



**elrc**

EDUCATION LABOUR  
RELATIONS COUNCIL

# **EMPLOYMENT EQUITY PLAN**

**2015 – 2020**

## **1. PURPOSE**

The Employment Equity Plan (EEP) of the Education Labour Relations Council (ELRC) is developed around the following guiding principles: Transformation, Transparency, Equality, Diversity, Equity and Empowerment.

These principles support our commitment to ending discrimination and achieving equity and equality, to empowerment through affirmative action and skills development and to transformation through managing diversity and creating an organisational culture where all can reach their full potential.

The ELRC underpin the objectives of the Employment Equity Act (EEA) and its principles and commits itself to achieving equity and equality in the workplace through the following:

- (a) Promoting equal opportunity and fair treatment in employment through the elimination of unfair treatment
- (b) Implementing affirmative action measures to redress the disadvantages in employment practices experienced by designated groups, in order to ensure their equitable representation in all occupational categories and levels in the Council.
- (c) Eliminating employment barriers and ensuring the advancement of designated groups; and
- (d) Actively creating an enabling environment where a new diverse organisational culture can develop.

## **2. STATEMENT OF INTENT**

2.1. It is the intention of the ELRC to ensure employment equity for all employees of designated groups in its operation, without causing any permanent employee to lose their job, in order to make the Council representative of the economically active demographic distribution.

2.2. Emphasis must be placed on the proper and full development and utilisation of human potential and empowerment at all levels within the Council. The extent of the development must be geared towards African, Coloured, Indian, female employees and people with disabilities, without excluding the development of other employees.

2.3. A key priority will be the development of a new organisational culture that reflects the values of the diverse workforce and which leads to new practices in leadership, management and implementation of policies at all levels.

### 3. **DEFINITIONS**

The following definitions are applicable to the Employment Equity Plan of the ELRC:

- 3.1. **Act** refers to the Employment Equity Act, 1998 (Act 55 of 1998).
- 3.2. **Affirmative Action (AA) Measures** refer to specific/corrective measures to accelerate the advancement of target groups towards the achievement of equality in the workplace.
- 3.3. **Black people** in a generic term, which means African, Coloured and Indians
- 3.4. **Council** refers to the Education Labour Relations Council
- 3.5. **Designated employees/group** refers to black people (Africans, Indians, Coloureds, women and people with disabilities) – those with a long term or recurring physical or mental impairment sufficient to limit their employment prospects.
- 3.6. **Disability** refers to those who have long-term physical, mental, intellectual or sensory impairments which, in interaction with various barriers, may hinder their full and effective participation in society on an equal basis with others
- 3.7. **Disadvantaged groups/previously disadvantages groups** refer to those groups identified as having been unfairly discriminated against based on past legislation, policy prejudice and stereotypes.
- 3.8. **Discrimination** means any act or omission, including a policy, law, rule, practice, condition or situation which directly or indirectly imposes burdens, obligations or disadvantage on; or withholds benefits, opportunities or advantage from any person on one or more of the prohibited grounds. Distinction or preferences that may result from the application of special measures, protection and assistance take to meet the particular requirements (e.g. People with Disabilities) are not considered discriminatory.
- 3.9. **Diversity Management** refers to the comprehensive managerial process of developing an organisational environment that is conducive to tapping the full potential of all employees in pursuit of the organisation's objectives, and where employees may progress without regard to irrelevant considerations such as personal attributes.

#### **4. SCOPE OF APPLICATION**

This plan is applicable to all employees of the ELRC, and to all prospective employees applying for posts within the ELRC. The plan gives special emphasis to designated groups, i.e. people from the African, Coloured and Indian communities, women and people with disabilities, to ensure their advancement and development.

#### **5. WORKFORCE ANALYSIS**

5.1. The head office of the ELRC is physically located in the Tshwane Municipality based in Centurion and has nine geographic offices, namely:

- 5.1.1. Gauteng
- 5.1.2. Mpumalanga
- 5.1.3. Northern Cape
- 5.1.4. Eastern Cape
- 5.1.5. Western Cape
- 5.1.6. North-West
- 5.1.7. Kwa-Zulu Natal
- 5.1.8. Free-State
- 5.1.9. Limpopo

5.2. The ELRC organogram has 58 approved positions

5.3. The workforce of the Council as at 01 March 2015 comprises of 52 permanent employees.

5.4. The posts within the ELRC consists of six (6) occupational levels:

- 5.4.1. Top Management
- 5.4.2. Senior Management
- 5.4.3. Professionally qualified and experienced specialists and mid-management
- 5.4.4. Skilled technical and academically qualified workers, junior management, supervisors
- 5.4.5. Semi-skilled
- 5.4.6. Unskilled

## 6. DURATION OF THE PLAN

The duration of this plan is five (5) years with effect from 01 April 2015 to 31 March 2020.

## 7. OBJECTIVES FOR EACH YEAR OF THE PLAN

TIMEFRAMES		OBJECTIVES
YEAR 1-5	01 April 2015 – 31 March 2020	<ul style="list-style-type: none"><li>• Compliance with the laws, regulations and other relevant legislations</li><li>• Consciously striving to achieve the goal of a representative workforce</li><li>• Promoting equal opportunity and fair treatment in employment through the elimination of unfair treatment</li><li>• Implementing affirmative action measures to redress the disadvantages in employment practices experienced by designated groups and ensuring their equitable representation in all occupational categories and levels in the Department.</li></ul>

## 8. BARRIERS AND AFFIRMATIVE ACTION MEASURES

CATEGORIES	BARRIERS AND AFFIRMATIVE ACTION MEASURES							
	Tick (√) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (PLEASE PROVIDE NARRATION)	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	√			Management is paid less than the market	Review Remuneration Policy and Strategy	March 2015	April 2015	EXCO
Performance and evaluation			√	Lack of understanding of the process	Train employees	April 2015	June 2015	Senior and HR Manager
Retention of designated groups	√			Low salaries No counter offers are made when designated employees resign	Develop a Remuneration Policy, Review HR and Recruitment & Retention Strategy	2016	2017	EXCO
Training and development	√			Employees on probation are not accorded an opportunity to further their studies	Review HR Policy and Recruitment & Retention Strategy	2016	2017	EXCO

## 9. 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.

### 10.1 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                      01 March 2015

**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	0	0	0	1	0	0	0	0	0	2
Senior management	3	0	0	0	1	0	0	0	0	0	4
Professionally qualified and experienced specialists and mid-management	6	0	1	0	4	2	0	1	0	0	14
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	11	0	0	0	11	1	1	1	0	0	25
Semi-skilled and discretionary decision making	2	0	0	0	1	0	0	0	0	0	3
Unskilled and defined decision making	3	0	0	0	1	0	0	0	0	0	4
<b>TOTAL PERMANENT</b>	<b>26</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>19</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>52</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	<b>26</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>19</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>52</b>

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



## 10.2 NUMERICAL GOALS

Start date: 01 April 2015

End date: 31 March 2016

### Numerical goals 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	0	0	0	1	0	0	0	0	0	2
Senior management	3	0	0	0	1	0	0	0	0	0	4
Professionally qualified and experienced specialists and mid-management	8	0	1	0	5	2	0	1	0	0	17
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	12	0	0	0	12	2	1	1	0	0	28
Semi-skilled and discretionary decision making	2	0	0	0	1	0	0	0	0	0	3
Unskilled and defined decision making	3	0	0	0	1	0	0	0	0	0	4
<b>TOTAL PERMANENT</b>	<b>29</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>21</b>	<b>4</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>58</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	<b>29</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>21</b>	<b>4</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>58</b>

**Numerical goals 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	0	0	0	0	1	0	0	0	0	1
Semi-skilled and discretionary decision making	0	0	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making	1	0	0	0	0	0	0	0	0	0	1
<b>TOTAL PERMANENT</b>	1	0	0	0	0	1	0	0	0	0	2
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	1	0	0	0	0	1	0	0	0	0	2

### 10.3 NUMERICAL TARGETS

Numerical targets: Year 1		
Start date:	01 April 2015	End date: 31 March 2016

#### Numerical targets for all employees, including people with disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	2	0	0	0	1	0	0	0	0	0	3
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	1	0	0	0	1	1	0	0	0	0	3
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>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>0</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>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6</b>



**Numerical targets: Year 2**

Start date: 01 April 2016

End date: 31 March 2017

**Numerical targets, including people with disabilities**

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	2	0	0	0	0	0	2
Senior management	2	0	0	0	2	0	0	0	0	0	4
Professionally qualified and experienced specialists and mid-management	7	0	1	0	4	2	0	1	0	0	15
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	12	0	0	0	11	1	1	1	0	0	26
Semi-skilled and discretionary decision making	2	0	0	0	0	0	0	0	0	0	2
Unskilled and defined decision making	3	0	0	0	1	0	0	0	0	0	4
<b>TOTAL PERMANENT</b>	26	0	1	0	20	3	1	2	0	0	53
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	26	0	1	0	20	3	1	2	0	0	53

**Numerical targets 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	0	0	0	0	1	0	0	0	0	1
Semi-skilled and discretionary decision making	0	0	0	0	0	0	0	0	0	0	1
Unskilled and defined decision making	1	0	0	0	0	0	0	0	0	0	0
<b>TOTAL PERMANENT</b>	1	0	0	0	0	1	0	0	0	0	2
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	1	0	0	0	0	1	0	0	0	0	2

**Numerical targets: Year 3**

Start date: 01 April 2017

End date: 31 March 2018

**Numerical targets, including people with disabilities**

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	2	0	0	0	0	0	2
Senior management	2	0	0	0	2	0	0	0	0	0	4
Professionally qualified and experienced specialists and mid-management	8	0	1	0	3	2	0	1	0	0	15
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	12	0	0	0	11	1	1	1	0	0	26
Semi-skilled and discretionary decision making	2	0	0	0	0	0	0	0	0	0	2
Unskilled and defined decision making	3	0	0	0	1	0	0	0	0	0	4
<b>TOTAL PERMANENT</b>	<b>27</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>19</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>53</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	<b>27</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>19</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>53</b>

**Numerical targets 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	0	0	0	0	1	0	0	0	0	1
Semi-skilled and discretionary decision making	0	0	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making	1	0	0	0	0	0	0	0	0	0	1
<b>TOTAL PERMANENT</b>	1	0	0	0	0	1	0	0	0	0	2
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	1	0	0	0	0	1	0	0	0	0	2











**11. PROCEDURES TO MONITOR AND EVALUATE THE IMPLEMENTATION OF THE PLAN**

<b>STAKEHOLDER</b>	<b>ROLE/RESPONSIBILITY</b>	<b>FREQUENCY</b>
▪ Management	▪ Develop ▪ Implement	▪ Monthly
▪ HR Sub-Committee	▪ Review ▪ Recommend ▪ Monitor	▪ Quarterly
▪ EXCO	▪ Review ▪ Monitor ▪ Approve	▪ Quarterly

**12. DISPUTE RESOLUTION MECHANISMS**

<b>STAKEHOLDER</b>	<b>ROLE/RESPONSIBILITY</b>	<b>FREQUENCY</b>
▪ Management	▪ Develop ▪ Implement	▪ Monthly
▪ HR Sub-Committee	▪ Review ▪ Recommend ▪ Monitor	▪ Quarterly
▪ EXCO	▪ Review ▪ Monitor ▪ Approve	▪ Quarterly

**13. SENIOR MANAGERS ASSIGNED TO MONITOR AND IMPLEMENT THE PLAN**

- General Secretary
- Chief Financial Officer
- Senior Manager : Dispute Management Services
- Senior Manager : Corporate Services
- Senior Manager : Collective Bargaining Services
- Internal Auditor

**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 this .....day of .....year.....

At place:.....

.....  
Chief Executive Officer /Accounting Officer