

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.

EMPLOYMENT EQUITY PLAN

*** Section 20 ***

Employer Details

Trade name	Stellenbosch University
DTI Registration name	
PAYE/SARS No	1274073020
EE Ref No	762312
Industry/Sector	Education, Training and Development Practices
Province	Western Cape
Tel No	0218084648
Fax No	0218082484
Postal address	Rector and Vice Chancellor, Private Bag X1, Matieland, Stellenbosch, 7600
Physical address	Administration B building, Victoria Street, Stellenbosch
Province	Western Cape
Name & Surname of the CEO/Accounting Officer	Prof Wim de Villiers
Email address	vc@sun.ac.za

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Please Note: This EE Plan must be read with the latest annual EEA12 (Employment Equity Workforce Analysis) and the Code of Management Practices of Stellenbosch University.

1. Duration of this EE Plan:

Start Date :	01/10/2016	End Date :	30/09/2020
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2. Objectives for each year of this EE Plan:

Timeframe	Goals and Objectives *** Other than Numerical Goals & Targets : Section 20 (2) (a) ***	Timetable *** Section 20 (2) (d) ***
	<p>Communication : Communication of Company Policies and Procedures to all employees, including the HIV/ Aids , Sexual Harassment , Work of Equal Value = Equal Remuneration & EE Policies , as well as this EE Plan and the latest EEA2 submitted to Dept of Labour. A summary of the EE Act (EEA3) will be displayed.</p>	01/10/2016 to 30/09/2017
	<p>Skills Development : Identify and train employees from the under-represented designated groups to be able to be appointed in the levels where an under-representation of race and gender has been identified. Skills Development Training will be conducted in line with the Company's Work Place Skills Plan, which is in line with this EE Plan. This objective is subject to availability of funds and posts on the different occupational levels.</p>	01/10/2016 to 30/09/2017
	<p>EE Awareness : Present Employment Equity Training / Awareness Sessions to 1000 employees, as required by Section 7.2 of the Code of Good Practice : Preparation of EE Plans to ensure meaningful consultation. The said is also underpinned by the DoL Guidelines on Consultation. Diversity, Anti-Discrimination Awareness and the 6 Codes of Good Practice will be included in the said EE Training / Awareness Sessions.</p>	01/10/2016 to 30/09/2017
	<p>Recruitment and Appointments : Procedures to focus on under-represented designated groups and EE Numerical Goals and Targets.</p>	01/10/2016 to 30/09/2017
	<p>Consultation, Feedback, Monitoring and Evaluation : Quarterly EE Forum meetings. The minutes and attendance registers of the said meetings will be communicated to all employees.</p>	Quarterly
	<p>Representative EE Forum : Review composition of the EE Forum Members to ensure all occupational levels and both designated and non-designated groups are represented</p>	01/10/2016 to 31/09/2017
	<p>Affirmative Action Measures : Implementation of Affirmative Action Measures as identified through the EE Barrier Identification Audit and Consultation process.</p>	As per Section 3 herein
	<p>Record Keeping : A formal record keeping system will be utilized to effectively retain the prescribed EE Documents for 5 years, the said will be reviewed and updated quarterly.</p>	01/10/2016 to 30/09/2017
	<p>EEA1's : All employees will have access to their completed EEA1, and will be afforded the opportunity to add information to the said.</p>	01/10/2016 to 30/09/2017
	<p>Annual EE Reporting : Prepare and submit the EEA2 Report & EEA4 Income Differential Statement to the Director General of Labour.</p>	01/09/2016 to 15/01/2017
	<p>Prepare Successive EE Documentation Draft annual EEA12 (Workforce Analysis)</p>	01/09/2016 to 15/01/2017

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3. Barriers and Affirmative Action Measures:

✘ = No Barrier ✓ = Barrier Identified

The EE Barrier Analysis below was conducted in consultation with :

- ⇒ Top Management,
- ⇒ EE Manager, and
- ⇒ All Members of the representative EE Forum,

who provided feedback and/or input during a formal EE Forum Meeting as per EE Forum Minutes.

Categories	IDENTIFIED BARRIERS			BARRIER DESCRIPTION	AFFIRMATIVE ACTION MEASURE/S DESCRIPTION	TIMEFRAME/S FOR IMPLEMENTATION OF AA MEASURES		RESPONSIBILITY (Designation Only)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
Recruitment procedures & Advertising positions & Selection criteria & Appointments								

					<p>investigations to determine whether the requirements set are really necessary for the effective execution of functions related to the post;</p> <ul style="list-style-type: none"> • 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; • 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 			
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					<p>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> <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; • 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 			
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					<p>bodies of accreditation must still be met; and applicants from the designated groups do not necessarily have a right to affirmative action.</p> <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	01/01/2017	01/01/2018	<ul style="list-style-type: none"> • Rector • Vice-Rector: Social Impact, Transformation and Personnel • EE Manager • Deans • Environmental Heads
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> <p>Implement policy and practices to rectify disparities</p>	01/01/2017	01/01/2018	<ul style="list-style-type: none"> • Rector • Vice-Rector: Social Impact, Transformation and Personnel • EE Manager • Deans • Environmental Heads
Terms & conditions of employment	✗	✓	✓	<p>Failures in communicating and implementing the Code of Management Practices</p> <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>The Code of Management Practices must be applied to avoid unfair discrimination during the establishment, maintenance and termination of a relationship of employment.</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,</p>	01/10/2016	30/09/2017	<ul style="list-style-type: none"> • Rector • Vice-Rector: Social Impact, Transformation and Personnel • EE Manager • Deans • Environmental Heads

				HR not assisting environments with funding for maternity leave replacement workers for female staff; the process being highly problematic	among other things discrimination on any listed or arbitrary ground and sexual harassment. Review and improve the funding of replacement workers for female staff who are on maternity leave.			
Work environment and facilities	x	✓	✓	Under-representation of Disabled Persons (Currently at 0.4% of total workforce) Capable students with disabilities are not assessed or actively considered for positions before they leave. Inadequate facilities for people with disabilities and access.	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. 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. Ensure access and facilities for people with disabilities are in place.	01/10/2016	30/09/2020	<ul style="list-style-type: none"> • Rector • Vice-Rector: Social Impact, Transformation and Personnel • EE Manager • Deans • Environmental Heads
Training and development	x	✓	✓	Lack of Employee participation in EE Initiatives Lack of EE, Diversity & Anti-discrimination Awareness amongst all employees	Conduct an EE Climate Survey. Offer 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 institutional climate	01/10/2016	30/09/2020	<ul style="list-style-type: none"> • Rector • Vice-Rector: Social Impact, Transformation and Personnel • EE Manager • Deans • Environmental Heads
Performance and evaluation	x	x	✓	Some employees do not find the performance and evaluation process helpful or motivating Performance evaluation not consistently applied	Review Performance and Evaluation System	01/01/2017	01/01/2018	<ul style="list-style-type: none"> • Rector • Vice-Rector: Social Impact, Transformation and Personnel • EE Manager • Deans • Environmental Heads
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)	01/10/2016	30/09/2020	<ul style="list-style-type: none"> • Rector • Vice-Rector: Social Impact, Transformation and Personnel • EE Manager • Deans • Environmental Heads
Disciplinary measures	✓	x	x	Disciplinary Code not including a list of offences, among other things	Review and update the Disciplinary Code to include a list of offences,			<ul style="list-style-type: none"> • Rector

				<p>discrimination on any listed or arbitrary ground and sexual harassment</p> <p>Lack of monitoring; letting unfair discrimination and harassment go unnoticed</p> <p>Aspects of communication via social media and freedom of speech being very unclear and needing urgent attention.</p>	<p>among other things discrimination on any listed or arbitrary ground and sexual harassment.</p> <p>Make unfair discrimination and harassment a standing agenda item for EEAC meetings.</p> <p>Investigate and improve aspects of communication via social media and freedom of speech.</p>	01/10/2016	30/09/2017	<ul style="list-style-type: none"> • Vice-Rector: Social Impact, Transformation and Personnel • EE Manager • Deans • Environmental Heads
Retention of designated groups	x	✓	✓	<p>Flawed communication and implementation of a retention strategy</p> <p>Afrikaans meetings still being the norm in some environments</p> <p>No special leave being granted for religions other than Christianity</p> <p>No central maternity leave fund being available (which would have prevented young women from being regarded a financial burden on their division)</p> <p>No regular feedback mechanisms to flag problematic meeting habits</p> <p>Halal catering at the institution</p> <p>No policy on women bringing up children (impact on promotion etc. as women take much longer to get promotion)</p> <p>Inadequate provision of maternity leave benefits</p>	<p>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.</p> <p>Provide diversity training for SU Management to develop their skills to manage and utilize diversity. Diversity training for staff, too, is necessary to promote respect, sensitivity and dignity among the University community.</p> <p>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.</p> <p>Develop and apply an objective, uniform performance appraisal system.</p> <p>To be reviewed and improved:</p> <p>Afrikaans meetings, Special leave for religions other than Christianity, Central maternity leave fund,</p>	01/10/2016	30/09/2020	<ul style="list-style-type: none"> • Rector • Vice-Rector: Social Impact, Transformation and Personnel • EE Manager • Deans • Environmental Heads

					Regular feedback mechanisms to flag problematic meeting habits, and Halal catering			
Corporate culture	x	✓	✓	<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>	01/10/2016	30/09/2020	<ul style="list-style-type: none"> • Rector • Vice-Rector: Social Impact, Transformation and Personnel • EE Manager • Deans • Environmental Heads
Reasonable accommodation	x	✓	✓	<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>	01/10/2016	30/09/2020	<ul style="list-style-type: none"> • EE Manager • Deans • Environmental Heads
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	<p>Elect and appoint additional employee representatives to the EEAC.</p> <p>The EE Manager must encourage employees to attend EEAC meetings as observers.</p>	01/10/2016	01/01/2017	<ul style="list-style-type: none"> • Rector • Vice-Rector: Social Impact, Transformation and Personnel • EE Manager
Budget allocation in support of	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.	01/10/2016	30/09/2020	<ul style="list-style-type: none"> • Rector • Vice-Rector: Social Impact, Transformation and Personnel • EE Manager

employment equity goals								
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.	01/10/2016	30/09/2020	<ul style="list-style-type: none"> • Rector • Vice-Rector: Social Impact, Transformation and Personnel • EE Manager
Communication, Awareness and Consultation as per section 12.1 Of the EE Plan	x	✓	✓	<p>Lack of employee participation in EE Initiatives</p> <p>Lack of EE, diversity and anti-discrimination awareness among employees in general</p> <p>Lack of communication, coordination and structure among EE role players, initiatives and policies</p>	<p>Conduct an EE climate survey.</p> <p>Present 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.</p> <p>Communicate and implement a coordinated EE structure.</p>	01/10/2016	30/09/2020	<ul style="list-style-type: none"> • Rector • Vice-Rector: Social Impact, Transformation and Personnel • EE Manager • Deans • Environmental Heads

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. The following specific university circumstances to be noted, as they influence numerical goals and targets:**

Top 3 Occupational Levels:

Leadership of University, staff turnover and lack of available positions due to structure and workforce requirements. New appointments will be carefully considered to address over and under representation and emphasis will be placed on positions opening as a result of retirement, resignation etc. to appoint EE candidates.

Bottom 3 Occupational Levels:

Staff turnover and lack of available positions due to structure and workforce requirements. New appointments will be carefully considered to address over and under representation and emphasis will rather be placed on positions opening as a result of retirement, resignation etc. to appoint EE candidates.

Disabled Persons:

Due to operational and Occupational Health and Safety Act requirements, a lack of suitable positions for persons with a disability exists. See Section 8.2 herein.

Sustainability and Economic Viability:

The University places a high priority on the economic viability, thus ensuring job security for current and future employees. The University will exercise its obligations pursuant to employment equity in the most cost effective manner.

Stellenbosch University has an obligation to:

Make sound and ethical decisions, ensure that the university's selection and appointment procedures are administered fairly, consistently, without any form of bias, treat all employees equally, and fairly, not place an absolute barrier to persons from the non-designated group.

Provincial / Geographic Location:

Sourcing candidates from other provinces has a financial impact on the University.

Pool of Suitably Qualified Persons:

Limited due to critical skills and inherent requirements of the job in several occupational levels.

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: 01/10/2016

Table 1: Snapshot of workforce profile for all employees, including people with disabilities

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

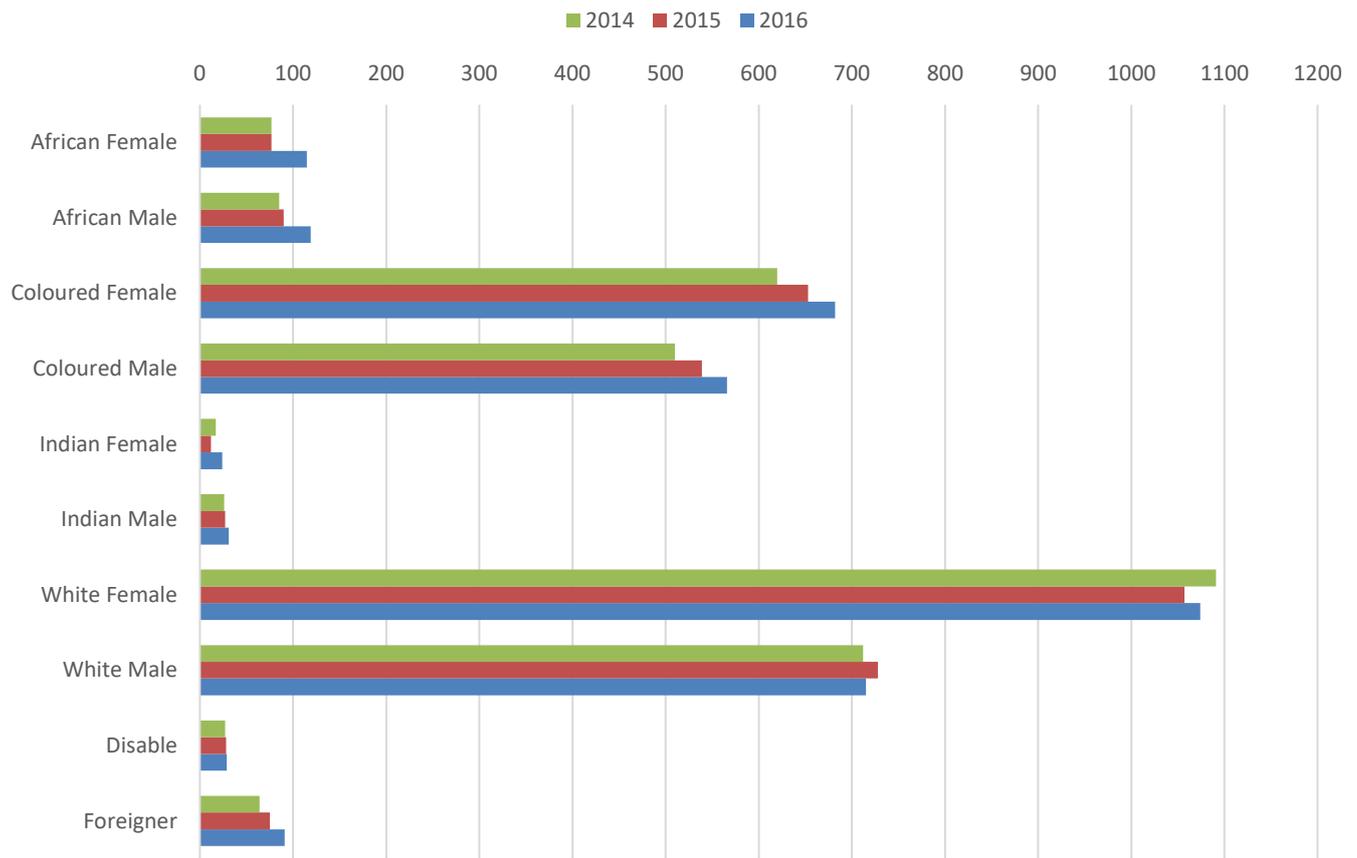
Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	1	0	0	0	0	0	0	1
Senior management	0	3	0	11	0	1	0	6	0	0	21
Professionally qualified and experienced specialists and mid-management	25	46	18	393	12	40	7	247	37	11	836
Skilled technical and 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
Temporary employees	146	92	8	213	299	197	14	318	48	33	1368
GRAND TOTAL	269	653	36	923	432	886	41	1384	103	73	4800

Table 2: Snapshot for workforce profile for people with disabilities ONLY

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

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
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	0	0	1	13	1	2	0	5	0	0	22

Workforce Comparison



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.

Start date: 01/10/2016

End date:

30/09/2020

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	0	0	0	1	0	0	0	0	0	0	1
Senior management	3	3	0	7	1	1	0	6	0	0	21
Professionally qualified and experienced specialists and mid-management	28	46	18	381	17	40	7	239	37	11	824
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	160	269	10	282	177	427	19	750	15	28	2137
Semi-skilled and discretionary decision making	44	208	0	11	51	175	1	50	3	1	544
Unskilled and defined decision making	14	35	0	0	13	38	0	1	0	0	101
TOTAL PERMANENT	249	561	28	682	259	681	27	1046	55	40	3628
Temporary employees	146	92	8	213	299	197	14	318	48	33	1368
GRAND TOTAL	395	653	36	895	558	878	41	1364	103	73	4996

Please Note:

Numerical Goals and/or Numerical Targets cannot be set accurately due to the following reasons:

- ❖ Terminations due to Resignations, Dismissals (misconduct / incapacity), Death etc. cannot be forecasted and is an unknown factor;
- ❖ The university is under no legal obligation to make appointments outside of its operational and/or human resources needs;
- ❖ Low staff turnover in some Occupational Levels;
- ❖ Availability of Suitably Qualified Candidates from the Designated Groups;
- ❖ Economic Instability of South Africa, and Financial Constraints of the university.

The sum total of the considerations above led to Numerical Goals and Numerical Targets being set conservatively, ensuring the said are reached and not to over commit the university to Goals and Targets that it will be unable to reach.

Should positions become available, suitably qualified persons from the Under-represented Designated Groups will receive preference.

The above must in no way be seen as a lack of commitment by the University to Employment Equity

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	1	1	1	4	1	0	0	0	0	0	8
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	1	1	0	9	1	2	1	4	0	0	19
Semi-skilled and discretionary decision making	1	1	0	0	1	0	1	0	0	0	4
Unskilled and defined decision making	0	0	0	0	0	0	0	1	0	0	1
TOTAL PERMANENT	3	3	1	13	3	2	2	5	0	0	32
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	3	3	1	13	3	2	2	5	0	0	32

Please Note :

Numerical Goals and/or Numerical Targets cannot be set accurately due to the following reasons :

- ❖ Terminations due to Resignations, Dismissals (misconduct / incapacity), Death etc. cannot be forecasted and is an unknown factor;
- ❖ The University is under no legal obligation to make appointments outside of its operational and/or human resources needs;
- ❖ Low staff turnover in some Occupational Levels;
- ❖ Availability of Suitably Qualified Candidates from the Designated Groups;
- ❖ Economic Instability of South Africa, and Financial Constraints of the University.

The sum total of the considerations above led to Numerical Goals and Numerical Targets being set conservatively, ensuring the said are reached and not to over commit the university to Goals and Targets that it will be unable to reach.
Should positions become available, suitably qualified persons from the Under-represented Designated Groups will receive preference.

The above must in no way be seen as a lack of commitment by the University to Employment Equity

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.

Numerical targets: Year 1			
Start date:	01/10/2016	End date:	30/09/2017

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	0	0	1	0	0	0	0	0	0	1
Senior management	1	3	0	10	0	1	0	6	0	0	21
Professionally qualified and experienced specialists and mid-management	26	46	18	390	13	40	7	245	37	11	833
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	85	269	10	291	102	433	19	759	15	28	2011
Semi-skilled and discretionary decision making	32	208	0	11	39	175	1	50	3	1	520
Unskilled and defined decision making	11	35	0	0	10	38	0	1	0	0	95
TOTAL PERMANENT	155	561	28	703	164	687	27	1061	55	40	3481
Temporary employees	146	92	8	213	299	197	14	318	48	33	1368
GRAND TOTAL	301	653	36	916	463	884	41	1379	103	73	4849

Please Note :

Numerical Goals and/or Numerical Targets cannot be set accurately due to the following reasons :

- ❖ Terminations due to Resignations, Dismissals (misconduct / incapacity), Death etc. cannot be forecasted and is an unknown factor;
- ❖ The University is under no legal obligation to make appointments outside of its operational and/or human resources needs;
- ❖ Low staff turnover in some Occupational Levels;
- ❖ Availability of Suitably Qualified Candidates from the Designated Groups;
- ❖ Economic Instability of South Africa, and Financial Constraints of the University.

The sum total of the considerations above led to Numerical Goals and Numerical Targets being set conservatively, ensuring the said are reached and not to over commit the university to Goals and Targets that it will be unable to reach. Should positions become available, suitably qualified persons from the Under-represented Designated Groups will receive preference.

The above must in no way be seen as a lack of commitment by the University to Employment Equity

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	1	1	1	4	1	0	0	0	0	0	8
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	1	1	1	13	2	2	0	5	0	0	25
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	1	1	1	13	2	2	0	5	0	0	25

Please Note :

Numerical Goals and/or Numerical Targets cannot be set accurately due to the following reasons :

- ❖ Terminations due to Resignations, Dismissals (misconduct / incapacity), Death etc. cannot be forecasted and is an unknown factor;
- ❖ The University is under no legal obligation to make appointments outside of its operational and/or human resources needs;
- ❖ Low staff turnover in some Occupational Levels;
- ❖ Availability of Suitably Qualified Candidates from the Designated Groups;
- ❖ Economic Instability of South Africa, and Financial Constraints of the University.

The sum total of the considerations above led to Numerical Goals and Numerical Targets being set conservatively, ensuring the said are reached and not to over commit the university to Goals and Targets that it will be unable to reach.

Should positions become available, suitably qualified persons from the Under-represented Designated Groups will receive preference.

The above must in no way be seen as a lack of commitment by the University to Employment Equity

Numerical targets: Year 2

Start date:

01/10/2017

End date:

30/09/2018

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	0	0	1	0	0	0	0	0	0	1
Senior management	2	3	0	9	0	1	0	6	0	0	21
Professionally qualified and experienced specialists and mid-management	27	46	18	387	14	40	7	243	37	11	830
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	110	269	10	288	127	431	19	756	15	28	2053
Semi-skilled and discretionary decision making	36	208	0	11	43	175	1	50	3	1	528
Unskilled and defined decision making	12	35	0	0	11	38	0	1	0	0	97
TOTAL PERMANENT	187	561	28	696	195	685	27	1056	55	40	3530
Temporary employees	146	92	8	213	299	197	14	318	48	33	1368
GRAND TOTAL	333	653	36	909	494	882	41	1374	103	73	4898

Please Note :

Numerical Goals and/or Numerical Targets cannot be set accurately due to the following reasons :

- ❖ Terminations due to Resignations, Dismissals (misconduct / incapacity), Death etc. cannot be forecasted and is an unknown factor;
- ❖ The University is under no legal obligation to make appointments outside of its operational and/or human resources needs;
- ❖ Low staff turnover in some Occupational Levels;
- ❖ Availability of Suitably Qualified Candidates from the Designated Groups;
- ❖ Economic Instability of South Africa, and Financial Constraints of the University.

The sum total of the considerations above led to Numerical Goals and Numerical Targets being set conservatively, ensuring the said are reached and not to over commit the university to Goals and Targets that it will be unable to reach.

Should positions become available, suitably qualified persons from the Under-represented Designated Groups will receive preference.

The above must in no way be seen as a lack of commitment by the University to Employment Equity

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	1	1	1	4	1	0	0	0	0	0	8
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	1	1	0	9	1	2	1	4	0	0	19
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	2	2	1	13	3	2	1	5	0	0	29
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	2	2	1	13	3	2	1	5	0	0	29

Please Note :

Numerical Goals and/or Numerical Targets cannot be set accurately due to the following reasons :

- ❖ Terminations due to Resignations, Dismissals (misconduct / incapacity), Death etc. cannot be forecasted and is an unknown factor;
- ❖ The University is under no legal obligation to make appointments outside of its operational and/or human resources needs;
- ❖ Low staff turnover in some Occupational Levels;
- ❖ Availability of Suitably Qualified Candidates from the Designated Groups;
- ❖ Economic Instability of South Africa, and Financial Constraints of the University.

The sum total of the considerations above led to Numerical Goals and Numerical Targets being set conservatively, ensuring the said are reached and not to over commit the university to Goals and Targets that it will be unable to reach.
Should positions become available, suitably qualified persons from the Under-represented Designated Groups will receive preference.

The above must in no way be seen as a lack of commitment by the University to Employment Equity

Numerical targets: Year 3

Start date:

01/10/2018

End date:

30/09/2019

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	0	0	1	0	0	0	0	0	0	1
Senior management	3	3	0	8	0	1	0	6	0	0	21
Professionally qualified and experienced specialists and mid-management	28	46	18	384	15	40	7	241	37	11	827
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	135	269	10	285	152	429	19	753	15	28	2095
Semi-skilled and discretionary decision making	40	208	0	11	47	175	1	50	3	1	536
Unskilled and defined decision making	13	35	0	0	12	38	0	1	0	0	99
TOTAL PERMANENT	219	561	28	689	226	683	27	1051	55	40	3579
Temporary employees	146	92	8	213	299	197	14	318	48	33	1368
GRAND TOTAL	365	653	36	902	525	880	41	1369	103	73	4947

Please Note :

Numerical Goals and/or Numerical Targets cannot be set accurately due to the following reasons :

- ❖ Terminations due to Resignations, Dismissals (misconduct / incapacity), Death etc. cannot be forecasted and is an unknown factor;
- ❖ The University is under no legal obligation to make appointments outside of its operational and/or human resources needs;
- ❖ Low staff turnover in some Occupational Levels;
- ❖ Availability of Suitably Qualified Candidates from the Designated Groups;
- ❖ Economic Instability of South Africa, and Financial Constraints of the University.

The sum total of the considerations above led to Numerical Goals and Numerical Targets being set conservatively, ensuring the said are reached and not to over commit the university to Goals and Targets that it will be unable to reach.

Should positions become available, suitably qualified persons from the Under-represented Designated Groups will receive preference.

The above must in no way be seen as a lack of commitment by the University to Employment Equity

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	1	1	1	4	1	0	0	0	0	0	8
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	1	1	0	9	1	2	1	4	0	0	19
Semi-skilled and discretionary decision making	1	0	0	0	1	0	1	0	0	0	3
Unskilled and defined decision making	0	0	0	0	0	0	0	1	0	0	1
TOTAL PERMANENT	3	2	1	13	3	2	2	5	0	0	31
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	3	2	1	13	3	2	2	5	0	0	31

Please Note :

Numerical Goals and/or Numerical Targets cannot be set accurately due to the following reasons :

- ❖ Terminations due to Resignations, Dismissals (misconduct / incapacity), Death etc. cannot be forecasted and is an unknown factor;
- ❖ The University is under no legal obligation to make appointments outside of its operational and/or human resources needs;
- ❖ Low staff turnover in some Occupational Levels;
- ❖ Availability of Suitably Qualified Candidates from the Designated Groups;
- ❖ Economic Instability of South Africa, and Financial Constraints of the University.

The sum total of the considerations above led to Numerical Goals and Numerical Targets being set conservatively, ensuring the said are reached and not to over commit the university to Goals and Targets that it will be unable to reach.
Should positions become available, suitably qualified persons from the Under-represented Designated Groups will receive preference.

The above must in no way be seen as a lack of commitment by the University to Employment Equity

Numerical targets: Year 4

Start date:

01/10/2019

End date:

30/09/2020

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	0	0	1	0	0	0	0	0	0	1
Senior management	3	3	0	7	1	1	0	6	0	0	21
Professionally qualified and experienced specialists and mid-management	28	46	18	381	17	40	7	239	37	11	824
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	160	269	10	282	177	427	19	750	15	28	2137
Semi-skilled and discretionary decision making	44	208	0	11	51	175	1	50	3	1	544
Unskilled and defined decision making	14	35	0	0	13	38	0	1	0	0	101
TOTAL PERMANENT	249	561	28	682	259	681	27	1046	55	40	3628
Temporary employees	146	92	8	213	299	197	14	318	48	33	1368
GRAND TOTAL	395	653	36	895	558	878	41	1364	103	73	4996

Please Note :

Numerical Goals and/or Numerical Targets cannot be set accurately due to the following reasons :

- ❖ Terminations due to Resignations, Dismissals (misconduct / incapacity), Death etc. cannot be forecasted and is an unknown factor;
- ❖ The University is under no legal obligation to make appointments outside of its operational and/or human resources needs;
- ❖ Low staff turnover in some Occupational Levels;
- ❖ Availability of Suitably Qualified Candidates from the Designated Groups;
- ❖ Economic Instability of South Africa, and Financial Constraints of the University.

The sum total of the considerations above led to Numerical Goals and Numerical Targets being set conservatively, ensuring the said are reached and not to over commit the university to Goals and Targets that it will be unable to reach.

Should positions become available, suitably qualified persons from the Under-represented Designated Groups will receive preference.

The above must in no way be seen as a lack of commitment by the University to Employment Equity

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	1	1	1	4	1	0	0	0	0	0	8
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	1	1	0	9	1	2	1	4	0	0	19
Semi-skilled and discretionary decision making	1	1	0	0	1	0	1	0	0	0	4
Unskilled and defined decision making	0	0	0	0	0	0	0	1	0	0	1
TOTAL PERMANENT	3	3	1	13	3	2	2	5	0	0	32
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	3	3	1	13	3	2	2	5	0	0	32

Please Note :

Numerical Goals and/or Numerical Targets cannot be set accurately due to the following reasons :

- ❖ Terminations due to Resignations, Dismissals (misconduct / incapacity), Death etc. cannot be forecasted and is an unknown factor;
- ❖ The University is under no legal obligation to make appointments outside of its operational and/or human resources needs;
- ❖ Low staff turnover in some Occupational Levels;
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The sum total of the considerations above led to Numerical Goals and Numerical Targets being set conservatively, ensuring the said are reached and not to over commit the university to Goals and Targets that it will be unable to reach.
Should positions become available, suitably qualified persons from the Under-represented Designated Groups will receive preference.

The above must in no way be seen as a lack of commitment by the University to Employment Equity

5. Strategies to achieve goals

The code for management practices directed towards the advancement of representativeness and diversity (**Annexure B**) will be implemented to accelerate the achievement of employment equity goals. The code contains actions to be implement based of the four pillars of the employment equity plan, namely:

- Prohibition of unfair discrimination
- Affirmative action
- Equal opportunities and
- Diversity

6. Other prescribed matters

When interpreting the EE Act, any relevant codes of good practice must be taken into account in terms of Section 53(5) of the EE Act as Amended. Refer to annexure C, regarding the relevant codes taken into account by the university.

7. Procedures to Monitor and Evaluate the Implementation of this EE Plan.

Stakeholder/s	Role/Responsibility	Frequency
Rector and Vice-Rector: Social Impact, Transformation and Personnel	Assessment of EE Act Compliance and Progress. Offer Guidance.	Quarterly
EE Manager, EEAC, deans and environmental heads	Supervise implementation, awareness, consultation, monitoring and evaluation.	Ongoing feedback as well as quarterly feedback at EEAC meetings
Employees	Consult with and give feedback to EEAC representatives, deans and environmental heads.	Ongoing

8. Dispute Resolution Procedure

The following dispute resolution procedure must be followed regarding the interpretation and/or implementation of this Employment Equity Plan:

- Disputes relating to the interpretation and or implementation of the employment equity plan must be lodged in writing within seven working days to the chairperson of the employment equity committee, stating the nature of the dispute, the reason for the dispute and the solution that they propose.
- The chairperson of the employment equity committee must acknowledge receipt of the dispute and issue a response within seven working days of receiving notification of the dispute.
- Disputes may also be referred in writing to the employment equity committee through the employees' representative on the employment equity committee.
- Employees may also refer the disputes in writing to the chairperson of the employment equity committee via the employment equity manager.

Should the matter remain unresolved, it may be handled in accordance with the appropriate procedures (depending on the nature of the dispute) set out in the EEA and the Labour Relations Act.

All disputes relating to the University's employment equity plan must be handled in accordance with the dispute resolution procedure as set out above before either party may have recourse to the CCMA.

9. Senior Manager/s assigned to monitor and implement this EE Plan.

After due consideration of Section 24 of the EE Act and the 6 Codes of Good Practice, the following person was appointed as EE Manager:

- Mr Victor Mothobi (Chief Director (Designate): HR). He was provided with an official letter of appointment printed on stationary showing the SU letterhead.

After due consideration of Section 20 (h) of the EE Act, the following persons were appointed as the persons responsible for monitoring and implementing the EE Plan :

- Prof W de Villiers : Rector and Vice Chancellor
- Prof N Koopman : Vice-Rector: Social Impact, Transformation and Personnel
- All Deans
- All Environmental heads
- All Members of the EEAC:

Name	Constituency Representative	Occupational Level	Race	Gender
Koopman, NN, Prof	Vice-Rector Social Impact, Transformation & Personnel	Senior Management	C	M
Mothobi, VL, Mr	Chief Director (Designate): Human Resources & EE Manager	Senior Management	A	M
Molapo, SD, Mr	Human Resources	Prof Qualified and Experienced Specialist and Mid-Management	A	M
Human, CS, Prof	Faculty of Law	Senior Management	W	F
Holland Chapman, Raymond, Mr	Solidarity – Union Representative	Union	W	M
Coetzee, Annas, Mr	Representative for persons with disabilities	Disability	W	M
Mkhize, Thokozani, Mr	Nehawu – Labour union Representative	Union	A	M
Pillay, P, Prof	Faculty of Economics and Management Sciences	Prof Qualified and Experienced Specialist and Mid-Management	I	F
Van Kerwel, N, Ms	C3 staff representative	Support Staff (C3)	C	F
Setati, ME, Dr	African Female Representative	African Female Representative	A	F
Slamat, JA, Dr	Rector's Office	Prof Qualified and Experienced Specialist and Mid-Management	C	M
Davidse, WP, Mr	Maties Staff Association	Skilled, Academic, Jr Mgmt, Supervisors, Foremen and Supts	C	M
Sutherland, ML, Mrs	Support Staff Representative	Support Staff (C2)	I	F
Groenewald, I, Me	Maties Sports	Senior management	I	F
Dunn- Coetzee, M, Dr	Teaching and Research	Prof Qualified and Experienced	W	F

		Specialist and Mid-Management		
Theron, Therina, Dr	Vice-Rector: Research, Innovation And Postgraduate Studies	Prof Qualified and Experienced Specialist and Mid-Management	W	F
Benjamin, ELLA, Mrs	Faculty of Theology	Skilled, Academic, Jr Mgmt, Supervisors, Foremen and Supts	C	F
Fakier, K, Dr	Arts and social sciences	Prof Qualified and Experienced Specialist and Mid-Management	C	F
Essop, MF , Prof	Faculty of Sciences	Prof Qualified and Experienced Specialist and Mid-Management	I	M
Mouton, DR, Mr	HR: Labour Relations	Prof Qualified and Experienced Specialist and Mid-Management	C	M
Mouton, ESA, Mr	Faculty of Health and Medical Sciences	Prof Qualified and Experienced Specialist and Mid-Management	W	M
Du Toit, Monica	Transformation Office	Prof Qualified and Experienced Specialist and Mid-Management	W	F
Daguanno, Enzo, Mr	Faculty of Engineering	Prof Qualified and Experienced Specialist and Mid-Management	W	M
Sadulla Karjiker	Staff Association	Staff Association	I	M
Michael-John Freeborough, MJ,	Representative for Non-Designated groups	Prof Qualified and Experienced Specialist and Mid-Management	W	M
Cortereal, Miss Gillian Magdalene	Support Staff Representative (elected by staff)	Skilled, Academic, Jr Mgmt, Supervisors, Foremen and Supts	C	F
Adams-Jack, Doctor Ubanesia Lolita Ubanesia Adams	Academic Staff Representative (elected by staff)	Skilled, Academic, Jr Mgmt, Supervisors, Foremen and Supts	C	F
Esau, Dr. Omar	Academic Staff Representative (elected by staff)	Skilled, Academic, Jr Mgmt, Supervisors, Foremen and Supts	C	M

Implementation, monitoring, evaluation and consultation of the employment equity plan forms part of the contracts of employment of:

- Prof W de Villiers, the Rector
- Prof N Koopman, Vice-Rector: Social Impact, Transformation and Personnel
- EE Manager
- Members of the EEAC
- Deans and Environmental heads

10. SIGNATURE OF THE CHIEF EXECUTIVE OFFICER/ACCOUNTING OFFICER (EEA13)

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