




PLEASE READ THIS FIRST 	DEPARTMENT OF LABOUR
<p>PURPOSE OF THIS FORM</p> <p>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-</p> <p>(a) The objectives to be achieved for each year of the plan</p> <p>(b) The affirmative action measures to be implemented as required by section 15(2);</p> <p>(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;</p> <p>(d) The timetable for each year of the plan for the achievement of goals and objectives other than numerical goals;</p> <p>(e) The duration of the plan, this may not be shorter than one year or longer than five years;</p> <p>(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;</p> <p>(g) The internal procedures to resolve any dispute about the interpretation or implementation of the plan;</p> <p>(h) The persons in the workforce, including senior managers, responsible for monitoring and implementing the plan; and</p> <p>(i) Any other prescribed matter.</p>	<p align="center">TEMPLATE FOR EMPLOYMENT EQUITY PLAN (Section 20)</p> <p>Employer Details</p> <p>Trade name : OVERSTRAND MUNICIPALITY</p> <p>DTI Registration name.....-.....</p> <p>PAYE/SARS No: 7790701793.</p> <p>EE Ref No: 19308</p> <p>Industry/Sector: Local Government</p> <p>Province: Western Cape</p> <p>Tel No: 028-3138119</p> <p>Fax No: 028-3132297</p> <p>Postal address: PO Box 20 HERMANUS 7200</p> <p>Physical address: Magnolia Street HERMANUS 7200</p> <p>Province: Western Cape</p> <p>Name & Surname of the CEO/Accounting Officer: Coenraad Groenewald</p> <p>Email address: cgroenewald@overstrand.gov.za</p> <p align="right">Approved by Council 24 June 2015</p>

1. INTRODUCTION

Section 20 requires that a designated employer prepares and implements an Employment Equity Plan which will achieve reasonable progress towards employment equity. An Employment Equity Plan must state the following:

- a. The objectives to be achieved for each year of the plan should meet the SMART principle as follows:-
 - Specific
 - Measurable
 - Attainable
 - Relevant; and
 - Time bound
- b. Barriers and Affirmative Action Measures must be aligned with those indicated in the audit analysis (section 19(1)) and meet the following requirements:
 - Include time-frames in order to track progress in the implementation of these AA Measures;
 - These time-frames should be within the duration of the EE Plan (no “on-going” permitted) and
 - Include responsible persons to monitor the implementation of these AA Measures (not names of people but designations).
- c. The workforce profile, numerical goals and targets with exact time-frames according to the duration of the plan which must be accompanied by strategies to achieve them as informed by the findings in the audit analysis (as per section 19(2)).
- d. Non-numerical goals according to paragraph b above (no need to repeat the table)
- e. The duration of the plan which may not be shorter than 1 year or longer than 5 years (it must have a start and end date in terms of day, month and year).
- f. Procedures to monitor and evaluate the implementation of the plan (which must state clear roles of stakeholders involved in the monitoring of the plan including time-frames when the monitoring takes place).
- g. Internal procedures to resolve any dispute about the interpretation or implementation of the plan (include the stakeholders involved in resolving the dispute and time-frames allocated for each step of the process)
- h. The persons in the workforce, including senior managers, responsible for monitoring and implementing the plan.
- i. Any other prescribed matter.

NB: It is advisable that at least 6 months before the expiry of the EE Plan a designated employer should prepare a subsequent EE Plan (Successive EE Plan as required by Section 23)

3. BARRIERS AND AFFIRMATIVE ACTION MEASURES

The barriers and Affirmative Action Measures identified in the EE analysis conducted must be included in the EE Plan. These measures must include time-frames to track progress in the implementation of the AA Measures. The time-frames must have specific dates and be within the duration of the EE Plan (no “ongoing” permitted). The designations of responsible persons to monitor the implementation of these AA Measures should be specified.

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 <i>(PLEASE PROVIDE NARRATION)</i> (briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	AFFIRMATIVE ACTION MEASURES <i>(PLEASE PROVIDE NARRATION)</i> (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								
Advertising positions								
Selection criteria								
Appointments								
Job classification and grading								

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)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)	TIME-FRAMES		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE	(briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	(briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	START DATE	END DATE	
Remuneration and benefits								
Terms & conditions of employment								
Work environment and facilities								
Training and development								
Performance and evaluation								
Succession & experience planning		✓	✓	Awaiting implementation strategy by Management	Awaiting implementation strategy by Management	01/02/2015	31/06/2016	Management Services (EE Manager)
Disciplinary 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 <i>(PLEASE PROVIDE NARRATION)</i> (briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	AFFIRMATIVE ACTION MEASURES <i>(PLEASE PROVIDE NARRATION)</i> (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	
Retention of designated groups (Scare skills policy)								
Corporate culture								
Reasonable accommodation								
HIV&AIDS prevention and wellness programmes								
Assigned senior manager(s) to manage EE implementation								

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 <i>(PLEASE PROVIDE NARRATION)</i> (briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	AFFIRMATIVE ACTION MEASURES <i>(PLEASE PROVIDE NARRATION)</i> (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	
Budget allocation in support of employment equity goals								
Time off for employment equity consultative committee to meet								

4. 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.

4.1 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.

Workforce profile snapshot date . 31/01/2015.
DD / MM /YYYY

Table 1: Snapshot of workforce profile 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	1	2	0	2	0	1	0	1	0	0	7
Senior management	0	1	0	2	0	0	0	0	0	0	3
Professionally qualified and experienced specialists and mid-management	2	10	0	22	1	4	0	12	0	0	51
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	13	70	0	51	9	28	1	39	0	0	211
Semi-skilled and discretionary decision making	83	150	0	22	30	72	0	62	0	0	419
Unskilled and defined decision making	174	160	2	12	19	20	0	2	0	0	389
TOTAL PERMANENT	273	393	2	111	59	125	1	116	0	0	1080
Temporary employees	12	5	0	4	2	4	0	1	0	0	28
GRAND TOTAL	285	398	2	115	61	129	1	117	0	0	1108

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

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	0	0	0	0	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0	1	0	0	0	0	0	0	0	0	1
Semi-skilled and discretionary decision making	0	0	0	1	0	0	0	1	0	0	2
Unskilled and defined decision making	0	0	0	0	1	0	0	0	0	0	1
TOTAL PERMANENT	0	1	0	1	1	0	0	1	0	0	4
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	0	1	0	1	1	0	0	1	0	0	4

4.2 NUMERICAL GOALS

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 people with disabilities, and the other covering people with disabilities **ONLY**.

Start date:01/07/2014.....
DD / MM / YYYY

End date:30/06/2018.....
DD / MM / YYYY

Numerical goals for all employees, including people with disabilities

Occupational Levels	TASK Numerical Targets and Goals - 2014/2018								Total Permanent	Vacancies	Total Posts
	Male				Female						
	A	C	I	W	A	C	I	W			
Economic Active Profile	16.2%	27.4%	0.2%	8.7%	15.0%	25.0%	0.1%	7.3%			100.0%
Top Management	1	2	0	2	0	1	0	1	7	0	7
Goals: 2014 to 2015	1	2	0	2	0	1	0	1			7
Goals: 2015 to 2016	1	2	0	2	0	1	0	1			7
Goals: 2016 to 2017	1	2	0	1	1	1	0	1			7
Goals: 2017 to 2018	1.1	1.9	0.0	0.6	1.1	1.8	0.0	0.5			7
Senior Management	0	1	0	2	0	0	0	0	3	0	3
Goals: 2014 to 2015	0	0	0	0	0	0	0	0			
Goals: 2015 to 2016	0	0	0	0	0	0	0	0			
Goals: 2016 to 2017	0	0	0	0	0	0	0	0			
Goals: 2017 to 2018	0.5	0.8	0.0	0.3	0.5	0.8	0.0	0.2			3.0
Professionally qualified	2	10	0	22	1	4	0	12	51	4	55
Goals: 2014 to 2015	2	12	0	18	4	8	0	8			52
Goals: 2015 to 2016	4	13	0	14	5	10	0	6			52
Goals: 2016 to 2017	6	14	0	10	6	12	0	5			53
Goals: 2017 to 2018	8.9	15.1	0.1	5.0	8.3	13.8	0.1	4.0			55.0
Skilled technical	13	70	0	51	9	28	1	39	211	31	242
Goals: 2014 to 2015	23	69	0	39	20	41	0	30			222
Goals: 2015 to 2016	28	68	0	33	25	47	0	26			227
Goals: 2016 to 2017	33	67	0	27	30	53	0	22			232
Goals: 2017 to 2018	39.2	66.3	0.4	21.1	36.3	60.5	0.2	17.7			242.0
Semi-skilled	83	150	0	22	30	72	0	62	419	36	455
Goals: 2014 to 2015	79	140	0	29	45	89	0	51			433
Goals: 2015 to 2016	77	135	0	32	52	97	0	45			438
Goals: 2016 to 2017	75	130	1	36	60	105	0	39			446
Goals: 2017 to 2018	73.7	124.7	0.7	39.6	68.3	113.8	0.5	33.2			455.0
Unskilled	174	160	2	12	19	20	0	2	389	15	404
Goals: 2014 to 2015	130	140	2	21	36	53	0	13			395
Goals: 2015 to 2016	108	130	2	25	44	69	0	18			396
Goals: 2016 to 2017	86	120	1	30	52	85	0	24			398
Goals: 2017 to 2018	65.4	110.7	0.6	35.1	60.6	101.0	0.4	29.5			404.0
Total Permanent	273	393	2	111	59	125	1	116	1080	86	1166

Numerical goals for people with disabilities ONLY

	TASK Numerical Targets and Goals - 2014/2018									
Occupational Levels	Male				Female					
	A	C	I	W	A	C	I	W	Total Permanent	Total Posts (Projected)
Economic Active Profile	16.2%	27.4%	0.2%	8.7%	15.0%	25.0%	0.1%	7.3%		100.0%
Top Management	0	0	0	0	0	0	0	0	0	
Goals: 2014 to 2015	0	0	0	0	0	0	0	0		0
Goals: 2015 to 2016	0	0	0	0	0	0	0	0		0
Goals: 2016 to 2017	0	0	0	0	0	0	0	0		0
Goals: 2017 to 2018	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0
Senior Management	0	0	0	0	0	0	0	0	0	
Goals: 2014 to 2015	0	0	0	0	0	0	0	0		0
Goals: 2015 to 2016	0	0	0	0	0	0	0	0		0
Goals: 2016 to 2017	0	0	0	0	0	0	0	0		0
Goals: 2017 to 2018	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0
Professionally qualified	0	0	0	0	0	0	0	0	0	
Goals: 2014 to 2015	0	0	0	0	0	0	0	0		0
Goals: 2015 to 2016	0	0	0	0	0	0	0	0		0
Goals: 2016 to 2017	0	0	0	0	0	0	0	0		0
Goals: 2017 to 2018	0.0	1.0	0.0	0.0	0.0	0.0	0.0	0.1		1.0
Skilled technical	0	1	0	0	0	0	0	0	1	
Goals: 2014 to 2015	0	1	0	0	0	0	0	0		1
Goals: 2015 to 2016	0	1	0	0	0	0	0	0		1
Goals: 2016 to 2017	0	1	0	0	0	0	0	0		1
Goals: 2017 to 2018	1.0	1.0	0.0	1.0	1.0	1.0	0.0	0.0		5.0
Semi-skilled	0	0	0	1	0	0	0	1	2	
Goals: 2014 to 2015	0	0	0	1	0	0	0	1		3
Goals: 2015 to 2016	0	1	0	1	0	1	0	1		4
Goals: 2016 to 2017	0	2	0	1	0	1	0	1		5
Goals: 2017 to 2018	1.0	3.0	0.0	1.0	1.0	2.0	0.0	1.0		9
Unskilled	0	0	0	0	1	0	0	0	1	
Goals: 2014 to 2015	0	0	0	0	1	0	0	0		1
Goals: 2015 to 2016	0	1	0	0	1	1	0	0		3
Goals: 2016 to 2017	0	1	0	0	1	1	0	0		3
Goals: 2017 to 2018	1.0	2.0	0.0	1.0	1.0	2.0	0.0	1.0		8.0
Total Permanent	0	1	0	1	1	0	0	1	4	23

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

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.

STAKEHOLDER	ROLE/RESPONSIBILITY	FREQUENCY
<ul style="list-style-type: none"> ▪ Employment Equity Committee 	<ul style="list-style-type: none"> ▪ Consultation with employees on Employment Equity. (Section 16) ▪ Review status on Employment Equity Stats 	<ul style="list-style-type: none"> ▪ Twice per annum
<ul style="list-style-type: none"> ▪ Employment Equity Manager 	<ul style="list-style-type: none"> ▪ Review appointments according to the goals set-out within the Employment Equity Plan 	<ul style="list-style-type: none"> ▪ Monthly
<ul style="list-style-type: none"> ▪ Local Labour Forum 	<ul style="list-style-type: none"> ▪ Consultation between employees and employer on all matters. 	<ul style="list-style-type: none"> ▪ Monthly
<ul style="list-style-type: none"> ▪ Human Resources 	<ul style="list-style-type: none"> ▪ Report the status of Employment Equity in the HR monthly report. 	<ul style="list-style-type: none"> ▪ Monthly

6. DISPUTE RESOLUTION MECHANISMS

A clear process to be followed to resolve disputes arising from the interpretation and implementation of the EE Plan, including the responsible persons and time-frames for each step to resolve the dispute.

SALGA grievance procedure as per Main Collective Agreement

7. SENIOR MANAGERS ASSIGNED TO MONITOR AND IMPLEMENT THE PLAN

- Director: Management Services

8. ANY PRESCRIBED MATTER CAN BE INCLUDED.

- Service Delivery Budget Implementation Plan (SDBIP)
- Integrated Development Plan (IDP)
- Performance Management System

SIGNATURE OF THE CHIEF EXECUTIVE OFFICER/ACCOUNTING OFFICER

Chief Executive Officer/Accounting Officer

I (full Name) CEO/Accounting Officer of

hereby declare that I have read, approved and authorized this EE Plan.

Signed on thisday ofyear.....

At place:.....

.....
 Chief Executive Officer /Accounting Officer

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Note: Signed copy obtainable at Human Resources and on the intraweb