



**HUMAN- RESOURCES
POLICIES &
PROCEDURES**

**EMPLOYMENT
EQUITY POLICY**

Human Resources - Policies and Procedures

Employment Equity Policy

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1. Introduction

1.1 The purpose of this policy is to state the broad principles of employment equity to which the Cederberg Municipality (hereinafter refer to as "the Municipality ") is committed and to describe in general how the Municipality seeks to realise these principles.

1.2 This policy document does not constitute the employment Equity Plan of the Municipality It simply sets out the framework and guiding philosophy that will govern an Employment Equity Plan.

1.3 Employment equity is a fundamental component of our strategy to ensure that our vision of becoming an African world-class Municipality is realised.

1.4 In this context, we will continually strive to implement the spirit of employment equity, and create a culture that respects and reflects diversity and equity.

2. Policy Objectives

2.1 This policy aims to

- Foster diversity;
- Eliminate all forms of unfair discrimination in Municipal workplaces; and
- Ensure that all the people of South Africa are equitably represented within the Municipal workplace.

2.2 To this end, the employment equity in the Municipal must

- Prohibit and combat unfair discrimination and harassment among employees and create a culture that respects diversity, equality and dignity for all in the workplace;
- Promote the equitable representation of designated groups and disadvantaged persons at every occupational level;
- Accommodate the reasonable needs of designated groups and disadvantaged persons; Prepare the ground for successful change through appropriate and ongoing investment in training and education;
- Address status and wage disparities in the workplace through consultation, bargaining and skills development; and
- Match best practice benchmarks for employment equity.

3. Scope

This policy applies to all Staff and all departments within "the Municipality".

4. Responsibilities and Accountability

The Director: Corporate Services is responsible and accountable for implementing this policy within the Municipality.

This responsibility may be delegated to line managers who must be given the required authority to ensure that the policy is implemented in the most effective, efficient and timely manner.

5. Approval and Maintenance of this Policy

Policy and major changes i.e.-alignment with legislation etc. are to be approved by the Mayoral Committee of the Municipality.

Maintenance of the policy is the responsibility of the Director: Corporate Services.

This policy document will be subject to periodic review, at least on a yearly basis or more frequently if required, to ensure that it remain relevant to changed circumstances and will be revoked at such time as its objectives have been realised.

6. Definitions

In this policy

- **'Designated group'** means Black people, women and people with disabilities;
- **'Black people'** is a generic term and means African, Coloured and Indian persons;
- **'People with disabilities'** means a person who have a long-term or recurring physical or mental impairment which substantially limits their prospects of entry into or advancement in. employment;
- **'Disadvantaged persons'** means persons or categories of persons disadvantaged by past or present unfair discrimination; and
- A **'suitable qualified'** person means a person who has the abilities, formal qualifications, relevant experience or potential to acquire, within a reasonable time, the skills and competencies necessary to perform a particular job.

7. Employment Equity Principles

- 7.1 The Municipality is committed to the principles of equity, non-discrimination and diversity as enshrined in the Constitution of the RSA and the *Employment Equity Act*.

- 7.2 The Municipality will seek to create an institution that reflects the diversity of South African society, taking cognisance of its regional demographics and contributes to maximising the human resource potential of all our people.
- 7.3 The Municipality's commitment to employment equity is based on 3 key principles:
- a) the recognition of the disparities inherited from the apartheid past which have caused major inequalities for the majority of our population;
 - b) the need to expand the skills pool of all functioning departments in the Municipality;
 - c) the full utilisation of the knowledge and skills of all staff through development opportunities, in order to ensure effective service delivery and performance excellence.
- 7.4 The Municipality's approach to employment equity will be governed by the following principles:
- a) Employment equity strategy is both a redress mechanism for enhancing our internal human resources; and must be aligned with political priorities; and the needs of the communities that we serve;
 - b) Preference in the appointment for groups that are under-represented in different occupational levels, with specific preference for members of all designated groups, women and people with disabilities;
 - c) An effective and efficient strategy and process to enable the Municipality to provide excellent service delivery; increasingly motivate our employees; and ensure that we comply with the best practise benchmarks at local government level;
 - d) Designated group status may be used as a tie-breaker in recruitment process, to ensure that where two suitable qualified candidates are available, preferential appointment of the employee from a designated group, if that group is under-represented in that position or occupation;
 - e) Employment equity does not involve tokenism or making appointments simply to meet numbers without ensuring that the individual is suitably qualified for the position. Instead, affirmative recruitment, will actively promote equitable representation of designated groups;
 - f) Employment equity is a fundamental component of our strategy to ensure that our vision of becoming an African world-class municipality is realised.

Consultation about Employment Equity

- 8.1 The Municipality must engage in transparent and constructive consultation with its own employees and their representatives.
- 8.2 Such consultation is required for, but not limited to:
- a) the collection of information and the compilation of a workforce profile;
 - b) the analysis of existing employment policies, procedures, practices and the working environment;

- c) the development of an employment equity plan for that department and the Municipality based on the workforce profile analysis; and
- d) the fulfilment of any Municipal or statutory reporting requirements.

Workforce Profile

- 9.1 Each department in the Municipality must collect information and draw up a profile of its workforce to ascertain the degree to which members of designated groups and disadvantaged persons are represented within each occupational category and level.
 - 9.2 The workforce profile will be used as a basis for planning and of measurement of compliance against the Municipal EE-targets.
 - 9.3 Management will quarterly collate and aggregate this information to form the basis of a Municipal profile that will be used to measure group progress towards the objectives of this policy.
10. Analysis of employment policies, procedures, practices and the working environment
- 10.1 Departments in the Municipality must analyse employment policies, procedures, practices and the general working environment in order to identify employment barriers that affect designated groups and to ensure that discrimination is eliminated.

Affirmative Action Measures

- 11.1 The Employment Equity Act requires the Municipality to implement affirmative action measures to achieve an equitable workplace.
- 11.2 Affirmative action measures include setting numerical goals for equitable representation of Designated groups.
- 11.3 Affirmative action is not only about numbers, but will also include efforts to develop policies and an organisational culture that treats all employees equitably.
- 11.4 Merit will remain a key consideration in determining the staff profile. Merit is not limited to formal qualifications, but includes relevant prior learning and related experience, and precludes arbitrary criteria or requirements.
- 11.5 The focus is on developing employees first before advertise externally for the necessary skills and expertise not available within the Municipality.
- 11.6 Fair process will be followed in relation to all positions, and this will include appropriate advertising to ensure that as wide a pool as possible has access to information about vacancies.
- 11.7 The main objective is to increase the representation of the designated groups in senior managerial positions, in order to achieve or exceed the targets for representation set by the Government White Paper on Affirmative Action, which is minimum 50% black, 30% Women and 2% people with Disabilities.

11.8 In this regard the Municipality will seek to give preference to applicants from designated groups, based on the following hierarchy:

- 11.8.1 Black Female (inclusive Coloured, African, Indian)
- 11.8.2 Black Male (inclusive Coloured, African, Indian)
- 11.8.3 White Female
- 11.8.4 White Male

Disabled: as a group on its own as per targets

12. Employment Equity in Recruitment

12.1 In order to ensure that the selection criteria are appropriately and fairly applied, the following should be reflected in a recruitment and selection policy and procedure:

- a) Municipality to identify a diverse and representative pool of interviewers to be trained, ensuring that the interview and recruitment process is free from discrimination and complies with the selection criteria for the position.
- b) Advertising will take place as widely as possible to ensure access to applicants from "designated groups",
- c) Interview will incorporate consistent and standard questions to be asked of each applicant. Adverts will stipulate that the Municipality is an employment equity employer and will give preference to applicants from "designated groups".
- d) Ensure that membership of a designated group become a specific selection Criterion and receives a weighting in the selection and appointment process if short-listing include members of the, non-disadvantaged group.

13. Non-Discrimination Principles

13.1 Core principles are drawn from the Constitution, social legislation and the shared values of Municipal stakeholders.

13.1.1 Non-discrimination supports the creation of fair opportunities for all in society, particularly those discriminated against on the basis of race, class, gender, religion or other arbitrary and unjustifiable grounds.

14. Guiding Principles

14.1 Equality

Equality is the key to employment objectives, supporting the principles of non-discrimination, which includes always acting pro actively to root out unacceptable practices and developing a culture that reaffirms the equal dignity of all people. The Municipality will take active steps to promote equality in the workplace and, where appropriate, in the wider society.

14.2 Non-discrimination

No employee in the Municipality will commit any act of unfair discrimination, direct or indirect, against any employee or other person on any arbitrary or unjustifiable ground.

14.3 Affirmative action

Municipality is required to implement affirmative action measures in order to

Urgently redress the disparities if we are to succeed as a nation in the new economy;

- Create opportunities to develop and advance people in order to contribute to the development of the workplace and society;
- Create workplaces that best represent the diversity of South African society;
- Become reflective of equity best practice.

Compiled by:

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