

EMPLOYMENT EQUITY PLAN

FOR

DRAKENSTEIN MUNICIPALITY

Prepared by Denment Consultants
September 2003

PREAMBLE

The Drakenstein Municipality Area is situated in the Boland area of the Western Cape. The municipal area stretches from Victor Verster in the south along the Berg River to Saron in the north and bounded by the Wemmershoek, Klein Drakenstein, Limietberg, Elandskloof and Saron Mountains to the east and Simonsberg, Paarl, Perdeberg and Porselein Mountains to the west.

The area has a vibrant economy based on strong agricultural, manufacturing and tourism sectors with the commercial and service sectors also developing. The Local Labour Forum of Council, consisting of all relevant role-players, was nominated to oversee the formulation and execution of the EE Plan. The responsibility for the implementation of our Employment Equity Plan and Policy will ultimately be that of our Municipal Manager. Each line manager and work group will, however, be responsible to implement and maintain the Employment Equity Plan and Policy and guidelines in their own areas of responsibility. The Transformation Manager will develop processes, facilitate implementation, provide guidance and measure progress.

On 30 September 2003, the Council had a staff establishment totalling 1919 approved positions of which 1651 were filled permanently.

The demographic composition of the Drakenstein Municipal area is approximately 66.6% Coloured, 16.7% African and 16.7% White (4:1:1). The male: female ratio is about 1:1 and the disabled population comprises 3,0% (Source: Statistics SA). As a separate group, the demographic percentages of Indians are insignificant. These ratios that are used in our deliberations to determine the ultimate goal we want to achieve in the municipality, are relevant for both the total population as well as the economically active population.

The 4:1:1 and 1:1 ratios are simplified ratios for illustrative purposes only and the full ratios from Statistics SA shall be used for calculations.

The Local Labour Forum as well as Council agreed that these ratios would not be based on the demographic composition of the Western Cape but on the demographics of the municipal area in which our employees and prospective employees reside.

Please note that these figures are not to be confused with the numerical goals as contained in our Employment Equity Plan. The latter are the realistic goals to be achieved over the next five years, while the demographic statistics should be considered as absolute ideals that will be achieved over a longer period of time.

As with most other organisations in South Africa, the senior positions in the organisation were predominantly occupied by white males.

A key issue and limiting factor that influenced the pace of transformation was undoubtedly the low staff turnover of the municipality. This could affect the execution of our Plan and must be noted.

It is important to note that Local Government in South Africa has embarked on a new job evaluation system, i.e. the TASK Job Evaluation System that will be applicable to all municipal posts in South Africa. All posts will be evaluated by TASK and this may change post levels and job classifications. As a result it may influence the targets set and it may, therefore, be necessary to review the targets once the results of the job evaluation system are known.

OBJECTIVES OF THE EMPLOYMENT EQUITY PLAN

To achieve equity in the workplace through the promotion of equal opportunities and fair treatment for all its workforce, as well as applicants for employment by:

- ▪ Eliminating unfair discrimination that may exist in policies, practices, procedures and the work environment.
- ▪ Implementing affirmative action measures to redress the disadvantages experienced by designated groups in the past.
- ▪ Promoting diversity and respect for all employees.
- ▪ Achieving equitable representation of all demographic groups at all levels and in all categories of the workforce as ultimate tangible objective.

THE PLANNING PHASE

Assignment of Senior Manager

- ▪ The incumbent of the post of Transformation Manager has been appointed as the Assigned Manager for the Employment Equity process. This post reports directly to the Municipal Manager.
- ▪ The Council and Municipal Manager are committed to providing the assigned manager with the necessary authority and means to fulfil his allocated function.

Awareness raising of Employment Equity

(To be read in conjunction with the completed prescribed form that immediately follows this section – Form EEA 2; page 8 of 12).

The following activities were undertaken to ensure effective communication and raise general awareness of Employment Equity:

- ▪ Discussions with representatives of the trade unions, in this case SAMWU and IMATU;
- ▪ A proposed Employment Equity Policy was formulated and will be communicated to all staff in writing once approved;
- ▪ A wall chart of the “Summary of the Employment Equity Act” is on display in each department. This wall chart was obtained from the Department of Labour.
- ▪ The whole communication process to every staff member will, however, be repeated i.e. presentations to all staff in small groups and one-on-one discussions with management staff.
- ▪

Consultation

- ▪ The Local Labour Forum of Council, consisting of all relevant role-players, was nominated to oversee the formulation and execution of this Plan. The Local Labour Forum comprises of Councillors, trade union representatives (SAMWU and IMATU) and senior officials.:
- ▪ The forum meets at least monthly.

Conducting an analysis

(To be read in conjunction with the completed prescribed form, form EEA 2; page 9 of 12)

- ▪ A preliminary analysis was done of the following procedures, policies and practices as well as the working environment:
 - ○ Recruitment and selection procedures
 - ○ Job classification and grading
 - ○ Performance and evaluation systems
 - ○ Training and development
 - ○ Succession and experience planning
 - ○ Corporate culture
 - ○ HIV/AIDS education and prevention
 - ○ Skills availability
 - ○ Staff turnover
 - ○ Work environment and facilities – also for disabled persons.
 - ○ Remuneration and benefits

- ○ Promotion
 - ○ Terms and conditions of employment
- ▪ It was agreed that a) a more in-depth analysis need to be done and that b) the initial focus would be on the specific procedures outlined in the Act. Other procedures will come under scrutiny on an ongoing basis in the monthly Labour Forum meetings.
 - ▪ A few barriers and potential barriers were identified in the various stages of the Recruitment/Appointment process. These are, however addressed in our proposed Employment Equity Policy. As is evident from the statistics, the overall tendency of recruitment has been in the right direction.
 - ▪ Promotions (internal appointments) done over the last year were mostly from the designated groups – a very positive point. A minimal number of disciplinary actions were taken. No particular discriminatory trends are evident in the statistics.
 - ▪ With regard to policies, procedures and working practices re Job Classification and Grading, Remuneration and Benefits, Promotion and Terms and Conditions of Employment, it was found that these were applied consistently and there were no discriminatory practices.
 - ▪ We are committed to the comprehensive implementation of the Skills Development Act. Most policies and practices relating to Training and Development will be more thoroughly addressed in relation to this Act. It is noted that a fair number of staff from the designated group has received training during the past year but that the focus is largely on operational requirements. A comprehensive Skills Audit was, however, recently completed.
 - ▪ There were 25 dismissals during the period.
 - ▪ A study on the Work Environment and Facilities has been done. All facilities are available for all race and gender groups. The only barriers from this source were with regard to persons with certain disabilities, e.g. persons confined to a wheelchair or blind persons. Special arrangements were, however, made to accommodate staff and clients in this regard.
 - ▪ For some prescribed aspects in the workplace to be audited, no policies, procedures or even anticipated actions exist – these will be addressed and developed over time. Examples of these are Performance Management Systems, Succession and Experience Planning, Corporate Culture, and HIV/AIDS Education and Training.

Workforce profile

(To be read in conjunction with the completed prescribed forms, Form EEA 2; page 2 to 4 of 8)

- As mentioned, the following simplified target ratios/percentages have been used as a reference to determine levels of under-representation (Source: Statistics SA):
 - ○ Coloured: African: White
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 - ○ Male: Female ratio: 1:1
 - ○ Disabled: 3,0%
- In our deliberations it became very clear that we do not have an absolutely clear grasp of which individuals qualify for disablement in terms of the definition in the Act. A few examples of these uncertainties are: someone with only one eye, someone who stutters, someone who had undergone a double-bypass operation, etc.
- The present distribution of staff compares as follows with the ideal distribution, i.e. as per demographic composition of the Drakenstein municipal area:

Category	Existing	Ideal Ideal
African Male	14.4%	8.3%
African Female	3.3%	8.3%
Coloured Male	56.1%	33.3%
Coloured Female	12.0%	33.3%
White Male	10.3%	8.3%
White Female	3.8%	8.3%
Indian Male	0.1%	0
Indian Female	0	0
Total	100.0%	99.8%

- The male: female ratio is 80.9% and 19.1% against the ideal of 50:50

- The present distribution of staff per occupational level compares as follows with the ideal distribution, i.e. as per demographic composition of the Drakenstein municipal area:

Category	Post Levels					
	0-2		3-4		5-6	
	Present	Ideal	Present	Ideal	Present	Ideal
African Male	1	1	0	2	0	6
African Female	0	0	0	2	3	6
Coloured Male	0	2	6	8	7	25
Coloured Female	0	2	1	8	28	25
White Male	5	1	17	2	23	6
White Female	0	0	0	2	14	6
Indian Males	0	0	0	0	0	1
Indian Females	0	0	0	0	0	0
Total	6		24		75	

Category	Post Levels					
	7-9		10-14		15+	
African Male	7	16	51	50	179	63
African Female	3	16	17	50	31	63
Coloured Male	88	62	332	199	493	252
Coloured Female	6	62	113	199	50	252
White Male	81	16	41	50	3	63
White Female	3	16	44	50	2	63
Indian Males	2	2	0	0	0	1
Indian Females	0	0	0	0	0	1
Total	190		598		758	

Major areas of under representation have been identified at the following occupational levels in the organisation:

- ▪ Coloured males – Top, senior and middle management/professionally qualified and experienced specialists (Post levels 0-6). Over representation in other levels (Post level 7+).
- ▪ Coloured females – Top and senior management (Post levels 0-4) as well as Post levels 7+).
- ▪ African males – Senior management, middle management/professionally qualified and experienced specialists and skilled technical & academically qualified workers, junior management, supervisors, foreman and superintendents (Post levels 3-9) Over representation in lower levels (Post level 15+).
- ▪ African females – All levels of the organisation
- ▪ White females - All levels of the organisation except post levels 5-6.
- ▪ White males – Over represented in top, senior and middle management (Post levels 0-9). Under representation in lower levels (Post level 10+).
- ▪ Disabled – Most levels of the organisation (15 employees against the ideal of 40).

Terminations

At this point, no reason for concern.

THE IMPLEMENTATION PHASE

Broad objectives for each year of the plan:

- ▪ 2004: To aggressively implement the Skills Development Act in order to address all Training and Development issues in support of our Employment Equity Plan.
- ▪ 2004: Implement a Performance Management System;
- ▪ 2005: Make the premises and working environment more accessible for the disabled;
- ▪ 2007: A follow-up audit of HR policies, procedures and practices;
- ▪ 2008: Free up positions previously held by people from non-designated groups via voluntary severance and/or retirement;
- ▪ Continually: To ensure that the targeted groups are brought into the organisation

Affirmative action measures to be taken

(To be read in conjunction with the completed prescribed form, Form EEA 2; page 10 of 12).

To achieve the goals that have been set, the following broad measures have been agreed to:

- ○ To formalise an Employment Equity policy.
- ○ To review the entire Appointment Process to ensure that the targeted groups are brought into the organisation.
- ○ Training in disciplinary procedures.
- ○ To diligently follow the targets as set in the numerical goals, i.e. to fill vacant positions in accordance with the projected numerical goals indicated in this plan so as to reach equitable representation of designated groups by 1 October 2008.
- ○ To address all items as identified in the work environment study over a period of time and as available finances allow. Money to be budgeted for this specific purpose every year.
- ○ To select incumbents from designated groups within each department for placement on an Accelerated Development Programme from 2004 to 2008.
- ○ To discuss staff related issues with the Labour Forum to effect a solution to the particular barriers.
- ○ To prepare a skills audit and review all positions with regard to qualifications and experience requirements to assess which skills are available internally and where shortcomings exist in line with this Plan.
- ○ To aggressively implement the Skills Development Act in order to address all Training and Development issues in support of our Employment Equity Plan. To give impetus to this process, a Skills Development Facilitator was appointed.
- ○ To implement a Performance Management System for Council.
- ○ To review the principle of voluntary severance and apply it with Council approval in individual cases where necessary.

- ▪ The employer will ensure non-discrimination in relation to HIV/Aids in the workplace.
- ▪ The employer will maintain records in respect of its workforce, the employment equity plan and any other relevant records required in terms of the Act.

Setting of numerical goals

- ▪ (To be read in conjunction with the completed prescribed form, Form EEA 2; page 11 of 12)
- ▪ In the setting of numerical goals, a number of factors were considered. These included the following:
 - ○ Current demographic profile of the workforce
 - ○ Ideal demographic target reflecting the composition of the Drakenstein Municipal area
 - ○ From staff turnover statistics, a prediction of the jobs to become vacant
 - ○ From staff movement statistics, a prediction of the jobs to become vacant
 - ○ A grasp of the availability of skilled resources at the various levels and categories
 - ○ Number of anticipated new positions.
 - ○ Correcting/Addressing the issues identified in the various audits
 - ○ Financial constraints
- ▪ The sum total of these considerations led to the development of the numerical goals as set out in the completed prescribed form, Form EEA 2; page 11 of 12. These goals are to be achieved by 1 October 2008.

These numerical goals differ from our ideal mentioned earlier in the report. The numerical goal is the realistic one, while the ideal one is that which we will strive to achieve in the longer term.

- ▪ In setting the numerical goals, it was agreed in the Local Labour Forum that our main focus for action would be on the more senior levels in the organisation, i.e. top management, senior management and professionally qualified/middle management positions. Furthermore, as a general rule, special efforts are to be made at all times to attract and accommodate females and the disabled to the organisation.
- ▪ A pledge of commitment has been signed by representatives of the Local Labour Forum.

Duration of the Plan

- ▪ After careful consideration of all factors, it becomes clear that we will only achieve significant transformation over a relatively long period of time. For this reason the duration of the Plan will be a period of five years.

Allocation of Resources

- ▪ The assigned manager will be allocated a budget and given the appropriate level of authority to drive the implementation of the Employment Equity Plan.
- ▪ The Local Labour Forum will meet monthly – for this purpose the necessary infrastructure will be made available to ensure constructive engagement, e.g. venue, time off, secretarial services, information, training, etc.
- ▪ Every Departmental Head will also be expected to act in accordance with and uphold the spirit and principles of the Employment Equity Plan in his department. The development of his/her people as well as the responsibility for the implementation of relevant employment equity strategies will be a key performance area for all line managers.

Communicating the Plan

- ▪ The following measures will be taken to ensure that all stakeholders are familiar with the contents of the Employment Equity Plan:
 - ○ The Local Labour Forum will meet monthly, and will, in their discussions cover all aspects of the Employment Equity Plan. Representatives will get an opportunity on a monthly basis to report back to their constituents.
 - ○ Stakeholders will further be informed of the contents of the Plan through:
 - ▪ Direct feedback by elected representatives
 - ▪ Direct feedback by the Council and top management
 - ▪ A copy of the plan placed in each department to ensure easy access by the workforce

Dispute resolution procedure

- ▪ Any disputes re the Plan or the implementation thereof will be handled within the framework of our existing Organisational Rights Agreement.

MONITORING AND EVALUATING THE PLAN

Internal mechanisms for review

- ▪ The monthly Negotiation Forum meeting will provide the key forum where all activities relating to employment equity are discussed. This will include, e.g. all appointments, terminations, promotions, disciplinary actions, training and other procedures/policies/practices to be reviewed, actions agreed in the Plan, etc.
- ▪ A formal audit with a full report will be undertaken every six months to evaluate our performance against our Plan.
- ▪ Any revisions of the Plan will be discussed and formalised in the Local Labour Forum through a consultation process.

Subsequent reporting to the Department of Labour

- ▪ Our next report (Section G of Form EEA2) will be submitted to the Department of Labour on 1 October 2004. This report will cover progress on all aspects dealt with in this report.

I, the undersigned, J.J.H. Carstens, Municipal Manager of Drakenstein Municipality hereby certifies that the above information constitutes the Employment Equity Plan approved by the Drakenstein Municipal Council on.....October 2003.

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J.J.H. CARSTENS
MUNICIPAL MANAGER