



# **EMPLOYMENT EQUITY PLAN**

## **AMAHLATHI LOCAL** **MUNICIPALITY**

*2014/2017*

*As at: 1 JULY 2014*

## 1. INTRODUCTION

In terms of section 20 of the Employment Equity Act (Act 55 of 1998) all designated employers are required to develop and implement an Employment Equity Plan which will achieve reasonable progress towards employment equity in the employer's workforce. The previous Employment Equity Plan of Amahlathi Local Municipality expired on 30 June 2012. The erstwhile EEP was for a period of five (5) years. Section 20, sub-section (2) of the Employment Equity Act 55 of 1998 states that the duration of the plan should not be shorter than one (1) year or longer than five (5) years.

Since the expiry of the plan, there has been a pressing need to develop a revised plan for the Municipality so that guidance of the recruitment processes is based on the adopted and approved Employment Equity Plan of the Municipality. The revised plan is for a period of three (3) years and aligned with the Integrated Development Plan of the Municipality and the expiry of the term of office of the present Council of Amahlathi Local Municipality. The development of this plan is underpinned by the following Vision, Mission and Values:

### 1.1 VISION

Amahlathi Municipality as an integrated unity shall become the model for the community empowerment, decentralised participative management, and a transformed and proactive municipality.

### 1.2 MISSION

Amahlathi Municipality in partnership with its community shall:

- Create sustainable and better services for all
- Communicate effectively with its communities and stakeholders
- Ensure resources are used effectively, efficiently and economically
- Provide infrastructure and
- Build investor confidence through LED Strategy

### **1.3 VALUES**

In implementing the above, Amahlathi Municipality subscribes to the following values:

- . Teamwork / Trust / Honest / Responsibility and Dedication
- . Value and Acknowledgement of the individual
- . Integrity / Work Ethics
- . Transparent and clean Government
- . Tolerance / Understanding and Good Leadership
- . Accountability / Value for Money / Efficiency performance and Affordability and Developmental Local Government striving for Effectiveness and performance

## **2. OBJECTIVES OF THE EMPLOYMENT EQUITY PLAN**

The objectives of this Employment Equity Plan are as follows:

- To ensure that Amahlathi Municipality complies with the act.
- To conduct an audit and report on the current employee profile of Amahlathi Municipality.
- To conduct an audit of the Human Resources policies of Amahlathi Municipality.
- To identify employment barriers that adversely affect people from designated groups.
- To set out the numerical goals to achieve the equitable representation of suitably qualified people from designated groups within each occupational level in the workplace and presenting the timetable within which this is to be achieved, as well as the strategies intended to achieve the goals.
- To set out the objectives to achieve in each year of the plan.

## **2. METHODOLOGY/STEPS FOLLOWED IN DEVELOPING THE PLAN**

- Collection and reading of all related documentation including Human Resources Policies, the previous Employment Equity Plan, previous Employment Equity reports and the last employee profile report.
- Conducting interviews with the Amahlathi Municipality Management.
- Establishing focus groups that have all Amahlathi Municipality staff occupational categories, levels and race groups represented.
- Sitting in a meeting with the Training Affirmative Action Steering Committee.

As part of the review process plan, Amahlathi Municipality will conduct workshops with the majority of its staff to educate them about Employment Equity Act as well as assisting staff in identifying the employment barriers in the implementation of Amahlathi Municipality policies and employment practices. The information collected has been used in the review on this plan.

#### 4.1 Amahlathi Municipality profile as at 31 December 2013

Amahlathi Municipality workforce composition per race, gender Occupational level and disability is set out below:

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	4	0	0	0	2	0	0	0	0	0	6
Senior management	3	0	0	3	0	0	0	0	0	0	6
Professionally qualified and experienced specialists and mid-management	5	0	0	0	6	0	0	0	0	0	11
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	11	3	0	5	5	0	0	0	0	0	24
Semi-skilled and discretionary decision making	53	0	1	0	26	1	0	6	0	0	87
Unskilled and defined decision making	82	5	1	0	24	0	0	0	0	0	112
<b>TOTAL PERMANENT</b>	<b>158</b>	<b>8</b>	<b>2</b>	<b>8</b>	<b>63</b>	<b>1</b>	<b>0</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>246</b>
Temporary employees	1	0	0	0	5	0	0	0	0	0	6
<b>GRAND TOTAL</b>	<b>159</b>	<b>8</b>	<b>2</b>	<b>8</b>	<b>68</b>	<b>1</b>	<b>0</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>252</b>

4.2 The total of employees with disabilities in each of the following Occupational Levels are listed below:

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	0	0	0	0	0	0	0	0	0	0
Semi-skilled and discretionary decision making	1	0	0	0	0	0	0	0	0	0	1
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL PERMANENT</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>

5. A comparative table between Amahlathi Municipality performance and provincial economically active population statistics by race and gender.

Top Management						
	Male			Female		
	Current Position	Current % Performance	Provincial Average %	Current Position	Current % Performance	Provincial Average %
African	4	66.6	39.9	2	33.3	35.5
Coloured	0	0	7.7	0	0	5.5
Indian	0	0	0.4	0	0	0.4
White	0	0	5.7	0	0	4.8

Senior Management						
	Male			Female		
	Current Position	Current % Performance	Provincial Average %	Current Position	Current % Performance	Provincial Average %
African	5	55.5	39.9	1	11.11	35.5
Coloured	0	0	7.7	0	0	5.5
Indian	0	0	0.4	0	0	0.4
White	3	33.33	5.7	0	0	4.8

Professionally Qualified and Experienced Specialist and Mid-Management						
	Male			Female		
	Current Position	Current % Performance	Provincial Average %	Current Position	Current % Performance	Provincial Average %
African	6	40	39.9	9	60	35.5
Coloured	0	0	7.7	0	0	5.5
Indian	0	0	0.4	0	0	0.4
White	0	0	5.7	0	0	4.8

Skilled Technical and Academically Qualified Workers, Junior Management, Supervisors, Foremen						
	Male			Female		
	Current Position	Current % Performance	Provincial Average %	Current Position	Current % Performance	Provincial Average %
African	11	45.8	25.2	5	20.8	47.2
Coloured	3	12.5	6.2	0	0	4.9
Indian	0	0	0.4	0	0	0.4
White	5	20.8	8.3	0	0	6.7

Semi Skilled						
	Male			Female		
	Current Position	Current % Performance	Provincial Average %	Current Position	Current % Performance	Provincial Average %
African	53	60.9	n/a	26	29.9	n/a
Coloured	0	0	n/a	1	1.1	n/a
Indian	1	1.1	n/a	0	0	n/a
White	0	0	n/a	6	6.9	n/a

Unskilled						
	Male			Female		
	Current Position	Current % Performance	Provincial Average %	Current Position	Current % Performance	Provincial Average %
African	82	73.2	n/a	24	21.4	n/a
Coloured	5	4.5	n/a	0	0	n/a
Indian	1	0.9	n/a	0	0	n/a
White	0	0	n/a	0	0	n/a

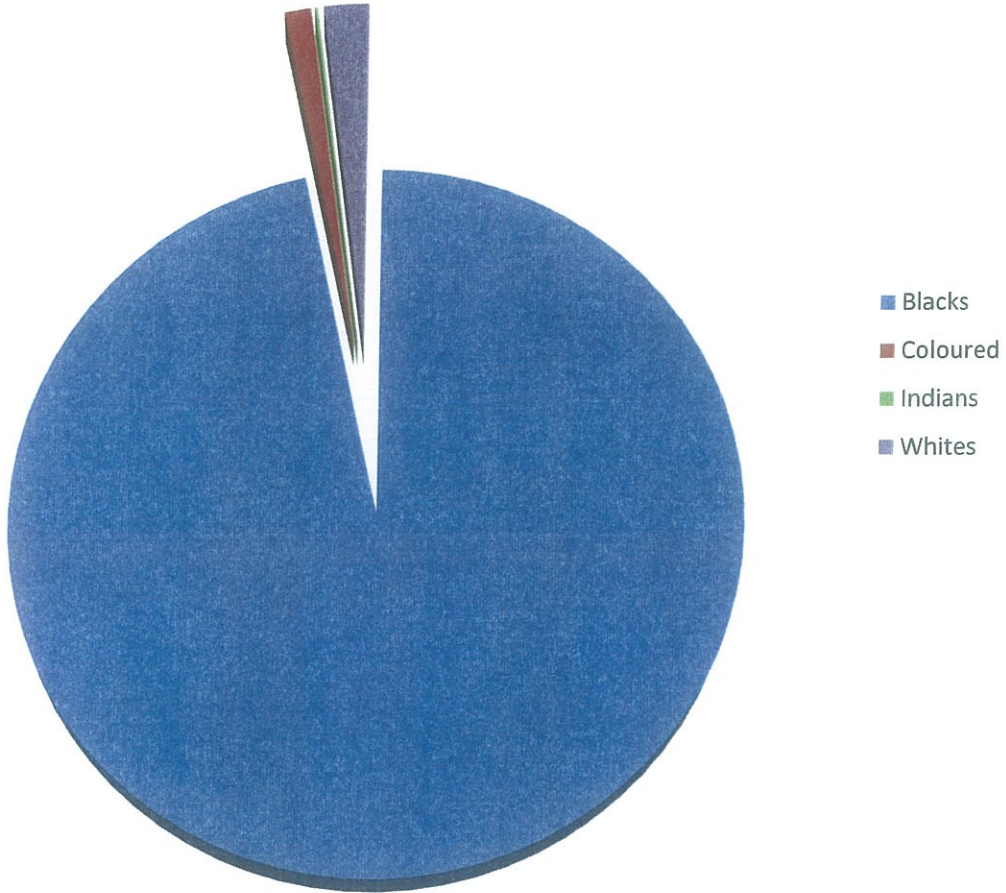
6. Summary of Amahlathi Municipality Employee Profile-Status Quo vs. Statistics of Economically Active Population [EAP] : 30 June 2013.

Population Group by Gender EC 124 Amahlathi Local Municipality

	<b>Male</b>	<b>Female</b>	<b>Grand Total</b>
Blacks	56 468	61 986	118 454
Coloured	715	800	1 515
Indians	77	27	104
Whites	1 215	1 278	2 493
<b>GRAND TOTAL</b>	<b>58 475</b>	<b>64 091</b>	<b>122 566</b>

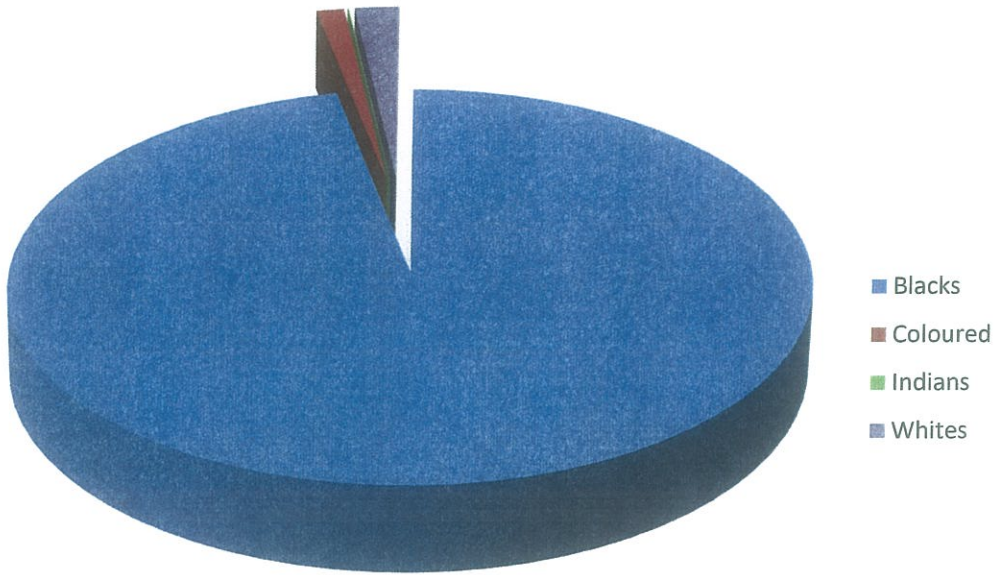
	<b>Male</b>	<b>Percentage</b>	<b>Female</b>	<b>Percentage</b>
Blacks	56 468	46.1	61 986	50.6
Coloured	715	0.6	800	0.7
Indians	77	0.1	27	0.02
Whites	1215	0.1	1278	1.04

# Males





# Females



**7. Employment barriers identified and Management Responses**

During the analysis process (conducted through focus groups and workshops), the following employment barriers that adversely affect people from designated groups were identified and the Management responses were given as follows:

<u>BARRIERS</u>	<u>DESCRIPTION</u>	<u>AFFIRMITIVE ACTION MEASURES</u>	<u>RESPONSIBILITY</u>	<u>BUDGET</u>	<u>TIMEFRAME</u>
1. Recruitment Procedure.	There is no clear procedure for the recruitment of Senior Managers and political appointment of	The revised Recruitment & Selection is before Council for approval and attached herewith	Human Resources Manager	N/A	1/07/2014
2. Advertising positions.	Local appointments are confused with internal appointments and the latter are not given preference.	This matter has been addressed in the revised Recruitment & Selection Policy.	Human Resources Manager	N/A	1/07/2014
3. Appointments		This matter is addressed in the revised Recruitment And Selection Policy.	Human Resources Manager	N/A	1/07/2014
4. Remuneration and benefits.	There is no remuneration Policy and the municipality is relying on the SALGBC negotiated pay scales.	A budget has been set aside for job description writing and job evaluation which will assist in the normalization of remuneration and benefits.	Human Resources Manager	R300 000.00	1/07/2014

		This will commence at the beginning of the new financial year ( 1 July 2014).			
5. Terms and conditions of employment.	There are no locally negotiated Collective Agreements on Conditions of Service.	Conditions are negotiated centrally at the Bargaining Council (SALGBC).	Human Resources Manager	Certain conditions which are within the competence of the LLF will be negotiated and concluded	1/07/2014
6. Succession Planning.	There is no provision for monitoring and evaluation in the policy.	A Policy is before Council for approval (see attached).	Human Resources Manager	N/A	1/07/2014
7. Work environment and facilities.	Some workplaces are not designed for people with disabilities.	Some premises have been modified where the stare cases have been levelled up to accommodate people with disabilities. The plan is to do the same across the municipality.	Human Resources Manager	Some will be provided by Engineering Dept to effect the structural modifications to the building	31/12/2014
8. Appointed senior manager for EE implementation.	Certain racial groups are not represented as required in the EE Act.	The Director Corporate Services has been designated to take charge of this responsibility.	Corporate Services Director	The Corporate Services Director has been designated as EEP Manager by the Municipal Manager, a letter to this effect is attached.	1/07/2014
9. Budget allocation in support of EE Goals .	There is no provision in the budget to cater for the	A budget for skills development and other	Corporate Services Director	Part of the R300 000.00 provision for 2014/2015 financial year.	1/07/2014

	exposure for members of the EEP Committee.	activities has been created.			
--	--	------------------------------	--	--	--

## **8. ANALYSIS OF THE REPORTS/ STATUS QUO**

The analysis of the report on the status quo can be summarised as follows:

When one looks at the overall report the following is obtaining

- The females are under-represented in many occupational levels of Amahlathi Municipality
- There is only one employee with disability in the municipality an extra effort is necessary to reach out to employees to come forward and declare their disabilities.
- The overall demographics at Amahlathi Municipality indicate that there is a need for gender balancing and appointment of people with disabilities, Coloureds and Indians.
- Based on the level of under representation, addressing the following under representation in designated groups will be central in achieving goals and targets for each year of the Employment Equity Plan:

. There is glaring ***non-representation of other racial groups*** such as whites, coloured and Indians at top management levels and in the event of positions becoming available at these levels priority should be given to these groups.

. ***People with Disabilities*** are grossly under-represented and an extra effort and focus in recruiting them will need to be stepped up.

## **9. NUMERICAL GOALS AND TIME FRAMES**

### ***9.1 Duration of the plan***

The duration of this Employment Equity Plan will be 3 (three) years reckoned from 01 July 2014 to 30 June 2017 and will be aligned with the IDP of Amahlathi Municipality.

Please indicate the numerical goals (i.e. the workforce profile) you project to achieve for the total number of employees, including people with disabilities, at the end of your current employment equity plan in terms of 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	1	0	0	0	0	1
Senior management	0	0	0	0	1	1	1	1	0	0	4
Professionally qualified and experienced specialists and mid-management	0	0	0	0	1	1	0	0	0	0	2
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	1	1	0	1	3	1	1	1	0	0	9
Semi-skilled and discretionary decision making	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
<b>TOTAL PERMANENT</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>5</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>16</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>5</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>16</b>

### NUMERICAL TARGETS FOR 2014/2015

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	0	0	0	0	0	1	1		0	0	2

Professionally qualified and experienced specialists and mid-management	0	0	0	0	0	1	0	0	0	0	1
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0	0	0	0	1	1	1	1	0	0	4
Semi-skilled and discretionary decision making	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
<b>TOTAL PERMANENT</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>8</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>8</b>

### NUMERICAL TARGETS 2015/2016

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	1	0	0	0	1
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	0	0	0	0	0	0	0	0	0	0	0
Semi-skilled and discretionary decision making	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
<b>TOTAL PERMANENT</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>

## NUMERICAL GOALS FOR 2016/2017

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	1	0	1	0	0	2
Professionally qualified and experienced specialists and mid-management	0	0	0	0	0	1	1	1	0	0	3
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0	0	0	0	0	1	0	0	0	0	0
Semi-skilled and discretionary decision making	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
<b>TOTAL PERMANENT</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>6</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>6</b>

9.2 The following are the numerical goals (i.e. the workforce profile) which project the total number of **employees with disabilities only** at the end of your current employment equity plan in terms of all occupational levels. However, please note that the targets are all clustered under the semi-skilled categories but in all advertisements in every effort will be made to recruit candidates in all occupational categories from 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 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	0	0	0	0	0	0	0	0	0	0
Semi-skilled and discretionary decision making	1	1	0	0	1	1	1	0	0	0	5
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL PERMANENT</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>

**NUMERICAL TARGETS 2014/2015**

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	0	0	0	0	0	0	0	0	0	0
Semi-skilled and discretionary decision making	1	1	0	0	1	1	1	0	0	0	5
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL PERMANENT</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>



**NUMERICAL TARGETS 2015/2016**

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	0	0	0	0	0	0	0	0	0	0
Semi-skilled and discretionary decision making	1	1	0	0	1	1	1	0	0	0	5
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL PERMANENT</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>

## NUMERICAL GOALS 2016/2017

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	0	0	0	0	0	0	0	0	0	0
Semi-skilled and discretionary decision making	1	1	0	0	1	1	1	0	0	0	5
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL PERMANENT</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>

### **9.3 Numerical targets of Amahlathi Municipality according to race, gender, Occupational Level**

The detailed numerical goals and time frames per race, gender, Occupational Level are set out below.

Please indicate the numerical targets (i.e. the workforce profile) you project to achieve for the total number of employees, including people with disabilities, at the end of the next reporting in terms of 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	1	0	0	0	0	0	1

Senior management	0	0	0	0	1	0	0	0	0	0	1
Professionally qualified and experienced specialists and mid-management	6	0	0	0	1	0	0	0	0	0	7
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	1	0	0	0	1	0	0	0	0	0	2
Semi-skilled and discretionary decision making	5	0	0	0	2	0	0	0	0	0	7
Unskilled and defined decision making	1	0	0	0	2	0	0	0	0	0	3
<b>TOTAL PERMANENT</b>	<b>13</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>21</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	<b>13</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>21</b>

#### ***9.4 limitations or barriers that may hinder the achievement of goals***

The following factors may impact negatively on the Amahlathi Municipality ability to make reasonable progress towards achieving greater representation of females and people with disabilities:

- . Skills shortage/lack of skills pool
- . The fact that Amahlathi Municipality does not have its own office complex where it can be able to make structural changes to make the building user friendly to people with disabilities in all Departments.

#### ***10. Opportunities or enablers***

The following interventions will contribute to the achievement of numerical goals and targets:

- . Embarking on a drive to eliminate identified barriers
- . Adoption and implementation of Retention Strategy
- . Development of an HR Strategy
- . Interaction with organised groups dealing with People with Disabilities

- . Advertisement of positions beyond Amahlathi Municipality area of jurisdiction.
- . Integration of goals and targets with the Performance Management System of all HOD's
- . Regular management progress reports.

**11. *Monitoring of implementation***

Monitoring of the implementation of the Employment Equity Plan in terms of s20(2)(f) of the Act.

**11.1 *Responsibility of the leadership of Amahlathi Municipality***

The final responsibility for the formulation, communication, implementing, monitoring and evaluation of the Employment Equity Plan rests with the Municipal Manager. Each head of Department has a responsibility of ensuring that that his/her department achieves the numerical goals and targets set by Amahlathi Municipality. This will be ensured by integrating the goals and targets into the HODs performance management system.

**11.2 *The Amahlathi Municipality Training Affirmative Action Steering Committee***

The Amahlathi Municipality Training Affirmative Action Steering Committee will be involved in monitoring the progress for the implementation of Employment Equity Plan. This will be done through quarterly meetings of the Steering Committee during which progress reports, prepared by the Municipal Manager or the Corporate Services Manager will be presented and discussed.

The Municipal Manager and / or Management will consult the Amahlathi Municipality Steering Committee before any changes are made to the Employment Equity Plan. The Amahlathi Municipality Steering Committee may be requested to make proposals on corrective action in case of deviations from policy or numerical goals as reflected in the Employment Equity Plan.

**12. *RESPONSIBLE MANAGERS***

The senior manager responsible for monitoring and implementing the plan in terms of S24 of the Act, is the Manager Corporate Services.

NO.	Focus Area	ACTION	RESPONSIBILITY	TIME FRAME
1.	To ensure compliance with the Conditions of Services with regard to Acting in a position	To ensure that people are not made to act for a period of more than 3 months . Everything possible should be done to ensure that vacant posts are filled within 3 months or an alternative person is appointed to act.	HR Manager	With immediate effect
2.	Relations with the Associations for people with disabilities.	To establish formal links with the associations of people with disabilities and ensuring that all external advertisements are sent to them.	HR Manager	With immediate effect
3.	Advertising of position in Amahlathi Municipality area of jurisdiction	To advertise positions first internally and if no suitable candidate is found advertise locally first and later regionally and nationally.	HR Manager	With immediate effect

### **13. DISPUTE RESOLUTION MECHANISM**

13.1 Any dispute regarding interpretation and implementation of this plan will be resolved through the Affirmative Action and Training Steering Committee.

13.2 If a dispute cannot be resolved by the Committee, it will be referred to the Local Labour Forum for resolution.

13.3 If parties cannot reach an agreement in the Local Labour Forum, the dispute will be referred to the Bargaining Council.