



Kareeberg



Munisipaliteit | Municipality

Employment Equity Strategy

PREPARED BY:

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1. INTRODUCTION

- 1.1 In accordance with the provisions of the Employment Equity Act (Act no 55 of 1998) and the relevant regulations of the Code of Good Practice, Kareeberg Municipality is expected to prepare and implement an Employment Equity Plan.
- 1.2 This plan explains the formulation and participation processes that will be followed by Kareeberg Municipality in order to comply with the provisions of the Employment Equity Act.
- 1.3 Information with regard to the current work place profile, barriers in employment policies and procedures as well as affirmative measures to reach employment equity are set out in this plan.
- 1.4 To achieve this objective the plan must be simple and easy to understand for all the relevant stakeholders.
- 1.5 Kareeberg Municipality will use the Local Labour Forum to undertake the duties of an Employment Equity Committee and compile a plan in accordance with the Act. The Committee consists of the following:
 - (i) Members of the Council
 - (ii) Representatives of each Trade Union:
 - a. IMATU
 - b. SAMWU
 - (iii) Representatives of each of the designated groups:
 - a. Blacks
 - b. Women
 - c. People with disabilities
 - (iv) Representative on non-designated group
 - (v) High, middle and low employment categories and levels.
- 1.6 The Kareeberg Municipality approached the process in four phases:
 - Planning
 - Development
 - Implementation
 - Monitoring



2. PLANNING PHASE

2.1 APPOINTMENT OF MANAGER

2.1.1 Assigning responsibility and resources

In terms of Section 24 of the Act, the following senior manager is responsible for the development, implementation and monitoring of the plan:

→ Mr N.J. van Zyl – Head: Corporate Services (acting as EE manager)

This manager :

- ☞ Is a permanent employee; and
- ☞ Reports directly to the Municipal Council

Kareeberg Municipality as employer:

- ☞ Will provide the assigned manager with the necessary authority and means, such as an appropriate budget, to perform his/her allocated functions;
- ☞ Is not relieved of any duty imposed by this Act or any other law, and
- ☞ Will take reasonable steps to ensure that this manager performs his/her allocated functions. This will be done through the incorporation of key employment equity outcomes in performance contracts of the responsible manager as well as line managers throughout the municipality.

2.1.2 Duties of the employment equity manager

Whereas the Act does not specifically assign duties and tasks to the employment equity manager, and whereas it is the employer who remains responsible for the implementation of the provisions of the Act, the employment equity manager will be entrusted with the following tasks:-

2.1.2.1 **Analysis (Section 19)**

- 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, and profile the workforce within each occupational category and level in order to determine the degree of under representation of people from designated groups in various occupational categories and levels.

2.1.2.2 **Employment equity plan (Section 20)**

- Prepare and implement an employment equity plan which will achieve reasonable progress towards employment equity in that employer's workforce.
- Determine the numerical goals to achieve the equitable representation of suitably qualified people from designated groups within each occupational category and level in the workforce, the timetable within which this is to be achieved, and the strategies intended to achieve those goals;
- Monitor and evaluate the implementation of the plan and whether reasonable progress is being made towards implementing employment equity;
- The internal procedures to resolve any dispute about the interpretation or implementation of the plan;
- Collaborate with and co-ordinate the activities of all persons in the workforce, including senior managers, responsible for all monitoring and implementing the plan;



- Assist in the appointment of employees from designated groups.

2.1.2.3 Report (Section 21)

- The first report will refer to the initial development of and consultation around an employment equity plan. The subsequent reports will detail the progress made in implementing the employment equity plan.
- Reports must be submitted to the Director-General containing the prescribed information.

2.1.2.4 Publication of report (Section 22)

- Publish a summary of the report required by section 21 in the employer's annual financial report.

2.1.2.5 Successive employment equity plans (Section 23)

- Before the end of the term of the current employment equity plan, prepare a subsequent employment equity plan.

2.1.2.6 Duty to inform (section 25)

- Display in every workplace any Regulation, containing a standard notice, in all official languages, summarising the provisions of this Act.
- In each of its workplaces, place in prominent places that are accessible to all employees:-
 - the most recent report submitted by that employer to the Director-General;
 - any compliance order, arbitration award or order of the Labour Court;
 - concerning the provisions of this Act in relation to that employer; and
 - any other document concerning this Act as may be prescribed.
- Make a copy of the plan available to its employees for copying and consultation.

2.1.2.7 Duty to keep records (section 26)

- Establish and, for the prescribed period, maintain records in respect of its workforce, its employment equity plan and any other records relevant to its compliance with this Act.

2.1.2.8 Income differentials (section 27)

- Submit a statement, as prescribed, to the Employment Conditions Commission, on the remuneration and benefits received in each occupational category and level of that employer's workforce.
- Take measures to progressively reduce disproportionate income differentials subject to such guidance as may be given by the Minister

2.2 COMMUNICATION, AWARENESS AND CONSULTATION

2.2.1 Introduction

Section 25 of the Act, requires that an employer communicate with its employees and their representatives regarding Employment Equity. It reinforces this duty to communicate with its employees by requiring an employer to:

- Display a summary of the Act in all workplaces (Form EE3);
- Provide employees with a copy of its employment equity plan (section 25(3));



- ❑ Consult ("communicate") with employee representatives, and thereby necessitating the nomination of employee representatives and introducing the process of obtaining mandates and giving feedback.

The communication programme will:

- ❑ keep employees informed;
- ❑ promote ownership and participation in the employment equity programme;
- ❑ remind employees that the programme is ongoing and good for everyone as well as the efficiency of the organization;
- ❑ emphasize the organization's commitment to employment equity;
- ❑ be ongoing, communicating with employees at all stages of the development and implementation of the employment equity programme.

2.2.2 Assigning Responsibility

The employment equity manager will be responsible for communicating information to employees regarding employment equity and the employment equity plan.

2.2.3 Stages in the communications programme

The strategy will address:

- ❑ what needs to be communicated;
- ❑ with whom to communicate;
- ❑ how to communicate; and
- ❑ when to communicate.

2.2.3.1 *What needs to be communicated*

Section 7 of the Code of Good Practice provides that all employees should be made aware and informed of :

- ❑ the content and application of the Act as preparation for their participation and consultation;
- ❑ employment equity and anti-discrimination issues;
- ❑ the proposed process to be followed by the employer;
- ❑ the advantages to employees of participation in the process, and
- ❑ the need for the involvement of all stakeholders in order to promote positive outcomes.

In addition, the Code provides that all managers should be informed of their obligations in terms of the Act, and training should be provided to them where particular skills do not exist.

The communication of an employment equity strategy should focus on positive outcomes, such as the better utilisation of all of the employer's human resources and the creation of a diverse and more productive workforce and a workforce that reflects the relevant labour market.

2.2.3.2 *To whom should the communications programme be directed*

The Act and the Code of Good Practice emphasises that all employees need to be appropriately and comprehensively communicated to, including managers. Internal audiences can include one or more of the following:

- ❑ all employees. Section 7.2.5 of the Code of Good Practice provides that communication should also include employees from non-designated groups and focus on the contribution that can be made by them.



- new employees;
- job applicants;
- managers and supervisors;
- employee representatives;
- employees from each of the designated groups; and
- the Council.

2.2.3.3 Communication during the preparatory and planning stages

The issues which need to be communicated will vary according to what stage in the development, implementation and review of employment equity the organisation is at.

Informing employees about the purposes of employment equity involves raising awareness and understanding among employees of the:

- forms and effects of discrimination;
- the social and economic costs of discrimination;
- background on the disadvantages experienced by designated groups in the workplace; and
- the need for a proactive programme like employment equity to remove barriers and to ensure equal opportunity for all groups.
- explaining the myths about employment equity (claims of reverse discrimination, quotas);
- exploring sensitive issues such as the impact of employment equity in a time of downsizing; and
- outlining the business advantages of employment equity.

Step2 of the Guidelines issued by the Department of Labour provides that:

All employees should:

- be made aware and informed of the content and application of the Act
- be sensitised with regard to employment equity and anti-discrimination issues
- be informed regarding the process to be followed
- understand the importance of their participation in the process
- be made aware of the need for participation of all stakeholders through a variety of methods which could include one or more of the following:
 - pamphlets
 - newsletters
 - workshops
 - videos
 - training sessions

Managers should:

- be informed of their obligations in terms of the Act
- be offered training in diversity management and related skills
- understand that discrimination can be direct, indirect, or as a result of inaction or victimisation.

Additional issues which need to be communicated during this stage include:-

- The nomination and selection of employee representatives;
- The formation of the employment equity consultative committee
- The appointment of the employment equity manager (no appointed EE manager – duties partly of Head:Corporate Services)
- The date, time and agenda of the first meeting of the consultative committee
- Any training which the representatives, employees or managers will undergo in respect of employment equity, e.g. diversity training awareness, language or literacy training;



2.2.3.4 Communication during the analysis stage

The primary focus of communications during the analysis stage should focus on the measures which have been undertaken and analyse the possible obstacles to achieving employment equity within the municipality.

Communications at this stage must focus on:-

- the workforce survey and the need for all employees to participate;
- the employment systems review process and summary of findings of the review;

Workforce survey communications can include:

- a letter to all employees signed by the Municipal Manager explaining why a workforce survey is required and what it means for each employee;
- information sessions explaining the survey and process, and why everyone should complete the form; defining each of the designated groups identifying resources for more information; and providing opportunity for two-way communications;
- union representatives to explain and promote the survey in union meetings and in the union newsletter.

2.2.3.5 Communication on the implementation of the employment equity plan

The Code of Good Practice provides in section 8.9.1 that the plan should be appropriately and comprehensively communicated to employees. This communication mechanism should indicate the parties responsible for the implementation of the plan and the agreed dispute resolution procedures. Information about the plan should be easily accessible to all levels of employees.

Communications should focus on amongst others:-

- measures taken or planned to implement an employment equity programme.
- the municipality's policy on employment equity and what it means for managers and employees generally;
- roles and responsibilities relating to employment equity and where to get more information;
- the employment equity plan, goals and timetables, activities and special measures;
- initiatives or policies, for example, revised recruitment policy, outreach recruitment,
- accommodation policy, flexible work arrangements, improving workplace accessibility, harassment prevention training, etc.

2.2.3.6 Communication on progress made in implementing employment equity as well the review of any employment equity initiatives, and the achievement of employment equity goals or objectives.

Information on the progress in implementing equity may include:

- the percentage representation of designated groups in the municipality compared to previous years;
- updates on implementation of the plan and the results achieved
- revisions to the plan; and
- information on the results of special initiatives such as the development of a management training programme for specific categories of workers.



2.2.4 Considerations for effective communications

To ensure that the communications programme is effective, the following factors can be taken into consideration during the planning and implementation phase of the communications programme:-

- ❑ Communications should be appropriate to the audience in terms of what they need to know and be presented in a way that is understandable to the target audience.
- ❑ Communications should be user-friendly, written in simple and clear language and presented in an easy-to-read format with appropriate graphics. (Graphics should be easily understood by all population groups and not open to a different interpretation).
- ❑ Communication methods may need to vary to reach all groups, including employees (often designated group members) at the lowest levels of the organization, who may not have access to the usual communication networks.
- ❑ Communications must be a part of managers' day-to-day responsibilities. Managers need to promote the employment equity programme and to set a positive example in their dealings with designated group members.
- ❑ Employment equity communications should be consistent with other messages, including formal communications and actions e.g. managers should be seen to be hiring visible minorities and promoting women into male-dominated jobs where this is part of the employment equity plan.
- ❑ Communications must be timely, (e.g. communications throughout the build-up to a workforce survey, during the survey and following the survey).
- ❑ Communications must be up-to-date and remind employees that employment equity is an ongoing commitment.
- ❑ Communications must meet the information needs of employees new to the organization. The special needs of newly appointed managers and supervisors need to be addressed.
- ❑ Senior management should sign important communications to demonstrate their commitment and the importance of the initiative to the organization.
- ❑ Communications must be culturally sensitive and inclusive.

Various other forms of communication methods can be used and include:

- ❑ meetings
- ❑ notice boards
- ❑ information sessions
- ❑ management briefings
- ❑ training sessions
- ❑ pay cheque inserts
- ❑ union meetings
- ❑ newsletters

In adopting any of these methods of communication regard must be given to the following important considerations:-

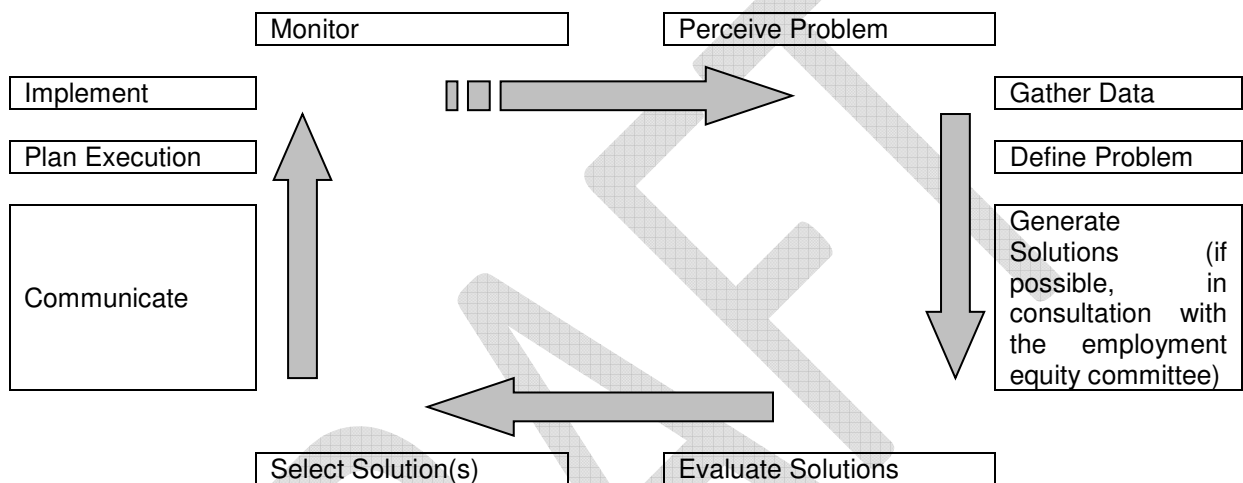
- ❑ Special accommodation measures for persons with disabilities;
- ❑ Language or literacy barriers;
- ❑ Accessibility to technologically advanced communication methods.



2.2.5 Problem Solving Process

During the development and implementation of the municipality's employment equity plan, those responsible for the equity communications strategy should remain alert to possible problems or concerns arising from different sectors within the municipality. The committee will ensure that they have feedback mechanisms in place to identify concerns early on and act quickly to neutralise destructive rumours, perceptions or conflict situations.

A simple but effective problem solving approach to potential or actual crisis situations is represented in the following diagram:-





2.3 ANALYSIS

2.3.1 Employment policies, procedures, practices and the working environment

A review of all employment policies, practices, procedures and that of the working environment was undertaken in order to identify the barriers that are responsible for the under-representation or under-utilisation of employees from designated groups. All practices were assessed in terms of cross-cultural and gender fairness.

Areas where barriers were identified are set out in **Section F No 13 of the EEA2 form**. The affirmative action procedures that are already in place are set out in **Section F No 14 of the EEA2 form**.

2.3.2 Work force profile

A comprehensive work force profile was done and the following results were obtained:

2.3.2.1 Representation in occupational levels:

Grading of posts are done by the Bargaining Council in terms of the professional TASK grading system and are classified in levels T26 (the highest) to T1 (the lowest).

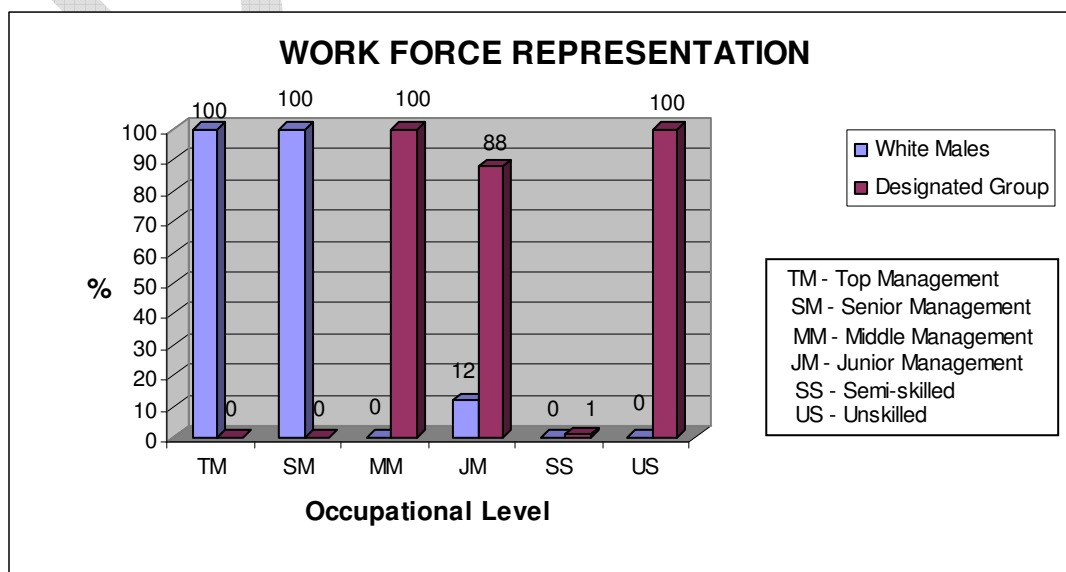
A profile of the occupational levels is set out in **Section B No 3 of the EEA2 form** and the graphic below shows that:

(a) Designated groups are under-represented in the following groups:

- TM** → Top Management
- SM** → Senior Management

(b) Designated groups are over-represented in the following groups:

- JM** → Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents
- SS** → Semi-skilled and discretionary decision making
- US** → Unskilled and defined decision making
- MM** → Professionally qualified and experienced specialists and mid-management





2.3.2.2 Representation in occupational categories:

A profile of the occupational categories is set out in **Section B No 2 of the EEA2 form** and the graphic below shows that:

(a) Designated groups are under-represented in the following groups:

L → Legislators, Senior Officials and Managers

T → Technicians and Associate Professionals

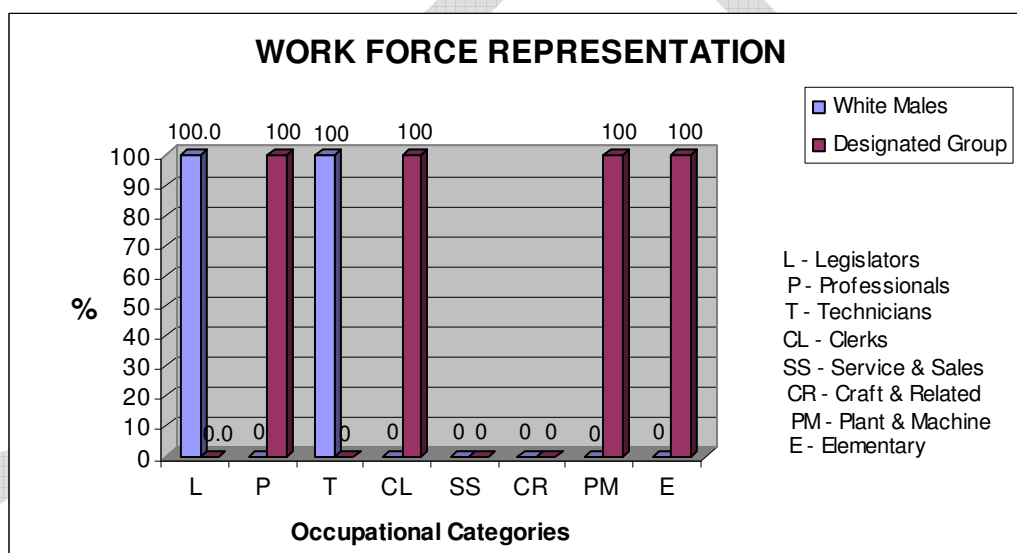
(b) Designated groups are over-represented in the following groups:

P → Professionals

CL → Clerks

PM → Plant and Machine Operators

E → Elementary Occupations

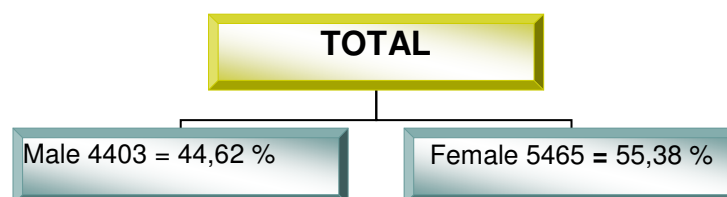


2.3.3 Demographic Data

The 2007 census figures contain the relevant demographic data of the Kareeberg Municipality district and are used to provide a comparison of designated groups by occupational levels and categories.

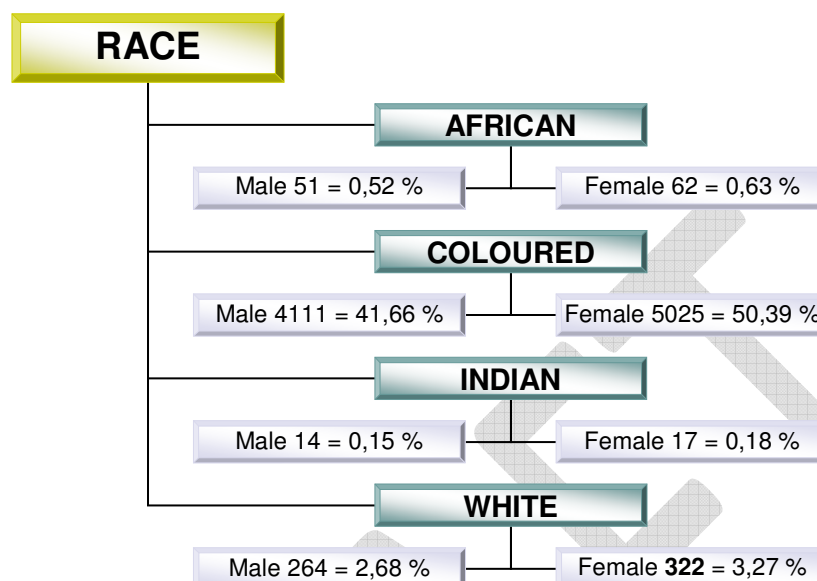
The figures are as follows and are set out in the graphic below:

Economically Active Population:





Distribution in terms of Race:



2.3.4 Comparison of designated groups in occupational categories and levels in terms of demographical data

2.3.4.1 Occupational Categories

The table below indicates the following:

- (i) The current situation
- (ii) Goals in terms of demographical data
- (iii) Numerical goals which must be achieved in terms of occupational categories

2.3.4.2 Occupational Levels

The table below indicates the following:

- (iv) The current situation
- (v) Goals in terms of demographical data
- (vi) Numerical goals which must be achieved in terms of occupational levels



OCCUPATIONAL CATEGORIES

Occupational Category	(i) Present Situation									(ii) Demographic Data/Goal									(iii) Numeric Goal / Under Representation							
	Male				Female				Total	Male				Female				Total	Male				Female			
	African	Coloured	Indian	White	African	Coloured	Indian	White		African	Coloured	Indian	White	African	Coloured	Indian	White		African	Coloured	Indian	White	African	Coloured	Indian	White
Legislators, Senior Officials & Managers	0	1	0	3	0	0	0	0	4	0.03	1.58	0.00	0.19	0.04	1.91	0.00	0.23	4	0.03	-1.58	0.00	3.81	0.04	-1.91	0.00	0.23
Professionals	0	0	0	0	0	0	0	2	2	0.01	0.40	0.00	0.05	0.01	0.48	0.00	0.06	2	0.01	-0.40	0.00	0.05	0.01	-0.48	0.00	0.94
Technicians & Associate Professionals	0	0	0	2	0	0	0	0	2	0.01	0.40	0.00	0.05	0.01	0.48	0.00	0.06	2	0.01	-0.40	0.00	0.95	0.01	-0.48	0.00	0.06
Clerks	0	5	0	0	0	4	0	3	12	0.07	3.56	0.01	0.43	0.08	4.30	0.01	0.51	13	0.07	-0.56	0.01	0.43	0.08	-3.30	0.01	4.49
Service & Sales Workers	0	0	0	0	0	0	0	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Craft & related trade workers	0	0	0	0	0	0	0	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Plant & Machine Operators	0	7	0	0	0	0	0	0	7	0.07	3.56	0.01	0.43	0.08	4.30	0.01	0.51	9	0.07	5.44	0.01	0.43	0.08	-4.30	0.01	0.51
Elementary Occupations	0	19	0	0	0	18	0	0	37	0.40	20.57	0.03	2.49	0.47	24.82	0.04	2.97	37	0.40	27.43	0.03	2.49	0.47	-20.82	0.04	2.97
TOTAL	0	32	0	5	0	22	0	5	64	0.59	30.07	0.05	3.63	0.69	36.28	0.06	4.34	67	0.59	29.93	0.05	1.37	0.69	-31.28	0.06	1.66

Desimals rounded off to the nearest number / employee - the rest ignored

Occupational Category	(i) Present Situation									(ii) Demographic Data/Goal									(iii) Numeric Goal / Under Representation							
	Male				Female				Total	Male				Female				Total	Male				Female			
	African	Coloured	Indian	White	African	Coloured	Indian	White		African	Coloured	Indian	White	African	Coloured	Indian	White		African	Coloured	Indian	White	African	Coloured	Indian	White
Legislators, Senior Officials & Managers	0	1	0	3	0	0	0	0	4	0	1	0	3	0	0	0	0	4	0	-2	0	4	0	-2	0	0
Professionals	0	0	0	0	0	0	0	2	2	0	0	0	0	0	0	0	2	2	0	0	0	0	0	0	0	1
Technicians & Associate Professionals	0	0	0	2	0	0	0	0	2	0	0	0	2	0	0	0	0	2	0	0	0	1	0	0	0	0
Clerks	0	5	0	0	0	4	0	3	12	0	6	0	0	0	4	0	3	13	0	-1	0	0	0	-3	0	4
Service & Sales Workers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Craft & related trade workers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Plant & Machine Operators	0	7	0	0	0	0	0	0	7	0	9	0	0	0	0	0	0	9	0	5	0	0	0	-4	0	-1
Elementary Occupations	0	19	0	0	0	18	0	0	37	0	19	0	0	0	18	0	0	37	0	27	0	-2	0	-21	0	-3
TOTAL	0	32	0	5	0	22	0	5	64	1	35	0	5	0	22	0	5	67	-1	30	0	1	-1	-31	0	2



OCCUPATIONAL LEVELS

Occupational Level	(i) Present Situation									(ii) Demographic Data/Goal									(iii) Numeric Goal / Under Representation							
	Male				Female				Total	Male				Female				Total	Male				Female			
	African	Coloured	Indian	White	African	Coloured	Indian	White		African	Coloured	Indian	White	African	Coloured	Indian	White		African	Coloured	Indian	White	African	Coloured	Indian	White
Top Management	0	1	0	0	0	0	0	0	1	0.01	0.40	0.00	0.05	0.01	0.48	0.00	0.06	1	-	-0.40	0.00	0.95	0.01	-0.48	0.00	0.06
Senior Management	0	0	0	3	0	0	0	0	3	0.02	1.19	0.00	0.14	0.03	1.43	0.00	0.17	3	0.02	-1.19	0.00	2.86	0.03	-1.43	0.00	0.17
Professionally qualified & experienced specialists & mid-management	0	0	0	0	0	0	0	2	2	0.01	0.40	0.00	0.05	0.01	0.48	0.00	0.06	1	-	-0.40	0.00	-	0.01	-0.48	0.00	0.94
Skilled Technical & academically qualified workers, supervisors & foremen	0	5	0	2	0	4	0	3	14	0.19	9.89	0.02	1.20	0.23	11.94	0.02	1.43	25	0.19	2.11	0.02	1.81	0.23	-6.94	0.02	3.57
Semi-skilled	0	0	0	0	0	5	0	0	5	0.05	2.77	0.00	0.33	0.06	3.34	0.01	0.40	7	0.05	2.23	0.00	0.33	0.06	-1.34	0.01	0.40
Unskilled	0	21	0	0	0	18	0	0	39	0.30	15.43	0.02	1.86	0.35	18.62	0.03	2.23	39	0.30	20.57	0.02	1.86	0.35	15.62	0.03	2.23
TOTAL	0	27	0	5	0	27	0	5	64	0.59	30.07	0.05	3.63	0.69	36.28	0.06	4.34	76	0.59	22.93	0.05	3.37	0.69	26.28	0.06	1.66

Desimals rounded off to the nearest number / employee - the rest ignored

Occupational Level	(i) Present Situation									(ii) Demographic Data/Goal									(iii) Numeric Goal / Under Representation							
	Male				Female				Total	Male				Female				Total	Male				Female			
	African	Coloured	Indian	White	African	Coloured	Indian	White		African	Coloured	Indian	White	African	Coloured	Indian	White		African	Coloured	Indian	White	African	Coloured	Indian	White
Top Management	0	1	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	0	0	0	1	0	0	0	0
Senior Management	0	0	0	3	0	0	0	0	3	0	1	0	0	0	1	0	0	3	0	-1	0	3	0	-1	0	0
Professionally qualified & experienced specialists & mid-management	0	0	0	0	0	0	0	2	2	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1
Skilled Technical & academically qualified workers, supervisors & foremen	0	5	0	2	0	4	0	3	14	0	10	0	1	0	12	0	1	25	0	2	0	2	0	-7	0	4
Semi-skilled	0	5	0	0	0	5	0	0	5	0	3	0	0	0	3	0	0	7	0	2	0	0	0	-1	0	0
Unskilled	0	21	0	0	0	18	0	0	39	0	15	0	2	0	19	0	2	39	0	21	0	-2	0	-16	0	-2
TOTAL	0	27	0	5	0	27	0	5	64	1	30	0	4	1	36	0	4	76	-1	23	0	3	-1	-26	0	2



3. DEVELOPMENT PHASE

3.1 DURATION OF THE PLAN

The current situation clearly indicates under- and over-representations in occupational categories and levels and in order to reach the numerical goals, the duration of this plan will be **five years**.

3.2 GOALS

The basis of the Employment Equity plan will be provided by Section B and F of the EEA2 form as well as the tables.

- The overall goal is to have a work force as set out in “(ii) Demographic Data/Goal” in the tables above.
- The measures that will be used to reach the goals are set out in “(iii) Numeric Goal”.
 - ⇒ The positive values indicate the total appointments or promotions that must be made in order to reach the goals.
 - ⇒ The negative values indicate the under-representation in every occupational category and level.
- It is therefore the goal to obtain the representation from the designated groups in occupational categories and levels as set out in the tables above. This will be done through promotions and training in the higher levels and affirmative action appointments in the lower levels as set out in 3.3 and 3.4 below.

3.3 AFFIRMATIVE ACTION MEASURES

The labour turnover of Kareeberg Municipality is very low. There are no current vacant positions and no future posts that will be created. In terms of the Act and the relevant labour legislation, direct and indirect discrimination is not allowed. Therefore the under-representation (negative values) can only be addressed in cases of deaths, resignations and other unenforceable measures.

3.3.1 Promotions, training and development of persons from designated groups

Persons from designated groups will be identified and promoted in higher posts. Such persons will be monitored and will receive the necessary internal and external training.

3.3.2 Appointment of persons from the designated groups

In case of posts becoming vacant, persons will be appointed where under-representation exists.

3.3.3 Corporate Culture

The following measures will be used to ensure that the corporate cultures are promoted in higher level posts:

- Retention strategy will include the promotion of a more diversified organizational culture, an interactive communication and feedback strategy and an ongoing labour turnover analysis.
- Reasonable accommodation for persons from designated groups.
- Programmes that relate to employment equity.



3.3.4 Decision making

Steps will be followed to involve employees in the decision making processes of the municipality.

3.3.5 Numerical Goals

The factors as set in 8.4.2 of the Code of Good Practice are taken into consideration in finalizing the numerical goals.

Steps are already taken to identify employees from designated groups to promote them in higher posts when and if those posts will become vacant.

Employees of designated groups are undergoing training and such employees will be taken into consideration when promotions can be done.

When a post becomes vacant, they will be reserved for appointments from people of the designated groups.

3.3.6 Consensus

Consensus was reached between all the relevant stakeholders in terms of the setting of goals, affirmative action measures and this plan.

3.3.7 Resources

The Council must allocate an appropriate budget in order to implement the agreed components of the plan.

3.3.8 Assignment of Responsibility

Responsibility for implementation and monitoring of the plan is set out in paragraph 2.1 of this document.

3.3.9 Dispute resolution

The procedure that must be followed is set out in paragraph 2.2.5 of this document

3.3.10 Communication

The communication process is set out in paragraph 2.2 of this document.

4. MONITORING AND EVALUATING PHASE

- 4.1 Records will be kept to effectively monitor and evaluate the plan.
- 4.2 The Employment Equity Committee will meet every 3 months to monitor the progress of the plan
- 4.3 The report will be submitted before 15 January 2016 online of each year.