

2.2 ANALYSIS OF WORKFORCE PROFILE BY OCCUPATIONAL LEVEL

The analysis is done separately for each occupational level and for each race and gender intersection in terms of African male, Coloured male, Indian male, White male, African female, Coloured female, Indian female, White male, Foreign National male and Foreign National female.

A similar analysis is done pertaining to the representation of people with disabilities (PWDs) without the Economically Active Population (EAP). The degree of under representation of the designated groups is determined by taking into account the Economically Active Population as outlined in Section D3 of these regulations.

TOP MANAGEMENT

	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
EAP											
ACTUAL											
%											
<p>COMMENTS: Underneath each table, furnish the findings, including proposed strategies on how under-representation will be addressed.</p>											

SENIOR MANAGEMENT

	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
EAP											
ACTUAL											
%											
<p>COMMENTS: Underneath each table, furnish the findings, including proposed strategies on how under-representation will be addressed.</p>											

PROFESSIONALLY QUALIFIED

	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
EAP											
ACTUAL											
%											
COMMENTS: Underneath each table, furnish the findings, including proposed strategies on how under-representation will be addressed.											

SKILLED TECHNICAL

	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
EAP											
ACTUAL											
%											
COMMENTS: Underneath each table, furnish the findings, including proposed strategies on how under-representation will be addressed.											


SEMI-SKILLED

	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
EAP											
ACTUAL											
%											
COMMENTS: Underneath each table, furnish the findings, including proposed strategies on how under-representation will be addressed.											

UNSKILLED

	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
EAP											
ACTUAL											
%											

COMMENTS: Underneath each table, furnish the findings, including proposed strategies on how under-representation will be addressed.

 <p>labour Department Labour REPUBLIC OF SOUTH AFRICA</p>	<p>EEA13</p>
---	---------------------

<p>PLEASE READ THIS FIRST</p> <p style="font-size: 2em;">↓</p>	<p>DEPARTMENT OF LABOUR</p>
<p>PURPOSE OF THIS FORM</p> <p>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-</p> <p>(a) The objectives to be achieved for each year of the plan</p> <p>(b) The affirmative action measures to be implemented as required by section 15(2);</p> <p>(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;</p> <p>(d) The timetable for each year of the plan for the achievement of goals and objectives other than numerical goals;</p> <p>(e) The duration of the plan, this may not be shorter than one year or longer than five years;</p> <p>(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;</p> <p>(g) The internal procedures to resolve any dispute about the interpretation or implementation of the plan;</p> <p>(h) The persons in the workforce, including senior managers, responsible for monitoring and implementing the plan; and</p> <p>(i) Any other prescribed matter.</p>	<p>EMPLOYMENT EQUITY PLAN TEMPLATE</p> <p>Employer Details</p> <p>Trade name.....</p> <p>DTI Registration name.....</p> <p>PAYE/SARS No.....</p> <p>EE Ref No.....</p> <p>Industry/Sector.....</p> <p>Province.....</p> <p>Tel No.....</p> <p>Fax No.....</p> <p>Postal address.....</p> <p>.....</p> <p>Physical address.....</p> <p>.....</p> <p>Province</p> <p>Name & Surname of the CEO/Accounting Officer</p> <p>.....</p> <p>Email address.....</p>

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. Objectives to be achieved for each year of the plan:
The objectives should meet the SMART principle:-
 - Specific
 - Measurable
 - Attainable
 - Relevant; and
 - Time bound
- b. Barriers and Affirmative Action Measures must be aligned with the ones in the audit analysis (section 19(1)).
 - 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)
 - Include responsible persons to monitor the implementation of these AA Measures (not names of people but designations).
- c. Workforce profile, numerical goals and targets with exact time frames as per 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 are as per 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: 6 months before the expiry of the EE plan a designated employer must 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 EE 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)

Start date: (dd / mm / yyyy)

to

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 2012-31 August 2013	<ul style="list-style-type: none"> • •
YEAR 2	1 September 2013-31 August 2014	<ul style="list-style-type: none"> • • •
YEAR 3	1 September 2014-31 August 2015	<ul style="list-style-type: none"> • • •

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 the AA Measures. The time-frames should have specific dates and must be within the duration of the EE Plan (no "ongoing" permitted). The barriers should also specify the responsible persons to monitor the implementation of these AA Measures (include designations and not "names of people").

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			AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)	TIME-FRAMES		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE		START DATE	END DATE	
Recruitment procedures				(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)		
Advertising positions							
Selection criteria							
Appointments							

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) (briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION) (briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	TIME-FRAMES		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
Job classification and grading								
Remuneration and benefits								
Terms & conditions of employment								
Work environment and facilities								
Training and development								
Performance and evaluation								
Succession & experience planning								

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) (briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION) (briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			
Disciplinary measures						
Retention of designated groups						
Corporate culture						
Reasonable accommodation						
HIV&AIDS prevention and wellness programmes						
Assigned senior manager(s) to manage EE						

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

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:
DD / MM / YYYY

End date:
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											
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

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	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											

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:	End date:
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											
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		Total
	A	C	I	W	A	C	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 targets: Year 2	
Start date:	End date:
DD / MM / YYYY	DD / MM / YYYY

Numerical targets, including people with disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management											
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		Total
	A	C	I	W	A	C	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											

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 ----- (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 Signature



labour
Department:
Labour
REPUBLIC OF SOUTH AFRICA

PAGE 1 OF 2

EEA14

DIRECTOR-GENERAL NOTIFICATION FORM

PLEASE READ THIS FIRST



PURPOSE OF THIS FORM

This form is issued in terms of Section 21(4A) of the Employment Equity Act No. 55 of 1998 Amendment Act, 2013 (Act No. 47 of 2013) for designated employers to notify the Director-General if they are unable to submit EE report(s) by the 1st working day of October or on such a date as may be prescribed.

The form must be signed by the CEO/Accounting Officer.

The notice must reach the Director-General before the last working day of August in the same year of reporting.

WHO COMPLETES THIS FORM?

Designated employers who are unable to submit their report(s).

INSTRUCTIONS

Complete this form and mail it to the address below.

SEND TO:

The Director-General
C/O Employment Equity Registry
Department of Labour
Private Bag X117
Pretoria
0001

www.labour.gov.za
Helpline: 0860101018

NO FAX OR EMAILS WILL BE ACCEPTED.

Section A: Applicant details:

Name of Company:	
PAYE No	
EE Ref. Number	
Full names of CEO/Accounting Officer	
Physical Address:	
Town / City:	
Postal Code	
Telephone No for the CEO/Accounting Officer	
E-mail Address CEO	
Full names of EE Manager	
Telephone No EE Manager	
E-mail Address EE Manager	
Date submitted to DoL	
Reporting Year	

Section B: Reasons for this application (Select one below)

- Section 197 (Transfer of business)
- Mergers/Acquisitions
- Labour Court Order
- DG Review Process
- Liquidation/Judicial Winding
- Insolvency

Please provide motivation in the box below for each of the reason(s) selected.

	labour Department: Labour REPUBLIC OF SOUTH AFRICA	PAGE 2 OF 2	EEA14
---	--	--------------------	--------------

Chief Executive Officer/Accounting Officer

I -----(full Name)
CEO/Accounting Officer of

Signed on this -----day of ----- (month)year -----

At place: -----

Chief Executive Officer /Accounting Officer Signature