reached or over-representivity in an occupational category and level is evident, fair labour practices and normalising of recruitment and selection practices will be applied;
- ✦ Affirmative action form part of the broader ongoing aim of training and developing all employees in the organisation to fulfil their potential;
- ✦ Development needs are not only met via the broad approach of providing training *en masse*, but also through examining the individual's specific training needs;
- ✦ Each individual must take responsibility and make an effort to develop him/herself;
- ✦ Development should also take place on the job with senior personnel and colleagues acting within their respective abilities as mentors/coaches;
- ✦ This policy is a strategic objective for the organisation to pro-actively achieve its on-going growth and internal excellence.

DEFINITIONS

Where terminology used in the implementation of affirmative action is not defined below the applicable definition in the Employment Equity Act, Act 55 of 1998 will be used.

“Affirmative action” in employment, means all actions and interventions to eliminate past racial and gender imbalances, overcome barriers to equal employment opportunity, mobilise latent human resources and to offer opportunities for advancement to the previously disadvantaged in a planned and accelerated way. It includes measures to:

- ✦ identify and eliminate employment barriers
- ✦ further diversity in the workplace
- ✦ make reasonable accommodation for people from designated groups to ensure they enjoy equal opportunities and are equitably represented in the workforce
- ✦ ensure the equitable representation of suitably qualified people from designated groups in all occupational categories and levels in the workforce; and
- ✦ to retain and develop people from designated groups and to implement appropriate training.

Such measures include preferential treatment and numerical goals but exclude quotas and do not require from an employer to take decisions that would establish an absolute barrier to the prospective or continued employment of people who are not from designated groups.

“**Black people**”, mean Africans, Coloureds, Asians and Chinese of both sexes.

“**Capacity building**”, means to develop the potential of employees through specific training, skills development and education.

“**Career pathing**”, means to map out a career path for an employee in accordance with his/her own competencies, skills and abilities.

“**Designated groups**”, means black people, women and people with disabilities.

“**Differentiation**”, means having differences between individuals or groups of people that are objectively justified, fair and defensible.

“**Disadvantaged**”, means any person or group deprived of rights who were subject to discrimination on the basis of race, gender or disability.

“**Discrimination**”, means any actions/decisions based on bias, prejudice or stereotyping that are taken against a person or group, resulting in their being treated differently or less favourably.

“**Employee**”, as defined in the Basic Conditions of Employment Act, Act 75 of 1997 and the Labour Relations Act, No. 66 of 1995.

“**Employment equity**”, means the removal of discrimination and the implementation of affirmative action to create equality of environment and opportunity at work.

“**Equal opportunity**”, means a situation where everyone has the same chance of applying for a benefit and confirms the right of any person to be protected against unfair discrimination and to be treated on personal merit.

“**employment policy or practice**”, means recruitment procedures, appointment process, job classification and grading, remuneration employment benefits and terms and conditions of employment, job assignments, working environment and facilities, training and development, performance evaluation systems, promotion, transfer, demotion, disciplinary measures.

“**Job enrichment**”, means a process through which the existing job content of a post is upwardly adjusted in accordance with the development abilities displayed by the incumbent of the post.

“**Merit**”, means well-deserved, earned recognition for superior job performance.

“**Municipality**”, means the Council and its employees.

“People with disabilities”, means people who have a long term or recurring physical or mental impairment which substantially limits their prospects of entry into, or advancement in, employment.

“Potential”, means the identified potential for development of an employee/prospective employee as determined by a validated and culturally unbiased assessment.

“Practical and legal necessity”, mean situations where decisions must be taken based on legal and practical requirements to be met to ensure the smooth running of the organisation.

“Prejudice”, means having a preconceived opinion or especially in the negative sense, a biased and partial view about something or someone.

“Relevant labour market”, refers to the economically active people between the ages of 18 and 65 within the jurisdictional area of Overstrand Municipality.

“Senior and middle management”, refers to persons in a supervisory position.

“Skills assessment”, means a culturally unbiased assessment of a person’s latent or actual skills.

“Stereotype”, means to attribute characteristics to an individual solely because that person appears to belong to a group of people with the same characteristics.

“Sexual harassment”, means unwanted conduct of a sexual nature and therefore not welcome or mutual”. Such behaviour will be regarded as sexual harassment if:

- ✦ it is persisted in, although a single incident can also be seen as an act of sexual harassment;
- ✦ it is considered as offensive by the recipient and clearly communicated as such;
- ✦ the perpetrator should have known that the behaviour will be regarded as unacceptable.

Any unwanted conduct of a sexual nature as described above, whether it is in a physical, verbal or non-verbal form or in exchange for other sexual favours or advances, is regarded as an act of sexual harassment.

“Suitably qualified”, refers to criteria based on any one or a combination of formal qualifications; prior learning; relevant experience; or capacity to acquire, within a reasonable time, the ability to do the job.

“Trade union”, means a trade union recognised by the Overstrand Municipality, i.e. SAMWU and IMATU.

MISSION AND ETHOS

1. MISSION

The employment equity mission of the Overstrand Municipality is the following:

“To give effect to the letter and spirit of applicable legislation relating to employment equity in such a manner that Overstrand Municipality becomes a prime example of how employment equity results in the effective, efficient and economic rendering of services.”

2. ETHOS (CULTURE)

The role-players involved in the implementation of affirmative action and employment equity are committed to:

- the principles of equity, non-discrimination and diversity as enshrined in the Constitution and the Employment Equity Act and this policy;
- the creation of an inclusive and supportive culture in which employees feel supported and respected;
- using employment equity as both a redress mechanism and a key strategy for enhancing existing human resources;
- the continued training and development of all employees irrespective of the category or group employees belong to;
- the development of an effective and efficient administration thus building on current excellence;
- to co-operate in achieving the objectives stipulated in the Employment Equity Plan for which this policy forms the basis.

ROLE-PLAYERS AND RESPONSIBILITIES

The role-players who will be involved in the implementation of employment equity and their responsibilities are further discussed below.

1. COUNCIL

As the political executive structure of the Municipality and the employer, the Council must ensure that legislation pertaining to employment equity is implemented as prescribed but in doing so that an effective and efficient administration is achieved to serve its ultimate goal

namely effective service delivery to the community. This policy provides a governing instrument to the Council.

2. MANAGEMENT

As the head of the administration and the EE Officer, the Municipal Manager is ultimately accountable for the extent to which and the manner and timeframe in which employment equity is implemented. The Municipal Manager assisted by his Directors must achieve the objectives set out in the Employment Equity Plan (EEP) while keeping a balance between the requirements to have a suitably qualified workforce in respect of all positions to ensure an effective and efficient administration and the accelerated advancement of persons from designated groups who, in certain circumstances, might involve the appointment of persons with the ability to become suitably qualified through training and development.

The Head of Management Services and the human resources officials in his department are responsible for overseeing the implementation of this policy and the administration of employment equity including the analysis, measures, monitoring and evaluation as addressed. Further responsibilities include: an annual update of the EEP to record progress made; ongoing consultation with employees through the LLF, updating of numerical goals based on the “relevant labour market” and the prescribed annual reporting to the Department of Labour.

All directors are responsible to assist with the determination of numerical goals in their respective directorates, to implement employment equity practices to achieve such goals; to establish a culture conducive to the principles of employment equity in the workplaces there are responsible for; to monitor and measure the performance of individual employees – whether from designated groups or not – to ensure training needs are identified, communicated to the designated official and addressed and to report on progress with employment equity in their own performance appraisal process.

3. LOCAL LABOUR FORUM - LLF

The Local Labour Forum (LLF) is a representative and legitimate body that, in accordance with the Labour Relations Act, Act No. 66 of 1995, is vested with the responsibility to ensure that implementation of inter alia affirmative action and employment equity take place as envisaged in the applicable legislation and this policy and in accordance with the EEP and to monitor such implementation. An ad hoc Employment Equity Committee has been established under the auspices of the LLF and will if necessary be utilised to give dedicated attention to this important matter.

4. EMPLOYEES

All employees are expected to respect cultural diversity and to build teams in which such diversity is used as an advantage. Employees whether from designated groups or not are not passive participants in their own or the municipality's advancement, therefore each

individual must take responsibility and make an effort to develop him/herself to enable promotion to higher positions.

5. AWARENESS, CONSULTATION & COMMUNICATION

In accordance with legislative requirements, the Municipality has consulted the LLF and will further do so as required in respect of any further analysis of its employment policies and practices (as defined), an update of numerical goals based on the relevant labour market (as defined), the implementation and annual update of the EEP to record progress and the Employment Equity Report (EER) submitted on an annual basis to the Department of Labour.

Copies of this policy and the EEP will be distributed to all parties that take part in the consultative processes of the LLF. The Municipality will in co-operation with the LLF, ensure that all employees take note of this policy and the EEP through it being made available for copying and perusal by employees at the main and regional offices of the Municipality. Circulars and messages on official notice boards will inform all employees of the availability of this policy and the EEP as well as the annually updated EEP to make progress visible. This policy and EEP will also be available in electronic format via e-mail and will be posted on the official website of Overstrand Municipality.

The Municipality has and will proceed to display a summary of the EEA on its notice boards. Should it be needed, the Municipality will in consultation with the LLF, design and implement awareness in respect of diversity management and what is considered discriminatory practices. In the latter regard the Municipality is in the process of adopting a Sexual Harassment Policy, which will be communicated to all employees.

Consultation takes place on a monthly basis as per the Council's meeting cycle and will, as is currently the case, as far as possible aim to reach consensus decisions or a sufficient degree of agreement to ensure the buy-in of all role-players.

PLANNING AND MONITORING

1. WORKFORCE PROFILE ANALYSIS

1.1 *Relevant Labour Market*

The Municipality has adopted as its departure point in determining the representivity of its workforce, percentages based on the economically active people between the ages of 18 and 65 within the jurisdictional area of Overstrand Municipality. The percentages as derived from STATSSA 2007 will be updated as more recent statistics are available to form the

basis of Overstrand's workforce profile and will be used to determine the levels of under-representivity of the designated groups and with the latter as the departure point to measure progress towards the achievement of the aims of this policy and the targets set out in the Employment Equity Plan (EEP).

1.2 Numerical Goals

The percentages of the 'relevant labour market' will be applied to the total personnel structure of Overstrand Municipality and each Directorate as per all occupational levels and categories defined by the Department of Labour and further set out in the five-year EEP.

1.3 Factors Impacting

It is accepted that the numerical goals will have to take cognisance of various factors impacting on the targets set for each Directorate and the ability of Overstrand Municipality to reach such targets with the result that the targets set for the Directorates will vary. Inter alia, the following factors must be taken into account when setting numerical goals for the municipality and each directorate to ensure these are reasonable and attainable:

- ✦ Degree of under-representation of designated employees in the various employment categories;
- ✦ Availability of suitably qualified people from designated groups in the 'relevant labour market';
- ✦ Internal skills profile of designated employees;
- ✦ Present and anticipated economic & financial factors of the municipal sector;
- ✦ Economic & financial circumstances of the Council to ensure overall staff costs are kept within acceptable limits;
- ✦ Expected turnover of employees (natural attrition); and
- ✦ Labour turnover trends and underlying reasons;
- ✦ The employment needs arising from alignment of organisational structures to the IDP;
- ✦ The need to ensure an economical, effective and efficient administration.

It is accepted that the recruitment area from which the Council would reasonably be expected to recruit employees will vary depending on the level of responsibility and degree of specialisation involved. Therefore, for some positions, the recruitment area will be wider than the 'relevant labour market' to acquire suitably skilled persons but this necessity will not be practised to exclude current staff or potential applicants residing in the 'relevant labour market' from applying for these positions.

2. POLICIES & PRACTICES ANALYSIS

Employment policies or practices (as defined) will be reviewed on an ongoing basis to ensure that they do not serve as barriers to the Municipality's employment equity initiatives. In the event that any such barriers are identified, the Employment Equity Plan will include remedial measures to address these barriers.

3. AFFIRMATIVE ACTION MEASURES

Besides remedial measures, in respect of employment policies and practices (as defined) affirmative action measures will be implemented as further detailed in the Employment Equity Plan to ensure the aims and principles of this policy are achieved. The matters identified below will receive specific attention.

3.1 *Selection and Recruitment*

The selection and recruitment policy of the Council makes provision for affirmative action and employment equity in accordance with the principles contained herein. Important principles are that:

- ✦ The right of every person including external applicants for employment to fair labour practices is recognised;
- ✦ Employment criteria will be re-assessed to ensure that they are appropriate to differentiate between essential and preferred requirements for the job;
- ✦ Selection, recruitment and appointment processes will be transparent and shall favour, as determined by targets, suitably qualified applicants from the designated groups; and
- ✦ Suitably qualified internal candidates will receive preference over external candidates while minimum requirements may be relaxed for internal advertisement in order to promote employees.

3.2 *Training and Development*

From an internal training and development perspective, the Council has adopted a training policy that promotes the principles contained in this policy. The Training Committee formed to oversee the implementation of the Training Policy will also ensure that the principles of employment equity are served.

Accelerated training will be targeted at new recruits from the designated groups appointed on the basis of having the capacity or potential to acquire the ability to do the job and prioritised, focused training to further the career-plans of employees and enable successful succession planning.

Overstrand recognises that it and its employees are part of the broader community and as such it will offer:

- ✦ Internships, learnerships, mentorships and job shadowing opportunities for selected students to enable them to receive practical experience in their chosen vocations;
- ✦ Ongoing liaison with the educational institutions and authorities, e.g. the Local Government Sector Educational and Training Authority and the National Skills Fund to assist with the enrolment of community members in national skills projects.

3.3 Performance Management

Employment equity goals and objectives will be an integral part of the Performance Management System (PMS) in the Municipality and form part of the key performance indicators of senior management on which they are appraised on a quarterly and annual basis.

The Performance Management Implementation Policy makes provision for cascading performance appraisals to all staff members. Such appraisals will be used to determine the training needs of employees and to acknowledge outstanding employee performance.

3.4 Retention

Overstrand is committed to the retention of staff through:

- Fair remuneration
- Career planning
- Succession planning where required
- Recognition of outstanding performance through the implementation of performance appraisals and acknowledgement thereof through the Rewards & Incentives Policy to be adopted by Council.

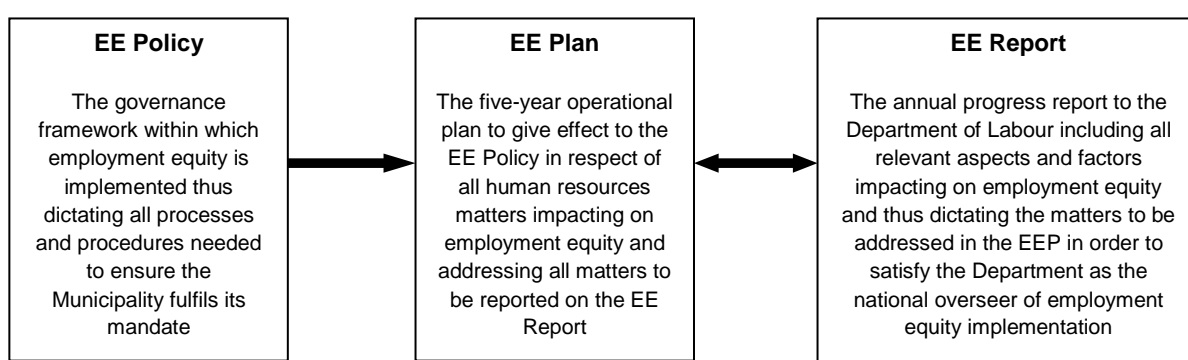
4. MONITORING AND EVALUATION

The implementation of this policy and the EEP will be monitored by the parties as indicated in this policy with particular emphasis on:

- Ensuring the realisation of the purpose and principles as stated;
- Awareness, consultation and communication taking place as stated;
- The employment equity objectives being actively pursued;
- The workplace profile being correctly applied and progress of its implied percentages monitored; and
- Reporting to the Department of Labour taking place as prescribed.

REPORTING

The Department of Labour has instituted a reporting process consisting of a number of prescribed forms of which two, i.e. the EEA2 and EEA4 forms must be submitted on an annual basis. The EEA2 form deals progress made in respect of implementation of the Employment Equity Plan and the EEA4 form deals with the remuneration paid to employees in each of the occupational categories in order for the Department to assess the income differentials of the Municipality. Of importance in respect of this policy is the EEA2 form and an understanding of how this form fits into the employment equity process of the Municipality. The following diagram indicates the relationship between this policy, the EEP and the EEA2 Report.



Therefore both the EE Policy and the EE Report impact on the EE Plan and effectively dictate the content thereof. However, the EEP remains organisation-specific to Overstrand detailing the numerical goals, analysis, measures and monitoring activities implemented in Overstrand.

RESOURCES

The Municipality has appointed a senior person to manage the implementation and monitoring process.

Resources allocated to the implementation of the EEP will be provided for in the operating expenses of the Municipality. The funds so provided for will cover areas such as:

- ✦ Costs of the recruitment and selection processes;
- ✦ Meeting annual reporting requirements;
- ✦ Consultation and communication costs in respect of the process;
- ✦ Actual staff costs when the employment of members of the designated groups is confirmed.

Policy Section:	Human Resources
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