

**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-

- (a) The objectives to be achieved for each year of the plan
- (b) The affirmative action measures to be implemented as required by section 15(2);
- (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;
- (d) The timetable for each year of the plan for the achievement of goals and objectives other than numerical goals;
- (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;
- (g) The internal procedures to resolve any dispute about the interpretation or implementation of the plan;
- (h) The persons in the workforce, including senior managers, responsible for monitoring and implementing the plan; and (i) Any other prescribed matter.

**TEMPLATE FOR EMPLOYMENT EQUITY PLAN
(Section 20)****Employer Details**

Trade name : Department of Education

DTI Registration name :

PAYE/SARS No : 7840738217

EE Ref No : 7840738217

Industry/Sector : Education

Province : Mpumalanga

Tel No : 0137665071

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Name & Surname of the CEO/Accounting Officer

Mrs Lucy Moyane

Email Address : l.moyane@mpuedu.gov.za

1. INTRODUCTION

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

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

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

DURATION OF THE PLAN

Section 20 indicates that the duration of the Employment Equity Plan may not be shorter than one year or longer than five years. The duration of the plan must have a specific start and end date, as reflected below: *(Please note that the template shown below is based on a 3 year plan)*

01 September 2024

Start date: (dd / mm / yyyy)

to

31 August 2025

End date: (dd / mm / yyyy)

2. OBJECTIVES FOR EACH YEAR OF THE PLAN

The objectives for each year of the plan, which should be specific, measurable, attainable, relevant and time bound, are reflected in the table below:

TIMEFRAMES (e.g.)		OBJECTIVES
YEAR 1	1 September 2024 – 31 August 2025	<ul style="list-style-type: none"> • 50 representation of Women in Senior Management • 2% representation of Persons with Disabilities in the Department

3. BARRIERS AND AFFIRMATIVE ACTION MEASURES

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

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)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)	TIME-FRAMES		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE	(briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	(briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	START DATE	END DATE	
Recruitment procedures	✓		✓	Policy <ul style="list-style-type: none">Selection/interview committee to be knowledgeable of the job requirementsLack of affirmative Action Measures e.g. (Fair discrimination) Practice <ul style="list-style-type: none">Stigmatization of posts according to gender alignment	<ul style="list-style-type: none">Behavioural change Capacitation of panel membersReviewal of recruitment policy	01 Sep 2024	31 Mar 2025	Mr G Mathebula

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Advertising positions				None	None	01 Sep 2024	31 Mar 2025	Mr G Mathebula	
Selection criteria		✓		✓ Variation of selection criteria	✓ Capacitation of Panel Members	01 Sep 2024	31 Mar 2025	Mr G Mathebula	
Appointments	✓			<ul style="list-style-type: none"> The Employment Equity plan is inconsistent with Affirmative Action Measures 	<ul style="list-style-type: none"> Review the EE plan 	01 Sep 2024	31 Mar 2025	Mr G Mathebula	
Job classification and grading	✓			<ul style="list-style-type: none"> Lack of job evaluation system 	<ul style="list-style-type: none"> To request DPSA to introduce the new Job Evaluation system 	01 Sep 2024	31 Mar 2025	Mr G Mathebula	

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)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)	TIME-FRAMES		RESPONSIBILITY (Designation)	
	POLICY	PROCEDURE	PRACTICE	(briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	(briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	START DATE	END DATE		
Remuneration and benefits				None	None				

Terms & conditions of employment				None	None			
Work environment and facilities	✓			✓ Lack of a conducive environment	✓ Create a conducive environment (employer of choice)	01 Sep 2024	31 Mar 2025	Dr SM Thwala
Training and development			✓	✓ Inadequate funding for training and development budget	✓ Compliance with the Skills Development Act no. 97 of 1998	01 Sep 2024	31 Mar 2025	Mr D Motshoeni
Performance and evaluation			✓	✓ Inability to implement PDP interventions	✓ An adequate allocation of the training budget	01 Sep 2024	31 Mar 2025	Mr D Motshoeni
Succession & experience planning	✓			✓ Non-existence of succession plan	✓ Develop and implement a succession plan	01 Sep 2024	31 Mar 2025	Mr G Mathebula
Disciplinary measures				None	None			

BARRIERS AND AFFIRMATIVE ACTION MEASURES							RESPONSIBILITY (Designation)	
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)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)	TIME-FRAMES		
	POLICY	PROCEDURE	PRACTICE	(briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	(briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	START DATE	END DATE	

Retention of designated groups	✓			✓ Inadequate guidelines on retention strategy	✓ Develop retention strategic guidelines for implementation	01 Sep 2024	31 Mar 2025	Mr G Mathebula
Corporate culture			✓	✓ Public perception about the department	✓ Rebranding of the department	01 Sep 2024	31 Aug 2025	Mr ZM Radebe
Reasonable accommodation	✓			✓ Sense of urgency on enabling environment for reasonable accommodation	✓ Incorporation of urgency clause in the EE policy	01 Sep 2024	31 Mar 2025	Mrs PN Mbatha
HIV&AIDS prevention and wellness programmes			✓	✓ Minimal resource allocation (Human and Financial)	✓ Sufficient allocation of resources	01 Sep 2024	31 Mar 2025	Ms DM Matjee
Assigned senior manager(s) to manage EE implementation				None				

CATEGORIES	BARRIERS AND AFFIRMATIVE ACTION MEASURES					TIME-FRAMES	RESPONSIBILITY (Designation)
	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice	BARRIERS (PLEASE PROVIDE NARRATION)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)				

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	POLICY	PROCEDURE	PRACTICE	(briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	(briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	START DATE	END DATE	
Budget allocation in support of employment equity goals			✓	<ul style="list-style-type: none">Inadequate budget for Employment Equity programmes	<ul style="list-style-type: none">For CFO to allocate adequate budget for EE programmes	01 Sep 2024	31 Mar 2025	Mrs TF Ntuli
Time off for employment equity consultative committee to meet				None	None			

4. WORKFORCE PROFILE, NUMERICAL GOALS AND TARGETS

Workforce profile information is a snapshot of the workforce at a particular date and time, which is used below to conduct an analysis of the workforce and, at the same time, serve as baseline information for the setting of numerical goals and targets.

4.1 SNAPSHOT OF THE CURRENT WORKFORCE PROFILE

The workforce profile snapshot tables used for the conducting of the analysis to inform this plan are used below as a baseline for the setting of numerical goals and targets for each year of the plan.

Workforce profile snapshot date : 05 August 2024
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	-	-	-	3	-	-	-	0	0	4
Senior management	20	-	-	-	8	-	1	-	0	0	29
Professionally qualified and experienced specialists and midmanagement	1119	5	2	129	850	11	9	122	0	0	2247
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	9683	53	13	392	20674	115	60	1919	0	0	32909
Semi-skilled and discretionary decision making	1110	-	-	6	2062	2	8	85	0	0	3286
Unskilled and defined decision making	1195	0	1	4	1315	0	1	2	0	0	2518
TOTAL PERMANENT	13128	58	16	531	24911	129	78	2128	0	0	40992
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	13128	58	16	531	24911	129	78	2128	0	0	40992

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
Senior management	0	0	0	0	-	-	-	-	0	0	0
Professionally qualified and experienced specialists and midmanagement	6	0	0	1	4	-	-	-	0	0	10
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	15	0	0	1	7	-	-	1	0	0	23
Semi-skilled and discretionary decision making	16	0	0	0	11	-	-	-	0	0	21
Unskilled and defined decision making	1	0	0	0	-	-	-	-	0	0	0
TOTAL PERMANENT	30	0	-	3	22	0	0	1	0	0	56
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	30	0	-	3	22	0	0	1	0	0	56

4.2 NUMERICAL GOALS

Numerical goals must include the entire workforce profile, and **NOT** the difference that is projected to be achieved by the end of this EE Plan. Below are two tables on numerical goals, one covering all employees, including people with disabilities, and the other covering people with disabilities **ONLY**.

Start date: 01 / 09 / 2024
DD / MM / YYYY

End date: 31 / 08 / 2025
DD / MM / YYYY

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	3	0	0	0	0	0	4
Senior management	20	0	0	0	9	0	1	0	0	0	30
Professionally qualified and experienced specialists and midmanagement	1078	3	4	126	811	5	9	122	0	0	2158
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	9428	12	52	399	20130	59	113	1868	0	0	32061
Semi-skilled and discretionary decision making	1065	1	1	7	2029	8	2	85	0	0	3198
Unskilled and defined decision making	1236	1	1	6	1300	1	1	5	0	0	2551
TOTAL PERMANENT	12828	17	58	538	24282	73	126	2080	0	0	40002
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	12828	17	58	538	24282	73	126	2080	0	0	40002

Numerical goals for people with disabilities ONLY

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and midmanagement	6	0	0	1	5	0	0	0	0	0	12
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	15	0	0	1	7	0	0	1	0	0	24
Semi-skilled and discretionary decision making	16	0	0	0	12	0	0	0	0	0	28
Unskilled and defined decision making	1	0	0	0	1	0	0	0	0	0	2
TOTAL PERMANENT	38	0	0	2	25	0	0	1	0	0	66
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	38	0	0	2	25	0	0	1	0	0	66

4.3 NUMERICAL TARGETS

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 / 09 / 2024.	End date:	31 / 08 / 2025		
	DD / MM / YYYY		DD / MM / YYYY		

Numerical targets for all employees, including people with disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	1	0	0	0	3	0	0	0	0	0	4
Senior management	20	0	0	0	9	0	1	0	0	0	30
Professionally qualified and experienced specialists and midmanagement	1078	3	4	126	811	5	9	122	0	0	2158
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	9428	12	52	399	20130	59	113	1868	0	0	32061
Semi-skilled and discretionary decision making	1065	1	1	7	2029	8	2	85	0	0	3198
Unskilled and defined decision making	1236	1	1	6	1300	1	1	5	0	0	2551
TOTAL PERMANENT	12828	17	58	538	24282	73	126	2080	0	0	40002
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	12828	17	58	538	24282	73	126	2080	0	0	40002

Numerical targets for people with disabilities ONLY

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and midmanagement	6	0	0	1	5	0	0	0	0	0	12
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	15	0	0	1	7	0	0	1	0	0	24
Semi-skilled and discretionary decision making	16	0	0	0	12	0	0	0	0	0	28
Unskilled and defined decision making	1	0	0	0	1	0	0	0	0	0	2
TOTAL PERMANENT	38	0	0	2	25	0	0	1	0	0	66
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	38	0	0	2	25	0	0	1	0	0	66

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

All the structures for monitoring and evaluating the progress of the plan should be specified with clear roles and responsibilities for the stakeholders involved including time frames when the monitoring takes place.

STAKEHOLDER	ROLE/RESPONSIBILITY	FREQUENCY
Employment Equity Committee	Monitoring and implementation of the EE plan	Quarterly
ELRC	Presentation of the EE reports	Quarterly
Workplace Forum	Monitoring and implementation of the EE plan	Quarterly

6. DISPUTE RESOLUTION MECHANISMS

The Department is utilizing the PSCBC resolution on disputes (Attached)

7. SENIOR MANAGERS ASSIGNED TO MONITOR AND IMPLEMENT THE PLAN

10 Senior Managers at the Director levels were appointed to serve in the committee.

- *Mr JS Ndala*
- *Ms DM Matjee*
- *Mr G Matlele*
- *Mrs PN Mbatha*
- *Mr D Motshoeni*
- *Mr G Mathebula*
- *Mr P Magagula*
- *Mr D Maja*
- *Mr J Ndlovu*
- *Mrs L Goba*

8. ANY PRESCRIBED MATTER CAN BE INCLUDED.

None


SIGNATURE OF THE CHIEF EXECUTIVE OFFICER/ACCOUNTING OFFICER**Chief Executive Officer/Accounting Officer**

I LUCY HLOHANI MOYANE (full Name) CEO/Accounting Officer of
MPUMALANGA DEPT OF EDUCATION

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

Signed on this 26th day of AUGUST year 2024

At place: MBOMBELA



Chief Executive Officer /Accounting Officer