



**O.R. TAMBO
DISTRICT MUNICIPALITY**

EMPLOYMENT EQUITY PLAN

01 April 2023-31 March 2028
(5 Year Term)

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DEFINITION OF TERMS

- **"The Act"** means the Employment Equity Act, 1998 (Act No.55 of 1998).

- **"People with disabilities"** is used to refer to people who have a long term or recurring physical or mental impairment which substantially limits their prospects of entry into, or advancement in, their employment

- **"Designated groups"** mean black people (i.e. African, Coloureds and Indians), women and people with disabilities who are natural person and:
 - are citizens of the Republic of South Africa by birth or descent; or
 - are citizens of the Republic of South Africa by naturalization before the commencement date of the Constitution of the Republic of South Africa Act of 1993;or
 - became citizens of the republic of South Africa after the commencement date of the Constitution of the Republic of South Africa Act of 1993, but who, not for Apartheid policy that has been in place prior to that date, would have been entitled to acquire citizenship by naturalization prior to that date.

- **"An employment policy or practice"** includes but not limited to the following:
 - a) recruitment procedures and selection criteria;
 - b) job clarification and grading;
 - c) remuneration, employment benefits and terms and conditions of employment;
 - d) the working environment and facilities;
 - e) training and development, performance management and development system
 - f) promotion, transfer, demotion
 - g) disciplinary measures other than dismissal, and
 - h) dismissal

- **“Unfair discrimination”** is any unjustifiable _ treatment of employees or job applicants, whether it is made directly or indirectly, on arbitrary grounds ie. Race, gender, sex, pregnancy, marital status, family responsibility, ethnic or social origin, belief, political opinion, culture, language and birth.
- **“Affirmative action measures”** are measures designed to ensure that suitably qualified, people from designated groups have equal employment opportunities and are equitably represented in all occupational __ levels in the workforce
- **“Suitably qualified”** _ means a person who has the abilities, formal qualifications, relevant experience or potential to acquire, within a reasonable time, the skills and competencies necessary to perform a particular job.

A. ACRONYMS

1. EEP- Employment Equity Plan
2. AA- Affirmative Action
3. EEA- Employment Equity Act No. 55 of 1998
4. PwD – People with Disabilities
5. SD & EEC- Skills Development & Employment Equity Committee
6. EAP- Employee Assistance Program
7. SAMWU- South African Municipal Workers Union
8. IMATU- Independent Municipal & Allied Workers Union
9. HOD- Head of Department
10. DG- Designated Groups
11. A- Africans
12. C-Coloureds
13. I –Indians
14. W- Whites

SECTION 1

INTRODUCTION

The O.R. Tambo District Municipality's EEP has been developed through a consultative process by involving employees, management, and organized labour represented on the municipality's Skills Development & Employment Equity Committee (SD&EEC). This plan was guided by the Employment Equity Legislation and formulated on the basis of identifying barriers in employment practices, procedures and policies that hinder the advancement of persons from designated groups to leadership and management positions.

Although the O.R. Tambo District Municipality has made several strides in addressing these disparities, there are still significant challenges in creating an equal and fair work environment. Therefore, by developing an Employment Equity Plan (EEP), the Municipality commits itself to take reasonable steps in ensuring that significant progress is made with regard to these inequalities.

1.2 BACKGROUND

O.R. Tambo District Municipality, as part of the South African society in the Eastern Cape community has experienced inequalities in the past amongst the different races and genders. These inequalities affected the employment practices, policies and procedures. Due to inequalities in employment patterns and practices with respect to access to employment, training, promotion and equitable remuneration especially for black people, women and people with disabilities the government deemed it necessary to put in place legislation such as the Employment Equity Act (Act No. 55 of 1998) to promote the constitutional right of equality and exercise true democracy; elimination of unfair discrimination in employment; ensuring the implementation of employment equity to redress the effects of discrimination; achieve a diverse workforce broadly representative of our people; promote economic development and efficiency in the workforce.

1.3 PURPOSE

The overall purpose of the Employment Equity Plan is to identify and set out measures for:

- Eliminating any unfair discrimination
- Dismantling any barriers to Employment Equity, and
- Achieving representivity of designated groups.

1.4. ESTABLISHMENT OF THE CONSULTATIVE FORUM

One of the requirements of the Act is for employers to introduce a Consultative Forum in workplaces to facilitate the transformation of workplace i.e. to achieve equity standards. A Consultative Forum (O.R. Tambo District Municipality Employment Equity Committee) was established in accordance with the Municipal EEP and policy. The O.R. Tambo District Municipality Employment Equity Committee shall be incorporated or merged with the Skills Development Committee as be referred to as the Skills Development & Employment Equity Committee as represented as follows:

- Corporate Services – As the Custodian of the Function
 - ❖ Member of Mayoral Committee- Chairperson
 - ❖ Corporate Services Director – Assigned Employment Equity Manager
 - ❖ Manager: Human Resources Management

Representation from all Departments:

- Strategic Planning & Governance
- Community Services
- Budget & Treasury Office
- Infrastructure, Water and Sanitation Services
- Rural Economic Development & Planning
- Representative from SAMWU
- Representative from IMATU
- A representative of people with disabilities
- A representative of non-designated groups.

This forum will develop and monitor the implementation of the O.R. Tambo EE Plan. Meetings will be held on a quarterly basis with a quorum of 50 % +1 of members

SECTION 2

2.1. DURATION OF THE PLAN

The duration of the EE Plan shall exist for a period of five years which shall commence from the 01 April 2023 until 31 March 2028.

2.2. OBJECTIVES OF THE EE PLAN

The **broader objectives** of this plan are based on the implementation of the affirmative action measures, the elimination of unfair discrimination in employment policies, practices and working environment which are as follows:

- To consult and analyses the O.R. Tambo workforce profile, policies, practices and procedures in order to adopt measures to eliminate barriers that circumvent the implementation of the EE Act within the Municipality;
- To set out implementable remedial steps towards employment equity within the Municipality;
- To improve women representation at top and senior management levels;
- To ensure the appropriate representation of people from different designated groups including people with disabilities across all occupational levels within O.R. Tambo Municipality;
- To ensure that O.R. Tambo Employment Equity targets are in compliance to the EE Act;
- To ensure that goals are implemented in line with the Provincial and National targets/norms.

Year	Period	Objective by % annual target
Year 1	1 September 2023 to 30 August 2024	20% of overall goal as an annual target.
Year 2	1 September 2024 to 30 August 2025	40% of overall goals as an annual target.
Year 3	1 September 2025 to 30 August 2026	60% of overall goals as an annual target.
Year 4	1 September 2026 to 30 August 2027	80% of overall goals as an annual target.
Year 5	1 September 2027 to 30 August 2028	100% of overall goals as an annual target.

SECTION 3

3.1. REVIEW AND ANALYSIS OF THE WORKING ENVIRONMENT & EMPLOYMENT POLICIES

As per Section 19 of the Employment Equity Act read with Clause 7.3 of the Code of good practice, "*a designated employer must collect information and conduct an analysis, as prescribed of its employment policies, practices, procedures and the working environment, in order to identify employment barriers which adversely affect people from designated groups*".

The review included a critical examination of all key policies, practices, procedures and working environment in respect of these broader categories outlined below:-

- Recruitment procedures, advertising and selection criteria;
- Appointments and the appointment process;
- Job Evaluation and grading of positions;
- Remuneration, employment benefits and terms and conditions of employment;
- The working environment and facilities;
- Training and development;
- Performance evaluation systems;
- Promotion; Transfer; Demotion;
- Disciplinary measures other than dismissal; and
- Dismissal.

3.2. OUTCOMES OF SECTION 19 ANALYSIS

Barriers identified in terms of Policy, Practice and Procedure

The following has been the analysis conducted by the consultative forum during the review period. Various meetings have been conducted to ensure that proper and effective discussions are done in order to make sound recommendations for consideration and implement by the Senior Management:

BARRIERS AND AFFIRMATIVE ACTION MEASURES			BARRIERS (PLEASE PROVIDE NARRATION) (briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	PROPOSED AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION) (briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)
CATEGORIES	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			
	POLICY	PROCEDURE	PRACTICE	
Recruitment			X	Development and adoption and implantation of the HR Plan & EE Plan
Advertising positions		X	X	Consider broadening the advertising spectrum buy placing adverts on National, Local newspapers including free publishers and social media. Placement of notice boards
Selection criteria and Appointments		X	X	HR must be an active participant in providing guidance and advice. HR Plan to indicate standards for setting up shortlisting & interviewing panels. Review interviewing procedures. All positions must have a recording device. Strengthening Labour component to their observer status
Job classification and grading	X			Development of Policy, Strengthening of District Job Evaluation Committee, Consider provision of Tools of Trade for the Committee
Remuneration and benefits		X	X	Strick adherence to approved HR policies that deals with Employee benefits. HR must conduct an audit on employee benefits and remuneration per category and level. Open a window through HR for the submission of queries on remuneration and benefits. Including the procedure that must be followed to raise queries /grievances Implementation of TASK grades and any other change staff benefits and payroll must be communicated in writing to each employee Some employee benefits must be inconsideration of the nature of the job in line with the applicable job description without focus of the job level/Task Grade

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BARRIERS AND AFFIRMATIVE ACTION MEASURES			
CATEGORIES	BARRIERS AND AFFIRMATIVE ACTION MEASURES		
	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice	BARRIERS (PLEASE PROVIDE NARRATION) (briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	
	POLICY	PROCEDURE	PRACTICE
			employed for within Sections/Departments.
Terms & conditions of employment	X	X	X
			<p>Expedite implementation of Job Evaluation There must be a distinction of terms and condition for all positions based on its criticality and field of work.</p> <p>Appointments letters must talk to the nature of work for each field and sector and must be specific in different categories</p> <p>HR must enforce implementation of Collective agreements on conditions of service</p> <p>Induction and information sharing workshops for staff must be implemented</p> <p>Any change in terms and conditions of employment must be communicate in writing</p> <p>OHS Audits must be escalated to the management and Council meetings in each month.</p> <p>Strengthening of monitoring of OHS policy compliance and implementation.</p> <p>Visibility of OHS representatives from Departments</p> <p>Integration of OHS to the Employment Equity Plan Action Plan</p> <p>There must be a review of Security Policy and</p> <p>Strict monitoring of contracted external security services (provision of a metal detector).</p> <p>Enforcement of policies and implementation of consequence management</p>
Work environment and facilities	X	X	X
			<p>Office space and Hygiene is a huge challenge for Departments</p> <p>There is no provision of enough working tools eg. protective clothing and a proper plan of PPE replacement</p> <p>There is no sufficient budget allocate to fund OHS programmes including purchase of equipment and materials</p> <p>Satellite offices (Fire and Disaster Centres) there is no refurbishment and proper renovations</p> <p>There are temporal structure that are dilapidated</p> <p>OHS Audits are produced but not implemented.</p>

BARRIERS AND AFFIRMATIVE ACTION MEASURES			
CATEGORIES	BARRIERS (PLEASE PROVIDE NARRATION)		
	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice	(briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	
	POLICY	PROCEDURE	PRACTICE
			<p>Parking space and storage for vehicles, equipment and staff Security in the workplace is compromised and is not effectively implemented. e.g. poor management of access control in municipal premises.</p> <p>High rate of theft of municipal targets and property including staff items. e.g. Laptops, offices and easily unlocked.</p> <p>There is inconsistency and monitoring in the implementation of certain programmes</p>
Training and development		X	<p>Training and development is not fully centralised resulting in exploitation at Departmental level.</p> <p>Mentoring is not given a priority for capacitation of supervisors</p>
Performance and evaluation	X At IPMDS Level		<p>An institutional PMS policy is in place however; individual PMDS is not implemented to lower levels as a result without assessing Employees.</p> <p>There is a huge staff overburden in terms of more allocation of work to high performers</p> <p>Employee remuneration and rewards is not based on performance management system</p>
Succession & experience planning	X		<p>There is no policy in place for the Municipality</p> <p>There is no structured up-ward movement of staff in the workplace</p> <p>There is a significant staff turnover of key personnel on</p>
			<p>on outcomes of investigations</p>
			<p>Centralisation and monitoring of all training programme including project based funding</p> <p>Upon appointment of Consultants, a clear skills transfer plan must be produces and monitored by HoDs</p> <p>Key specific training programmes impacting of Local government must not be limited to Management only e.g. CPMD Programme</p> <p>HRD policy on training and development must be reviewed</p> <p>Introduce individual PMDS framework in the Municipality with clear processes and procedures</p> <p>Organised Labour must strengthen their role in dealing with employee performance issues</p> <p>There must be a committee established to deal with PMDS moderation</p> <p>Expedite the approval of the Org Structure and Job Descriptions at Department level.</p>
			<p>Introduce Succession Planning Policy in the Municipality with clear processes and procedures</p>

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BARRIERS AND AFFIRMATIVE ACTION MEASURES			BARRIERS (PLEASE PROVIDE NARRATION) (briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	PROPOSED AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION) (briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)
CATEGORIES	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice	PRACTICE		
	POLICY	PROCEDURE		
			critical skills High political interference in Employment and recruitment processes.	
Disciplinary measures		X	High number of staff exposed to disciplinary measures There are elements of gross favouritism in the implementation of discipline especially managing outcomes of disciplinary hearing Poor attendance of CPS roadshows especially office based staff Prolonged disciplinary cases that are not resolved impacting on employee wellbeing There is a high perception of disciplinary processes implemented by Municipality that they always result in dismissal There is no transparency in operational programmes within the entire Municipality across Departments	Maintain on-going CPS roadshows to Departments Labour Relations must profile and provide information on the list of dismissible offences Strengthen communication for roadshows dates for Departments. Alignment of programmes with the council calendar. Communications Section to assist with inclusion of HR information on intranet, Notice boards and printing of brochures. Invitation of HR in Departmental meetings. Work hand in hand with IT. Employee update on the Disciplinary cases within the municipality without disclosure of merits
Retention of designated groups		X	Lack of communication of the policy and implementation strategy Non administration of exit interviews for exiting staff at all levels	Workshop the policy to Management and Staff Revive the compilation and consideration of Exit Interviews for all staff including Senior Management Conduct a diagnostic report on the drivers of high staff turnover
Corporate culture			High mortality rate at lower level staff (WASS employees) Negative ethical conduct across the institution (dress code, punctuality etc.)	Strict adherence to HR policies across the entire staff and introduction of Dress code policy.

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BARRIERS AND AFFIRMATIVE ACTION MEASURES					
CATEGORIES	BARRIERS (PLEASE PROVIDE NARRATION) (briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)			PROPOSED AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION) (briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	
	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice	POLICY	PROCEDURE		PRACTICE
Reasonable accommodation		X			Introduction of Biometrics access control. Professionalization and management of communication.
HIV/AIDS prevention and wellness programmes		X	X		Development and implementation of HR and EE Plan. Intensifying of Wellness programmes to cover entire employees and improve the level of trust in managing employee challenges. Building sound relationships with external stakeholders in advancing wellness programmes. Communication of all programmes in various platforms accessible to the entire employees.
Assigned senior manager(s) to manage EE implementation			X		Strict adherence to policies, procedures and legislation. Distinct separation of duties between politicians and management. BTO to create a budget vote for EE under Corporate Services.
Budget allocation in support of employment equity goals	X	X	X		

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BARRIERS AND AFFIRMATIVE ACTION MEASURES				
CATEGORIES	BARRIERS (PLEASE PROVIDE NARRATION) (briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)			PROPOSED AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION) (briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)
	POLICY	PROCEDURE	PRACTICE	
Time off for employment equity consultative committee to meet			X	Lack of commitment on both committee members and Senior management in EE committee activities. Develop action Plan for implementation of EE activities.

3.3. BARRIERS AND AFFIRMATIVE ACTION MEASURES WITH TIMEFRAMES

BARRIERS (Narrative)	AFFIRMATIVE ACTION MEASURES	TIME FRAMES	RESPONSIBLE PERSON
Political influence and interference	Development and adoption and implementation of the HR Plan & EE Plan as approved by Council	January 2024	Director: Corporate Services & Municipal Manager
Advertising is not specifying the EE Targets as per the Plan Limited advertising platforms	Consider broadening the advertising spectrum by placing adverts on National, Local newspapers including free publishers and social media. Placement on all internal Notice Boards. (Amend and align the advert to specify the target group in each advertising Period)	Ongoing as per the recruitment policy	Director: Corporate Services & Municipal Manager
Political influence and interference (prioritising personal interests), recruitment forms which are not aligned with EE provisions	HR must be an active participant in providing guidance and advice. HR Plan to indicate standards for setting up shortlisting & interviewing panels. Review interviewing procedures. All positions must have a recording device. Strengthening Labour component to their observer status	December 2023	Director: Corporate Services & Manager: HRM

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<p>None existence of Job Grading & Evaluation Policy</p> <p>Employees on the same level of employment are not receiving same benefits. E.g. Car Allowance approval is not implemented according to the policy. Cell phone allowance. There is inconsistent application or implementation of HR Policies. Salary disparities for employees of equal work and levels. e.g. PAs, Managers.</p> <p>Main Collective agreement on implementation of remuneration bands is not adhered to upon employment – placement on entry notch salary band and notch progression principle</p> <p>There are employees who are performing duties that are not employed for within Sections/Departments.</p>	<p>Development of Policy, Strengthening of District Job Evaluation Committee, Consider provision of Tools of Trade for the Committee</p>	<p>December 2023</p>	<p>Director: Corporate Services & Manager: Organizational Development</p>
<p>Employees on the same level of employment are not receiving same benefits. E.g. Car Allowance approval is not implemented according to the policy. There is inconsistent application or implementation of HR Policies. Salary disparities for employees of equal work and levels. e.g. PAs, Managers.</p> <p>Main Collective agreement on implementation of remuneration bands is not adhered to upon employment – placement on entry notch salary band and notch progression principle</p> <p>There are employees who are performing duties that are not employed for within Sections/Departments.</p>	<p>Strick adherence to approved HR policies that deals with Employee benefits. HR must conduct an audit on employee benefits and remuneration per category and level. Open a window through HR for the submission of queries on remuneration and benefits. Including the procedure that must be followed to raise queries /grievances Implementation of TASK grades and any other change staff benefits and payroll must be communicated in writing to each employee Some employee benefits must be inconsideration of the nature of the job in line with the applicable job description without focus of the job level/Task Grade</p> <p>Expedite implementation of Job Evaluation There must be a distinction of terms and condition for all positions based on its criticality and field of work.</p> <p>Appointments letters must talk to the nature of work for each field and sector and must be specific in different categories</p> <p>HR must enforce implementation of Collective agreements on conditions of service</p> <p>Induction and information sharing workshops for staff must be implemented</p> <p>Any change in terms and conditions of employment must be communicate in writing</p>	<p>August 2024</p> <p>Ongoing up to August 2024</p>	<p>Director: Corporate Services & Manager: HRM</p> <p>Director: Corporate Services Manager: HRM & Manager: Employee Relations</p>
<p>Employees are working extra hours which are outside their scope of work which is not accommodated in terms of remuneration.</p> <p>There is a standard employment terms and conditions- letters of appointment which do not accommodate the unique nature of the job function</p>			

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<p>Office space and Hygiene is a huge challenge for Departments There is no provision of enough working tools, eg. protective clothing and a proper plan of PPE replacement There is no sufficient budget allocate to fund OHS programmes including purchase of equipment and materials Satellite offices (Fire and Disaster Centres) there is no refurbishment and proper renovations There are temporal structure that are dilapidated OHS Audits are produced but not implemented. Parking space and storage for vehicles, equipment and staff Security in the workplace is compromised and is not effectively implemented. e.g. poor management of access control in municipal premises. High rate of theft of municipal gargets and property including staff items. e.g. Laptops, offices and easily unlocked.</p>	<p>OHS Audits must be escalated to the management and Council meetings in each month. Strengthening of monitoring of OHS policy compliance and Implementation. Visibility of OHS representatives from Departments Integration of OHS to the Employment Equity Plan Action Plan There must be a review of Security Policy and Strict monitoring of contracted external security services (provision of a metal detector). Enforcement of policies and implementation of consequence management on outcomes of investigations</p>	<p>August 2023 & August 2024</p>	<p>Director: Corporate Services Manager: HRM</p>
<p>There is inconsistency and monitoring in the implementation of certain programmes Training and development is not fully centralised resulting in exploitation at Departmental level. Mentoring is not given a priority for capacitation of supervisors</p>	<p>Centralisation and monitoring of all training programme including project based funding Upon appointment of Consultants, a clear skills transfer plan must be produces and monitored by HoDs Key specific training programmes impacting of Local government must not be limited to Management only e.g. CPMD Programme HRD policy on training and development must be reviewed</p>	<p>August 2023 and ongoing</p>	<p>Director: Corporate Services & Manager: HRD</p>
<p>An institutional PMS policy is in place however; individual PMDS is not implemented to lower levels as a result departmental performance is not effectively measured without assessing Employees. There is a huge staff overburden in terms of more a location of work to high performers Employee remuneration and rewards is not based on performance management system</p>	<p>Introduce individual PMDS framework in the Municipality with clear processes and procedures Organised Labour must strengthen their role in dealing with employee performance issues There must be a committee established to deal with PMDS moderation Expedite the approval of the Org Structure and Job Descriptions at Department level.</p>	<p>August 2023 and ongoing</p>	<p>Director: Corporate Services Manager: HRM</p>

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<p>There is no policy in place for the Municipality There is no structured up-ward movement of staff in the workplace There is a significant staff turnover of key personnel on critical skills High political interference in Employment and recruitment processes.</p>	<p>Introduce Succession Planning Policy in the Municipality with clear processes and procedures</p>	<p>August 2024</p>	<p>Director: Corporate Services Manager: HRM</p>
<p>High number of staff exposed to disciplinary measures There are elements of gross favouritism in the implementation of discipline especially managing outcomes of disciplinary hearing Poor attendance of CPS roadshows especially office based staff Prolonged disciplinary cases that are not resolved impacting on employee wellbeing There is a high perception of disciplinary processes implemented by Municipality that they always result in dismissal There is no transparency in operational programmes within the entire Municipality across Departments</p>	<p>Maintain on-going CPS roadshows to Departments Labour Relations must profile and provide information on the list of dismissible offences Strengthen communication for roadshows dates for Departments. Alignment of programmes with the council calendar. Communications Section to assist with inclusion of HR information on intranet, Notice boards and printing of brochures. Invitation of HR in Departmental meetings. Work hand in hand with IT. Employee update on the Disciplinary cases within the municipality without disclosure of merits</p>	<p>August 2023 and ongoing</p>	<p>Director: Corporate Services Manager: Employee Relations</p>
<p>Lack of communication of the policy and implementation strategy Non administration of exit interviews for exiting staff at all levels High mortality rate at lower level staff (WASS employees)</p>	<p>Workshop the policy to Management and Staff Revive the compilation and consideration of Exit Interviews for all staff including Senior Management Conduct a diagnostic report on the drivers of high staff turnover</p>	<p>Ongoing</p>	<p>Director: Corporate Services Manager: HRM</p>
<p>Negative ethical conduct across the institution (dress code, punctuality etc) Non adherence to policies and procedures. Senior and Middle Management behaviour of not being responsible and leading by example Gossip and misrepresentation of information within the institution.</p>	<p>Strict adherence to HR policies across the entire staff and introduction of Dress code policy. Introduction of Biometrics access control. Professionalization and management of communication.</p>	<p>August 2023 and ongoing</p>	<p>Director: Corporate Services</p>

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	Development and implementation of HR and EE Plan.		Manager: Employee Relations
Flouting of recruitment processes and non-implementation of integrated of HRM policies.		December 2023	Director: Corporate Services Manager: HRM
Non availability of Wellness section in managing HIV/AIDS programmes (counselling, referrals etc.) Wellness programmes focus mostly on employees centralised around a small area.	Intensifying of Wellness programmes to cover entire employees and improve the level of trust in managing employee challenges. Building sound relationships with external stakeholders in advancing wellness programmes. Communication of all programmes in various platforms accessible to the entire employees.	December 2023	Director: Corporate Services Manager: HRM
Political interference in the administration and management of institutional activities. Corporate bullying on the execution of their duties. No budget vote for Employment Equity programme.	Strict adherence to policies, procedures and legislation. Distinct separation of duties between politicians and management. BTO to create a budget vote for EE under Corporate Services.	Ongoing July 2023	Director: Corporate Services & Municipal Manager Director: Corporate Services & Chief Financial Officer
Lack of commitment on both committee members and Senior management in EE committee activities.	Develop action Plan for implementation of EE activities.	Ongoing	Director: Corporate Services & Municipal Manager

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SECTION 4

4.1. CURRENT WORKFORCE PROFILE

Below is the reflection of the current workforce profile to determine the degree to which members from designated groups and non-designated persons are represented within each occupational category and level in the O.R. Tambo District Municipality. This tabulation includes all satellite offices as distributed across the local Municipalities and employees with disabilities in each of the following occupational levels (note: A=Africans, C=Coloureds, I=Indians and W=Whites). The table is referred as the Employee demographics of the Municipality as at 30 September 2023.

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	1	0	0	0	0	0	0	0	0	0	1
Senior management	4	0	0	0	3	0	0	0	0	0	7
Professionally qualified and experienced specialists and mid- management	58	1	0	0	38	1	0	0	0	0	98
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	268	1	0	0	238	1	0	0	0	0	508
Semi- skilled and discretionary decision making	149	0	0	0	59	0	0	0	0	0	208
Unskilled and defined decision making	160	1	0	0	99	0	0	0	0	0	260
TOTAL PERMANENT	640	3	0	0	437	2	0	0	0	0	1082
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	640	3	0	0	437	2	0	0	0	0	1082

The table below reflects the total number of **employees with disabilities only** in each of the following occupational levels: Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	0	0	0	0	1	0	0	0	0	0	1
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	2	0	0	0	1	0	0	0	0	0	3
Semi- skilled and discretionary decision making	2	0	0	0	0	0	0	0	0	0	2
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	4	0	0	0	2	0	0	0	0	0	6
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	4	0	0	0	2	0	0	0	0	0	6

4.2. WORKFORCE PROFILE ANALYSIS VESUS ECONOMICALLY ACTIVE POPULATION

The table below sets out the Economically Active Population for South Africa as a whole and for the Province of Eastern Cape. The source of the information is the Quarterly Labour Force Survey published by Statistics South Africa on the Economically Active Population (EAP). The EAP includes people from 15 to 64 years of age who are either employed or unemployed and who are seeking employment. The EAP is meant to provide guidance in determining resource allocations and subsequent interventions that are needed to achieve an equitable and representative workforce.

TOP MANAGEMENT

	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
EAP Provincial	44.0%	6.0%	0.5%	2.8%	38.1%	6.0%	0.4%	2.2%	0%	0%	
No. of Employees	1	0	0	0	0	0	0	0	0	0	1
Percentage	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
EAP National	43.4%	4.9%	1.7%	4.5%	36.6%	4.4%	1.0%	3.5%	0	0	

COMMENTS:

There is no gap identified as the category allows appointment of one person, however the EEP should consider to target a female in order to give a fair chance of gender representation within the Municipality. Over a 10-year period a female has never been appointed on this position.

SENIOR MANAGEMENT

	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
EAP Provincial	44.0%	6.0%	0.5%	2.8%	38.1%	6.0%	0.4%	2.2%	0%	0%	
No. of Employees	5	0	0	0	3	0	0	0	0	0	8
Percentage	62.5%	0%	0%	0%	37.5%	0%	0%	0%	0%	0%	
EAP National	43.4%	4.9%	1.7%	4.5%	36.6%	4.4%	1.0%	3.5%	0	0	

COMMENTS:

In this category there is over representation of African males exceeding both Provincial & National Demographics. There is no consideration of Coloureds, Indians & whites as there is a % group of these races in South Africa.

PROFESSIONALLY QUALIFIED

	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
EAP Provincial	44.0%	6.0%	0.5%	2.8%	38.1%	6.0%	0.4%	2.2%	0%	0%	
No. of Employees	51	1	0	0	38	1	0	0	0	0	98
Percentage	52%	1.02%	0%	0%	38.8%	1.02%	0%	0%	0%	0%	
EAP National	43.4%	4.9%	1.7%	4.5%	36.6%	4.4%	1.0%	3.5%	0	0	

COMMENTS:

African Males are a bit overrepresented in this level at 52% whilst females are balanced at 38% with EAP threshold. Coloureds & white females should be given a priority in the employment equity targets including people with disabilities in this category.

SKILLED TECHNICAL

	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
EAP Provincial	44.0%	6.0%	0.5%	2.8%	38.1%	6.0%	0.4%	2.2%	0%	0%	
No. of Employees	244	1	0	0	268	1	0	0	0	0	514
Percentage	47.4%	0.19%	0%	0%	52.1%	0.19%	0%	0%	0%	0%	
EAP National	43.4%	4.9%	1.7%	4.5%	36.6%	4.4%	1.0%	3.5%	0	0	

COMMENTS:

African Males are a slightly overrepresented in this level with 47% whilst females are over represented by 52.1% with EAP threshold. Coloureds should be given a priority in the employment equity targets including people with disabilities in this category.

SEMI-SKILLED

	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
EAP Provincial	44.0%	6.0%	0.5%	2.8%	38.1%	6.0%	0.4%	2.2%	0%	0%	
No. of Employees	149	0	0	0	59	0	0	0	0	0	208
Percentage	71.6%	0%	0%	0%	28.3%	0%	0%	0%	0%	0%	
EAP National	43.4%	4.9%	1.7%	4.5%	36.6%	4.4%	1.0%	3.5%	0	0	

COMMENTS:

African Males are a grossly overrepresented in this level with 71.6%% whilst females are underrepresented by 28.3% with EAP threshold. Coloureds should still be given a priority in the employment equity targets including people with disabilities in this category.

UNSKILLED

	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
EAP Provincial	44.0%	6.0%	0.5%	2.8%	38.1%	6.0%	0.4%	2.2%	0%	0%	
No. of Employees	360	1	0	0	122	0	0	0	0	0	483
Percentage	74.5%	0.20%	0%	0%	25.2%	0%	0%	0%	0%	0%	
EAP National	43.4%	4.9%	1.7%	4.5%	36.6%	4.4%	1.0%	3.5%	0	0	

COMMENTS:

African Males are a grossly overrepresented in this level with 74.5%% whilst females are underrepresented by 25.2% with EAP threshold. Coloureds should be given a priority in the employment equity targets including people with disabilities in this category.

OVERALL COMMENTS

In terms of looking at the overall total percentages:

- African employees are dominating in the O.R. Tambo workforce demographics and so diversity of all racial groups must be considered.
- Female employees are underrepresented Semi-Skilled and Unskilled occupational levels, there has been a significant improvement in breaking balance with the EAP at Senior and Middle Management level.
- People living with disabilities are underrepresented in all occupational levels as they constitute only 0.4% of the total workforce.
- Lastly the overall analysis suggests that the primary focus of the EE Targets should be in consideration of females in terms of gender disparities, Coloureds in terms of racial diversity and PwDs across all occupational levels.

4.2. EMPLOYMENT EQUITY NUMERICAL GOALS

The following table indicates the numerical goals (i.e. the entire workforce profile including people with disabilities) set to be achieved at the end of our current Employment Equity Plan namely 2018 to 2023 in terms of occupational levels (note: A=Africans, C=Coloureds, I=Indians and W=Whites).

Numerical Goals (2023-2028)

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	1	0	0	0	0	0	1
Senior management	2	1	0	0	2	1	0	0	0	0	6
Professionally qualified and mid-management	41	4	2	0	40	8	0	0	0	0	95
Skilled technical, academically qualified, junior man	169	12	2	0	204	19	4	0	0	0	410
Semi-skilled	139	6	0	0	130	15	4	0	0	0	294
Unskilled	351	8	0	0	144	20	0	0	0	0	523
TOTAL PERMANENT	705	30	4	0	526	62	8	0	0	0	1335
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	705	30	4	0	526	62	8	0	0	0	1335

Numerical Goals on People with Disabilities (2023-2028)

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0		0	0	0
Senior management	0	0	0	0	1	0	0	0	0	0	1
Professionally qualified and mid-management	4	1	0	0	4	2	0	0	0	0	11
Skilled technical junior management,	3	5	0	0	5	3	0	0	0	0	13
Semi-skilled	3	2	0	0	6	2	0	0	0	0	12
Unskilled and defined decision making	2	1	0	0	1	1	0	0	0	0	4
TOTAL PERMANENT	8	6	0	0	9	5	0	0	0	0	41
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	8	0	0	0	9	0	0	0	0	0	41

NUMERICAL TARGETS (Year 1 - 1 September 2023 to 30 August 2024)

Numerical targets must include the entire workforce profile, and NOT the difference that is projected to be achieved by the next reporting period. Numerical targets for all employees, including people with disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and mid-management	0	0	0	0	2	1	0	0	0	0	3
Skilled technical and academically, junior management,	0	1	0	0	2	1	0	0	0	0	4
Semi-skilled	0	1	0	0	2	1	0	0	0	0	4
Unskilled	0	1	0	0	0	1	0	0	0	0	2
TOTAL PERMANENT	0	3	0	0	6	4	0	0	0	0	13
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	0	3	0	0	6	4	0	0	0	0	13

NUMERICAL TARGETS (Year 2 - 1 September 2024 to 30 August 2025)

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and mid-management	0	0	0	0	2	1	1	0	0	0	4
Skilled technical and academically, junior management,	0	1	1	0	2	1	1	0	0	0	6
Semi-skilled	0	2	0	0	2	2	0	0	0	0	6
Unskilled	0	2	0	0	1	1	0	0	0	0	4
TOTAL PERMANENT	0	5	1	0	7	5	2	0	0	0	20
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	0	5	1	0	7	5	2	0	0	0	20

NUMERICAL TARGETS (Year 3 - 1 September 2025 to 30 August 2026)

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and mid-management	0	1	0	0	4	1	1	0	0	0	7
Skilled technical and academically, junior management,	0	1	1	0	2	1	1	0	0	0	6
Semi-skilled	0	2	2	0	2	2	0	0	0	0	8
Unskilled	0	2	0	0	1	1	0	0	0	0	4
TOTAL PERMANENT	0	6	3	0	9	5	2	0	0	0	25
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	0	6	3	0	9	5	2	0	0	0	25

NUMERICAL TARGETS (Year 4 - 1 September 2026 to 30 August 227)

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and mid-management	0	2	1	0	4	2	1	0	0	0	10
Skilled technical and academically, junior management,	0	2	1	0	4	2	1	0	0	0	10
Semi-skilled	0	2	2	0	2	2	0	0	0	0	8
Unskilled	0	2	0	0	1	1	0	0	0	0	4
TOTAL PERMANENT	0	8	4	0	11	7	2	0	0	0	32
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	0	8	4	0	11	7	2	0	0	0	32

NUMERICAL TARGETS (Year 5 - 1 September 2027 to 30 August 2028)

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and mid-management	0	3	1	0	12	5	3	0	0	0	24
Skilled technical and academically, junior management,	0	5	3	0	10	5	3	0	0	0	26
Semi-skilled	0	7	4	0	8	7	0	0	0	0	26
Unskilled	0	7	0	0	3	4	0	0	0	0	14
TOTAL PERMANENT	0	22	8	0	33	21	6	0	0	0	90
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	0	22	8	0	33	21	6	0	0	0	90

SECTION 5

5.1. ROLES & RESPONSIBILITIES OF KEY STAKEHOLDERS

5.1.1. Municipal Manager

- The MM will be overall accountable for the EE Plan and shall provide leadership and support for the EE Plan and shall;
- Ensure availability of resources (human resources and finance) for the implementation of the EE Plan.

5.1.2. Corporate Services Director

- The Corporate Services Director is the assigned director, responsible for development, monitoring and implementation of the EE Plan.
- Ensures that appropriate records and personnel statistics are kept.
- Ensure that objectives and targets are met.
- Submit quarterly progress reports to the SD & EE Committee
- Serves as the custodian of the EE Report SD & EE Committee.

- Ensure effective functioning and implementation of Decisions taken by SD & EE Committee.
- Provide employment equity statistics in the required format during recruitment and selection.
- Ensure that recruitment and selection process address the Employment Equity Plan.
- Provide healthy advice to all Directors and Managers on Employment Equity.

5.1.3 All Directors

- Directors shall be responsible for implementing the plan within their respective Departments.
- Provide support and commitment to EE Plan.
- Ensure that their Departmental plans are developed in line with the Municipality's EE plan

5.1.4. Skills Development & Employment Equity Committee

- O.R. Tambo SD & EEC shall assist and advise the Municipality by monitoring progress in the implementation of the EE Plan.
- Conduct an analysis and critical examination of all established policies, procedures and the working environment on an ongoing basis.

5.2. COMMUNICATION OF THE EE PLAN

A number of mechanisms would be utilized to publicize and market the EE Plan of the Municipality and these would include efforts from:

- SD & Committee
- Senior Management Meetings
- Departmental Meetings
- Employee general meetings
- Council
- Notice boards
- Website

5.3. MONITORING EVALUATION OF THE EE PLAN

- The Director: Corporate Services is accountable for the implementation of the EE Plan.
- The SD & EEC will monitor the implementation of the plan on a regular

basis through holding of quarterly meetings.

- All Directors will play a vital role in the Implementation, monitoring and evaluation of the plan.
- Director: Corporate Services will provide the Management with up to date information on the implementation of the EE Plan.

5.4. ANNUAL REPORTING

- Annual reporting will be done on an annual basis reflecting progress on employment equity and tabled at the Management, SD&EE Committee as well as the Council:

5.5. GRIEVANCES AND DISPUTE RESOLUTION

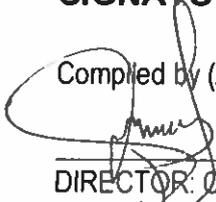
Grievances and disputes resulting from the EE Plan will be addressed as follows:

- Any dispute about the interpretation and application of this plan must be referred to the Employee Relations Office further consideration and action as mandated by the Municipal Manager.
- However, if any employee does not accept the outcome of the investigation, he/she can invoke dispute resolution in terms of Section 52 of the Employment Equity Act (EEA). According to this section an employee can refer a dispute about the interpretation and application of the EEA in writing to the CCMA.

SECTION 6

SIGNATORIES & APPROVAL OF THE PLAN

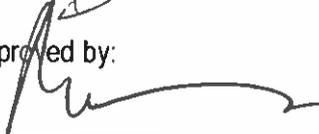
Compiled by (Assigned EE Manager)



DIRECTOR: CORPORATE SERVICES

07/12/2023
DATE

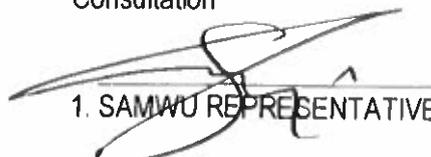
Approved by:



MUNICIPAL MANAGER

09/04/2024
DATE

Witness on Approval of the Employment Equity Plan 2023-2028 and Confirmation of Good Faith Consultation



1. SAMWU REPRESENTATIVE

N TENGILE
18/04/2024
NAME & SURNAME

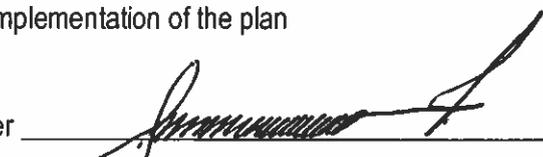
18/04/2024
DATE

2. 
IMATU REPRESENTATIVE

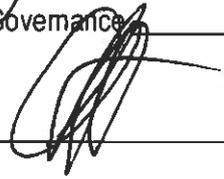
N.E. Mainishana
NAME & SURNAME

18/09/2024
DATE

Commitment to the implementation of the plan _____ Signature

Chief Financial Officer 

Director Strategic Planning & Governance _____

Chief Audit Executive 

Director Infrastructure, Water and Sanitation Services .D.L.

Director: Rural Economic Development and Planning 

Director: Community Services 