

EMPLOYMENT EQUITY PLAN

01 OCTOBER 2015 TO 30 SEPTEMBER 2018



labour
Department:
Labour
REPUBLIC OF SOUTH AFRICA

PAGE 1 OF 16

EEA13

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OFFICER359**

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-	TEMPLATE FOR EMPLOYMENT EQUITY PLAN (Section 20)	
(b) The affirmative action measures to be implemented as required by section 15(2);	<u>Employer Details :</u>	
(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;	Trade name :	Matatiele Local Municipality
	DTI Registration name:	Matatiele Local Municipality
	PAYE/SARS No :	7070709490
	EE Ref No :	797757
	Industry/Sector:	Local Government, Water and related Services Sector
	Province :	Eastern Cape
	Tel No :	039 737 8100
(d) The timetable for each year of the plan for the achievement of goals and objectives other than numerical goals;	Fax No :	039 737 3611

(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;	Postal address :	P. O. Box 35 Matatiele Eastern Cape 4730
	Physical address :	102 Main Street Matatiele Eastern Cape
	Province :	Eastern Cape
(g) The internal procedures to resolve any dispute about the interpretation or implementation of the plan;	Name & Surname of the CEO/Accounting Officer :	Mr. L. Matiwane
(h) The persons in the workforce, including senior managers, responsible for monitoring and implementing the plan; and	Email address :	kmagadla@matatiele.gov.za
(i) Any other prescribed matter.	Alternative Email:	kmagadla@matatiele.gov.za

SECTION 1: INTRODUCTION

1.1. Status of the document

- 1.1.1 This manuscript is the Employment Equity Plan of Matatiele Local Municipality (MLM) drafted in terms of Section 20 (1), (2) and Section 42 of the Employment Equity Act, 1998 (Act No. 55 of 1998), and should be adopted by the Council of Matatiele Local Municipality after consultation with employees in terms of Section 16 of the Act.

In compliance with the Employment Equity Act, 1998 (Act No. 55 of 1998), Chapter III; Section 20(1): "A designated employer must prepare and implement an Employment Equity Plan which will achieve reasonable progress towards employment equity in the employer's workplace."

Matatiele Local Municipality is deemed to be a designated employer.

The Employment Equity Plan (EEP) is at the core of Matatiele Local Municipality's commitment to implement employment equity as well as affirmative action measures in all occupation levels and categories of its workforce.

The Employment Equity Plan gives effect to Matatiele Local Municipality Employment Equity Policy and sets out the measures to be taken to ensure legal compliance with Employment Equity Act, 55 of 1998. Furthermore, it includes the objectives, activities, numerical goals and targets to progressively move towards achieving representivity of the designated groups across the organizational structure.

This Employment Equity Plan is the result of an ongoing and structured process of analysis and review of the human resources policies and practices of the municipality in consultation with Local Labour Forum (LLF). The latter is the representative of all relevant role-players who meet on a regular basis and fulfils a consultative and monitoring role concerning employment equity implementation.

- The Matatiele Local Municipality is committed to the implementation of employment Equity to redress the legacy of past discrimination during which people were denied access to equal opportunities based on their race, gender, HIV/AIDS, marital status, sexual orientation, religion; ethnic/social origin, age and disabilities.
- Matatiele Local Municipality is committed to redress the past legacies through the establishment of Employment Equity Committee (EEC)
- In order to guide its implementation process and review, the municipality developed an Employment Equity Plan covering a period from October 2015 to September 2018.
- The plan needs to be continually reviewed and updated to ensure that it is consistently in line with the economic realities of the Municipality.

1.2. Purpose of the Plan

To create and develop policies, programmes and a working environment that values and nurtures diversity and supports the recruitment, retention and promotion of all the historically disadvantaged groups.

1.3. Assigning of responsibilities

- ◆ The Municipal Manager is assigned as the Chief Executive Officer (CEO)/Accounting Officer and the Chairperson of the Employment Equity Committee.
- ◆ The General Manager Corporate Services is assigned to be accountable for the development of the Employment Equity Plan.
- ◆ The Human Resource Manager is responsible for the implementation of Employment Equity Plan.
- ◆ The Portfolio Head of Corporate Service is designated to represent Council in the Employment Equity Committee.
- ◆ Employment Equity Consultative Committee is responsible for monitoring of the implementation of Employment Equity Plan. The EE Consultative Committee shall be composed as follows:

1. Chairperson of the Committee :
2. Employer Representative :
3. Employment Equity Manager :
4. Manager representing Corporate Services:
5. Manager Representing Community
Services and Black Group :
6. Manager representing Budget
and Treasury :
7. Manager representing Infrastructure
Services Department and Coloured Group:
8. Manager representing Economic
Development and Planning :
9. Manager representing Municipal
Manager's Office :
10. Manager directly responsible for
implementation of employment equity :
11. Occupational Health and Safety
Representative :
12. A person representing People
with Disabilities :
13. A person representing Indian people :
14. A person representing White people :
15. Secretariat :
16. SAMWU representative :
17. Manager representing SPU :
18. Senior Management Representative :
19. Middle Management Representative :
20. Skilled Technical Representative :
21. Semi-Skilled Representative :
22. Unskilled Representative :

1.4 Communication Awareness and Training

- Communication with all the Committee Members, Management Team Meeting (MTM), Local Labour Forum (LLF), Corporate Services Standing Committee, Executive Committee (EXCO) and Council will take place on a quarterly basis through the sitting of Employment Equity Committee.
- Employment Equity Committee will be capacitated through training and workshops on changes in the legal landscape as well as Employment Equity Transformation Agenda as maybe prescribed in terms of the Employment Equity Act, 1998 (Act 55 of 1998).
- Ensure that posters and all relevant Employment Equity information is displayed at prominent places in the Municipality and distributed to the EE Committee Members and individual staff.

1.5 Consultation

Consultation with employees:

- 1) A designated employer must take reasonable steps to consult and attempt to reach agreement on the matters referred to in Section 17 of Employment Equity Act: -
 - a) With representative Trade Union representing members at the workplace and its employees or representative nominated by them; or
 - b) If no representative Trade Union that represents members at the workplace, with its employees or representatives nominated by them.
- 2) The employees or their nominated representatives with whom an employer consults in terms of subsection (1) (a) and (b) of Section 16 of Employment Equity Act, taken as a whole, must reflect the interests of:-
 - a) Employees from across all occupational categories and levels of the employer's workplace;
 - b) Employees from designated groups; and
 - c) Employees who are not from the designated groups.

Matters for consultation:

A designated employer must consult the parties referred to in section 16 concerning:-

- a) The conduct of the analysis referred to in Section 19 of Employment Equity Act;
- b) The preparation and implementation of Employment Equity Plan referred to in Section 20; and
- c) A report referred to in Section 21 of Employment Equity Act.

- ❖ The EE Committee will have quarterly meetings to consider progress made in the implementation of the EE Plan.

1.6 Selection and Appointments

In selecting a candidate from the disadvantaged groups, the minimum requirements outlined in the advertisement of job description should be the criteria. For instance the advert should be specific of the target group to be prioritised for that particular position.

Preference should be given to a candidate from the disadvantaged groups within the employ of the municipality, failing which Matatiele Local Municipality can target disadvantaged groups from outside.

Should two candidates from the opposite groups be rated equally, the concepts of representativity shall supersede and determine the final decision, until targets are met.

1. According to Section 20 (3) of Employment Equity Act, a person may be suitably qualified for a job as a result of any one of, or any combination of that person's:-
 - Formal qualification;
 - Prior learning;
 - Relevant experience; or
 - Capacity to acquire, within a reasonable time, the ability to do the job.
2. When determining whether a person is suitably qualified for a job, an employer must:-
 - Review all factors listed in subsection (3) of Employment Equity Act; and
 - Determine whether that person has the ability to do the job in terms of any one of, or any combination of those factors.
3. In making a determination under subsection (4) of Employment Equity Act, an employer may not unfairly discriminate against a person solely on the grounds of that person's lack of relevant experience.
4. An Employment Equity Plan may contain any other measures that are consistent with the purpose of this Act.

1.7. Duration of the plan

01/10/2016

Start date: (dd / mm / yyyy)

30/09/2019

End date: (dd / mm / yyyy)

Matatiele Local Municipality has decided on an Employment Equity Plan with a term of three years, i.e. 2014/2015 to 2018/2019 (hence the existing EEP has expired in 2014/2015 Financial Year. This time frame makes it possible to set annual goals and attainable targets for the five-year term.

This EEP is the first plan during the first reporting cycle. The demographics for National, Eastern Cape and Matatiele Area will be informed by the Statistics SA Census 2011 results.

SECTION 2: OBJECTIVES OF THE PLAN

Specific objectives are now set and will be monitored for each year of the five year plan to enable reasonable progress to "guarantee equal representation of suitably qualified people from designated groups in all occupational categories and levels in the workforce" including:

TIMEFRAMES (e.g.)		OBJECTIVES
YEARS REMAINING	DURATION OF A YEAR	
YEAR 1	1 October 2015-30 September 2016	❖ To redress the imbalances of the past i.e. preferential treatment of people from designated

		groups with appointments and promotions in all occupation levels and categories across all Departments where designated groups are underrepresented; ❖ To establish training needs by identifying the need gaps and Implementation of appropriate training strategies, succession plans and Employment Equity Measures that are key to achieve equitable representation over the term of this Employment Equity Plan Reporting cycle; ❖ To ensure that staff are aware of their conditions of service upon appointment and Employment Equity Measures that are key to achieve equitable representation over the term of this Employment Equity Plan Reporting cycle; ❖ To ensure that the induction programme is well co-ordinate and Employment Equity Measures that are key to achieve equitable representation over the term of this Employment Equity Plan Reporting cycle is reflected; ❖ To ensure that effective succession planning and career pathing takes place without discrimination in terms of the EE plan; ❖ To have a drive to assist the entire workforce to become literate, i.e. ABET, RPL and NQF level programmes; ❖ To ensure that the staff is aware of the study assistance scheme; ❖ To introduce an Individual Performance Management System (IPMS) 14/15 = Task Grades 14 to 12, 15/16 = Task Grades 12 – 8 and 16/17 = Task Grades 8 to 3; ❖ To implement a non-discriminatory recruitment system; ❖ To ensure fair representation of historically disadvantaged groups in permanent positions; ❖ To retain and develop people from designated groups;
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		❖ To set numerical goals for each year to monitor, measure and assess progress towards achieving employment equity in Matatiele Local Municipality's workforce for all occupational levels and categories; ❖ Improve the over/under-representation of people from designated groups in all occupational levels within Matatiele Local Municipality.
YEAR 2	1 October 2016-30 September 2017	❖ To redress the imbalances of the past i.e. preferential treatment of people from designated groups with appointments and promotions in all occupation levels and categories across all Departments where designated groups are underrepresented; ❖ To establish training needs by identifying the need gaps and Implementation of appropriate training strategies, succession plans and Employment Equity Measures that are key to achieve equitable representation over the term of this Employment Equity Plan Reporting cycle; ❖ To ensure that staff are aware of their conditions of service upon appointment and Employment Equity Measures that are key to achieve equitable representation over the term of this Employment Equity Plan Reporting cycle; ❖ To ensure that the induction programme is well co-ordinate and Employment Equity Measures that are key to achieve equitable representation over the term of this Employment Equity Plan Reporting cycle is reflected; ❖ To ensure that effective succession planning and career pathing takes place without discrimination in terms of the EE plan; ❖ To have a drive to assist the entire workforce to become literate, i.e. ABET, RPL and NQF level programmes; ❖ To ensure that the staff is aware of the study assistance scheme; ❖ To introduce an Individual Performance Management System (IPMS) 14/15 = Task Grades 14 to 12, 15/16 = Task Grades 12 – 8 and 16/17 = Task Grades 8 to 3;

		❖ To implement a non-discriminatory recruitment system; ❖ To ensure fair representation of historically disadvantaged groups in permanent positions; ❖ To retain and develop people from designated groups; ❖ To set numerical goals for each year to monitor, measure and assess progress towards achieving employment equity in Matatiele Local Municipality's workforce for all occupational levels and categories; ❖ Improve the over/under-representation of people from designated groups in all occupational levels within Matatiele Local Municipality.
YEAR 3	1 October 2017-30 September 2018	❖ To redress the imbalances of the past i.e. preferential treatment of people from designated groups with appointments and promotions in all occupation levels and categories across all Departments where designated groups are underrepresented; ❖ To establish training needs by identifying the need gaps and Implementation of appropriate training strategies, succession plans and Employment Equity Measures that are key to achieve equitable representation over the term of this Employment Equity Plan Reporting cycle; ❖ To ensure that staff are aware of their conditions of service upon appointment and Employment Equity Measures that are key to achieve equitable representation over the term of this Employment Equity Plan Reporting cycle; ❖ To ensure that the induction programme is well co-ordinate and Employment Equity Measures that are key to achieve equitable representation over the term of this Employment Equity Plan Reporting cycle is reflected; ❖ To ensure that effective succession planning and career pathing takes place without discrimination in terms of the EE plan;

		❖ To have a drive to assist the entire workforce to become literate, i.e. ABET, RPL and NQF level programmes; ❖ To ensure that the staff is aware of the study assistance scheme; ❖ To introduce an Individual Performance Management System (IPMS) 14/15 = Task Grades 14 to 12, 15/16 = Task Grades 12 – 8 and 16/17 = Task Grades 8 to 3; ❖ To implement a non-discriminatory recruitment system; ❖ To ensure fair representation of historically disadvantaged groups in permanent positions; ❖ To retain and develop people from designated groups; ❖ To set numerical goals for each year to monitor, measure and assess progress towards achieving employment equity in Matatiele Local Municipality's workforce for all occupational levels and categories; ❖ Improve the over/under-representation of people from designated groups in all occupational levels within Matatiele Local Municipality.
Objectives to be incorporated in the Employment Equity Successive Plan (2018-2020)		
YEAR 4	1 October 2018-30 September 2019	❖ To redress the imbalances of the past i.e. preferential treatment of people from designated groups with appointments and promotions in all occupation levels and categories across all Departments where designated groups are underrepresented; ❖ To establish training needs by identifying the need gaps and Implementation of appropriate training strategies, succession plans and Employment Equity Measures that are key to achieve equitable representation over the term of this Employment Equity Plan Reporting cycle; ❖ To ensure that staff are aware of their conditions of service upon appointment and Employment Equity Measures that are key to achieve equitable representation over the term of this Employment Equity Plan Reporting cycle;

		❖ To ensure that the induction programme is well co-ordinate and Employment Equity Measures that are key to achieve equitable representation over the term of this Employment Equity Plan Reporting cycle is reflected; ❖ To ensure that effective succession planning and career pathing takes place without discrimination in terms of the EE plan; ❖ To have a drive to assist the entire workforce to become literate, i.e. ABET, RPL and NQF level programmes; ❖ To ensure that the staff is aware of the study assistance scheme; ❖ To introduce an Individual Performance Management System (IPMS) 14/15 = Task Grades 14 to 12, 15/16 = Task Grades 12 – 8 and 16/17 = Task Grades 8 to 3; ❖ To implement a non-discriminatory recruitment system; ❖ To ensure fair representation of historically disadvantaged groups in permanent positions; ❖ To retain and develop people from designated groups; ❖ To set numerical goals for each year to monitor, measure and assess progress towards achieving employment equity in Matatiele Local Municipality's workforce for all occupational levels and categories; ❖ Improve the over/under-representation of people from designated groups in all occupational levels within Matatiele Local Municipality.
Objectives to be incorporated in the Employment Equity Successive Plan (2018-2020)		
YEAR 5	1 October 2019-30 September 2020	❖ To redress the imbalances of the past i.e. preferential treatment of people from designated groups with appointments and promotions in all occupation levels and categories across all Departments where designated groups are underrepresented;

		❖ To establish training needs by identifying the need gaps and Implementation of appropriate training strategies, succession plans and Employment Equity Measures that are key to achieve equitable representation over the term of this Employment Equity Plan Reporting cycle; ❖ To ensure that staff are aware of their conditions of service upon appointment and Employment Equity Measures that are key to achieve equitable representation over the term of this Employment Equity Plan Reporting cycle; ❖ To ensure that the induction programme is well co-ordinate and Employment Equity Measures that are key to achieve equitable representation over the term of this Employment Equity Plan Reporting cycle is reflected; ❖ To ensure that effective succession planning and career pathing takes place without discrimination in terms of the EE plan; ❖ To have a drive to assist the entire workforce to become literate, i.e. ABET, RPL and NQF level programmes; ❖ To ensure that the staff is aware of the study assistance scheme; ❖ To introduce an Individual Performance Management System (IPMS) 14/15 = Task Grades 14 to 12, 15/16 = Task Grades 12 – 8 and 16/17 = Task Grades 8 to 3; ❖ To implement a non-discriminatory recruitment system; ❖ To ensure fair representation of historically disadvantaged groups in permanent positions; ❖ To retain and develop people from designated groups; ❖ To set numerical goals for each year to monitor, measure and assess progress towards achieving employment equity in Matatiele Local Municipality's workforce for all occupational levels and categories;
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		❖ Improve the over/under-representation of people from designated groups in all occupational levels within Matatiele Local Municipality.
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SECTION 3: BARRIERS AND AFFIRMATIVE ACTION MEASURES

As required in terms of Section 19 (1) of the Employment Equity Act, the Municipality completed an analysis of all relevant employment policies and practices to identify barriers to employment equity. The barriers identified and the remedial actions taken or in process are included in the table below.

The current status of the Human Resources Policies is as indicated below:

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)	PROPOSED AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)
	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)
Recruitment	Y	E	E	- Adverts are not sufficiently addressing the employment equity targets per position. - As a rural municipality it is not easy to attract the designated groups and that leads to the municipality not meeting the targets.	- When advertising positions the municipality will indicate the employment equity targets per position. - Review Recruitment Policy, to eliminate any unfair discrimination and align it with the Employment Equity Plan. - Provide training to Senior, Middle Management and relevant officials in interviewing skills and procedures. - Ensure that the Recruitment Processes are conducted with reference to stated Employment Equity Goals and Targets in the Employment Equity Plan.

				• The Affirmative Action Measures will be addressed when implementing the newly reviewed EE Plan. • The implementation will start in 2015/2016 Financial Year.
Advertising positions	✓		• Advertisements are not linked to Employment Equity and gender and they are not placed as widely as possible to ensure maximum access by the designated groups (within the financial means of the municipality).	• External advertisements for vacancies need to be placed in all local newspapers, placed on all municipal notice boards, all municipal libraries, be circulated to all departments in the municipality. • Advertisements should be specific as to which designated group is targeted for that particular time to be able to attract the required designated group. • Advertise more widely in relevant recruitment areas, e.g. using Local News Papers, Provincial and National if needed be use a website for those who have access to it and use office boards to post advertisements. • Advertisements to clearly indicate Employment Equity Criteria and prerogative of the employer to appoint according to Employment Equity Plan as a Strategic Objective. • The Affirmative Action Measures will be addressed when implementing the newly reviewed EE Plan. • The implementation will start in 2015/2016 Financial Year.
Selection criteria	✓		• At times the municipality has to deviate from a criterion on EE targets due to poor response from designated groups.	• The municipality should consider aligning the development of requirements to be in line with EE Act. • Train Senior Managers, Middle Managers and relevant officials to follow existing guidelines for

				• selection and interviewing of prospective candidates. • The Affirmative Action Measures will be addressed when implementing the newly reviewed EE Plan.
Appointments		✓	• Lack of consideration of applicants who do not meet all minimum requirements (applicants who meet one or more but not all minimum requirements).	• Consider capacity to acquire skills over reasonable time period in the selection of candidates. • State development objectives and expectations in the Contract of Appointment. • Stipulate time frames for growth and development. • This should be considered up to a certain occupational level. • The Affirmative Action Measures will be addressed when recruitment is taking place in during the implementation of the plan. • The implementation will start in 2015/2016 Financial Year.
Job classification and grading		✓	• Job design and person specification places emphasis on formal qualification and lacks a proper definition of the competencies required.	• Make Job Analysis/Evaluation to all the positions that we have and that will be easy to categorize which Task Grade is appropriate for each position. • TASK job evaluation is still in progress. • The Affirmative Action Measures will be addressed when implementing the newly reviewed EE Plan. • The Job Evaluation process in underway it is projected this process will have been concluded by 2015/2016 Financial Year and implementation may commence by 2016/2017 Financial Year.

Remuneration and benefits	✓			The Municipality should make sure that Job Evaluation (Job Classification) is conducted to all its positions and make market research to determine the remuneration offered by other municipalities to qualified designated and non-designated employees but all this should be done within the limitations of SALG Bargaining Council agreement endeavour to ensure that remuneration packages are as market related as possible.	- Once Job Evaluation is finished it will be easier to determine Remuneration and Benefits for employees. - The Municipality has to reconsider how its employees are remunerated especially in the critical positions which need qualified persons. Reasonable Remuneration Packages may enhance the institution's ability to attract and retain qualified and experienced designated employees who will be competent to perform their duties for rendering services delivery efficiently. - The Affirmative Action Measures will be addressed when implementing the newly reviewed EE Plan. - The Implementation will start in 2015/2016 Financial Year.
Terms & conditions of employment		✓		Compliance with legislative requirements	- Compliance with the legislative requirements especially labour laws are of critical importance during the implementation of this plan. - Implementation will start in 2015/2016 Financial Year.
Work environment and facilities		✓		- Inadequate office space - Canteen facility	- Provision of additional office will be prioritized during the term of this plan - This will be provided for in 2017/2018 Financial Year.
Training and development		✓		- Insufficient funding for training and development - Lack of a high moral ground for support of training	- Annual development of the WSP to address these challenges - Cultivation of training support values - This is an ongoing process which is done in every Financial Year with budget attached to it.

Performance and evaluation			✓	- The formal performance appraisal (Performance Management System) in Matatiele Municipality is only implemented in the Senior Management level and not yet been cascaded down to lower levels of employment. - A performance appraisal and management system need to be cascaded down to lower levels of employment not only focusing on Senior and Middle Management that meets the needs of legislation in the process of being cascaded down, inter alia to establish a basis for promotion and career advancement.	- The performance management system need to be cascaded down to lower levels of employment so that the performance appraisal is done in all levels based on performance management framework / system. - Performance Management System Policy (Framework) in place but only focusing on Senior and Middle Management. - Currently IDP and Performance Management Framework serve as a Performance Management System. - Performance Management methodology still need to be established for all job levels. - The Affirmative Action Measures will be addressed when implementing the newly reviewed EE Plan. - This will be implemented in 2017/2018 immediately after the Performance Management System is cascaded to the lowest level.
Succession & experience planning			✓	The formulation, consultation and implementation of career and succession planning policy.	- Career and succession planning policy is in place but there are so many gaps in it which therefore means that it needs restructuring. - The Affirmative Action Measures will be addressed when implementing the newly reviewed EE Plan. - To start implementing this by 2015/2016 Financial Year.
Disciplinary measures			✓	The Grievance and disciplinary procedures have to be communicated to employees in a language well understood by them.	- Formulation of Grievance Procedure and Disciplinary Procedure. - The procedures have to be communicated to employees in the accepted languages and if need

				- be with the assistance of trade union representative and interpreters. - The Affirmative Action Measures will be address when implementing the newly reviewed EE Plan. - To start implementing this by 2015/2016 Financial Year.
Retention of designated groups	✓		Skills transfer and incentives	- Promote mentoring and coaching for new and current employees, especially designated employees. - Create a conducive working environment, both in terms of culture and resources. - To be Implemented by 2016/2017 Financial Year
Corporate culture		✓	The Code of Conduct is in place but it does not address the Code of Ethics.	- Code of ethics should be developed and communicated to employees. - The Affirmative Action Measures will be addressed when implementing the newly reviewed EE Plan by 2017/2018 Financial Year
Assigned senior manager(s) to manage EE implementation	✓		N/A	N/A
Budget allocation in support of employment equity goals		✓	No incentives are offered to attract the designated groups.	- The municipality should consider introducing allowances and incentives to accommodate the geographic nature of the location of the municipality. - The Affirmative Action Measures will be addressed when implementing the newly reviewed EE Plan.
Time off for employment equity consultative	✓		Employment Equity Consultative Committee lacks capacity on their roles as members of the committee	The Corporate Services Department will be responsible for the rolling out capacity building of the members of the committee to understand their roles and responsibilities.

committee to meet					Budget to be allocated by 2016/2017 Financial Year
Rewards and Incentives			✓	Inadequate programmes for motivating employees.	- If IPMS can also be cascaded to the lowest level of employment then it would be easy for the employer to determine or develop categories of Rewards and Incentives after conduction of Performance Appraisal. This will determine which employees have performed better and after they have been rewarded then even those who did not do well previously will be encouraged to pull up their socks. This can also extends to the development of Personal Development Plans for every employee so that they can they can also be assisted when they experience a drop in their performance. - To be implemented by 2017/2018 Financial Year

SECTION 4: MATATI ELE 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

30/09/2014
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	0	0	0	0	0	0	0	0	0	1
Senior management	4	0	0	0	1	0	0	0	0	0	5
Professionally qualified and experienced specialists and mid-management	8	1	0	2	7	1	0	0	0	0	19
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	39	3	0	1	42	2	1	3	1	0	91
Semi-skilled and discretionary decision making	56	2	0	0	35	4	0	1	3	0	99
Unskilled and defined decision making	75	2	0	0	34	1	0	0	0	0	112
TOTAL PERMANENT	183	8	0	3	119	8	1	4	4	0	327
Temporary employees	15	1	0	0	3	1	0	0	1	0	20
GRAND TOTAL	198	9	0	3	122	9	1	4	5	0	346

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	1	0	0	0	0	0	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	3	0	0	0	0	0	0	0	0	0	3
TOTAL PERMANENT	4	0	0	0	0	0	0	0	0	0	4
Temporary employees	1	0	0	0	0	0	0	0	0	0	1
GRAND TOTAL	5	0	0	0	0	0	0	0	0	0	5

4.2 SNAPSHOT OF THE CURRENT WORKFORCE PROFILE IN PERCENTAGES AGAINST EAP IN THE EASTERN CAPE IN PERCENTAGES (%)

4.2.1 Top Management

	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
EC EAP	39.9%	7.7%	0.4%	5.7%	35.5%	5.5%	0.4%	4.8%	0%	0%	100%
ACTUAL	1	0	0	0	0	0	0	0	0	0	1
%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%
COMMENTS: At this level we only have one position. The Municipality has to consider people with disabilities at some stage at this level.											

4.2.2 Senior Management

	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
EAP	39.9%	7.7%	0.4%	5.7%	35.5%	5.5%	0.4%	4.8%	0%	0%	100%
ACTUAL	4	0	0	0	1	0	0	0	0	0	5
%	80%	0%	0%	0%	20%	0%	0%	0%	0%	0%	100%

COMMENTS: At a Senior Management level there is an over representation in African Males with 80% compared to 39.9% by EAP provisions, of which it only shows 0.1% difference only. 20% of Coloured Males compared to 7.7% by EAP requirements which put us at a 12.3% which is a huge difference indicating that the Municipality should consider other genders and races to address the EAP gaps. An over representation in African Females by 4.5% (difference from 40% and 35.5% EAP) and in this case it is critical that the municipality considers other races like Whites, Indians and Coloured Females at a Senior Level. The Municipality has to try to address these differences at this level when new Senior Managers are employed and our Employment Equity Plan and Targets should talk to the matter.

4.2.3 Professionally Qualified

	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
EAP	39.9%	7.7%	0.4%	5.7%	35.5%	5.5%	0.4%	4.8%	0%	0%	100%
ACTUAL	8	1	0	2	7	1	0	0	0	0	19
%		5%	0%	11%	37%	5%	0%	0%	0%	0%	100%

COMMENTS: According to the table above it really shows that races like Coloureds, Indians and whites are underrepresented and other races are not represented at all. African Males, African Females and White Males are the only ones represented with a big chunk of overrepresentation which makes it a mission of Local Municipality to address the challenges by bringing down the overrepresented races and genders and try to accommodate other races. The municipality should address the matter by sticking to its Employment Equity Plan targets each year of reporting.

4.2.4 Skilled Technical

	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
--	------	--	--	--	--------	--	--	--	------------------	--	-------

	A	C	I	W	A	C	I	W	MALE	FEMAL	
									E		
EAP	39.9%	7.7%	0.4%	5.7%	35.5%	5.5%	0.4%	4.8%	0%	0%	100%
ACTUAL	39	3	0	1	42	2	1	3	0	0	91
%	43%	3%	0%	1%	46%	2%	1%	3%	0%	0%	100%
COMMENTS: The problem encountered in the representation on Professionally Qualified Level as only African Males, African Females and White Males represented but the only difference is that African Males are overrepresented with 43% whereas African Females has only 46% difference with White Males being underrepresented by only 4.8%. Other races are not represented at all and the municipality needs to address the matter on yearly bases with EE Targets supporting the drive.											

4.2.5 Semi-Skilled

	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMAL	
									E		
EAP	39.9%	7.7%	0.4%	5.7%	35.5%	5.5%	0.4%	4.8%	0%	0%	100%
ACTUAL	56	2	0	0	33	4	0	1	1	0	99
%	57%	2%	0%	0%	35%	4%	0%	1%	1%	0%	100%
COMMENTS: African Males are overrepresented, Coloured Males underrepresented, African Females overrepresented with Coloured Females and White Females underrepresented. Indian Males, Indian Female and White Females underrepresented. Hence this level does not need much experience but needs a formal qualification the Matatiele Local Municipality has to work with the data based from the Department of Labour to try to get all the unemployed graduates from all races.											

4.2.6 Unskilled

	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMAL	
									E		
EAP	39.9%	7.7%	0.4%	5.7%	35.5%	5.5%	0.4%	4.8%	0%	0%	100%
ACTUAL	75	2	0	0	34	1	0	0	0	0	112
%	67%	2%	0%	0%	30%	1%	0%	0%	0%	0%	100%

COMMENTS: This is a big challenge for the municipality as you can only find African Males and African Females and only three percent of Coloured Males. This is the lowest level in the municipality and it will take some time to address the gap but the municipality should follow the route of working with the Department of Labour data base to identify whether there are any other unemployed races that are willing to be employed at this level.

4.3 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.

NUMERICAL GOALS FOR THE REMAINING THREE YEARS OF THE EE PLAN

Start date: 01/10/2015 DD / MM / YYYY End date: 30/09/2018 DD / MM / YYYY

4.3.1 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	0+0	0+0	0+0	0+0	0+0	0+0	0+0	0+0	1
Senior management	4+0	0+0	0+0	0+0	0+1	0+0	0+0	0+0	0+0	0+0	5
Professionally qualified and experienced specialists and mid-management	8+0	1+0	0+0	2+0	7+1	1+0	0+0	1+0	0+1	0+1	21
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	39+11	3+1	0+1	1+4	42+9	2+5	1+1	3+1	1+3	0+5	124
Semi-skilled and discretionary decision making	56+18	2+4	0+0	0+0	35+9	4+4	0+0	1+0	1+2	0+2	133

Unskilled and defined decision making	75+2	2+1	0+0	0+0	34+2	1+2	0+0	0+0	3+2	0+4	119
TOTAL PERMANENT	213	14	0	7	139	19	2	6	13	12	400
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	213	14	0	7	139	19	2	6	13	12	401

4.3.2 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+0	0+0	0+0	0+0	0+0	0
Senior management	0+0	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	0+1	0+0	0+0	0+0	0+1	0+0	0+0	0+0	0+0	0+0	2
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	1+1	0+1	0+0	0+1	0+5	0+0	0+0	0+0	0+0	0+0	9
Semi-skilled and discretionary decision making	1+1	0+1	0+0	0+0	0+1	0+1	0+0	0+0	0+0	0+0	5
Unskilled and defined decision making	3+2	0+0	0+0	0+0	0+4	0+0	0+0	0+0	0+0	0+0	9
TOTAL PERMANENT	10	2	0	1	11	1	0	0	0+0	0+0	25
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	10	2	0	1	11	1	0	0	0	0	25

4.4 NUMERICAL TARGETS FOR THE REMAINING THREE YEARS

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 people with disabilities, and the other only covers people with disabilities ONLY.

Numerical targets: Year 1

Start date:	01/10/2015	End date:	30/09/2018
	DD / MM / YYYY		DD / MM / YYYY

4.4.1 Numerical targets for all employees, including people with disabilities

Numerical Targets	Workforce Profile Projections by 30 September 2018										Total
	Male					Female					
	A	C	I	W	A	C	I	W	M	F	
Employees including employees with disabilities											
Economic Active Population in % Nationally (SA)	40.7%	5.8%	1.9%	6.4%	34.2%	5.0%	1.1%	4.9%	54.8%	45.2%	100%
Economic Active Population in % EC Province	39.9%	7.7%	0.4%	5.7%	35.5%	5.5%	0.4%	4.8%	53.7%	46.3%	100%
EAP for People with Disabilities	75.4%	13.2%	0.8%	10.5%	75.4%	13.2%	0.8%	10.5%	50%	50%	100%
Current Profile of MLM Staff	198	9	0	3	122	9	1	4	5	0	346
Current Profile in %	57.23%	2.60%	0%	0.87%	35.26%	2.60%	0.29%	1.16%	1.%	0%	100%
Top Management	1	0	0	0	0	0	0	0	0	0	1

Goals – 2016 to 2017	56+18	2+4	0+0	0+0	35+9	4+4	0+0	1+0	1+2	0+2	133
Goals – 2017 to 2018	56+18	2+4	0+0	0+0	35+9	4+4	0+0	1+0	1+2	0+2	133
Target <> 2015 to 2018	74	6	0	0	44	8	0	1	3	2	133
Unskilled Workers and Defined Decision Making	75	2	0	0	34	1	0	0	77	35	112
Goals – 2015 to 2016	75+2	2+1	0+0	0+0	34+2	1+2	0+0	0+0	3+2	0+2	119
Goals – 2016 to 2017	75+2	2+1	0+0	0+0	34+2	1+2	0+0	0+0	3+2	0+2	119
Goals – 2017 to 2018	75+2	2+1	0+0	0+0	34+2	1+2	0+0	0+0	3+2	0+2	119
Target <> 2015 to 2018	77	3	0	0	36	3	0	0	5	5	119
Total Permanent	213	14	0	7	139	19	2	6	13	12	401

4.4.2 Numerical targets for people with disabilities ONLY

Workforce Profile Projections by 30 September 2018															Total	
Numerical Targets																
Employees with disabilities only	Male							Female							PWD	F
	A	C	I	W	A	C	I	W	M	F						
Economic Active Population in % Nationally (SA)	40.7%	5.8%	1.9%	6.4%	34.2%	5.0%	1.1%	4.9%	54.8%	45.2%	100%					
Economic Active Population in % EC Province	39.9%	7.7%	0.4%	5.7%	35.5%	5.5%	0.4%	4.8%	53.7%	46.3%	100%					
EAP for People with Disabilities	75.4%	13.2%	0.8%	10.5%	75.4%	13.2%	0.8%	10.5%	50%	50%	100%					
Current Profile of MLM Staff with Disabilities	5	0	0	0	0	0	0	0	5	0	327					
Current Profile in %	100%	0%	0%	0%	0%	0%	0%	0%	100%	0%	100%					
Top Management	0	0	0	0	0	0	0	0	0	0	0					
Goals – 2015 to 2016	0+0	0+0	0+0	0+0	0+0	0+0	0+0	0+0	0+0	0+0	0					
Goals – 2016 to 2017	0+0	0+0	0+0	0+0	0+0	0+0	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	0+0	0					
Target <> 2015 to 2018	0	0	0	0	0	0	0	0	0	0	0					
Senior Managers	0	0	0	0	0	0	0	0	0	0	0					
Goals – 2015 to 2016	0+0	0+0	0+0	0+0	0+0	0+0	0+0	0+0	0+0	0+0	0					
Goals – 2016 to 2017	0+0	0+0	0+0	0+0	0+0	0+0	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	0+0	0					
Target <> 2015 to 2018	0	0	0	0	0	0	0	0	0	0	0					
Professionals Qualified and Experience Specialists & Mid Management	0	0	0	0	0	0	0	0	0	0	0					
Goals – 2015 to 2016	0+1	0+0	0+0	0+0	0+1	0+0	0+0	0+0	0+1	0+1	2					
Goals – 2016 to 2017	0+1	0+0	0+0	0+0	0+1	0+0	0+0	0+0	0+1	0+1	2					
Goals – 2017 to 2018	0+1	0+0	0+0	0+0	0+1	0+0	0+0	0+0	0+1	0+1	2					
Target <> 2015 to 2018	1	0	0	0	1	0	0	0	1	1	2					

Skilled Technical and Academically Qualified Workers, Junior Management Supervisors etc	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Goals – 2015 to 2016	1+1	0+1	0+0	0+1	0+5	0+0	0+0	0+0	0+0	1+3	0+5				9
Goals – 2016 to 2017	1+1	0+1	0+0	0+1	0+5	0+0	0+0	0+0	0+0	1+3	0+5				9
Goals – 2017 to 2018	1+1	0+1	0+0	0+1	0+5	0+0	0+0	0+0	0+0	1+3	0+5				9
Target <> 2015 to 2018	2	1	0	1	5	0	0	0	0	4	5				9
Semi-Skills and Discretionary Decision Making	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Goals – 2015 to 2016	1+1	0+1	0+0	0+0	0+1	0+1	0+0	0+0	0+0	0+0	0+0				5
Goals – 2016 to 2017	1+1	0+1	0+0	0+0	0+1	0+1	0+0	0+0	0+0	0+1	0+1				5
Goals – 2017 to 2018	1+1	0+1	0+0	0+0	0+1	0+1	0+0	0+0	0+0	0+1	0+1				5
Target <> 2015 to 2018	1	1	0	0	1	1	0	0	0	2	2				5
Unskilled Workers and Defined Decision Making	3	0	0	0	0	0	0	0	0	0	0	0	0	0	3
Goals – 2015 to 2016	3+2	0+0	0+0	0+0	0+4	0+0	0+0	0+0	0+0	3+2	0+4				9
Goals – 2016 to 2017	3+2	0+0	0+0	0+0	0+4	0+0	0+0	0+0	0+0	3+2	0+4				9
Goals – 2017 to 2018	3+2	0+0	0+0	0+0	0+4	0+0	0+0	0+0	0+0	3+2	0+4				9
Target <> 2015 to 2018	5	0	0	0	2	2	0	0	0	5	4				9
Total Permanent	8	2	0	1	8	3	0	0	0	13	12				25

4.5 NOTES ON THE NUMERICAL GOALS AND NUMERICAL TARGETS

4.5.1 VACANT POSITIONS AND THE PROPOSED EMPLOYMENT EQUITY TARGETS

TOP MANAGEMENT

NO.	VACANT POSITION	PROPOSED EE TARGET											TOTAL
		MALE					FEMALE					PWD	
		A	C	I	W	A	C	I	W	M	F		
	None	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL		0	0	0	0	0	0	0	0	0	0	0	0

SENIOR MANAGEMENT

NO.	VACANT POSITION	PROPOSED EE TARGET											TOTAL	
		MALE					FEMALE					PWD		
		A	C	I	W		A	C	I	W				
	General Manager EDP	0	0	0	0		1	0	0	0		0	0	1
TOTAL		0	0	0	0		1	0	0	0		0	0	1

PROFESSIONALLY QUALIFIED AND EXPERIENCED SPECIALISTS AND MID-MANAGEMENT

PROPOSED EE TARGET														
NO.	VACANT POSITION	MALE					FEMALE					PWD		TOTAL
		A	C	I	W	A	C	I	W	M	F			
	Manager Legal Services	0	0	0	0	1	0	0	0	0	0	0	1	
	TOTAL	0	0	0	0	1	0	0	0	0	0	0	1	

4.5.2 SKILLED TECHNICAL AND ACADEMICALLY QUALIFIED WORKERS, JUNIOR MANAGEMENT, SUPERVISORS, FOREMEN, AND SUPERINTENDENT

NO.	VACANT POSITION	PROPOSED EE TARGET														TOTAL	
		MALE							FEMALE								PWD
		A	C	I	W	A	C	I	W	M	F						
	Accountant: Debtors Collection	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	
	Senior Officer Contract Management	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	
	Accountant: Budget Planning	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	
	Senior Budget Officer	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	
	Accountant: Procurement and Logistics	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	
	Senior Officer Balance Sheet	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1	
	Accountant: Bids and Fleet	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	
	Senior Officer: Security Management	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1	
	Coordinator: Council Support	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	
	EAWP & OHS Officer	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	
	Coordinator: Labour Relations	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	
	Labour Relations Officer	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	
	Chief Risk Officer	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1	
	Senior Officer: Risk	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1	
	Senior Legal Officer: Contracts	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	
	Senior Legal Support Officer	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	
	Chief Officer: Systems Administrator	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1	
	Senior Officer: Telephone Management	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	
	ICT Officer Help Desk	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	
	ICT Officer: Technician	0	0	0	1	0	0	0	0	0	0	0	0	0	0	1	
	Weigh Bridge Technician	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	
	Grade A Drivers' License Examiner	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	

Grade D Learners License Examiner	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1
AARTO Supervisor	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Chief Officer: Tourism and SMME	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1
Chief Officer: Forestry and Agriculture	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1
Senior Officer Agriculture and Forestry	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	1
Programme Coordinator Rural Development	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1
Senior Officer: Rural Development *21	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	2
Rural Development Officer	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1
Senior Land Development Officer	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1
PMS Officer	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
TOTAL	11	1	1	4	9	5	1	1	1	0	0	0	0	0	0	33

SEMI-SKILLED

NO.	VACANT POSITION	PROPOSED EE TARGET												TOTAL
		MALE						FEMALE						
		A	C	I	W	A	C	I	W	M	F			
	Administrator: Conditions of Service	0	0	0	0	1	0	0	0	0	0	0	1	
	Human Resource Development Administrator	1	0	0	0	0	0	0	0	0	0	0	1	
	Administrator: Staff Provision	0	0	0	0	1	0	0	0	0	0	0	1	
	Administrator: EAWP	0	0	0	0	1	0	0	0	0	0	0	1	
	Enquiries Admin	0	0	0	0	0	1	0	0	0	0	0	1	
	Telephonist / Receptionist	0	0	0	0	0	1	0	0	0	0	0	1	
	ICT Systems Admin	0	0	0	0	1	0	0	0	0	0	0	1	
	Administrator: Leave Management	0	0	0	0	1	0	0	0	0	0	0	1	
	Waste Skip Driver *4	1	0	0	0	0	0	0	0	0	0	0	1	

Field Rangers	2	1	0	0	0	1	0	0	0	0	0	0	4
Switchboard Operator (ICT)	0	0	0	0	0	0	1	0	0	0	0	1	
Council Support Driver	1	0	0	0	0	0	0	0	0	0	0	1	
Fire and rescue Assistant *4	1	1	0	0	0	1	1	0	0	0	0	4	
Artisan: Building	1	0	0	0	0	0	0	0	0	0	0	1	
Artisan: Plumbing Maintenance	0	1	0	0	0	0	0	0	0	0	0	1	
Plant Operators *8	8	0	0	0	0	0	0	0	0	0	0	8	
Indigent Officer	1	0	0	0	0	0	0	0	0	0	0	1	
Waste Truck Driver	1	0	0	0	0	0	0	0	0	0	0	1	
Waste Supervisor	0	1	0	0	0	0	0	0	0	0	0	1	
Pit Assistant	1	0	0	0	0	0	0	0	0	0	0	1	
Total	18	4	0	0	0	9	4	0	0	0	0	35	

UN-SKILLED

NO.	VACANT POSITION	PROPOSED EE TARGET												TOTAL	
		MALE						FEMALE							PWD
		A	C	I	W	A	C	I	W	M	F				
	General Assistant *7	2	1	0	0	2	2	0	0	0	0			7	
	Total	2	1	0	0	2	2	0	0	0	0			7	

The above information was supplied by the approved Organizational Structure as per Council Resolution No. CR791/29/05/15. The current Organisational Work Study which is currently conducted will be considered when reviewing the plan.

SECTION 5: NATIONAL, PROVINCIAL (EC) ECONOMIC ACTIVE POPULATION

5.1 Demographics

The last survey released by Statistics South Africa was on 2011 hence below we have enclosed demographics derived from the Statistics SA for 2011. We have Economic Active Population of South Africa as a whole and the Eastern Cape Province by population group (race), gender and also by age. The tables (graphs) and figures below illustrate the number of African, Coloured, Indian or Asian and also Whites who are Economically Active Population in South Africa and the Eastern Cape Province. This will assist when reviewing our Employment Equity Plan to determine our targets. The workforce population is largely based on the Quarterly Labour Force Survey published by Statistics SA on the Economically Active Population (EAP). The EAP includes people from 15 to 64 years of age who are either employed or unemployed and seeking employment. The EAP is meant to provide guidance to employers to determine resource allocation and interventions needed to achieve an equitable and representative workforce (Please note that all percentages have been rounded to one decimal point). The tables (graphs) and figures are as follows:

Table 1: Profile of the national EAP by race and gender

NATIONAL AND PROVINCIAL EAP (SEPTEMBER 2012)

Table 1: Profile of the EAP by race and gender Nationally

ECONOMICALLY ACTIVE POPULATION (EAP)						
Male			Eastern Cape Province EAP	Female		
AM	African male	40.7%		AF	African female	34.2%
CM	Coloured male	5.8%		CF	Coloured female	5.0%
IM	Indian male	1.9%		IF	Indian female	1.1%
WM	White male	6.4%		WF	White female	4.9%
TOTAL		54.8%		TOTAL		45.2%

National EAP Demographics in Graph Percentages

The National Demographics and the Economically Active Population is illustrated in the table above by race and gender. Together with the EAP by province below, vital information is provided to employers for the setting of employment equity numerical targets, as envisaged in Sections 42 and 43 of the EEA.

Table 2: Profile of the EAP by race and gender per province

Province	Male					Female					Total
	A	C	I	W	TM	A	C	I	W	TF	
Western cape	17.8%	27.1%	0.2%	7.8%	52.9%	16.1%	23.9%	0.1%	7.0%	47.1%	100.0%
Eastern Cape	39.9%	7.7%	0.4%	5.7%	53.7%	35.5%	5.5%	0.4%	4.8%	46.2%	100.0%
Northern Cape	28.0%	20.7%	0.1%	4.9%	53.7%	24.2%	19.0%	0.0%	3.0%	46.2%	100.0%
Free State	47.1%	1.7%	0.2%	5.3%	54.3%	40.4%	1.2%	0.1%	4.1%	45.8%	100%

KwaZulu-Natal	42.3%	1.3%	7.3%	3.3%	54.2%	38.3%	0.8%	4.4%	2.3%	45.8%	100.0%
North West	52.2%	0.8%	0.2%	5.7%	58.9%	37.7%	0.4%	0.0%	3.1%	41.2%	100.0%
Gauteng	42.5%	1.9%	1.5%	9.8%	55.7%	34.2%	1.9%	0.9%	7.2%	44.2%	100.0%
Mpumalanga	47.8%	0.3%	0.5%	4.7%	53.3%	42.9%	0.1%	0.1%	3.6%	46.7%	100.0%
Limpopo	54.5%	0.2%	0.5%	1.8%	57%	41.3%	0.1%	0.2%	1.5%	43%	100.0%

Eastern Cape EAP Demographics in Graph Percentages

Source: Statistics South Africa, September 2012.

The table above shows that the EAP population distribution per province, Africans are in the majority in seven of the nine provinces. Coloureds are the majority population in the Western Cape and have a large presence in the Northern Cape.

SECTION 6: 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
Municipal Manager	Assigned as a CEO and Accounting Officer as the Head of Administration for Employment Equity Plan implementation. The Municipal Manager has also been assigned as the Chairperson of the EE Committee	On a day to day basis
General Manager: Corporate Services	Human Resources Manager responsible for the development and monitoring of implementation of Employment Equity Plan.	On a day to day basis
Portfolio Head Corporate Service Standing Committee	The Chairperson of the Employment Equity Consultative Committee that monitors the implementation of Employment Equity Plan.	On a day to day basis
Manager Human Resources	The Senior Officer Human Resource Development appointed to be responsible for the implementation of Employment Equity Plan. To ensure that reports are submitted to the Department of Labour at the end of Reporting Period.	On a day to day basis

	Ensure that the Matatiele Local Municipality adheres to the Employment Equity Act and its Regulations.	
Senior Management	Monitors the implementation of Employment Equity Plan.	On a day to day basis
Employment Equity Consultative Committee	Monitors the implementation of Employment Equity Plan.	On a Quarterly basis

SECTION 7: INTERNAL DISPUTE PROCEDURE

The internal procedure about the implementation and interpretation of the plan in terms of Section 20 (2) (g) of Employment Equity Act is indicated below:

In the event of any party declaring a dispute related to the Employment Equity Plan or any aspect of Employment Equity Act, code of Good Practice or Regulations passed in terms of Employment Equity Act, the party declaring the dispute shall notify the other in writing thereof stating the nature of the dispute, the reasons for the dispute, the proposed terms of settlement, and the proposed dates and time for the meeting provided for in clause 6.3.

Within seven (7) working days of receiving of such notice as it is envisaged in clause 6.1 above, the receiving party shall respond in writing to the notice, setting out its own position on the dispute including its settlement proposal.

The Employment Equity Committee shall attempt to meet at least twice within twenty (20) working days after the date of the written response, to consider the dispute in an attempt to facilitate a settlement. The parties may mutually agree to hold further meetings to try and resolve the dispute. The parties may also agree on an external party to assist in resolving the dispute through facilitation, mediation or by providing expert opinions.

Should the parties fail to resolve or settle the dispute at the meeting or meetings envisaged in clause 6.3 above, either party may resort to the relevant dispute provisions of the Labour Relations Act or the Employment Equity Act

SECTION 8: SENIOR MANAGER ASSIGNED TO MONITOR AND IMPLEMENT THE PLAN

The Municipal Manager has been assigned as a CEO and Accounting Officer as the Head of Administration for Employment Equity Plan implementation and its monitoring. The Municipal Manager has also been assigned as the Chairperson of the EE Committee. The General Manager: Corporate Services has been appointed as a Senior Manager to be responsible for the monitoring and implementation of an Employment Equity Plan. The Human Resources Manager has been also appointed to be responsible for the implementation of Employment Equity Plan.

SECTION 9: COMPLIANCE WITH PROHIBITION OF UNFAIR DISCRIMINATION

As required in terms of Chapter 2 of Employment Equity Act, the Municipality finalized an exercise to ensure unfair discrimination does not exist in the workplace. The following table indicates the actions that were taken.

Form of Prohibition	Action Taken
No discrimination in any relevant policy or practice	The Municipality is committed not to do unjust or prejudicial treatment of different categories of people, especially on grounds of race, age, or sex. Some examples of discrimination include the following: a) Harassment – inappropriate jokes, insults, name-calling or displays such as a poster or cartoons directed at a person because of their race, colour, sex or gender, sexual orientation, etc. (Sexual Harassment Policy is in place and it covers issues related to Sexual Harassment). b) Wage discrimination – An example would be when an employer offers a lower wage for a woman doing similar work as a man or offers a lower wage to new immigrant having similar experience/skills as a non-immigrant. (Collective Agreement on Salary and Wage by SALGA Bargaining Council and Remuneration Policy are in place and have issues covering the remuneration of employees). c) Discrimination in hiring – During a job interview, being asked inappropriate questions about child care arrangements if you are a parent or whether or not you plan to have children; questions about your disabilities or health limitations or problems; your age, your religion or any other personal characteristic protected under human rights; and not getting the job based solely on your answer to these questions and not your qualifications or experience. The following are all policies in place that are relevant to hiring of employees (Employment Policy, Employment Equity and Affirmative Action Policy, Remuneration Policy, Acting Appointments Policy, Employee Relocation Policy, Performance Management Policy, Policy on Student Trainees in Rare Skills, Promotion and Transfer Policy, Standby Allowance Policy, Human Capital Placement Policy, Human Capital Retention Strategy, Employment Contracts, Renewal or Extension Policy). d) Being fired when you are pregnant (sex discrimination) or are injured and need time off to heal (discrimination based on disability and the duty to accommodate). See description of “reasonable accommodation” under the section. The following Legislations are in place to eliminate discrimination against pregnant women and injured people/people with disability (Employment Equity Act, 1998 [Act No. 55 of 1998], Basic Conditions of

	Employment Act, 1997 [Act No. 75 of 1997], Employment Equity and Affirmative Action Policy, Employment Equity Plan, Collective Agreement on Conditions of Service). The following Employment policies or practices should be considered in elimination discrimination in the workplace. Includes, but is not limited to:- a) Recruitment procedures, advertising and selection criteria; b) Appointments and the appointment process; c) Job classification and grading; d) Remuneration, employment benefits and terms and conditions of employment; e) Job assignments; f) The working environment and facilities; g) Training and development; h) Promotion; i) Transfer; j) Demotion; k) Disciplinary measures other than dismissal; and l) Dismissal.
Medical Testing	Medical testing is only done when it is required or permitted by legislation or if it is justified in terms of medical facts with regard to the inherent requirements of the job (for instance Medical Boarding). Psychological testing and other similar assessments of an employee are prohibited unless the test or assessment being used a) Has been scientifically shown to be valid and reliable; b) Can be applied fairly to all employees; c) Is not biased against any employee or group; and d) Has been certified by the Health Professions Council of South Africa established by section 2 of the Health Professions Act, 1974 (Act No. 56 of

	1974), or any other body which may be authorised by law to certify those tests or assessments.
HIV Status	No HIV testing takes place
Psychological Testing	The integrity of assessment techniques and processes is sound, i.e. not biased and only intended to measure what is needed.
Employee Survey	Employees Survey will be conducted in addition to the compliance requirements to address unfair discrimination in a meaningful way through hearing the challenges experienced by employees in relation to the implementation Employment Equity.

SECTION 10: SIGNATURE OF THE CHIEF EXECUTIVE OFFICER/ACCOUNTING OFFICER

Chief Executive Officer / Accounting Officer / Municipal Manager

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 / Municipal Manager

CPS/P301
CR 140/26/05/2022

MR. L. MATIWANE
MUNICIPAL
MANAGER

CLLR S. MNGENELA
HON. MAYOR

CLLR N NGWANYA
HON. SPEAKER

MUNICIPAL SUBSTANCE ABUSE POLICY

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1. PREAMBLE

The Matatiele local Municipality is concerned about Drug and Alcohol Abuse as the long term effects of substance abuse are far reaching. The individual, his/ her family and work are often seriously compromised. The effects of alcohol abuse are often chronic in terms of ill health. Social effects include family disharmony, divorce, role conflict, physical and mental abuse, lack of performance at work, disharmony with fellow employees and dismissal.

The important elements of this policy in terms of Occupational Health is education, rehabilitation and the identification of the individual with a substance abuse problem not related to the disciplinary procedure. The Municipality deems it as its responsibility to deal with the issue of drugs and alcohol abuse due to the nature of the services offered to the public.

2. PURPOSE OF THE POLICY

2.1 As the use of alcohol and drugs in the workplace cannot be allowed or condoned, the purpose of this policy is to promote a substance abuse programme within the Municipality with the primary focus on the following:-

2.1.1 To minimize/eliminate the abuse and dependence on Alcohol and/or Drugs amongst employees and to assist, where possible, in the rehabilitation of those who have an alcohol and/or drugs problem.

2.1.2 To enhance employee well-being, safety, health and productivity in the workplace (and at home).

2.1.3 To comply with the applicable National Legislation.

3. APPLICATION OF THE POLICY

3.1 This policy shall apply to all Matatiele local Municipality employees and Councillors

4. DEFINITIONS

4.1 **Alcohol** – a substance taken to infuse drunkenness.

4.2 **Breathalyser** means a SABS approved breathalyser. A positive breathalyser test shall be a reading which is consistent with a blood alcohol Level of 0.05g per 100 ml of alcohol in blood or higher **or as determined by the Road**

Traffic Act.

It is important to bear in mind that a breathalyser is an objective way of assessing the employee with regards to alcohol consumption. Signs and symptoms of alcohol misuse and abuse are very subjective and employees who abuse alcohol will usually deny this as they fear discrimination. An objective test which is applied scientifically with good control measures is therefore essential.

- | | | |
|------|--------------------------------------|---|
| 4.3 | Council | the Matatiele local Municipality |
| 4.4 | Counsellor | a person appointed by the Municipality who is charged with the responsibility of endeavouring to counsel employees suffering from substance abuse and /or dependence. |
| 4.5 | Drugs | medicinal or natural substance causing addiction that will impair your ability to concentrate |
| 4.6 | Drunkenness
substance. | When rendered incapable by alcohol/drug |
| 4.7 | Employee | Any permanent employee, trainee, contract
Or temporary excluding an independent contractor, who works for the Matatiele Local Municipality. |
| 4.8 | Machinery | means any article or combination of articles assembled, arranged or connected and
Which is used or intended to be used for converting any form of energy to perform work, or which is used, whether incidental thereto or not, for developing, receiving, storing, containing, confining, transforming, transmitting, transferring or controlling any form of energy. <i>(by interpretation this, inter alia, would include a vehicle, vessel, train or aircraft; plant and machinery)</i> |
| 4.9 | Premises | includes any building, vehicle, vessel, train or aircraft. |
| 4.10 | Rehabilitation
dependency. | Restore to normal life by training after |
| 4.11 | Substance Abuse | the consumption of alcohol or drugs by an employee which interferes with his /her |

work or which detrimentally affects his/ her performance or ability to do the work and or his/ her relationships at work and it includes intoxication / stupor at work.

4.12 Workplace

means any premises or place where a person performs work in the course of his/her employment.

5. CORPORATE RESPONSIBILITY

- 5.1 The Municipality prohibits the consumption of and the possession of drugs or alcohol, during working hours, excluding prescription medication and then only when certified by a medical practitioner.
- 5.2 No alcohol will be served on Municipal premises during working hours (including lunch time) nor will alcohol drinks be available at social events on Municipal workplace unless prior permission is granted by the Municipal Manager.
- 5.3 The Municipality will provide opportunities for all its employees to be educated in and informed of the hazards of substance and of the contents of this policy.
- 5.4 No drugs shall be allowed on the premises of the Municipality.
- 5.5 The only exception is where the medicines were supplied to the employee on prescription by a registered medical practitioner and are taken in accordance with the prescription.
- 5.6 The Municipality shall only allow employees taking such medicines to perform duties at the workplace if the side effects of such medicines do not constitute a threat to the health or safety of the employee concerned or other persons at such workplace.
- 5.7 No employee shall be allowed to drive a Municipal vehicle, operate any machinery, maintain/repair vehicles and/or machinery or perform any duty after consumption of any intoxicating substance.
- 5.8 No employee with alcohol in his/ her blood stream shall be allowed in the municipal premises.
- 5.9 Any employee with alcohol in the blood will be deemed unfit to work and disciplinary measures will be instituted accordingly, where applicable.

6. EMPLOYEE RESPONSIBILITY

- 6.1 Any employee found to be under the influence of alcohol / drugs may not enter or remain on the premises of the Municipality and, and if he /she does so shall be liable for disciplinary action.
- 6.2 An employee has a responsibility to ensure that he/ she renders his/ her service to the best of his / her ability. This would include ensuring that he / she is not under the influence of a substance that could impair normal functioning in any manner whatsoever.

7. AWARENESS

- 7.1 Education will commence with induction and will be ongoing thereafter in the form of posters, videos, discussions, lectures and one on one counselling because an understanding of the problem and the philosophy behind our policy is essential for the success of the programme.

- 7.2 Education will be comprehensive giving participants a broad understanding of substance abuse. Basic counselling skills will also be taught.

8. IDENTIFICATION OF THE PROBLEM

8.1 Work Groups

- 8.1.1 Management and the Trade Unions will jointly establish work groups for all the employees employed by the Council.
 - 8.1.2 Work groups will consist of employees from the same Department.
 - 8.1.3 Members of working groups will receive appropriate training and skills.
 - 8.1.4 They will meet periodically to consider the problem of substance abuse and to give consideration to methods of assisting an employee within the work group referred for and undergoing treatment or counselling.
- 8.1.2 Each work group will be encouraged to identify and consider substance abuse problems in their workplace and to urge any of their members to make use of the assessment and treatment facilities provided in terms of this policy if any such member is a substance abuser.
- 8.1.3 A work group may require an employee of that group to meet with the Counsellor to consider whether or not that employee should undergo assessment, counselling and /or treatment in terms of the policy.
- 8.1.4 The employee shall be entitled to have his / her shop steward present in that meeting.

8.2 Employer Identification of the Problem

The Employer will attempt to identify the emergence of substance abuse/ dependence in an employee by monitoring factors such as deterioration in work performance, absenteeism (especially over weekends and on Mondays and Fridays), sick leave (especially Fridays and Mondays), accidents at work and behavioural changes towards other employees. The employee will be given counselling, using the interaction management framework and refer him/ her to a professional Counsellor if a problem is identified and the employee is in agreement with this referral.

8.3 Monitoring of Substance Abuse

8.3.1 Accidents whilst on duty

- 8.3.1.1 All employees operating machinery including driving a motor vehicle whilst at work and are involved in accidents or injured whilst on duty will be tested for alcohol / drug abuse.
- 8.3.1.2 A breathalyser will be used for the screening of alcohol presence and a urine test will be used for the screening of drug abuse.

8.3.2 Suspected Substance Abuse

- 8.3.2.1 If at any stage of the employee's work supervisor is of the opinion that the employee may be under the influence of alcohol or drugs, that supervisor may require an employee concerned to undergo the relevant test.
- 8.3.2.2 The test will be conducted by an individual trained to do so.
- 8.3.2.3 A breathalyser will be used to detect alcohol abuse whilst a urine test will be used for the screening of drug abuse.
- 8.3.2.4 An employee to be tested has a right to be accompanied by a Union member or colleague.

8.3.3 Searches

Searches may be conducted by an authorized municipal Official when there is a:

- (1) Suspicion and/or a situation of disputed possession of a substance of abuse.
- (2) No consent is necessary for a specific search. Any substance of abuse found on the employee shall be confiscated and be submitted as proof of possession.

8.3.4 Standard Procedure for Testing

- (a) Prior to the test the Supervisor shall: -
 - (i) note the name, pay number and Department of the employee to be tested;
 - (ii) inform the employee that he / she is entitled to have a shop steward or colleague / peer present during the test
- (b) Test Procedure: -
 - (i) Testing for Alcohol – a regular calibrated electronic breathalyser to be used for all testing.
 - (ii) The test to be administered by an individual specially trained to do so.
 - (iii) The testing procedure as outlined by the manufacturer to be adhered to.
 - (iv) The procedure and test result to be witnessed by the Supervisor, the employee and the employee representative.
 - (v) Testing for Drugs – The test to be used accordingly will be by means of a registered medical practitioner. The Municipality will incur the costs. The procedure and results to be witnessed by the Supervisor, employee and employee representative.
 - (vi) Inform the employee that he/she is entitled to have a shop steward or colleague/peer present during testing on condition that they are readily available.
- (c) After the test, the employee concerned, the Supervisor and any shop steward or colleague / peer present shall be informed of the results of the test, which results shall be recorded in writing and signed by all parties present.
- (d) In the event of the result being negative, no further action would be taken.
- (e) In the event of the result being positive, the Supervisor shall: -
 - (i) inform the employee in the presence of a shop steward, that he is not in a fit state to render his service, that he will not be paid for that

remaining portion of the shift, and that he is to return at the start of the next shift in a fit state.

- (ii) Ensure that the employee does not leave the premises for home until he is fit to do so.
- (iii) Forward a written report of alleged misconduct to the relevant General manager.
- (iv) The same report should also be forwarded to the Municipal Manager who will ensure that correct disciplinary measures are implemented.
- (v) The limit for alcohol or substance presence in the blood of Municipal functionary is 0.00%.

9. REHABILITATION

- 9.1 The Municipality recognizes substance abuse, involving alcohol and/or drugs as a treatable and curable condition.
- 9.2 Rehabilitation covers a wide range of treatment options, depending on the nature and severity of the problem and it may range from counselling sessions to hospitalization and in/out patient treatment.
- 9.3 Workplace confidentiality plays a key role in the rehabilitation process.
- 9.4 All medical information shall be protected and treated as confidential.
- 9.5 Release of information shall be in accordance with signed authorization by the employee.
- 9.6 Those employees identified as possibly dependent on alcohol and/or drugs shall be referred by their line managers to HR for assessment and possible referral for a rehabilitation programme in consultation with their Trade Unions (where applicable).
- 9.7 Employees who have been placed on a rehabilitation programme shall not be victimized, but should they abuse the scheme, the rehabilitation shall be terminated and disciplinary action shall be re-instated.
- 9.8 When an employee is undergoing a rehabilitation process the matter shall be treated confidentially between management/supervisor and the employee.

10. DISCIPLINE

- 10.1 The disciplinary hearing would be conducted in the normal manner up to the verdict stage.
- 10.2 Should the employee, in mitigation of guilt, admit that he has an ongoing problem with alcohol /drugs, the hearing shall be adjourned pending the results of an assessment (whether or not the employee is a suitable candidate for rehabilitation) by the Counsellor.
- 10.3 Whilst the assessment is being conducted the Presiding Officer of the disciplinary hearing shall determine the appropriate penalty notwithstanding the fact that the results of the assessment have not been decided.

10.4 The hearing shall reconvene and the Presiding Officer shall be informed by the Counsellor of the results of the assessment.

10.5 The Presiding Officer shall inform the employee of the appropriate penalty decided upon which shall: -

(a) be implemented if the assessment indicates that the employee is not a suitable candidate for rehabilitation.

(b) be suspended if the assessment indicates the employee is a suitable candidate for rehabilitation. Such suspension of the penalty will be for a maximum period of 6 months and shall be conditional upon the compliance by the employee with the rehabilitation programme requirements. Should the employee at any stage refuse to take part in the programme or default during the programme the Counsellor will report such to the Presiding Officer who will reconvene the hearing and re-instate the penalty with immediate effect.

11. HELPING EMPLOYEES TO HELP THEMSELVES

11.1 The Municipality is committed to helping those who seek help.

11.2 All employees who believe they may have a substance abuse problem are encouraged to come forward and seek help and support.

11.3 Employees should request assistance through their line manager, Human Resources Department or family doctor.

12. COMMENCEMENT OF THIS POLICY

12.1 This policy will come into effect on the date of adoption by Council.

13. INTERPRETATION OF THIS POLICY

13.1 All words contained in this policy shall have an ordinary meaning attached thereto, unless the definition or context indicates otherwise.

13.2 Any dispute on interpretation of this policy shall be declared in writing by any party concerned.

13.3 The Municipal Manager shall give a final interpretation of this policy in case of a written dispute.

13.4 If the party concerned is not satisfied with the interpretation, a dispute may then be pursued with the South African Local Government Bargaining Council/ or Arbitration.

14. PERMANENT/TEMPORARY WAIVER OR SUSPENSION OF THIS POLICY

14.1 This policy may be partly or wholly waived or suspended by the Municipal Council on a temporary or permanent basis after consultation with Management and Trade Unions.

- 14.2 Notwithstanding clause No. 14.1 the Municipal Manager may under circumstances of emergency temporarily waive or suspend this policy subject to reporting of such waiver or suspension to Council and Trade Unions.

15. AMENDMENT AND/OR ABOLITION OF THIS POLICY

This policy may be amended or repealed by the Council after consultation with Management and Trade Unions.

16. COMPLIANCE AND ENFORCEMENT

- 16.1 Violation of or non-compliance with this policy will give a just cause for disciplinary steps to be taken.

- 16.2 It will be the responsibility of all Managers, Supervisors, Executive Committee and Council to enforce compliance with this policy.

CPS/P302
CR 140/26/05/2022


MR. L. MATIWANE
MUNICIPAL
MANAGER


CLLR S. MNGENELA
HON. MAYOR


CLLR N NGWANYA
HON. SPEAKER

WORKPLACE BULLYING POLICY

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Item	Definition
<i>Repeated behaviour</i>	Refers to the persistent nature of the behaviour and can refer to a range or pattern of behaviours over a period of time
<i>Unreasonable behaviour</i>	Behaviour that a reasonable person, having regard to all the circumstances, would expect to result in victimising, humiliating, undermining or threatening another person.
<i>Workplace bullying</i>	Verbal, physical, social or psychological abuse by another person or group of people at work. that creates a risk to health and safety. It includes both physical and psychological risks and abuse

1. DEFINITIONS

2. OBJECTIVE

2.1 To providing a safe and healthy work environment in which all workers are treated fairly, with dignity and respect. Bullying is a risk to the health and safety of the workplace. It is unacceptable and will not be tolerated by the municipality.

2.2 To outline the municipality's commitment to a safe workplace and aims at ensuring, so far as it reasonably can, that employees are not subjected to any form of bullying while at work.

2.3 To detail the legal responsibilities of the municipality and employees in relation to preventing bullying in the workplace.

2.4 To provide a framework for preventing bullying in the workplace.

3. LEGAL FRAMEWORK AND REQUIREMENTS

- 3.1 Employment Equity Act, 55 of 1998
- 3.2 Labour Relations Act 66 of 1995
- 3.3 Occupational Health and Safety Act
- 3.4 Municipal Systems Act 32 of 2000
- 3.5 The Constitution of Republic of South Africa

4. APPLICATION OF THIS POLICY

4.1 This policy covers all employees of the municipality (whether full-time, part-time or casual) and all persons performing work at the direction of, in connection with, or on behalf of the municipality (for example contractors, subcontractors, agents, consultants, and temporary staff) (collectively “workers”).

4.2 This policy extends to all functions and places that are work related, for example, work lunches, conferences, Christmas parties and client functions. This Policy does not form part of any employee’s contract of employment nor does it form part of any contract for service.

5. PRINCIPLES

5.1 Everyone at the workplace has a legal, as well as moral responsibility, to prevent bullying from occurring.

5.2 Under relevant health and safety legislation, the municipality’s primary duty is to eliminate or minimise, as far as reasonable practicable, the risks to health and wellbeing in the workplace. This duty includes the implementation of strategies to prevent workplace bullying.

5.3 Workers are required to take reasonable care for their own health and wellbeing, as well as that of others at the municipality. They are required to also comply with any reasonable instruction given by the municipality.

6. FORMS OF BULLYING BEHAVIOURS

6.1 Bullying behaviours can take many different forms, from the obvious to the subtler:

- 6.1.1 Repeated hurtful remarks or attacks, or making fun of your work or you as a person (including your family, sex, sexuality, gender identity, race or culture, education or economic background ;)
- 6.1.2 Sexual harassment, particularly stuff like unwelcome touching and sexually explicit comments and requests that make you uncomfortable;
- 6.1.3 Excluding you or stopping you from working with people or taking part in activities that relate to your work;
- 6.1.4 Playing mind games, ganging up on you, or other types of psychological harassment
- 6.1.5 Intimidation (making you feel less important and undervalued);
- 6.1.6 Giving you pointless tasks that have nothing to do with your job;
- 6.1.7 Giving you impossible jobs that can't be done in the given time or with the resources provided

- 6.1.8 Deliberately changing your work hours or schedule to make it difficult for you
- 6.1.9 Deliberately holding back information you need for getting your work done properly
- 6.1.10 Pushing, shoving, tripping, grabbing you in the workplace
- 6.1.11 attacking or threatening with equipment, knives, guns, clubs or any other type of object that can be turned into a weapon
- 6.1.12 Initiation or hazing - where you are made to do humiliating or inappropriate things in order to be accepted as part of the team.

6.2 The above examples do not represent a complete list of bullying behaviours. They are indicative of the type of behaviours which may constitute bullying and are totally unacceptable at the municipality.

6.3 A single incident of unreasonable behaviour does not usually constitute bullying. However, it should not be ignored as it may have the potential to escalate into bullying behaviour. Your safety and wellbeing is important.

6.4 A person's Intention is irrelevant when determining if bullying has occurred. Bullying can occur unintentionally, where actions which are not intended to victimise, humiliate, undermine or threaten a person actually have that effect.

6.5 Bullying in the workplace is harmful not only to the target of the behaviour but also damages the municipality's culture and reputation. It is unacceptable and will not be tolerated.

6.6 Some types of workplace bullying are criminal offences. If you have experienced violence, assault and stalking you should report it directly to the police.

7. EFFECTS OF BULLYING IN THE WORKPLACE

7.1 If you are being bullied at work, you might:

- 7.1.1 be less active or successful
- 7.1.2 be less confident in your work
- 7.1.3 feel scared, stressed, anxious or depressed
- 7.1.4 have your life outside of work affected
- 7.1.5 want to stay away from work
- 7.1.6 feel like you can't trust your employer or the people who you work with
- 7.1.7 lack confidence and happiness about yourself and your work
- 7.1.8 have physical signs of stress like headaches, backaches, sleep problems

8. WHAT DOES NOT CONSTITUTE WORKPLACE BULLYING?

8.1 Managing staff does not constitute bullying, if it is done in a reasonable manner. Managers do have the right, and are obliged to, manage their staff. This includes directing the way in which work is performed, undertaking performance reviews and providing feedback (even if negative) and disciplining and counselling staff. Examples of reasonable management practices include:

- 8.1.1 setting reasonable performance goals, standards and deadlines in consultation with workers and after considering their respective skills and experience

- 8.1.2 allocating work fairly
- 8.1.3 fairly rostering and allocating working hours
- 8.1.4 transferring a worker for legitimate and explained operational reasons
- 8.1.5 Deciding not to select a worker for promotion, following a fair and documented process.
- 8.1.6 Informing a worker about unsatisfactory work performance in a constructive way and in accordance with any workplace policies or agreements.
- 8.1.7 Informing a worker about inappropriate behaviour in an objective and confidential way
- 8.1.8 implementing organisational changes or restructuring
- 8.1.9 performance management processes

9. STEPS TO PREVENT WORKPLACE BULLYING

9.1 The Municipality will take all reasonable steps to prevent bullying through a risk management process. This process includes:

- 9.1.1 identification of bullying risk factors- these are things and situations which could contribute to bullying such as the way in which staff are managed, or organisational change such as redundancies (refer to the common risk factors set out below);
- 9.1.2 assessment of the likelihood of bullying occurring from the risk factors identified and their potential impact on the workers or workplace;
- 9.1.3 eliminating the risks, as far as reasonable practicable, or controlling, or minimising, them as far as reasonable practicable;
- 9.1.4 reviewing the effectiveness of the control methods put in place and the process generally;
- 9.1.5 Training workers about bullying, how to deal with it and its impact on the workplace.

10. REPORTING WORKPLACE BULLYING

10.1 When you are being bullied it's important that you know there are things you can do and people who can help. You have the right to be in a safe workplace free from violence, harassment and bullying.

10.2 Bullying may also be discrimination if it is because of your age, sex, pregnancy, race, disability, sexual orientation, religion or certain other reasons. Sexual harassment and racial hatred are also against the law.

10.3 We all have a moral responsibility to help create a positive, safe workplace. If you or someone in your workplace is experiencing harassment or bullying, there are steps you can take to solve it.

10.4 If you feel that you have been bullied, you should not ignore it.

- 10.4.1 The municipality has a process for making a complaint and resolving disputes (see the Staff Grievance Policy), which might include a warning, requiring the bully to have counselling, a mediation process, or even firing the bully if the situation

continues. The person to talk to in the first instance might be your supervisor/line-manager, or the HR Manager

- 10.4.2 Keep a diary. Documenting everything that happens, including what you've done to try stopping it. This can help if you make a complaint;
- 10.4.3 Get support from someone you trust
- 10.4.4 If you feel safe and confident, you can approach the person who is bullying you and tell them that their behaviour is unwanted and not acceptable. If you are unsure how to approach them, you might be able to get advice from a colleague or line-manager; and
- 10.4.5 If the situation has not changed after complaining to your line-manager, or if there is not anyone you can safely talk to at work you can get outside information and advice

10.5 If you have made a complaint to your line-manager or others at the municipality and feel that there have not been adequate steps taken to stop the bullying, there are a number of other options that you can take to get help.

11 BREACHES OF THIS POLICY

11.1 The takes very seriously its commitment to providing a safe and healthy work environment, free from bullying. All employees are required to comply with this policy.

11.2 If an employee breaches this policy, they may be subject to disciplinary action. In serious cases this may include termination of employment. Agents and contractors (including temporary contractors) who are found to have breached this Policy may have their contracts with the municipality terminated or not renewed

11.3 If a person makes a false complaint, or a complaint in bad faith (e.g. making up a complaint to get someone else in trouble, or making a complaint where there is no foundation for the complaint), that person may be disciplined and or have their employment terminated.

12 COMMENCEMENT

12.1 This policy will come into effect on the date of adoption by council.

13 INTERPRETATION OF THIS POLICY

13.1 All words contained in this policy shall have an ordinary meaning attached thereto, unless the definition or context indicates otherwise.

13.2 Any dispute on interpretation of this policy shall be declared in writing by any party concerned.

13.3 The Office of the Municipal Manager shall give a final interpretation of this policy in case of a written dispute.

- 13.4 If the party concerned is not satisfied with the interpretation, a dispute may then be pursued with the South African Local Government Bargaining Council or Arbitration

14 PERMANENT/TEMPORARY WAIVER OR SUSPENSION OF THIS policy

- 14.1 This policy may be partly or wholly waived or suspended by the Municipal Manager on a temporary or permanent basis after consultation between the Management and Trade Unions.

- 14.2 Notwithstanding clause No. 14.1 the Municipal Manager may under circumstances of emergency temporarily waive or suspend this policy subject to reporting of such waiver or suspension to Council and Trade Unions.

15 AMENDMENT AND/OR ABOLITION OF THIS POLICY

- 15.1 This policy may be amended or repealed by the Municipal Manager after consultation between Management and Trade Unions.

16. COMPLIANCE AND ENFORCEMENT

- 16.1 Violation of or non-compliance with this policy will give a just cause for disciplinary steps to be taken.

- 16.3 It will be the responsibility of Managers of different levels and Supervisors to enforce compliance with this policy.

CPS/P304 CR 140/26/05/2022



MR. L. MATIWANE
MUNICIPAL
MANAGER



CLLR S. MNGENELA
HON. MAYOR



CLLR N NGWANYA
HON. SPEAKER

THE INTEGRATED HUMAN RESOURCES MANAGEMENT (HRM) PLAN **FOR** **MATATIELE LOCAL MUNICIPALITY**

SECTION 1

1. Executive Summary

1.1 Overview of the Municipality

Matatiele Local Municipality (MLM) is located on the Northern part of the Eastern Cape Province. It adjoins onto Elundini Municipality to the South West, Greater Kokstad Municipality (KZN) to the East, Umzimvubu Municipality to the South, and Lesotho to the North.

It is one of the four local municipalities forming part of the Alfred Nzo District Municipality. The other municipalities are uMzimvubu, Mbizana and Ntabankulu Local Municipalities. With the changes in ward demarcation, Matatiele now consists of 26 municipal wards with a population of 258 765 people.

R56 road is a major arterial and trade route running through the municipality in an east-west direction linking Matatiele with Kokstad to the east and Mount Fletcher to the west. It links the municipality with KwaZulu-Natal Province and parts of the Eastern Cape Province located south of Matatiele Municipality. The western parts of the area (commercial agricultural farms) forms part of high production potential land stretching from Matatiele and Kokstad in the south through the KwaZulu-Natal Midlands to the north western parts of KwaZulu-Natal.

Matatiele Municipal area is composed of the commercial farmlands surrounding the service centre of Matatiele, the town of Cedarville together with the R293 township of Maluti. The

municipality is predominantly rural in nature, with 91% of households classified as rural and only 9% as urban. The district is dominated by expansive poorly developed rural villages.

While Matatiele Town serves as a service centre and/or the main economic hub for Matatiele Municipality and beyond, and is identified in the District Municipality SDF as a primary node, the settlement pattern is characterised by dispersed rural settlements surrounded by subsistence farmlands in the former Transkei region, which fell within the previous Umzimvubu boundary. The area is located at the foothills of Drakensburg Mountains. It adjoins onto the World Heritage site along its western boundary and was included in the Maloti-Drakensberg Transfrontier Conservation and Development Project (MDTP). The latter was a collaborative initiative between South Africa and the Kingdom of Lesotho to protect the exceptional biodiversity of the Drakensberg and Maloti mountains through conservation, sustainable resource use, and land-use and development planning. This area encompasses distinct landscape and biological diversity. It is quite rich in species and high in endemism.

2. Vision

"WHERE NATURE, AGRICULTURE, AND TOURISM ARE INVESTMENTS OF CHOICE"

3. Mission

- 3.1 *To improve infrastructure and enhance investment potential*
- 3.2 *To create an awareness on nature conservation*
- 3.3 *To promote and improve agriculture*
- 3.4 *To promote and grow local tourism*
- 3.5 *To promote sustainable Small, Medium and micro Enterprises.*
- 3.6 *To advance proper spatial planning*
- 3.7 *To stimulate sustainable rural communities*

4. Values

- 4.1 *Respect*
- 4.2 *Honesty and Ethical behavior*
- 4.3 *Transparency*
- 4.4 *Accountability*
- 4.5 *Professionalism and*
- 4.6 *Responsibility*

5. Overview of the Municipal Programmes (Based on the National Key Performance Areas (KPA's))

- 5.1 Basic Service Delivery and Infrastructure Development
- 5.2 Local Economic Development (LED).
- 5.3 Municipal Financial Viability and Management.
- 5.4 Institutional Municipal Transformation and Organisational Development.
- 5.5 Good Governance and Public Participation.
- 5.6 Spatial Development

SECTION 2

1. Strategic Direction

The six key strategic priorities for Matatiele are:

- 1.1 Reduction of service delivery backlogs and refurbishing of infrastructure
- 1.2 Sound financial management
- 1.3 Sustainable development and growth of the local economy
- 1.4 Proper Spatial Development Planning through localized SDF throughout the Municipality

- 1.5 Promote institutional arrangements Enhance public participation and integrated planning

2. Municipal Strategic Objectives

Links, integrates and co-ordinates all development plans of the municipality
Aligns the resources and capacity of the municipality with the implementation plan.
Forms policy frameworks which constitute the general basis on which the annual budget must be based is compatible with the National and Provincial development plans and planning requirements.

3. Municipal HRM Strategic Objectives

- 3.1 To provide effective Human Resource Management
- 3.2 To provide effective and efficient administrative services
- 3.3 To ensure compliance with all relevant pieces of legislation and agreements
- 3.4 To ensure development and implementation of policies and bylaws
- 3.5 Alignment of the two strategic objectives

SECTION 3

3.1 Workforce Analysis

3.1.1 Supply and Demand

KEY – A=oversupply, B=Fully available, C=Available, no reserves, D=Not enough, limited availability

Key Competencies	Current Supply								Future Supply								Risk		Risk Assessment High, Medium, Low		
	Internal Availability ¹				External Availability				Internal Availability				External Availability				Yes	No	H	M	L
	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D					
Town& Regional Planning			3														1			1	
Engineers			3					1										1			1
Legal Practitioner			2															1			
IT Practitioner			6									1					1		1		
Labour Relations Practitioner			1														1				1
Employee Wellness Practitioner			1														1			1	
IDP / PMS Coordinator			2															1			1

3.1.2 Organizational Structure/ Staff Establishment

3.1.2.1 Structural changes

3.1.2.1.1 ESTABLISHMENT STATISTICS: SUMMARY FOR THE DEPARTMENTS

Department	TOTAL NO OF POSTS	TOTAL NO OF POSTS FILLED	VACANT POSTS		
			TOTAL UNFUNDED VACANCIES	TOTAL FUNDED VACANCIES	TOTAL VACANCIES
Budget and Treasury	40	35	0	05	05
Community Services	90	83	1	06	06
Corporate Services	96	91	0	06	06
Economic Development and Planning	17	16	0	01	01
Municipal Managers	24	23	0	04	04
Infrastructure Services	90	76	0	11	11
TOTAL	357	324	1	33	33
VACANCY RATE					11.79%

DETAILED DEPARTMENTAL STATISTICS: BUDGET & TREASURY EMPLOYEES

CATEGORY	NO. OF POSTS	FILLED POSTS	VACANT POSTS		
			UNFUNDED VACANCIES	FUNDED VACANCIES	TOTAL VACANT POSTS
Chief Financial Officer	1	0	0	1	1
Middle Managers	4	4	0	0	0
Executive Secretary	1	1	0	0	0
Accountants	9	7	0	2	2
Senior Officers	10	8	0	2	2
Officers	7	7	0	0	0
Cashiers	4	4	0	0	0
Administrators	1	1	0	0	0
Debtors Collection	1	1	0	0	0
General Assistant	1	1	0	0	0
Enquiries Clerk	1	1	0	0	0
Meter Reader	-	-	-	-	-
TOTAL	40	35	0	05	05
VACANCY RATE : 7.5%					

DETAILED DEPARTMENTAL STATISTICS: COMMUNITY SERVICES

CATEGORY	NO. OF POSTS	FILLED POSTS	VACANT POSTS		
			UNFUNDED VACANCIES	FUNDED VACANCIES	TOTAL VACANT POSTS
General Manager: Community Services	1	1	0	0	0
Middle Managers	3	3	0	0	0
Executive Secretary	1	1	0	0	0
Co-ordinator	1	1	0	0	0
Deputy Chief	2	2	0	0	0
Assistant Superintendent	2	2	0	0	0
Senior Officer	13	12	0	1	1
Officers	16	16	0	0	0
Supervisors	2	2	0	0	0
Drivers	2	2	0	0	0
Caretakers (hall and sports fields)	1	1	0	0	0
Museum Curator	1	1	0	0	0
General Assistant	23	23	0	0	0
Parks and Cemetery Caretaker	1	1	0	0	0
Pound Master	1	1	0	0	0
Pound Assistant	2	2	0	0	0
Pound Admin	1	1	0	0	0
Field Rangers	2	2	0	0	0
Fire and Rescue Assistants	4	4	0	0	0
Park Assistant	1	0	1	1	1
Traffic Warden	4	2	0	2	2
Data Capture	1	1	0	0	0
Administrators	3	1	0	2	2
TOTAL	90	83	1	6	6

VACANCY RATE : 13.33%

Program 2&3: Corporate Services Department

CATEGORY	NO. OF POSTS	FILLED POSTS	VACANT POSTS		
			UNFUNDED VACANCIES	FUNDED VACANCIES	TOTAL VACANT POSTS
General Manager	1	1	0	0	0
Middles Managers	4	3	0	1	1
Executive Secretary	1	1	0	0	0
Chief Officer: Performance Management	1	1	0	0	0
Senior Officer: Staff Provisioning	1	0	1	1	1
Administrator: Staff Provisioning & Records	1	1	0	0	0
Senior Officer: Condition of Service	1	1	0	0	0
Senior Officer: HRIS	1	1	0	0	0
EAWP& OHS Practitioner	1	1	0	0	0
HR Generalist	1	1	0	0	0
Senior Officer: Labour Relations	1	1	0	0	0
Senior Officer: OD & IPMS	1	1	0	0	0
Administrator: OD & IPMS	1	1	0	0	0
Senior Officer: Human Resources Development (HRD)	1	1	0	0	0
Administrator: Human Resources Development (HRD)	1	0	0	1	1
Data Centre & ICT Infrastructure	1	1	0	0	0
Network & Desktop Support Technician	1	1	0	0	0
Telephone @Communication Technology	1	1	0	0	0
IT Security & Compliance Officer	1	1	0	0	0
Officer: Applications & Database	1	1	0	0	0
Senior Officer: Registry & Archives	1	1	0	0	0

Registry & Archives Officer	1	1	0	0	0
Records Management Officer	1	1	0	0	0
ICT Service Desk Analyst	1	1	0	0	0
Supervisor: House Keeping	1	1	0	0	0
General Assistants	16	16	0	0	0
Security & Loss Control Officer	1	0	0	1	1
Messenger Driver	5	5	0	0	0
Coordinators: Secretarial Services	1	1	0	0	0
Officer: Secretarial Services	3	3	0	0	0
PA to the Speaker	1	1	0	0	0
Secretary to the Speaker	1	1	0	0	0
Driver to the Speaker	1	1	0	0	0
Speaker's Aide	1	0	0	1	1
PA to the Mayor	1	1	0	0	0
Secretary to the Mayor	1	1	0	0	0
Mayoral Driver	1	1	0	0	0
Mayoral Aide	1	1	0	0	0
EXCO & Sec 79 Committee Secretary	1	1	0	0	0
PA to the Chief whip	1	1	0	0	0
Chief Officer Public Participation & Public Education	1	1	0	0	0
Ward Support Assistant	26	26	0	0	0
Massager Driver Public Participation	1	1	0	0	0
Senior Customer Care & Community Liaison Officer	1	1	0	0	0
Customer Care Officer	1	1	0	0	0
Customer Care Office	1	1	0	0	0
Assistant Customer Care	1	1	0	0	0
TOTAL	96	91	0	5	5

VACANCY RATE : 3.7%

Program 4: Economic Development and Planning

CATEGORY	NO. OF POSTS	FILLED POSTS	VACANT POSTS		
			UNFUNDED VACANCIES	FUNDED VACANCIES	TOTAL VACANT POSTS
Municipal Manager	1	1	0	0	0
Departmental Secretary	1	1	0	0	0
Middle Managers	4	2	0	2	2
Coordinators	1	1	0	0	0
Chief Officer	2	2	0	0	0
Senior Officers	9	8	0	1	1
Officers	6	6	0	0	0
Assistant Call Centre Agent	1	1	0	0	0
TOTAL	25	23	0	3	3

VACANCY RATE : 0.0%

CATEGORY	NO. OF POSTS	FILLED POSTS	VACANT POSTS		
			UNFUNDED VACANCIES	FUNDED VACANCIES	TOTAL VACANT POSTS
General Manager	1	1	0	0	0
Departmental Executive Secretary	1	1	0	0	0
Middle Managers	2	2	0	0	0
Co- Ordinators	2	2	0	0	0
Chief Officers	1	0	0	1	1
Senior Officers	7	7	0	0	0
Officers	1	1	0	0	0
Administrators	2	2	0	0	0
TOTAL	17	16	0	03	01

VACANCY RATE : 0.72%

MUNICIPAL MANAGERS OFFICE

INFRASTRUCTURE SERVICES

CATEGORY	NO. OF POSTS	FILLED POSTS	VACANT POSTS		
			UNFUNDED VACANCIES	FUNDED VACANCIES	TOTAL VACANT POSTS
General Manager	1	0	0	1	1
Middle Managers	3	3	0	0	0
Executive Secretary	1	1	0	0	0
Co-ordinators PMU	3	2	0	1	1
Chiefs ISD Officers	2	1	0	1	1
Superintendent MV	1	0	0	1	1
Superintendent LV	1	1	0	0	0
Electrical Artisans MV	2	1	0	1	1
Electrical Artisans LV	2	2	0	0	0

Artisan Aide MV	1	0	0	1	1
Artisan Aide LV	2	2	0	0	0
General Assistants MV	4	4	0	0	0
General Assistants LV	4	3	0	1	1
General Assistant	2	1	0	1	1
Supervisor : O&M Maluti	1	1	0	0	0
Supervisor : O&M Matatiele	1	1	0	0	0
Supervisor : O&M Cedarville	1	1	0	0	0
Maintenance	1	1	0	0	0
Road Maintenance	3	3	0	0	0
Driver	2	1	0	0	0
General Assistant	30	30	0	0	0
Artisan Aide: Road Maintenance	1	1	0	0	0
General Assistant	10	8	0	2	2
Accountant Projects	1	0	0	1	1
Chief Technician: Rural Road Maintenance and Monitoring	1	1	0	0	0
TLB Operator	1	1	0	0	0
Grader Operator	1	1	0	0	0
Low-bed Operator	1	1	0	0	0
Senior Officer: Building Control and Administration	1	1	0	0	0
Human Settlement Officer	2	2	0	0	0
Handyman	1	1	0	0	0
Building Control Officer: Quality Assurance	2	0	0	2	2
			0	0	0
TOTAL	90	76	0	13	13

VACANCY RATE: 10%

3.2 Job Evaluation

The Job evaluation will be done at district level, by the Alfred Ndzo District Municipality.

4 Competencies

Key Competencies	Current Supply	Future Supply	Risk	Risk Assessment High,
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																			Medium, Low		
	Internal Availability ²				External Availability				Internal Availability				External Availability				Yes	N	H	M	L
	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D		O			
Town& Regional Planning				1							1						1			1	
Engineers							1							1				1			1
Legal Practitioner					1				1					1			1		1		
IT Practitioner					1						1				1		1		1		
Labour Relations Practitioner					1						1						1		1		
Employee Wellness Practitioner					1						1						1			1	
IDP / PMS Coordinator			1			1					1							1			1

¹ KEY – A=oversupply, B=Fully available, C=Available, no reserves, D=Not enough, limited availability

TABLE FOR SCARCE SKILLS

Scarce Skills ³	Current Supply								Future Supply								Risk		Risk Assessment High, Medium, Low ⁴		
	Internal Availability				External Availability				Internal Availability				External Availability				Yes	No	H	M	L
	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D					
Town & Regional Planner				1							1						1		1		
IT Practitioner					1				1								1		1		

¹ KEY – A=oversupply, B=Fully available, C=Available, no reserves, D=Not enough, limited availability

¹ High risk=severe and immediate impact on service delivery, Medium risk=some impact on service delivery, Low risk=minimal impact on service delivery

Training and Development

Competency Gaps	Name of appropriate Intervention	Training Programme Readily Available (y/n/)	Number of People				Proposed Budget
			Y1	Y2	Y3	Y4	
Finance Management Skills	Certificate in Municipal Finance		40	40	10	10	
Management Of Project	Project Management		5	5	5	5	
Career Development	Study Assistance		10	20	20	30	
Disciplinary Hearing role play skills	Management Development Programme		30	5	5	5	

5 Types of employment

Identified Employment Type	Number of Employees per Programme						TOTAL
	MM	Corporate Services	Community Services	Technical Services	Economic Development & Planning	Finance & Budget	
Contract	5	31	4	7	4	5	57
Permanent	11	45	67	98	4	25	250
TOTAL	17	76	71	105	8	30	307

6 Age Profile of Workforce

AGE	TOTAL							
	Municipal Manager's Office	Corporate Services	Community Services	Infrastructure Services	Finance & Budget	EDP	Number	% of Workforce
< 20	0	0	0	0	0	0	0	0
20-24	0	0	0	0	0	0	0	7.06
25-29	3	11	8	3	4	3	29	20
30-34	8	14	17	17	12	5	73	15.88
35-39	5	24	27	14	10	1	81	11.18
40-44	0	18	18	11	3	3	53	8.82
45-49	1	12	5	9	2	2	31	5.29
50-54	0	5	4	6	1	2	18	5.6
55-59	2	3	2	5	2	0	14	5.88
60-64	0	4	3	10	0	0	17	2.06
Over 64	0	0	0	0	0	0	0	
TOTAL	19	91	84	75	34	16	319	94.71

7 Employment Equity

7.1 Gender & Race

Please report the total number of **employees** (including employees with disabilities) in each of the following **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	1	0	0	0	0	0	0	0	0	0	1
Senior management	2	0	0	0	1	0	0	0	0	0	3
Professionally qualified and experienced specialists and mid-management	8	0	0	0	9	1	0	0	0	0	18
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	36	6	0	0	38	3	1	1	1	0	89
Semi-skilled and discretionary decision making	51	2	0	0	54	4	0	1	1	0	113
Unskilled and defined decision making	55	1	0	0	42	1	0	0	0	0	100
TOTAL	154	9	0	0	147	9	1	2	1	0	324

7.2 People with disability

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	0	0	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making	2	0	0	0	0	0	0	0	0	0	2
TOTAL	2	0	0	0	0	0	0	0	0	0	2

7.3 Staffing Patterns

7.3.1 Staff turnover, Vacancy and Stability

Terminations	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Resignation	8	1	0	0	5	0	0	0	0	0	14
Non-renewal of contract	2	0	0	0	3	0	0	0	0	0	5
retrenchment – Operational requirements	0	0	0	0	0	0	0	0	0	0	0
Dismissal - misconduct	1	0	0	0	0	0	0	0	0	0	1
Dismissal - incapacity	0	0	0	0	0	0	0	0	0	0	0
Retirement	2	0	0	0	0	0	0	0	0	0	2
Death	2	0	0	0	1	0	0	0	0	0	3
TOTAL	15	1	0	0	9	0	0	0	0	0	25

8. Employee Health and Wellness

The Municipality will rollout Health & Safety Wellness program by acquiring services externally

9. Performance Management issues

Individual Management Performance (IPMS) will be done internally through the established IPMS Sub – Unit of HRM Unit.

10. Employee Relations

Employee Relations will be managed internally through active participation of the local labour forum

11. Values and Ethical Behaviour.

This will be done through the implementation of employee code of conduct and secrecy and confidentiality codes

SECTION 4

1. Priority Human Resources Issues

1.1 Recruitment and Selection

1.2 Retention Strategy

1.3 Skills Development

1.4 Employee Wellness and Safety Programme

1.5 Individual Performance Management System (IPMS)

- 1.6 Employee Relations
- 1.7 Succession Planning and Career Development
- 1.8 Organizational Development
- 1.9 Human Resources Information Systems
- 1.10 Recognition and Reward System

SECTION 5

5.1 Current Budget situation

5.1.1.1 FINAL OPERATING BUDGET

The total final operating income has been budgeted at the sum of R 388 292 128 and can be summarised as follows:

Description	Adjusted Budget – 2019/2020
Total Budget	505 351 549
Property Rates	44 100 000
Service Charges	53 290 802
Rentals of facilities and equipment	R1 700 000
Interest earned – external investments	13 000 000
Interest earned – outstanding debtors	10 224 923
Fines	2 093 696
Licenses and permits	4 524 684
Government grants & subsidies	242 898 750
Other	1 673 000
Total Revenue (Excluding Capital Grants)	R 368 981 171

The total final operating expenditure has been budgeted at the sum of **R 388 292 128** can be summarised as follows:

5.1.2 FUNDING FOR CAPITAL BUDGET

5.1.3 The final capital budget is **R 388 292 128** as it appears on the approved Budget for 2018/2019, as follows: -.

DESCRIPTION	BUDGET 2019/2020
Employee Related Costs	R 120 607 804
Remuneration Of Councillors	R 22 763 488
Debt Impairment	R 5 500 000
Depreciation & Asset Impairment	R 30 447 764
Bulk Purchases	R 47 900 000
Other Materials	R 4 631 500
Contracted Services	R 88 322 925
Transfers and Expenditure	R -
Other Expenditure	R 68 118 647
Total Expenditure	R388 292 128

Description	Budget 2019/2020
Total Capital Budget	178 384 250
DOE	R 45 042 442
OTHER	R 700 000
MIG	R 61 306 200

SUB-TOTAL	(Capital	Grants
Receivable)		
Capital Replacement Reserve		61 300 000
External Loan		00

SECTION 6

6.1 Action Plan/ Implementation Plan

The Human Resources Management Plan will be implemented on a five (5) year period and it will be reviewed annually

SECTION 7

7.1 Monitoring and Evaluation

The Human Resources Management Plan will be monitored on a quarterly basis and reviewed annually by the Corporate Services Department.

SECTION 8

8.1 Municipal Recommendations

- 8.1.1 Design and annual review of the staff establishment
- 8.1.2 Formulation, review and implementation of the new generation human resources policies
- 8.1.3 Formulation and implementation a skills development strategy for the Municipal human capital
- 8.1.4 Implementation of a sound Individual performance management system
- 8.1.5 Implementation of a well-balanced staff retention strategy
- 8.1.6 Implementation of a human capital health and safety programme
- 8.1.7 Implementation of an Employee, Wellness & Assistance programme

CPS/P303 CR 140/26/05/2022



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MUNICIPAL
MANAGER



CLLR S. MNGENELA
HON. MAYOR



CLLR N NGWANYA
HON. SPEAKER