 **EE PLAN (SECTION 20) PAGE 1 OF 20 EEA13**

**EE PLAN (SECTION 20)**

|  |  |  |
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| **PLEASE READ THIS FIRST** | **SECTION A: EMPLOYER DETAILS & INSTRUCTIONS** | |
| **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 | Trade name |  |
| DTI registration name |  |
| DTI registration number |  |
| PAYE/SARS number |  |
| UIF reference number |  |
| EE reference number |  |
| National or Provincial EAP |  |
| Industry/Sector |  |
| Seta classification |  |
| Bargaining Council |  |
| Telephone number |  |
| **Postal address** |  |
|  |
| Postal code |  |
| City/Town |  |
| Province |  |
| **Physical address** |  |
|  |
| Postal code |  |
| City/Town |  |
| Province |  |
| **Details of CEO/Accounting Officer** | |
| Name and surname |  |
| Telephone number |  |
| Email address |  |
| **Details of Employment Equity Senior Manager** | |
| Name and Surname |  |
| Telephone number |  |
| Email address |  |
| **Business type (Please mark with an X)** | |
| **** Private Sector   National Government  **** Local Government  **** Non-profit Organisation | **** State Owned Enterprise  **** Provincial Government **** Educational Institution |
| **Information about the organization (Please mark with an X)** | |
| Is your organisation an organ of State or designated in terms of a collective agreement? | |  |  | | --- | --- | | **YES** | **NO** | |  |  | |
| Number of employees in your organisation. **(NB: Employers with 1 to 49 employees are designated if they are an organ of state or if they are appointed as a designated employer by collective agreement to comply with Chapter 3 of the EEA)** | |  |  | | --- | --- | | **EMPLOYEES** | **x** | | **1 to 49** |  | | **50 to 149** |  | | **150 or more** |  | |
| Is your organisation part of a group / holding company?  If yes, please provide the name. | |  |  | | --- | --- | | **YES** | **NO** | |  |  |   \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
| Date on which this EE Plan was finalised and approved. | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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| **EE PLAN - PAGE 2 OF 20 EEA13** |

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| **IMPORTANT INFORMATION** |
| * 1. A designated employer must comply to Sections 16 and 17 of the Employment Equity Act, as amended, by consulting with employees when conducting an EE Analysis, preparing an EE Plan and reporting annually to the Department of Employment and Labour.   2. Section 20 requires that a designated employer prepares and implements an Employment Equity Plan.   3. The employer must consult and attempt to reach consensus on the development of the EE Plan (EEA13) by taking the following into account-  1. Analysis report (EEA12). 2. National or Provincial Economically Active Population (EAP) 3. Determining the duration of the EE Plan. 4. Determining the annual objectives of the EE Plan. 5. Corrective measures/ Affirmative Action measures formulated, including goals and targets. 6. Time frames established. 7. Determine the monitoring procedures of the implementation of the EE Plan. 8. Determine the internal procedures to resolve any dispute about the implementation of the EE Plan. 9. Resources identified and allocated for the implementation of the EE Plan, including senior managers responsible for monitoring the implementation of the EE Plan. 10. The EE Plan must be communicated to all employees.     1. Barriers and Affirmative Action Measures must be aligned with those indicated in the audit analysis (EEA12) 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 in terms of day, month and year (dd/mm/yyyy); and * Include the designations of responsible persons in the workforce to monitor the implementation of these AA Measures.   1. Designated employers must prepare and implement an EE Plan (EEA13) that outlines annual targets, which are in line with relevant 5-year sector targets regulated in terms of Section 15A of the Employment Equity Act as amended for the four-upper occupational levels (i.e. Top Management, Senior Management, Professionally Qualified and Skilled Technical).   2. Employers who become designated during the 5-year sector target period regulated in terms of Section 15A of the Employment Equity Act as amended must prepare an EE Plan with annual targets for the remainder of the period.   3. Numerical goals and targets in the EE plan must include the entire workforce profile for that occupational level in terms of population group and gender, and NOT the difference between the current workforce profile and the projected workforce profile the employer seeks to achieve.   4. 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.   5. “Temporary employees” are those employees employed for less than three months.   6. Guidelines on occupational levels are provided in the EEA9 form of these regulations**.**   **N.B 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).** |

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| **EE PLAN - PAGE 3 OF 20 EEA13** |

1. **DURATION OF THE PLAN**

The affirmative action measures, numerical goals and the annual targets in this EE Plan must be aligned to the sector targets (i.e. the 5-year sector target) set in terms of Section 15A of the Employment Equity Act, as amended. The specific start and end dates for the duration of this Employment Equity Plan (EE Plan) is contained below.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Start date: (dd / mm / yyyy) to End date: (dd / mm / yyyy)**

1. **OBJECTIVES FOR EACH YEAR OF THE PLAN**

The relevant Economically Active Population (EAP) and the 5-year sector targets set in terms of Section 15A of the Employment Equity Act, as amended, have been used to address the under-representation of the suitably qualified individuals from the designated groups in this EE Plan.

The objectives for each year of the plan outlined below are specific, measurable, attainable, relevant and time bound.

|  |  |  |
| --- | --- | --- |
| **TIMEFRAMES** | | **OBJECTIVES** |
| **YEAR 1** | From DD/MM/YYYY to DD/MM/YYYY |  |
|  |
|  |
| **YEAR 2** | From DD/MM/YYYY to DD/MM/YYYY |  |
|  |
|  |
| **YEAR 3** | From DD/MM/YYYY to DD/MM/YYYY |  |
|  |
|  |
| **YEAR 4** | From DD/MM/YYYY to DD/MM/YYYY |  |
|  |
|  |
| **YEAR 5** | From DD/MM/YYYY to DD/MM/YYYY |  |
|  |
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| **EE PLAN - PAGE 4 OF 20 EEA13** |

1. **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 must be specified.

| **CATEGORIES** | **BARRIERS AND AFFIRMATIVE ACTION MEASURES** | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **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 FRAME** | | **RESPONSIBILITY**  **(Designation)** |
| **POLICY** | **PROCEDURE** | **PRACTICE** | **START DATE** | **END DATE** |  |
| Recruitment |  |  |  |  |  |  |  |  |
| Advertising positions |  |  |  |  |  |  |  |  |
| Selection criteria |  |  |  |  |  |  |  |  |
| Appointments |  |  |  |  |  |  |  |  |
| Job classification and grading |  |  |  |  |  |  |  |  |
| Remuneration and benefits |  |  |  |  |  |  |  |  |
| Terms & conditions of employment |  |  |  |  |  |  |  |  |
| Work environment and facilities |  |  |  |  |  |  |  |  |

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| **EE PLAN - PAGE 5 OF 20 EEA13** |

| **CATEGORIES** | **BARRIERS AND AFFIRMATIVE ACTION MEASURES** | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **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 FRAME** | | **RESPONSIBILITY**  **(Designation)** |
| **POLICY** | **PROCEDURE** | **PRACTICE** | **START DATE** | **END DATE** |  |
| Performance and evaluation |  |  |  |  |  |  |  |  |
| Succession & experience planning |  |  |  |  |  |  |  |  |
| Disciplinary measures |  |  |  |  |  |  |  |  |
| Retention of designated groups |  |  |  |  |  |  |  |  |
| Corporate culture |  |  |  |  |  |  |  |  |
| Reasonable accommodation |  |  |  |  |  |  |  |  |
| Harassment |  |  |  |  |  |  |  |  |
| HIV&AIDS prevention and wellness programmes |  |  |  |  |  |  |  |  |
| Assigned senior manager(s) to manage EE implementation |  |  |  |  |  |  |  |  |
| Budget allocation in support of employment equity goals |  |  |  |  |  |  |  |  |
| Time off for employment equity consultative committee to meet |  |  |  |  |  |  |  |  |

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| **EE PLAN - PAGE 6 OF 20 EEA13** |

1. **5-YEAR SECTOR NUMERICALTARGETS AND NUMERICAL GOALS**

**Employers must populate the table below using the regulated 5-year sector targets including the numerical goals for the semi-skilled and unskilled level.**

|  |  |  |  |
| --- | --- | --- | --- |
| **5-YEAR SECTOR TARGETS AND NUMERICAL GOALS FOR SEMI-SKILLED AND UNSKILLED LEVEL (2025-2030)** | | | |
| **OCCUPATIONAL LEVELS AND DISABILITY** | **GENDER** | **DESIGNATED GROUPS SECTOR TARGET %** |
| **TOP MANAGEMENT** | **Male** |  |
| **Female** |  |
| **TOTAL** |  |
| **SENIOR MANAGEMENT** | **Male** |  |
| **Female** |  |
| **TOTAL** |  |
| **PROFESSIONALLY QUALIFIED** | **Male** |  |
| **Female** |  |
| **TOTAL** |  |
| **SKILLED TECHNICAL** | **Male** |  |
| **Female** |  |
| **TOTAL** |  |
|  | | **EMPLOYER’S NUMERICAL GOAL** |
| **SEMI-SKILLED** | **Male** |  |
| **Female** |  |
| **TOTAL** |  |
| **UNSKILLED** | **Male** |  |
| **Female** |  |
| **TOTAL** |  |
| **5-YEAR NUMERICAL TARGET FOR EMPLOYEES WITH DISABILITIES** | | | |
| **5-Year Sector Target for Employees with disabilities (%)** | |  | |

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| **EE PLAN - PAGE 7 OF 20 EEA13** |

1. **WORKFORCE PROFILE, NUMERICAL GOALS AND TARGETS**

**5.1 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 employees with disabilities**

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

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| **EE PLAN - PAGE 8 OF 20 EEA13** |

**Table 2: Snapshot for workforce profile for employees with disabilities ONLY**

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

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| **EE PLAN - PAGE 9 OF 20 EEA13** |

**5.2 5-YEAR SECTOR NUMERICAL TARGETS, NUMERICAL GOALS AND ANNUAL TARGETS**

5-year Sector Numerical targets and 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 employees with disabilities, and the other covering employees with disabilities **ONLY.**

**Start date: …………….…….…….……. End date: ………………………………….…**

**DD / MM / YYYY DD / MM / YYYY**

**Table 3: Numerical goals and 5-year Sector Targets for all employees, including employees with disabilities**

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

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| **EE PLAN - PAGE 10 OF 20 EEA13** |

**Table 4: Numerical goals and targets for employees with disabilities ONLY**

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

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| **EE PLAN - PAGE 11 OF 20 EEA13** |

**5.3 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 employees with disabilities, and the other only covers employees with disabilities **ONLY**.

|  |
| --- |
| **Numerical targets: Year 1** |
| Start date: …………….…….…….……. End date: ………………………………….…  DD / MM / YYYY DD / MM / YYYY |

**Table 5: Numerical targets for all employees, including employees with disabilities**

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

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| **EE PLAN - PAGE 12 OF 20 EEA13** |

**Table 6: Numerical targets for employees with disabilities ONLY**

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

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| **EE PLAN - PAGE 13 OF 20 EEA13** |

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| **Numerical targets: Year 2** |
| Start date: …………….…….…….……. End date: ………………………………….…  DD / MM / YYYY DD / MM / YYYY |

**Table 7: Numerical targets, including employees with disabilities**

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

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| **EE PLAN - PAGE 14 OF 20 EEA13** |

**Table 8: Numerical targets for employees with disabilities ONLY**

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

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| **EE PLAN - PAGE 15 OF 20 EEA13** |

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| **Numerical targets: Year 3** |
| Start date: …………….…….…….……. End date: ………………………………….…  DD / MM / YYYY DD / MM / YYYY |

**Table 9: Numerical targets, including employees with disabilities**

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

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| **EE PLAN - PAGE 16 OF 20 EEA13** |

**Table 10: Numerical targets for employees with disabilities ONLY**

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

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| **EE PLAN - PAGE 17 OF 20 EEA13** |

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| **Numerical targets: Year 4** |
| Start date: …………….…….…….……. End date: ………………………………….…  DD / MM / YYYY DD / MM / YYYY |

**Table 11: Numerical targets, including employees with disabilities**

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

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| **EE PLAN - PAGE 18 OF 20 EEA13** |

**Table 12: Numerical targets for employees with disabilities ONLY**

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

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| **EE PLAN – PAGE 19 OF 20 EEA13** |

**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** |
|  |  |  |
|  |  |  |
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**7. 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.

**8. SENIOR MANAGERS ASSIGNED TO MONITOR AND IMPLEMENT THE PLAN**

**9. ANY OTHER PRESCRIBED MATTER CAN BE INCLUDED.**

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| **EE PLAN - PAGE 20 OF 20 EEA13** |

**SIGNATURE OF THE CHIEF EXECUTIVE OFFICER/ACCOUNTING OFFICER**

The information contained in the EEA13 template must be authorised and verified by the Chief Executive Officer; or the Accounting Officer in the case of an employer falling under the Public Finance Management Act, 1999(Act No.1 of 1999) or the Municipal Finance Management Act, 2003 (Act No. 56 of 2003).

|  |
| --- |
| **Chief Executive Officer/Accounting Officer**  **I --------------------------------------------------------------------------- (full Name) CEO/Accounting Officer of (Organisation)**  **-----------------------------------------------------------------------------------------------------------------------------------**  **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** |