



NORTHERN CAPE PROVINCIAL TREASURY

NORTHERN CAPE PROVINCIAL TREASURY

EMPLOYMENT EQUITY PLAN

01 OCTOBER 2015 TO 30 SEPTEMBER 2018



PLEASE READ THIS FIRST ↓	DEPARTMENT OF LABOUR
PURPOSE OF THIS FORM Section 20 requires designated employers to prepare and implement an Employment Equity Plan which will achieve reasonable progress towards employment equity in the employer's workforce. An Employment Equity Plan must state- (a) The objectives to be achieved for each year of the plan (b) The affirmative action measures to be implemented as required by section 15(2); (c) Where under representation of people from designated groups has been identified by the analysis, the numerical goals to achieve the equitable representation of suitably qualified people from designated groups within each occupational level in the workforce, the timetable within which this is to be achieved, and the strategies intended to achieve those goals; (d) The timetable for each year of the plan for the achievement of goals and objectives other than numerical goals; (e) The duration of the plan, this may not be shorter than one year or longer than five years; (f) The procedures that will be used to monitor and evaluate the implementation of the plan and whether reasonable progress is being made towards implementing employment equity; (g) The internal procedures to resolve any dispute about the interpretation or implementation of the plan; (h) The persons in the workforce, including senior managers, responsible for monitoring and implementing the plan; and (i) Any other prescribed matter.	TEMPLATE FOR EMPLOYMENT EQUITY PLAN (Section 20) Employer Details Trade name: NORTHERN CAPE PROVINCIAL TREASURY DTI Registration name: NORTHERN CAPE PROVINCIAL TREASURY PAYE/SARS No: 0000000000 EE Ref No: 785973 Industry/Sector: PUBLIC SECTOR Province: NORTHERN CAPE Tel No: 0538308262 Fax No: 0538314235 Postal address: METLIFE TOWERS, PRIVATE BAG X5054, KIMBERLEY, 8300 Physical address: METLIFE TOWERS, PRIVATE BAG X5054, KIMBERLEY, 8300 Province: NORTHERN CAPE Name & Surname of the CEO/Accounting Officer: HEADMAN VUYISILE GUMBO Email address: ncpthod@ncpg.gov.za

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i. ABBREVIATIONS

1. **NCPT:** **Northern Cape Provincial Treasury**
2. **EEF:** **Employment Equity Forum**
3. **EEA:** **Employment Equity Act 1998**
4. **EER:** **Employment Equity Registrar**
5. **EAP:** **Economically Active Population**
6. **CCMA:** **Commission for Conciliation and Arbitration**
7. **PWD:** **Persons with disabilities**
8. **HOD:** **Head of Department**
9. **HRM:** **Human Resources Management**
10. **HRD:** **Human Resource Development**
11. **SMS:** **Senior Management Services**
12. **OTP:** **Office of the Premier**
13. **GFP:** **Gender Focal Person**
14. **PSA:** **Public Servants Association**
15. **NEHAWU:** **National Health, Education and Allied Workers Union**
16. **AA:** **Affirmative Action**

1. VISION

To be the heartbeat of sound financial management that supports economic growth and development.

2. MISSION

We strive to promote sound fiscal policy that enables financial sustainability and supports economic development.

3. VALUES

Batho Pele,

Integrity,

Excellence,

Professionalism.

4. INTRODUCTION

The Northern Cape Provincial Treasury (NCPT) is committed to create a more just and equitable working environment which will address discrimination in the labour market created by the apartheid system that has pushed the most vulnerable i.e blacks, women and persons with disabilities out of the labour market.

The NCPT is an equal opportunity employer which provide quality services to all sectors of our society and the population of the province. The NCPT recognizes diversity and will reflect the demographics of the province and the country.

The NCPT as an employer, is obliged to ensure that the provisions of the Employment Equity Act, 1998 (Act No 55 of 1998) are implemented in order to completely eradicate inequality and discrimination in the workplace.

The EE Plan of NCPT is legislated by amongst others the Employment Equity Act, 55 of 1998; the Labour Relations Act, 66 of 1995 as amended; the Basic Conditions of Employment Act, 75 of 1997 as amended; the Skills Development Act, 97 of 1998; the Skills Development Levies Act, 9 of 1999; and the Promotion of Equality and Prevention of Unfair Discrimination Act 4 of 2000; Health and Safety Act, The Bill of Rights and the Constitution of South Africa .

The EE Plan will address affirmative action measures which are designed to ensure that people with potential from designated groups have equal employment opportunities and are equitably represented in all occupational categories and levels in the workforce.

The NCPT does not discriminate against any employee or job applicant because of race, gender, colour, sex, religion, ethnic group, geographic origin, physical or mental disability, pregnancy, age, conscience, belief, culture, language, class and birth. It is committed to create a more just and equitable working environment which will address discrimination in the workplace against women, blacks and persons with disabilities.

Affirmative action measures must :

- identify and eliminate employment barriers.
- identify and eliminate unfair discrimination, which adversely affect people from designated groups.
- diversify the workplace based on dignity and respect of all people.
- Make reasonable accommodation for people from designated groups in order to ensure that they enjoy equal opportunities; "Reasonable accommodation is any modification or adjustment to a job or to the working environment that will enable a person from a designated group to participate or advance in employment.
- retain and develop people from designated group Implement appropriate training measures.

The EE Plan will ensure that Employment Equity becomes an integral strategic focus of the Department and it will continue to promote equity and diversity within the department, thereby creating a conducive working environment.

5. DURATION OF THE PLAN

The duration of the plan is 3 years.

Start date: 01/10/2015 to End date: 30/09/2018

6. OBJECTIVES FOR EACH YEAR OF THE PLAN

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

TIMEFRAMES (e.g.)			OBJECTIVES
YEAR 1	1 October 2015 - 30 September 2016		The objectives for the year 1 (01 October 2015 to 30 September 2016) of the plan are: ▪ 50% Women at SMS and 2% of Persons with disabilities, employed according to the Department's strategic plan. ▪ The EE plan will be communicated to all employees by means of circulating the plan via departmental email and advocacy sessions, and also placing it on Notice Boards.
YEAR 2	1 October 2016 - 30 September 2017		The objectives for the year 2 period (01 October 2016 to 30 September 2017) of the plan are: • 50% Women at SMS and 2% of Persons with disabilities, employed according to the Department's strategic plan.

		The EE plan will be communicated to all employees by means of circulating the plan via departmental email and advocacy sessions, and also placing it on Notice Boards.
YEAR 3	1 October 2017- 30 September 2018	- The objectives for the year 3 period (01 October 2017 to 30 September 2018) of the plan are: 50% Women at SMS and 2% of Persons with disabilities, employed according to the Department's strategic plan. - The EE plan will be communicated to all employees by means of circulating the plan via departmental email and advocacy sessions, and also placing it on Notice Boards.

The purpose of the EE Plan is to create a link between possible shortcomings in the human resource policies and procedures and the creation of fair systems and a representative workforce.

BARRIERS AND AFFIRMATIVE ACTION MEASURES								
CATEGORIES	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (PLEASE PROVIDE NARRATION)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)	TIME-FRAMES		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	

BARRIERS AND AFFIRMATIVE ACTION MEASURES								
CATEGORIES	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (PLEASE PROVIDE NARRATION) (briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION) (briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	TIME-FRAMES		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
Recruitment procedures			✓	Employment Equity and Affirmative Action practices were not formalized sufficiently during the recruitment and employment practices	EE Plan will be approved and implemented accordingly	01 October 2015	31 September 2016	HRA
Advertising positions			✓	The medium where posts are advertised is a challenge for designated groups in terms of accessibility.	Advertise through notice boards of labour and community centres, e.g. Department of	01 October 2015	31 September 2018	HRA/ Special Programmes

BARRIERS AND AFFIRMATIVE ACTION MEASURES								
CATEGORIES	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (PLEASE PROVIDE NARRATION) (briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION) (briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	TIME-FRAMES		RESPONSIBILITY Y (Designation)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
					Labour, NGO's, NYDA, public libraries, community radio stations, etc.			
Selection criteria		✓		Employment Equity and Affirmative Action practices were not formalized sufficiently during the recruitment and employment practices.	The selection panel before reviewing applications should collectively agree to and understand EE criteria used in selecting candidates and appoint in line with representivity to meet EE targets as outlined in the EE	01 October 2015	31 September 2018	HRA

BARRIERS AND AFFIRMATIVE ACTION MEASURES								
CATEGORIES	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (PLEASE PROVIDE NARRATION) (briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION) (briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	TIME-FRAMES		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
Work environment and facilities		✓		No policy on reasonable accommodation	Policy developed and implemented.	01 October 2015	31 September 2018	Special Programmes
Training and development	✓			Limited budget for training and development	Motivate for more budget to be allocated for training and development.	01 October 2015	31 September 2018	HRD

BARRIERS AND AFFIRMATIVE ACTION MEASURES								
CATEGORIES	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (PLEASE PROVIDE NARRATION) (briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION) (briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	TIME-FRAMES		RESPONSIBILITY Y (Designation)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
Performance and evaluation			✓	Policy focus more on monetary incentives instead of career development/ advancement	Performance be integrated into other policies, such as succession planning and retention strategy.	01 October 2015	31 December 2016	OE & PM
Succession & experience planning	✓			Review and approve policy and strategy	Conduct advocacy sessions on succession planning policy.	01 October 2015	31 December 2016	HRD/ HRA

BARRIERS AND AFFIRMATIVE ACTION MEASURES								
CATEGORIES	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (PLEASE PROVIDE NARRATION) (briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION) (briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	TIME-FRAMES		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
Disciplinary measures			✓	Inconsistency in disciplinary measures by supervisors and managers on disciplinary measures	Training of Supervisors , Managers and shop stewards on employment relations	01 October 2015	31 March 2017	Labour Relations
Retention of designated groups				Review and approve policy and strategy	Conduct advocacy sessions on succession planning policy.	01 October 2015	31 December 2016	HRA/ HRA
Corporate culture		✓		Common culture not fostered	Motivational and Team-building programs will be held to encourage collegiality,	01 October 2015	31 September 2018	HOD/ Communication

BARRIERS AND AFFIRMATIVE ACTION MEASURES								
CATEGORIES	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (PLEASE PROVIDE NARRATION) (briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION) (briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	TIME-FRAMES		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
Reasonable accommodation			✓	No policy on reasonable accommodation	Policy developed and implemented.	01 October 2015	31 December 2016	Special Programmes
Assigned senior manager(s) to manage EE implementation			✓	The Employment Equity Manager is at Manager level	The department has appointed a General Manager as EE Manager to manage the implementation of EE	01 October 2015	31 September 2016	HOD
Budget allocation in		✓		No specific budget for Employment Equity is	To cost and allocate budget as and when	01 October 2015	31 September 2018	CFO

BARRIERS AND AFFIRMATIVE ACTION MEASURES								
CATEGORIES	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (PLEASE PROVIDE NARRATION) (briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION) (briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	TIME-FRAMES		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
support of employment equity goals				allocated		Plans are approved as per the MTEF processes.		

8. WORKFORCE PROFILE, NUMERICAL GOALS AND TARGETS

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

9. SNAPSHOT OF THE CURRENT WORKFORCE PROFILE

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

The table below indicates the total workforce profile snapshot date as at: **31/03/2016**.

The workforce analysis is based on the Quarterly Labour Force Survey (QLFS), 3rd quarter, 2014, published by Statistics South Africa on the Economically Active Population (EAP) and the 15th Commission for Employment Equity annual report 2014-2015. The EAP includes people between the ages of 15 to 64 years of age who are either employed or unemployed and who are seeking employment. The EAP is used to assist the department in analyzing the workforce to determine the degree of under-representation of the designated groups.

The current workforce profile is at 31/03/2015.

APPROVED POSTS AS ON 31.03.2015:	
Top Management (SR 15-16)	1
Senior Management (SR 13-14)	25
Professionally Qualified (SR 9-12)	142
Skilled Technical and Academically Qualified (SR 6-8)	103
Semi-skilled (SR 3-5)	38
Temporary	23
TOTAL	332

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

Occupational Levels	Male						Female						Foreign Nationals		Total
	A	C	I	W	TOTAL		A	C	I	W	TOTAL		Male	Female	
ECONOMICAL ACTIVE POPULATION (QLFS 3 RD QUARTER, 2015)	33.0%	17.5%	0.1%	4.5%	55.7%		25.1%	14.6%	0.0%	4.0%	44.3%				
Top management	1	100%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0	1
Senior management	9	36.0%	2	8.0%	0	0.0%	8	32.0%	1	4.0%	0	40%	0	0	25
Professionally qualified and experienced specialists and mid-management	56	39.4%	13	9.2%	1	0.7%	45	31.7%	20	14.1%	1	50%	0	0	142
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	22	21.4%	9	8.7%	0	0.0%	48	46.6%	21	20.4%	0	69.9%	0	0	103
Semi-skilled and discretionary decision making	7	18.4%	2	5.3%	0	0.0%	21	55.3%	7	18.4%	0	73.2%	0	0	38
Unskilled and defined decision making	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	95	30.7%	26	8.41%	1	0.30%	122	39.48%	49	15.85%	1	58.9%	0	0	309

Temporary employees	10	43.5%	1	4.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	52.2%	0	0	0	23			
GRAND TOTAL	105	31.6%	27	8.13%	1	0.30%	5	1.5%	41.6%	134	40.36%	49	14.75 %	1	0.30%	10	3.01%	58.4%	0	0	332

Table 2: Snapshot for workforce profile for persons with disabilities ONLY

Occupational Levels	Male						Female						Foreign Nationals		Total
	A			C			I			W			Male	Female	
	A	C	I	C	I	W	A	C	I	W					
Top management (SR15-16)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Senior management (SR 13-14)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management (SR 9-12)	0	0	0	0	0	0	2	0	0	0	0	0	0	0	2
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (SR 6-8)	0	1	0	0	0	0	1	0	0	0	0	0	0	0	2
Semi-skilled and discretionary decision making (SR 3-5)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	0	1	0	0	0	0	3	0	0	0	0	0	0	0	4
Temporary employees	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1
GRAND TOTAL	1	1	0	0	0	0	3	0	0	0	0	0	0	0	5

10. NUMERICAL GOALS

Targets for year 3

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

Start date: 01/10/2015

End date: 30/09/2018

Numerical goals for all employees, including persons with disabilities

Occupational Levels	Male					Female					Foreign Nationals			Total					
	A	C	I	W	TOTAL	A	C	I	W	TOTAL	Male	Female							
ECONOMICAL ACTIVE POPULATION (QLFS 3 RD QUARTER, 2014)	30.3%	19.5%	0.6%	4.3%	54.7%	25.7%	16.0%	0.0%	3.6%	45.3%									
Top management	1	50%	0	0.0%	0	0.0%	1	50%	0	0.0%	0	0	2						
Senior management	9	33.3%	2	7.4%	0	0.0%	3	11.1%	0	0.0%	1	3.7%	44.4%	0	27				
Professionally qualified and experienced specialists and mid-management	56	34.1%	25	15.2%	2	1.2%	5	3.0%	45	53.7%	23	14.0%	2	1.2%	6	3.7%	46.3%	0	164

Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	27	23.5%	11	9.6%	1	0.9%	2	1.7%	35.7%	48	41.7%	21	18.3%	1	0.9%	4	3.5%	64.3%	0	0	115
Semi-skilled and discretionary decision making	8	19.0%	4	9.5%	0	0.0%	0	0.0%	28.6%	21	50.0%	7	16.7%	0	0.0%	2	4.8%	71.4%	0	0	42
Unskilled and defined decision making																			0		
TOTAL PERMANENT	101	28.85 %	42	12%	3	0.85	11	3.14%	44.9%	122	34.85%	55	15.71	3	0.85	13	3.71 %	55.1%	0	0	350
Temporary employees	3	25.0%	2	16.7%	0	0%	0	0%	41.7%	3	25.0%	2	16.7%	1	18.3%	1	18.3 %	58.3%	0	0	12
GRAND TOTAL	104	28.72 %	44	12.15 %	3	0.83 %	11	3.04%	44.8%	125	34.53%	57	15.74 %	4	1.10%	14	3.86 %	55.2%	0	0	362

Numerical goals for persons with disabilities ONLY

Occupational Levels	Male					Female					Foreign Nationals		Total
	A	C	I	W		A	C	I	W		Male	Female	
Top management (SR15-16)	0	0	0	0		0	0	0	0		0	0	0
Senior management (SR 13-14)	0	0	0	0		0	0	0	0		0	0	0
Professionally qualified and experienced specialists and mid-management (SR 9-12)	1	0	0	0		2	0	0	0		0	0	3
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (SR 6-8)	1	1	0	0		1	0	0	0		0	0	3
Semi-skilled and discretionary decision making (SR 3-5)	0	1	0	0		0	1	0	0		0	0	2
Unskilled and defined decision making													
TOTAL PERMANENT	2	2	0	0		3	1	0	0		0	0	8
Temporary employees													
GRAND TOTAL	2	2	0	0		3	1	0	0		0	0	8

11. NUMERICAL TARGETS

TARGETS FOR YEAR 1	
Top Management (SR 15-16)	1
Senior Management (SR 13-14)	2
Professionally Qualified (SR 9-12)	22
Skilled Technical and Academically Qualified (SR 6-8)	12
Semi-skilled (SR 3-5)	4
TOTAL	41

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

Numerical targets: Year 1	End date:30/09/2016
Start date:01/10/2015	

Numerical targets for all employees, including persons with disabilities

Occupational Levels	Male			Female			Foreign Nationals		Total
	A	C	I	W	A	C	I	W	
ECONOMICAL ACTIVE POPULATION (EAP)	30.3%	19.5%	0.6%	4.3%	54.7%	16.0%	0.0%	3.6%	45.3%

Numerical targets for persons with disabilities ONLY

Occupational Levels	Male						Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	Male	Female	
Top management (SR15-16)	0	0	0	0	0	0	0	0	0	0	0	0	0
Senior management (SR 13-14)	0	0	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management (SR 9-12)	1	0	0	0	2	0	0	0	0	0	0	0	3
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (SR 6-8)	1	1	0	0	1	0	0	0	0	0	0	0	3
Semi-skilled and discretionary decision making (SR 3-5)	0	1	0	0	0	1	0	0	0	0	0	0	2
Unskilled and defined decision making													
TOTAL PERMANENT	2	2	0	0	3	1	0	0	0	0	0	0	8
Temporary employees													
GRAND TOTAL	2	2	0	0	3	1	0	0	0	0	0	0	8

Numerical targets: Year 2	
Start date: 01/10/2016	End date: 30/09/2017

The workforce numerical targets for year 2 will be based on the Quarterly Labour Force Survey (QLFS), 3rd quarter, 2015, published by Statistics South Africa on the Economically Active Population (EAP) and the 16th Commission for Employment Equity annual report 2015-2016 .

Numerical targets, including persons with disabilities

Occupational Levels	Male				Female								Foreign Nationals		Total
	A	C	I	W	TOTAL	A	C	I	W	TOTAL	Male	Female	Male	Female	
ECONOMICAL ACTIVE POPULATION (QLFS 3 RD QUARTER, 2015	30.3%	19.5%	0.6%	4.3%	54.7%	25.7%	16.0%	0.0%	3.6%	45.3%					
Top management	1	0	0	0	50%	0	1	0	0	50%	0	0	0	0	2
50%	9	2	0	4	55.6%	8	3	0	1	44.4%	0	0	0	0	27

44.5%	56	34.1%	25	15.2%	2	1.2%	5	3.0%	53.7%	45	27.4%	23	14.0%	2	1.2%	6	3.7%	46.3%	0	0	164
46.3%	27	23.5%	11	9.6%	1	0.9%	2	1.7%	35.7%	48	41.7%	21	18.3%	1	0.9%	4	3.5%	64.3%	0	115	
Semi-skilled and discretionary decision making	8	19.0%	4	9.5%	0	0.0%	0	0.0%	28.6%	21	50.0%	7	16.7%	0	0.0%	2	4.8%	71.4%	0	42	
Unskilled and defined decision making																			0		
TOTAL PERMANENT	101	28.85%	42	125	3	0.85	11	3.14	44.9%	122	34.85	55	15.71	3	0.85	13	3.71	55.1%	0	350	
Temporary employees	3	25.0%	2	16.7%	0	0%	0	0%	41.7%	3	25.0%	2	16.7%	1	18.3%	1	18.3%	58.3%	0	12	
GRAND TOTAL	104	28.72%	44	12.15%	3	8.82%	11	3.03%	44.8%	125	34.53%	57	15.74%	4	1.10%	14	3.86%	55.2%	0	362	

Numerical targets for persons with disabilities ONLY

Occupational Levels	Male						Female						Foreign nationals		Total	
	A			C			I			W			Male		Female	
	A	C	I	A	C	I	A	C	I	A	C	I	A	C	A	C
Top management (SR15-16)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Senior management (SR 13-14)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management (SR 9-12)	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (SR 6-8)	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3
Semi-skilled and discretionary decision making (SR 3-5)	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2
Unskilled and defined decision making																			
TOTAL PERMANENT	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	8
Temporary employees																			
GRAND TOTAL	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	8

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

- The implementation of the EE Plan will be monitored and evaluated through the departmental EE Forum which meets quarterly and is made up of Chairperson (General Manager corporate Services) and all Members of constituencies such as;-

African Male
African Female
Coloured Male
Coloured Female
Persons with disabilities
White Male
White Female
Indian employees
Nehawu
PSA
Gender Focal Person (GFP)
Employee Health and Wellness
Labour Relations
Human Resource Management
Level 1-13

- A quarterly report on the implementation of EE in the department will be submitted to OTP.
- HRD will update the EE profiles on a monthly basis and these will be presented during the SMS meetings and used during recruitment and selection processes.
- The EE Forum will be guided by it's terms of reference.
- Deviations from the EE Plan will be reported and discussed in the quarterly EE forum meetings and these will be send to the HOD for approval.
- The EE plan will be implemented and monitored taking into consideration the demographics of the Economically Active Population (EAP) of the province.

13. STAKEHOLDERS

The following stakeholders will be responsible to ensure that the EE Plan fully implemented:

STAKEHOLDER	ROLE/RESPONSIBILITY	FREQUENCY
Head of Department	Sign off the EE plan and appointments the EE Manager and EE forum members....	After every two years
Senior Management Services	SMS to ensure compliance to the EE Plan when filling posts within their different directorates	Monthly SMS meetings
EE Forum	Assist with the development of the EE Plan and the implementation and monitoring there of	Quarterly meetings

Labour organisations	Represent employees within the EE Forum	Quarterly meetings
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All the structures for monitoring and evaluating the progress of the plan should be specified with clear roles and responsibilities for the stakeholders involved including time frames when the monitoring takes place.

14. DISPUTE RESOLUTION MECHANISMS

Any dispute arising from the implementation of this Employment Equity Plan will be dealt with in the following manner:-

- If any party is aggrieved due to the implementation of the Plan they must notify the chairperson of the EE Forum in writing within 14 working days of becoming aware and the Chairperson must attempt to resolve the matter within 14 working days.
- The Chairperson receiving a complaint from an aggrieved party must investigate the complaint before any confirmation of appointment.
- The Chairperson must compile a report on his / her findings with recommendations and submit his / her report to the delegated authorities to be resolved.
- The Chairperson must inform Human Resources Management of the complaint and investigation in order to put the process of appointment on hold.
- If the grievance is still not resolved it must be escalated to the HOD in writing within 21 working days. If the HOD cannot resolve the dispute he/she must notify the MEC within 14 working days for his final decision.
- The MEC will communicate his decision to the aggrieved via the HOD within 21 working days.
- If the aggrieved is not satisfied with the decision of the MEC he/she may seek recourse either through the CCMA or the Labour Court within 14 days.

15. SENIOR MANAGERS ASSIGNED TO MONITOR AND IMPLEMENT THE PLAN

The General Manager: Corporate Services is the Employment Equity Manager to oversee and monitor the implementation of the Employment Equity Plan in terms of Section 24 of the Employment Equity Act which requires that every designated employer must assign one or more senior managers to take responsibility for monitoring and implementing the departmental Employment Equity Plan. The Senior Manager Human Resource Management and HRD manager has been appointed as the EE Coordinators take responsibility for monitoring and implementing the departmental Employment Equity Plan.

16. ANY PRESCRIBED MATTER CAN BE INCLUDED.

The duration of the EE Plan will be 3 years, and it will be reviewed annually.

SIGNATURE OF THE CHIEF EXECUTIVE OFFICER/ACCOUNTING OFFICER

ACTING HEAD OF DEPARTMENT / ACCOUNTING OFFICER	
I <u>LINDA MARY VAN DER GAMB</u>	(full Name) Acting Head of Department
NORTHERN CAPE PROVINCIAL TREASURY	
hereby declare that I have read, approved and authorized this EE Plan.	
Signed on this <u>2nd</u> day of <u>September</u> year <u>2016</u>	
At place: <u>KIMBERLEY</u>	
<u>[Signature]</u> Acting Head of Department	