

DEPARTMENT OF LABOUR

ANNUAL EMPLOYMENT EQUITY ANALYSIS
Section 19

Employer Details

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Industry/Sector	Education, Training and Development Practices
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This workforce analysis must be read with Section 8.1.1 of the EE Plan (EEA13)	

1. Qualitative Analyses

The EE barrier analysis below was conducted in consultation with top management, EE manager, and all members of the representative EE Committee who provided feedback and/or input during a formal EE Committee meeting as per EE Committee minutes.

1.1 Barriers and Affirmative Action Measures:

* = No Barrier ✓ = Barrier Identified

Categories	IDENTIFIED BARRIERS			BARRIER DESCRIPTION	AFFIRMATIVE ACTION MEASURE/S DESCRIPTION
	POLICY	PROCEDURE	PRACTICE		
Recruitment procedures & Advertising positions & Selection criteria & Appointments	*	✓	✓	<p>Low labour turnover in some occupational levels</p> <p>A shortage of funds</p> <p>High minimum post requirements as a result of the nature of the academic environment</p> <p>Limited pool of competent candidates from the designated groups</p> <p>Careers in the private sector being more attractive ; difficulty retaining employees from designated groups</p> <p>Recruitment and Selection Panel members unclear on their roles, responsibilities and behavior during interviews</p> <p>Vacancies not advertised and communicated on all available platforms</p>	<p>Monitor and review advertised positions and new appointments at EEAC meetings (add as standing agenda item).</p> <p>Require all faculties and environments to draft, as part of their business plans, their own EEP, which must include goals and targets that contribute significantly to the diversification of staff. Thus, SU could move closer to representing the economically active population of the region, and ultimately the country.</p> <p>Expand the pool of competent candidates from the designated groups, and ensure that effective recruitment is done regarding the designated groups.</p> <p>The following measures are being implemented:</p> <ul style="list-style-type: none"> • Expanding the pool of suitable candidates from the designated groups at undergraduate level • Recruiting applications from postgraduate students <p>Special efforts during the application and appointment process to enlarge the pool of appointable candidates from designated groups by the following means:</p> <ul style="list-style-type: none"> • following a transparent and effective recruitment process; • evaluating minimum job requirements and routine investigations to determine whether the requirements set are really necessary for the effective execution of functions related to the post; • ensuring that deans and environmental heads, with the support of the Human Resources Division (HR), investigate alternative recruitment methods if a first round of recruitment has not attracted suitably competent applicants from the designated groups;

					<ul style="list-style-type: none"> • if two or more candidates from designated groups have been found appointable, giving preference to candidates from the most underrepresented designated group; • considering creating a position for a candidate with proven potential who was not recommended for appointment; e.g. recruiting the person for postgraduate studies or as a research assistant, and assisting them in applying for postgraduate bursaries or allocating a subsistence allowance from strategic funds while the person is registered as a postgraduate student working in a department. Any initiative to accommodate such people with a view to later appointment or promotion must be considered. The method of funding should be determined together with the Vice-Rector: Social Impact, Transformation And Personnel; • expecting deans and environmental heads to strive actively towards meeting the targets linked to their respective performance contracts; faculty and environmental chairs agree on these targets together with their dean or environmental head. Deans set their targets along with the Vice-Rector: Social Impact, Transformation and Personnel or the applicable head to whom the Rector wishes to delegate the responsibility, while environmental heads contract with responsibility centre heads, and the Rector with Council; <p>Develop underqualified employees with potential from the designated groups by means of the following:</p> <ul style="list-style-type: none"> • identifying candidates with potential from the designated groups; • enabling staff to pursue further training or studies in accordance with the guidelines set by HR; • monitoring and offering encouragement by offering incentives; and • rewarding staff by means of remuneration and promotions on merit, for which adequate financial provision must be made. <p><input type="checkbox"/> Take note:</p> <p>Changes to the staff profile will take place on the understanding that:</p> <ul style="list-style-type: none"> • appointees must meet the minimum requirements for the posts concerned;
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					<ul style="list-style-type: none"> no staff members may involuntarily lose their jobs purely because of affirmative action; neither the standards of teaching and research nor the quality of graduates delivered by SU may be compromised; the requirements set by the various bodies of accreditation must still be met; and applicants from the designated groups do not necessarily have a right to affirmative action. <p>Draft and implement guidelines for members of recruitment and selection panels.</p> <p>Advertise and communicate vacancies on all available platforms.</p> <p>Negotiate additional funding</p>
Job classification and grading	✓	✓	✓	Staff placed in incorrect job levels	Implement policy and practices to rectify job levels
Remuneration and benefits	✓	✗	✗	<p>No guidelines on Work of Equal Value = Equal Pay</p> <p>An institutional culture that discourages employees, especially women from negotiating salaries and benefits.</p> <p>Female staff members' salaries and benefits not always on par with that of their male counterparts.</p> <p>No clear policy on differentiated remuneration.</p>	<p>Draft Policy on Work of Equal Value = Equal Pay</p> <p>Create awareness of the proposed Policy and of the maxim "Work of Equal Value = Equal Pay"</p>
Terms & conditions of employment	✗	✓	✓	Failures in communicating and implementing the Code of Management Practices	The Code of Management Practices must be applied to avoid unfair discrimination during the establishment, maintenance and termination of a relationship of employment.

				<p>SU's policies regarding EE, HIV&AIDS and sexual harassment not being aligned with the CGPs</p> <p>SU's Disciplinary Code not including a list of offences, among other things discrimination on any listed or arbitrary ground and sexual harassment</p> <p>HR not assisting environments with funding for maternity leave replacement workers for female staff; the process being highly problematic</p>	<p>Review and update SU's EE, HIV&AIDS and sexual harassment policies and align them with the CGP.</p> <p>Review and update SU's Disciplinary Code to include a list of offences, among other things discrimination on any listed or arbitrary ground and sexual harassment.</p> <p>Review and improve the funding of replacement workers for female staff who are on maternity leave.</p>
Work environment and facilities	x	✓	✓	<p>Under-representation of Disabled Persons (Currently at 0.4% of total workforce)</p> <p>Capable students with disabilities are not assessed or actively considered for positions before they leave.</p>	<p>Conduct a workplace audit to identify suitable positions for persons with specific disabilities, and consider appointing suitably qualified persons with a disability when such positions become available.</p> <p>Compile a database of qualified students with disabilities and of other postgrad students from designated groups who are highly skilled and who would be interested in employment at SU.</p>
Training and development	x	✓	✓	<p>Lack of Employee participation in EE Initiatives</p> <p>Lack of EE, Diversity & Anti-discrimination Awareness amongst all employees</p>	<p>Conduct an EE Climate Survey.</p> <p>Offer EE, anti-discrimination and diversity workshops to help all staff members deal with difficult issues of dialogue and engagement regarding transformation.</p> <p>Continue to explore other opportunities for improving institutional climate</p>
Performance and evaluation	x	x	✓	<p>Some employees do not find the performance and evaluation process helpful or motivating</p>	<p>Review Performance and Evaluation System</p>

Succession & experience planning	x	x	✓	Deficient skills development of new employees, and deficient monitoring of staff turnover trends	Monitor and review skills development of employees Monitoring of staff turnover trends at EEAC Meetings (standing agenda point)
Disciplinary measures	✓	x	x	Disciplinary Code not including a list of offences, among other things discrimination on any listed or arbitrary ground and sexual harassment Lack of monitoring; letting unfair discrimination and harassment go unnoticed Aspects of communication via social media and freedom of speech being very unclear and needing urgent attention.	Review and update the Disciplinary Code to include a list of offences, among other things discrimination on any listed or arbitrary ground and sexual harassment. Make unfair discrimination and harassment a standing agenda item for EEAC meetings. Investigate and improve aspects of communication via social media and freedom of speech.
Retention of designated groups	x	✓	✓	Flawed communication and implementation of a retention strategy Afrikaans meetings still being the norm in some environments No special leave being granted for religions other than Christianity No central maternity leave fund being available (which would have prevented young women from being regarded a financial burden on their division)	During the appointment process, offer the possibility of appointing a mentor in accordance with the general guidelines for providing mentors to the broad University community. Mentors can assist and advise on personal as well as professional matters. Provide diversity training for SU Management to develop their skills to manage and utilise diversity. Diversity training for staff, too, is necessary to promote respect, sensitivity and dignity among the University community. Create opportunities for accelerated training and career development. Career planning must take employees' potential into account and must be based on that identified potential. To this end, those responsible for supporting an employee's career are required to draft realistic action plans, e.g. by means of further training. Deans and RC heads must accept responsibility for ensuring, in collaboration with HR, that these objectives receive the attention they require; e.g. by providing suitable funding and time planning for training and development. Develop and apply an objective, uniform performance appraisal system.

				<p>No regular feedback mechanisms to flag problematic meeting habits</p> <p>Halal catering at the institution</p> <p>Inadequate provision of maternity leave benefits</p>	<p>To be reviewed and improved:</p> <p>Afrikaans meetings, Special leave for religions other than Christianity, Central maternity leave fund, Regular feedback mechanisms to flag problematic meeting habits, and Halal catering</p>
Corporate culture	*	✓	✓	<p>Lack of employee participation in EE Initiatives</p> <p>Lack of EE, diversity and anti-discrimination awareness among employees in general</p> <p>No regular platform for staff to network and discuss institutional solutions regarding childcare, transport, further studies and disability support</p> <p>Many employees being of the opinion that EE activity is simply 'for the sake of ticking the box' and that it will not lead to any changes</p>	<p>Conduct an EE Climate Survey.</p> <p>Offer EE, anti-discrimination and diversity workshops to help all staff members deal with difficult issues of dialogue and engagement regarding transformation.</p> <p>Continue to explore other opportunities for improving the institutional climate and affecting real change, and adding value to employees and the University alike.</p>
Reasonable accommodation	*	✓	✓	<p>Disabled persons being underrepresented (currently 0,4% of the total workforce)</p> <p>Capable students with disabilities not being assessed or actively considered for positions at SU before they leave</p>	<p>Conduct a workplace audit to identify suitable positions for persons with specific disabilities, and consider appointing suitably qualified persons with a disability when such positions become available.</p> <p>Compile a database of qualified students with disabilities and of other postgrad students from designated groups who are highly skilled and who would be interested in employment at SU.</p>

HIV&AIDS prevention and wellness programmes	x	x	x		
Assigned senior manager(s) to manage EE implementation	x	x	✓	EEAC not representative of all employees	Elect and appoint additional employee representatives to the EEAC. The EE Manager must encourage employees to attend EEAC meetings as observers.
Budget allocation in support of employment equity goals	x	✓	✓	Lack of budget allocation in support of employment equity goals and other supporting actions	Negotiate for resources from the Strategic Fund for promoting diversity; e.g. to fund actions as stipulated in the EEP and other supporting actions.
Time off for employment equity consultative committee to meet	x	✓	✓	Lack of regular EEAC Meetings and feedback to all employees	Hold quarterly EEAC meetings and give feedback to all employees.
Communication, Awareness and Consultation as per section 12.1 Of the EE Plan	x	✓	✓	Lack of employee participation in EE Initiatives Lack of EE, diversity and anti-discrimination awareness among employees in general Lack of communication, coordination and structure among EE role players, initiatives and policies	Conduct an EE climate survey. Present EE, anti-discrimination and diversity workshops to help all staff members deal with difficult issues of dialogue and engagement regarding transformation. Continue to explore other opportunities for improving the institutional climate. Communicate and implement a coordinated EE structure.

2. Quantitative Analyses

2.1. Snapshot of Current Workforce Profile

Current Workforce Snapshot Date: 01/10/2016

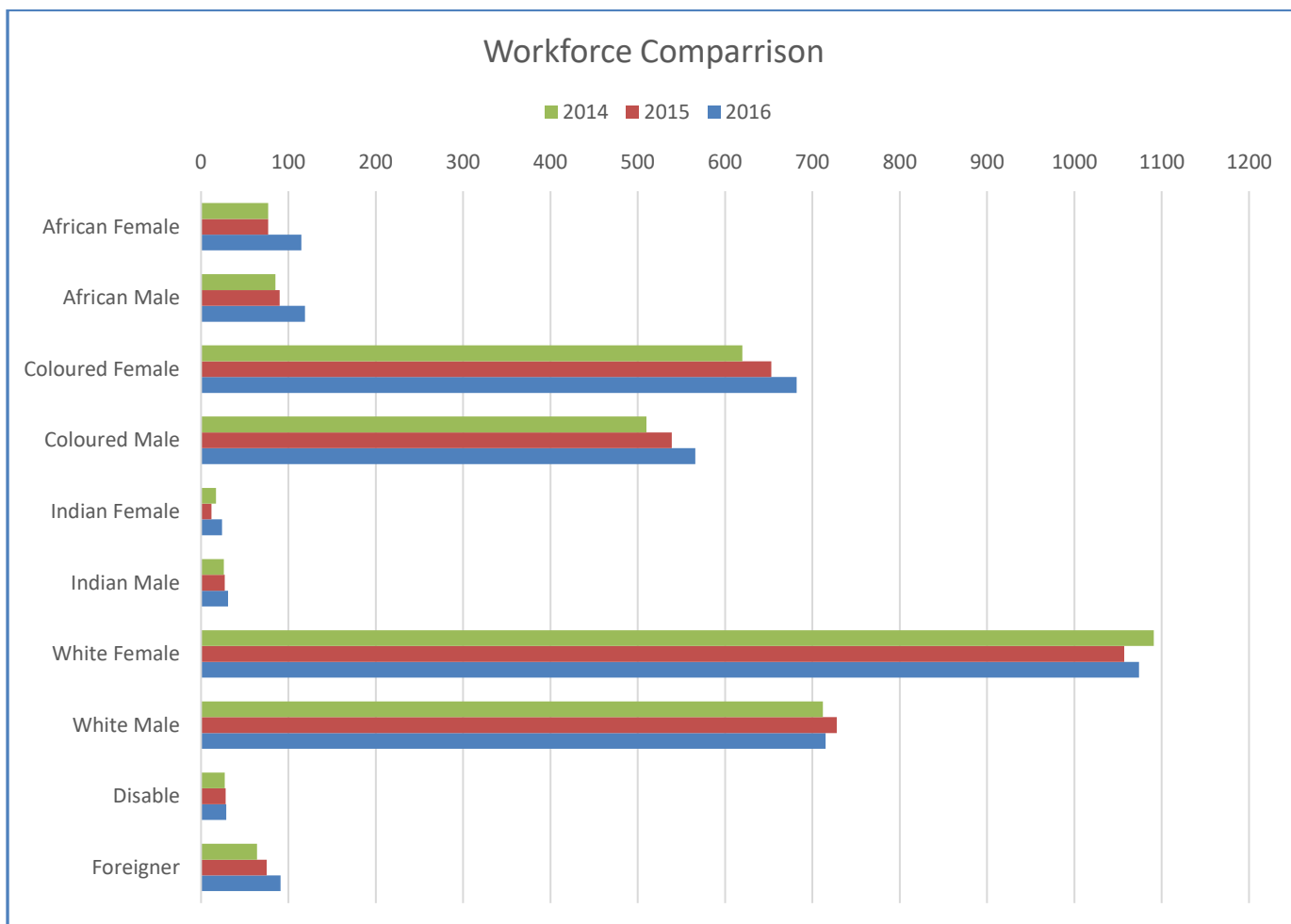
N.B: The EEA1 form was used to obtain information from all employees for the purpose conducting an analysis of the workforce profile.

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	0	0	1	0	0	0	0	0	0	1
Senior management	0	3	0	11	0	1	0	6	0	0	21
Professionally qualified and experienced specialists and mid-management	25	46	18	393	12	40	7	247	37	11	836
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	60	269	10	294	77	435	19	762	15	28	1969
Semi-skilled and discretionary decision making	28	208	0	11	35	175	1	50	3	1	512
Unskilled and defined decision making	10	35	0	0	9	38	0	1	0	0	93
TOTAL PERMANENT	123	561	28	710	133	689	27	1066	55	40	3432

Table 2: Snapshot of 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	1	4	0	0	0	0	0	0	5
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0	0	0	9	0	2	0	4	0	0	15
Semi-skilled and discretionary decision making	0	0	0	0	1	0	0	0	0	0	1
Unskilled and defined decision making	0	0	0	0	0	0	0	1	0	0	1
TOTAL PERMANENT	0	0	1	13	1	2	0	5	0	0	22



3. NATIONAL AND PROVINCIAL ANALYSIS OF WORKFORCE PROFILE BY OCCUPATIONAL LEVEL

The Economically Active Population (EAP) both nationally and provincially was used as a benchmark to assist the university in the analysis of the workforce to determine the degree of under-representation of the designated groups. The benchmark furthermore guides the university in the setting of numerical goals and targets towards achieving an equitable and representative workforce.

TOP MANAGEMENT

	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	M	F	
2016 National EAP %	42.8	5.3	1.8	5.3	35.1	4.5	1.0	4.2	0%	0%	100
2016 Provincial EAP %	19.9	26.2	0.4	8.2	16.1	22.5	0.1	6.6	0%	0%	100
Actual No. of employees	0	0	0	1	0	0	0	0	0	0	1
Actual %	0%	0%	0%	100%	0%	0%	0%	0%	0%	0%	100%
Findings against National EAP	☒	☒	☒	↑	☒	☒	☒	☒	☒	☒	
Findings against Provincial EAP	☒	☒	☒	↑	☒	☒	☒	☒	☒	☒	
↑ = Over-represented ↓ = Under-represented ☒ = No Employees <u>Strategies to address under-representation :</u> • Preference will be given to the under-represented groups during recruitment, promotion & training. ***Candidates must be suitably qualified and meet the inherent requirements of the position. <u>Strategies to address over-representation :</u> • The employer will not unfairly discriminate against any person by dismissing/retrenching a person on the basis of race and/or gender. • Should a person from the over-represented groups leave the employ of the company, a person from the under-represented designated groups will receive preference on condition that the person must be suitably qualified and meet the inherent requirements of the position. ❖ Strategies are subject to the availability of positions and / or positions becoming available.											

SENIOR MANAGEMENT

	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	M	F	
2016 National EAP %	42.8	5.3	1.8	5.3	35.1	4.5	1.0	4.2	0%	0%	100
2016 Provincial EAP %	19.9	26.2	0.4	8.2	16.1	22.5	0.1	6.6	0%	0%	100
Actual No. of employees	0	3	0	11	0	1	0	6	0	0	21
Actual %	0%	14%	0%	52%	0%	5%	0%	29%	0%	0%	100%
Findings against National EAP	☒	↑	☒	↑	☒	↑	☒	↑	☒	☒	
Findings against Provincial EAP	☒	↓	☒	↑	☒	↓	☒	↑	☒	☒	
↑ = Over-represented ↓ = Under-represented ☒ = No Employees <u>Strategies to address under-representation :</u> • Preference will be given to the under-represented groups during recruitment, promotion & training. ***Candidates must be suitably qualified and meet the inherent requirements of the position. <u>Strategies to address over-representation :</u> • The employer will not unfairly discriminate against any person by dismissing/retrenching a person on the basis of race and/or gender. • Should a person from the over-represented groups leave the employ of the company, a person from the under-represented designated groups will receive preference on condition that the person must be suitably qualified and meet the inherent requirements of the position. ❖ Strategies are subject to the availability of positions and / or positions becoming available.											

PROFESSIONALLY QUALIFIED

	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	M	F	
2016 National EAP %	42.8	5.3	1.8	5.3	35.1	4.5	1.0	4.2	0%	0%	100
2016 Provincial EAP %	19.9	26.2	0.4	8.2	16.1	22.5	0.1	6.6	0%	0%	100
Actual No. of employees	25	46	18	393	12	40	7	247	37	11	836
Actual %	3,0%	5,5%	2,2%	47,0%	1,4%	4,8%	0,8%	29,5%	4,4%	1,3%	100%
Findings against National EAP	↓	↑	↑	↑	↓	↑	↓	↑	↑	↑	
Findings against Provincial EAP	↓	↓	↑	↑	↓	↓	↑	↑	↑	↑	

↑ = Over-represented ↓ = Under-represented ☒ = No Employees

Strategies to address under-representation :

- Preference will be given to the under-represented groups during recruitment, promotion & training.
***Candidates must be suitably qualified and meet the inherent requirements of the position.

Strategies to address over-representation :

- The employer will not unfairly discriminate against any person by dismissing/retrenching a person on the basis of race and/or gender.
- Should a person from the over-represented groups leave the employ of the company, a person from the under-represented designated groups will receive preference on condition that the person must be suitably qualified and meet the inherent requirements of the position.

❖ Strategies are subject to the availability of positions and / or positions becoming available.

SKILLED TECHNICAL

	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	M	F	
2016 National EAP %	42.8	5.3	1.8	5.3	35.1	4.5	1.0	4.2	0%	0%	100
2016 Provincial EAP %	19.9	26.2	0.4	8.2	16.1	22.5	0.1	6.6	0%	0%	100
Actual No. of employees	60	269	10	294	77	435	19	762	15	28	1969
Actual %	3,0%	13,7%	0,5%	14,9%	3,9%	22,1%	1,0%	38,7%	0,8%	1,4%	100%
Findings against National EAP	↓	↑	↓	↑	↓	↑	↓	↑	↑	↑	
Findings against Provincial EAP	↓	↓	↑	↑	↓	↓	↑	↑	↑	↑	

↑ = Over-represented ↓ = Under-represented ☒ = No Employees

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***Candidates must be suitably qualified and meet the inherent requirements of the position.

Strategies to address over-representation :

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- Should a person from the over-represented groups leave the employ of the company, a person from the under-represented designated groups will receive preference on condition that the person must be suitably qualified and meet the inherent requirements of the position.

❖ Strategies are subject to the availability of positions and / or positions becoming available.

SEMI-SKILLED

	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	M	F	
2016 National EAP %	42.8	5.3	1.8	5.3	35.1	4.5	1.0	4.2	0%	0%	100
2016 Provincial EAP %	19.9	26.2	0.4	8.2	16.1	22.5	0.1	6.6	0%	0%	100
Actual No. of employees	28	208	0	11	35	175	1	50	3	1	512
Actual %	5,5%	40,6%	0,0%	2,1%	6,8%	34,2%	0,2%	9,8%	0,6%	0,2%	100%
Findings against National EAP	↓	↑	☒	↓	↓	↑	↓	↑	↑	↑	
Findings against Provincial EAP	↓	↑	☒	↓	↓	↑	↑	↑	↑	↑	

↑ = Over-represented ↓ = Under-represented ☒ = No Employees

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UNSKILLED

	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	M	F	
2016 National EAP %	42.8	5.3	1.8	5.3	35.1	4.5	1.0	4.2	0%	0%	100
2016 Provincial EAP %	19.9	26.2	0.4	8.2	16.1	22.5	0.1	6.6	0%	0%	100
Actual No. of employees	10	35	0	0	9	38	0	1	0	0	93
Actual %	10,8%	37,6%	0,0%	0,0%	9,7%	40,9%	0,0%	1,1%	0,0%	0,0%	100%
Findings against National EAP	↓	↑	☒	☒	↓	↑	☒	↓	☒	☒	
Findings against Provincial EAP	↓	↑	☒	☒	↓	↑	☒	↓	☒	☒	

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Strategies to address under-representation :

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Strategies to address over-representation :

- The employer will not unfairly discriminate against any person by dismissing/retrenching a person on the basis of race and/or gender.
- Should a person from the over-represented groups leave the employ of the company, a person from the under-represented designated groups will receive preference on condition that the person must be suitably qualified and meet the inherent requirements of the position.
- ❖ Strategies are subject to the availability of positions and / or positions becoming available.

4. TOTAL NUMBER OF PEOPLE WITH DISABILITIES (Temporary Employees excluded)

	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	M	F	
2016 National EAP %	42.8	5.3	1.8	5.3	35.1	4.5	1.0	4.2	0%	0%	100
2016 Provincial EAP %	19.9	26.2	0.4	8.2	16.1	22.5	0.1	6.6	0%	0%	100
Actual No. of employees	0	0	1	13	1	2	0	5	0	0	22
Actual %	0,00%	0,00%	0,03%	0,38%	0,03%	0,06%	0,00%	0,15%	0,00%	0,00%	0,6%
Findings against National EAP	☒	☒	↓	↓	↓	↓	☒	↓	☒	☒	
Findings against Provincial EAP	☒	☒	↓	↓	↓	↓	☒	↓	☒	☒	

↑ = Over-represented ↓ = Under-represented ☒ = No Employees

Strategies to address under-representation :

- Preference will be given to the under-represented groups during recruitment, promotion & training.
- ***Candidates must be suitably qualified and meet the inherent requirements of the position.

Strategies to address over-representation :

- The employer will not unfairly discriminate against any person by dismissing/retrenching a person on the basis of race and/or gender.
- Should a person from the over-represented groups leave the employ of the company, a person from the under-represented designated groups will receive preference on condition that the person must be suitably qualified and meet the inherent requirements of the position.

❖ Strategies are subject to the availability of positions and / or positions becoming available.

5. TOTAL NUMBER OF EMPLOYEES VERSUS NATIONAL EAP % (Temporary Employees excluded)

	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	M	F	
2016 National EAP %	42.8	5.3	1.8	5.3	35.1	4.5	1.0	4.2	0%	0%	100
2016 Provincial EAP %	19.9	26.2	0.4	8.2	16.1	22.5	0.1	6.6	0%	0%	100
Actual No. of employees	123	561	28	710	133	689	27	1066	55	40	3432
Actual %	3,6%	16,3%	0,8%	20,7%	3,9%	20,1%	0,8%	31,1%	1,6%	1,2%	100%
Findings against National EAP	↓	↑	↓	↑	↓	↑	↓	↑	↑	↑	
Findings against Provincial EAP	↓	↓	↑	↑	↓	↓	↑	↑	↑	↑	

↑ = Over-represented ↓ = Under-represented ☒ = No Employees

Strategies to address under-representation :

- Preference will be given to the under-represented groups during recruitment, promotion & training.
- ***Candidates must be suitably qualified and meet the inherent requirements of the position.

Strategies to address over-representation :

- The employer will not unfairly discriminate against any person by dismissing/retrenching a person on the basis of race and/or gender.
- Should a person from the over-represented groups leave the employ of the company, a person from the under-represented designated groups will receive preference on condition that the person must be suitably qualified and meet the inherent requirements of the position.

• Strategies are subject to the availability of positions and / or positions becoming available.

10. SIGNATURE OF THE CHIEF EXECUTIVE OFFICER/ACCOUNTING OFFICER (EEA12)

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