

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 form 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
DTI Registration name
PAYE/SARS No
EE Ref No
Industry/Sector
Province
Tel No
Fax No
Postal address
Physical address
Province
Name & Surname of the CEO/Accounting Officer
Email address

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)
- 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

Start date: (dd / mm / yyyy)	to	End date: (dd / mm / yyyy)
reflected below: (Please note that	the template s	shown below is based on a 3 year plan)
year or longer than five years. The	duration of the	plan must have a specific start and end date, a
Section 20 indicates that the duration	on of the Emplo	byment Equity Plan may not be shorter than or

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:

TIMEFRAM	ES (e.g.)	OBJECTIVES
YEAR 1	1 September 2012-31 August 2013	• •
YEAR 2	1 September 2013-31 August 2014	• • •
YEAR 3	1 September 2014-31 August 2015	• •

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.

CATEGORIES	category barriers	one or more cells below to indica exist in terms of res and/or pract	ate where policies,	BARRIERS AND AFFI BARRIERS (PLEASE PROVIDE NARRATION)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)	S TIME-FI	RAMES	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								
Advertising positions								
Selection criteria								
Appointments								
Job classification and grading								

	BARRIERS AND AFFIRMATIVE ACTION MEASURES											
CATEGORIES	category barriers	one or more cells below to indica exist in terms of es and/or practi	nte where policies,	BARRIERS (PLEASE PROVIDE NARRATION) (briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)	TIME-F	RAMES	RESPONSIBILITY (Designation)				
	POLICY	PROCEDURE	PRACTICE		(briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	START DATE	END DATE					
Remuneration and benefits												
Terms & conditions of employment												
Work environment and facilities												
Training and development												
Performance and evaluation												
Succession & experience planning												
Disciplinary measures												

		one or more cells below to indica		BARRIERS	AFFIRMATIVE ACTION MEASURES	TIME-FI	RAMES	RESPONSIBILITY (Designation)
CATEGORIES	barriers	exist in terms of es and/or practi	policies,	(PLEASE PROVIDE NARRATION) (briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	(PLEASE PROVIDE NARRATION) (briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)			
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
Retention of designated								
groups Corporate culture								
Reasonable accommodation								
HIV&AIDS prevention and wellness programmes								
Assigned senior manager(s) to manage EE implementation								

CATEGORIES	category barriers	one or more cells below to indica exist in terms of res and/or practi	ite where policies,	BARRIERS (PLEASE PROVIDE NARRATION)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)	TIME-FI	RAMES	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	
Budget allocation in support of employment equity goals								
Time off for employment equity consultative committee to meet								

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 us	sed 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	
	DD / MM /YYYY

Table 1: Snapshot of workforce profile for all employees, including people with disabilities

Occupational Levels	Male				Female				Foreign	Nationals	Total
Occupational Levels	Α	С	1	w	Α	С	ı	w	Male	Female	Total
Top management											
Senior management											
Professionally qualified and experienced specialists and mid- management											
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents											
Semi-skilled and discretionary decision making											
Unskilled and defined decision making											
TOTAL PERMANENT											
Temporary employees											
GRAND TOTAL											

Table 2: Snapshot for workforce profile for people with disabilities ONLY

Occupational Levels											
	Male				Fen	nale		Foreign	Total		
	Α	С	ı	w	Α	С	I	w	Male	Female	1 Otal
Top management											
Senior management											
Professionally											
qualified and											
experienced											
specialists and mid-											
management											
Skilled technical and											
academically qualified											
workers, junior											
management,											
supervisors, foremen,											
and superintendents											
Semi-skilled and											
discretionary decision											
making											
Unskilled and defined											
decision making											
TOTAL PERMANENT											
Temporary											
employees											
GRAND TOTAL											

4.2 NUMERICAL GOALS

Numerical goal	s must include the entire workforce p	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, inc	luding people with disabilities, and th	e other covering people with disabilities ONLY.
Start date:		End date:
	DD / MM / YYYY	DD / MM / YYYY

Numerical goals for all employees, including people with disabilities

Occupational Levels	Male			Female				Foreign	Nationals	Total	
Cocapanonai zovoio	Α	С	ı	w	Α	С	I	W	Male	Female	
Top management											
Senior management											
Professionally qualified and experienced specialists and mid- management											
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents											
Semi-skilled and discretionary decision making Unskilled and defined											
decision making											
TOTAL PERMANENT											
Temporary employees											
GRAND TOTAL											

Numerical goals for people with disabilities ONLY

Occupationa											
l Levels	Male				Female				Foreign Nationals		
	Α	С	I	w	Α	С	ı	w	Male	Female	Total
Top management											
Senior management											
Professionally qualified and experienced specialists and mid- management Skilled technical and academically qualified											
workers, junior management, supervisors, foremen, and superintendents											
Semi-skilled and discretionary decision making											
Unskilled and defined decision making											
TOTAL PERMANENT											
Temporary employees											
GRAND TOTAL											

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:	DD / MM / YYYY	End date:DD / MM / YYYY				

Numerical targets for all employees, including people with disabilities

Occupational Levels		Ma	ale			Female				Foreign Nationals	
	Α	С	I	w	Α	С	ı	W	Male	Female	Total
Top management											
Senior management											
Professionally qualified and experienced specialists and mid- management											
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents											
Semi-skilled and discretionary decision making											
Unskilled and defined decision making											
TOTAL PERMANENT											
Temporary employees											
GRAND TOTAL											

Numerical targets for people with disabilities ONLY

Occupational Levels											
	Male			Female				Foreign Nationals			
	Α	С	ı	w	Α	С	I	W	Male	Female	Total
Top management											
Senior management											
Professionally qualified and experienced specialists and mid- management Skilled technical and academically qualified											
workers, junior management, supervisors, foremen, and superintendents											
Semi-skilled and discretionary decision making											
Unskilled and defined decision making											
TOTAL PERMANENT											
Temporary employees											
GRAND TOTAL											

Numerical targets: Year 2						
Start date:	DD / MM / YYYY	End date:DD / MM / YYYY				

Numerical targets, including people with disabilities

Occupational Levels		Ma	ale			Female				Nationals	Total
occupational Levels	Α	С	I	w	Α	С	I	W	Male	Female	Total
Top management											
Senior management											
Professionally qualified and experienced specialists and mid- management Skilled technical and											
academically qualified workers, junior management, supervisors, foremen, and superintendents											
Semi-skilled and discretionary decision making											
Unskilled and defined decision making											
TOTAL PERMANENT											
Temporary employees											
GRAND TOTAL											

Numerical targets for people with disabilities ONLY

Occupational Levels											
		M	ale			Female			Foreign Nationals		Total
	Α	С	I	w	Α	С	ı	W	Male	Female	. ota.
Top management											
Senior management											
Professionally qualified and experienced specialists and mid- management Skilled technical and academically qualified workers, junior management, supervisors, foremen,											
and superintendents Semi-skilled and discretionary decision making Unskilled and defined decision making											
TOTAL PERMANENT											
Temporary employees											
GRAND TOTAL											

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
•	•	•
	•	
•	•	•
	•	
•	•	•
	•	

6. DISPUTE RESOLUTION MECHANISMS

A clear process to be followed to resolve disputes arising from the interpretation and implementation of the EE Plan, including the responsible persons and time-frames for each step to resolve the dispute.

- 7. SENIOR MANAGERS ASSIGNED TO MONITOR AND IMPLEMENT THE PLAN
- 8. ANY PRESCRIBED MATTER CAN BE INCLUDED.

SIGNATURE OF THE CHIEF EXECUTIVE OFFICER/ACCOUNTING OFFICER

Chief Executive Officer/Accounting Officer					
I (fu	ull Name) CEO/Accounting Officer of				
hereby declare that I have read, approved and authorized this E	∃E Plan.				
Signed on thisday of	vear				
	,				
At place:					
Chief Executive Officer /Accounting Officer					