



**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: **Cape Winelands District Municipality**

DTI Registration name: **Cape Winelands District Municipality**

PAYE/SARS NO **7490702315**

EE Ref No **3965**

Industry/Sector **Public Administration and Defense; Compulsory Social Security**

Province **Western Cape**

Tel No **0861 265 263**

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Postal address **P O Box 100  
Stellenbosch  
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Physical address **46 Alexander Street  
Stellenbosch  
Cape Town**

Province **Western Cape**

Name & Surname of the CEO/Accounting Officer

**Mr HF Prins**

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## 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 timeframes to track progress in the implementation of these AA Measures;
  - These timeframes 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 timeframes 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 timeframes 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).**



		<ul style="list-style-type: none"> <li>• Re-evaluate the existing scoring methodology currently being used to ensure its validity, accuracy, and reliability. This review must be concluded within the financial year 2020-21.</li> <li>• Identify types of disabilities that may be functional for the business, as well as identifying suitable jobs within the Municipality which lends itself to the appointment of persons with disabilities.</li> <li>• Implement agreed corrective measures as identified by external Architect at improving accessibility of the workplace to persons with disabilities.</li> <li>• Training &amp; Development department to analyze training attendance of employees by department, race, and gender groups to identify groups of employees who have not received training at all in the last 12 months. Findings to be presented to the EE Committee during the 1st quarter in 2021.</li> </ul>
<b>YEAR 2</b>	01 October 2021 – 30 September 2022	<ul style="list-style-type: none"> <li>• Expand employment opportunities of suitably qualified individuals from the designated groups through affirmative action measures in recruitment and selection. <ul style="list-style-type: none"> <li>○ Top Management target of 1 African Male</li> <li>○ Senior Management target of 1 African Male &amp; 1 African Female</li> <li>○ Middle Management target of 1 African Male</li> <li>○ Junior Management target of 1 African Male, 1 Indian Male</li> <li>○ Semi-skilled target of 1 White Male</li> </ul> </li> <li>• Eliminating unfair discrimination that may exist in policies, practices and procedures and the work environment by conducting quarterly EE Committee meetings.</li> <li>• Retain and develop employees from designated groups through the implementation of the approved Succession Planning Policy and Mentoring &amp; Coaching Policy.</li> <li>• Implementation of phased approach of introducing performance evaluation metrics and processes; 2<sup>nd</sup> phase to be rolled out to grades T12 to T6 commencing July 2021.</li> <li>• Submission of the annual Workplace Skills Plan (WSP) by 30 April 2022, which ensures alignment of training and development initiatives with the strategic priorities as per the Integrated Development Plan of the CWDM</li> </ul>

**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 timeframes 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.

<b>BARRIERS AND AFFIRMATIVE ACTION MEASURES</b>								
<b>CATEGORIES</b>	<b>Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice</b>			<b>BARRIERS (PLEASE PROVIDE NARRATION)</b>  (briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	<b>AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)</b>  (briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	<b>TIME-FRAMES</b>		<b>RESPONSIBILITY (Designation)</b>
	<b>POLICY</b>	<b>PROCEDURE</b>	<b>PRACTICE</b>			<b>START DATE</b>	<b>END DATE</b>	
Recruitment procedures	X	X		Recruitment & Selection policy has been reviewed in 2020, however the recent draft Revised Recruitment & Selection Policy must still be presented to Management and Labour and then consulted on with the EE Committee for approval.  From the 2020 CWDM EE Barrier Survey it is evident	Advertisements will be placed in media that is accessible to candidates from designated groups.  EE Committee to raise level of awareness as part of its communication plan, around what is meant by suitably qualified candidates and the reasonable accommodation of persons from designated groups to address under	01/10/2020	30/09/2022	Human Resources  EE Committee with support from Human Resources

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			
Advertising positions				that employees feel there is a lack of transparency when it comes to the appointment of staff. 46% of employees also believe that the Municipality appoints external candidates rather than developing internal candidates and that fixed-term contract employees are overlooked.		
Selection criteria	X		X	Committee members raised the issue of the recruitment and selection panel/committee using a	Re-evaluate the existing scoring methodology currently being used to ensure its validity, accuracy,	Recruitment & Selection Committee & Human Resources



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				provided feedback in that there is a perceived lack of workplace opportunities for persons with disabilities.	share information with employees on categories of disabilities and the process to disclose.			
Remuneration and benefits								
Terms & conditions of employment								
Work environment and facilities			X	Not all buildings of the CWDM are accessible to people with physical disabilities.	An external Architect was appointed and has completed an audit of all workplaces; a recommendation report was issues and improvements.	01/11/2020	31/03/2021	Human Resources



BARRIERS AND AFFIRMATIVE ACTION MEASURES								
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	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
Training and development				The Study Aid Policy has not been adopted as yet.  The 2020 CWDM EE Barrier Survey indicate that there are still employees who do not receive training; this could be due to the nature of their job and/or other factors.	Study Aid Policy has been presented to Management and includes a revision of including post graduate studies.  Training & Development department to analyse training attendance of employees by department, race and gender groups in order to identify groups of employees who have not	01/10/2020	30/04/2021	Training & Development via HR Director
	X			where feasible is being implemented. HR to share the report with the EE Committee and report on measures already implemented.		11/11/2020	30/04/2021	Training & Development via HR Director

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	
Performance and evaluation	X	X	X	The 2020 CWDM EE Barrier Survey indicate that between 49% of employees who completed the survey; feel the performance evaluation discussions either do not take place or that it is not used as an opportunity to discuss employee development and identifying skills gaps.	There is a phased approach underway at the Municipality introducing performance and evaluation metrics and processes. As at end August 2020, cascaded down to grade T13 and the next phase will be rolled out to grades T12 to T6 commencing July 2021.	01/10/2020	30/09/2022	Human Resources

<b>BARRIERS AND AFFIRMATIVE ACTION MEASURES</b>								
<b>CATEGORIES</b>	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			<b>BARRIERS (PLEASE PROVIDE NARRATION)</b>  (briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	<b>AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)</b>  (briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	<b>TIME-FRAMES</b>		<b>RESPONSIBILITY (Designation)</b>
	<b>POLICY</b>	<b>PROCEDURE</b>	<b>PRACTICE</b>			<b>START DATE</b>	<b>END DATE</b>	
Succession & experience planning	X		X	The draft Succession Plan has not been adopted as at October 2020; whilst at the same time vacancies are being filled and some employees feel that they are losing out on the opportunity to be considered for these opportunities due to the delay in implementing the Succession Plan. There is also a concern among employees that the Succession Plan is limited only to specific race and genders groups where under representation is more prevalent.	Education, training & development must be strategically or operationally driven (needs driven), Succession planning identifies specific employees (not all employees) to be developed largely informed by the scarce and critical skills and roles at the Municipality. Draft Success Plan to be shared with EE Committee in quarter 1 of 2021.	01/10/2020	30/04/2021	Human Resources Director

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	
Disciplinary measures								
Retention of designated groups	X		X	Due to the lack of opportunities available with the CWDM, because of low staff turnover, employees, and those from the designated groups tend to look elsewhere for advancement. This view is most prevalent in the Community Development and Technical Services department as indicated in the 2020 CWDM EE Barrier Survey results. October 2020 terminations also saw several Coloured	Succession Planning Policy and Mentoring & Coaching Policy will address these challenges; policies will be adopted once stakeholders has provided final input into the policy as required by end November 2020.	01/10/2020	30/09/2022	Human Resources

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			
				and African females reigning from the Municipality.		
Corporate culture						
Reasonable accommodation						
HIV&AIDS prevention and wellness programmes						
Assigned senior manager(s) to manage EE implementation						



#### 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

31/08/2020

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	0	2	0	1	0	1	0	0	0	0	4
Senior management	0	1	0	1	0	2	0	1	0	0	5
Professionally qualified and experienced specialists and mid-management	2	11	0	10	2	5	0	3	0	0	33
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	9	53	0	34	18	28	0	7	0	0	149
Semi-skilled and discretionary decision making	39	69	0	3	10	29	0	10	0	0	160
Unskilled and defined decision making	29	8	0	2	13	10	0	1	0	0	63
<b>TOTAL PERMANENT</b>	<b>79</b>	<b>144</b>	<b>0</b>	<b>51</b>	<b>43</b>	<b>75</b>	<b>0</b>	<b>22</b>	<b>0</b>	<b>0</b>	<b>414</b>
Temporary employees	7	7	1	0	14	11	0	1	0	0	41
<b>GRAND TOTAL</b>	<b>86</b>	<b>151</b>	<b>1</b>	<b>51</b>	<b>57</b>	<b>86</b>	<b>0</b>	<b>23</b>	<b>0</b>	<b>0</b>	<b>455</b>

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	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	0	0	0	0	0	0	0	0	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0	0	0	1	1	0	0	0	0	0	2
Semi-skilled and discretionary decision making	0	1	0	2	0	0	0	2	0	0	5
Unskilled and defined decision making	0	0	0	0	0	1	0	1	0	0	2
<b>TOTAL PERMANENT</b>	0	1	0	3	1	1	0	3	0	0	9
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	0	1	0	3	1	1	0	3	0	0	9



## 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: **01/10/2021**  
DD / MM / YYYY

End date: **30/09/2022**  
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	1	0	1	0	1	0	0	0	0	4
Senior management	1	1	0	0	1	1	0	1	0	0	5
Professionally qualified and experienced specialists and mid-management	5	11	0	9	3	5	1	2	0	0	36
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	19	50	2	31	23	28	0	7	0	0	160
Semi-skilled and discretionary decision making	43	69	1	4	16	29	1	10	0	0	173
Unskilled and defined decision making	28	8	0	3	15	10	0	1	0	0	65
<b>TOTAL PERMANENT</b>	<b>97</b>	<b>140</b>	<b>3</b>	<b>48</b>	<b>58</b>	<b>74</b>	<b>2</b>	<b>21</b>	<b>0</b>	<b>0</b>	<b>443</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	<b>97</b>	<b>140</b>	<b>3</b>	<b>48</b>	<b>58</b>	<b>74</b>	<b>2</b>	<b>21</b>	<b>0</b>	<b>0</b>	<b>443</b>

## 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 mid-management	0	0	0	0	0	0	0	0	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	1	0	0	1	1	0	0	0	0	0	3
Semi-skilled and discretionary decision making	0	1	1	2	0	0	0	2	0	0	6
Unskilled and defined decision making	1	0	0	0	1	1	0	1	0	0	4
<b>TOTAL PERMANENT</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>13</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>13</b>

### 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:	<b>01/10/2020</b> DD / MM / YYYY	End date:	<b>30/09/2021</b> 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	0	2	0	1	0	1	0	0	0	0	4
Senior management	0	1	0	1	0	2	0	1	0	0	5
Professionally qualified and experienced specialists and mid-management	4	11	0	9	3	5	1	3	0	0	36
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	18	51	1	32	23	28	0	7	0	0	160
Semi-skilled and discretionary decision making	43	69	1	4	16	29	1	10	0	0	173
Unskilled and defined decision making	28	8	0	3	15	10	0	1	0	0	65
<b>TOTAL PERMANENT</b>	<b>94</b>	<b>142</b>	<b>2</b>	<b>49</b>	<b>57</b>	<b>75</b>	<b>2</b>	<b>22</b>	<b>0</b>	<b>0</b>	<b>443</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	<b>94</b>	<b>142</b>	<b>2</b>	<b>49</b>	<b>57</b>	<b>75</b>	<b>2</b>	<b>22</b>	<b>0</b>	<b>0</b>	<b>443</b>

## 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 mid-management	0	0	0	0	0	0	0	0	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	1	0	0	1	1	0	0	0	0	0	3
Semi-skilled and discretionary decision making	0	1	0	2	0	0	0	2	0	0	5
Unskilled and defined decision making	1	0	0	0	0	1	0	1	0	0	3
<b>TOTAL PERMANENT</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>11</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>11</b>

Numerical targets: Year 2			
Start date:	01/10/2021 DD / MM / YYYY	End date:	30/09/2022 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	1	1	0	1	0	1	0	0	0	0	4
Senior management	1	1	0	0	1	1	0	1	0	0	5
Professionally qualified and experienced specialists and mid-management	5	11	0	9	3	5	1	2	0	0	36
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	19	50	2	31	23	28	0	7	0	0	160
Semi-skilled and discretionary decision making	43	69	1	4	16	29	1	10	0	0	173
Unskilled and defined decision making	28	8	0	3	15	10	0	1	0	0	65
<b>TOTAL PERMANENT</b>	<b>97</b>	<b>140</b>	<b>3</b>	<b>48</b>	<b>58</b>	<b>74</b>	<b>2</b>	<b>21</b>	<b>0</b>	<b>0</b>	<b>443</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	<b>97</b>	<b>140</b>	<b>3</b>	<b>48</b>	<b>58</b>	<b>74</b>	<b>2</b>	<b>21</b>	<b>0</b>	<b>0</b>	<b>443</b>

**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 mid-management	0	0	0	0	0	0	0	0	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	1	0	0	1	1	0	0	0	0	0	3
Semi-skilled and discretionary decision making	0	1	1	2	0	0	0	2	0	0	6
Unskilled and defined decision making	1	0	0	0	1	1	0	1	0	0	4
<b>TOTAL PERMANENT</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>13</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>13</b>

**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
Director: Human Resources	Overall responsibility of ensuring the implementation and monitoring of the employment equity plan and must make available necessary resources for this purpose.	Continuously
	Reporting on progress of the Employment Equity Plan to the Executive Management Team.	Quarterly
Executive Management Team & Director: Human Resources	Ensure regular meetings are held and feedback provided.  At the EE meeting's ensure adequate time allocation for discussing staff movements, especially appointments to monitor progress towards numerical targets.	Quarterly

	Provide EE Committee with all relevant information that could have an impact on the EE plan as a whole.	
Director: Human Resources	<p>Keep EE A2 up to date (workforce profile etc.)</p> <p>Accurately record all staff movements.</p> <p>Keep WFP vs EAP up to date.</p> <p>Attend all EE meetings and make accurate notes for improvement towards numerical targets and goals.</p> <p>Advise Executive Management on progress against the objectives and targets of the EE Plan</p>	Quarterly
EE Committee	<p>Attend EE Committee meetings and participate as a representative of the relevant constituency.</p> <p>Prepare for meetings which includes consultation with each constituency in order to have constructive discussions on progress of EE plan.</p> <p>Discuss barrier analysis at all meetings (status quo and progress made / next steps).</p> <p>Participate in the monitoring of the progress of the EE Plan and provide feedback.</p>	Quarterly

## 6. DISPUTE RESOLUTION MECHANISMS

- a. An employee or union who is dissatisfied with any aspect of the implementation of the employment equity process may refer a grievance in this regard to the Division: Human Resources at the CWDM who then has to inform the Municipal Manager who is responsible for the implementation and monitoring of the employment equity process as referred to in paragraph (f).
- b. Once a grievance has been referred to the Municipal Manager he/she must arrange a consultation session with the aggrieved parties within days after the referral of the matter to him/her in an attempt to find a mutually acceptable solution to the grievance.
- c. If a satisfactory solution to the grievance cannot be found within 30 days after the initial referral, the aggrieved parties may refer the dispute to the South African Local Government Bargaining Council.

## 7. SENIOR MANAGERS ASSIGNED TO MONITOR AND IMPLEMENT THE PLAN

The CWDM has nominated the Municipal Manager to accept responsibility for the implementation and monitoring of the employment equity process and plan.

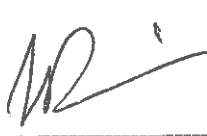
**8. ANY PRESCRIBED MATTER CAN BE INCLUDED**

The labour turnover rate at the Cape Wineyards District Municipality (CWDM) is low (Insert some statistics). This limits the opportunities available to implement affirmative action measures through recruitment and selection. Despite this limitation, CWDM is committed to achieve equitable representation across all occupational levels.

Since local government is a service driven organisation, and since finances are limiting, the appointment of sufficient resources/personnel is critical to its mandate of service delivery.

The representative unions, IMATU and SAMWU, as well as the Executive Management Team and Councilors serving on the Local Labour Forum of the CWDM, the Employment Equity Committee will be involved in the consultation process surrounding the numerical analysis, the review of employment policies, procedures and practices and the drafting of the new Employment Equity plan.

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

<b>Chief Executive Officer/Accounting Officer</b>	
I <u>Henry F Prins</u>	(full Name) <del>CEO</del> Accounting Officer of
<u>CAPE WINEYARDS DISTRICT MUNICIPALITY</u>	
hereby declare that I have read, approved and authorized this EE Plan.	
Signed on this <u>1<sup>st</sup></u> day of <u>DECEMBER</u>	year <u>2020</u>
At place: <u>STELLENBOSCH</u>	
	
<del>Chief Executive Officer /Accounting Officer</del>	