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 form 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…….. DTI Registration name…….-……. PAYE/SARS No…….. EE Ref No…… Industry/Sector…… Province……... Tel No…… Fax No…….. Postal address……. …… Physical address……. …… Province ……. Name & Surname of the CEO/Accounting Officer ……..... Email address……..

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 time-frames in order to track progress in the implementation of these AA Measures;
   - These time-frames should be within the duration of the EE Plan (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 time-frames 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 time-frames 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)

DURATION OF THE PLAN

Section 20 indicates that the duration of the Employment Equity Plan may not be shorter than one year or longer than five years. The duration of the plan must have a specific start and end date, as reflected below: (***Please note that the template shown below is based on a 3 year plan***)

_____ _____

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

2. OBJECTIVES FOR EACH YEAR OF THE PLAN

The objectives for each year of the plan, which should be specific, measurable, attainable, relevant and time bound, are reflected in the table below:

TIMEFRAMES (e.g.)		**OBJECTIVES**
YEAR 1	1 September 2012-31 August 2013	• …….. • ……..
YEAR 2	1 September 2013-31 August 2014	• …….. • ……. • ……
YEAR 3	1 September 2014-31 August 2015	• ……. • …….. • ……..

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 time-frames must have specific dates and be within the duration of the EE Plan (no "ongoing" permitted). The designations of responsible persons to monitor the implementation of these AA Measures should be specified.

CATEGORIES	BARRIERS AND AFFIRMATIVE ACTION MEASURES							
	Tick (√) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			**BARRIERS (*PLEASE PROVIDE NARRATION*)**	**AFFIRMATIVE ACTION MEASURES *(PLEASE PROVIDE NARRATION)***	**TIME-FRAMES**		**RESPONSIBILITY (Designation)**
	POLICY	**PROCEDURE**	**PRACTICE**	**(briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)**	**(briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)**	**START DATE**	**END DATE**	
Recruitment procedures								
Advertising positions								
Selection criteria								
Appointments								
Job classification and grading								

CATEGORIES	BARRIERS AND AFFIRMATIVE ACTION MEASURES							
	Tick (√) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			**BARRIERS** **(*PLEASE PROVIDE NARRATION*)**	**AFFIRMATIVE ACTION MEASURES** ***(PLEASE PROVIDE NARRATION)***	**TIME-FRAMES**		**RESPONSIBILITY (Designation)**
	POLICY	**PROCEDURE**	**PRACTICE**	**(briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)**	**(briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)**	**START DATE**	**END DATE**	
Remuneration and benefits								
Terms & conditions of employment								
Work environment and facilities								
Training and development								
Performance and evaluation								
Succession & experience planning								
Disciplinary measures								

CATEGORIES	BARRIERS AND AFFIRMATIVE ACTION MEASURES							
	Tick (√) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			**BARRIERS** **(*PLEASE PROVIDE NARRATION*)**	**AFFIRMATIVE ACTION MEASURES** ***(PLEASE PROVIDE NARRATION)***	**TIME-FRAMES**		**RESPONSIBILITY (Designation)**
	POLICY	**PROCEDURE**	**PRACTICE**	**(briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)**	**(briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)**	**START DATE**	**END DATE**	
Retention of designated groups								
Corporate culture								
Reasonable accommodation								
HIV&AIDS prevention and wellness programmes								
Assigned senior manager(s) to manage EE implementation								

CATEGORIES	BARRIERS AND AFFIRMATIVE ACTION MEASURES							
	Tick (√) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			**BARRIERS** **(*PLEASE PROVIDE NARRATION*)**	**AFFIRMATIVE ACTION MEASURES** ***(PLEASE PROVIDE NARRATION)***	**TIME-FRAMES**		**RESPONSIBILITY (Designation)**
	POLICY	**PROCEDURE**	**PRACTICE**	**(briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)**	**(briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)**	**START DATE**	**END DATE**	
Budget allocation in support of employment equity goals								
Time off for employment equity consultative committee to meet								

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 . ……. …….
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											
Senior management											
Professionally qualified and experienced specialists and mid-management											
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents											
Semi-skilled and discretionary decision making											
Unskilled and defined decision making											
TOTAL PERMANENT											
Temporary employees											
GRAND TOTAL											

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											
Senior management											
Professionally qualified and experienced specialists and mid-management											
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents											
Semi-skilled and discretionary decision making											
Unskilled and defined decision making											
TOTAL PERMANENT											
Temporary employees											
GRAND TOTAL											

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: ……..……..……..…….. End date: ……..…
DD / MM / YYYY 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											
Senior management											
Professionally qualified and experienced specialists and mid-management											
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents											
Semi-skilled and discretionary decision making											
Unskilled and defined decision making											
TOTAL PERMANENT											
Temporary employees											
GRAND TOTAL											

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											
Senior management											
Professionally qualified and experienced specialists and mid-management											
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents											
Semi-skilled and discretionary decision making											
Unskilled and defined decision making											
TOTAL PERMANENT											
Temporary employees											
GRAND TOTAL											

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: ……..……..……..…….. DD / MM / YYYY	End date: ……..… 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											
Senior management											
Professionally qualified and experienced specialists and mid-management											
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents											
Semi-skilled and discretionary decision making											
Unskilled and defined decision making											
TOTAL PERMANENT											
Temporary employees											
GRAND TOTAL											

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											
Senior management											
Professionally qualified and experienced specialists and mid-management											
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents											
Semi-skilled and discretionary decision making											
Unskilled and defined decision making											
TOTAL PERMANENT											
Temporary employees											
GRAND TOTAL											

Numerical targets: Year 2	
Start date: ……..……..……..…….. DD / MM / YYYY	End date: ……..… 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											
Senior management											
Professionally qualified and experienced specialists and mid-management											
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents											
Semi-skilled and discretionary decision making											
Unskilled and defined decision making											
TOTAL PERMANENT											
Temporary employees											
GRAND TOTAL											

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											
Senior management											
Professionally qualified and experienced specialists and mid-management											
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents											
Semi-skilled and discretionary decision making											
Unskilled and defined decision making											
TOTAL PERMANENT											
Temporary employees											
GRAND TOTAL											

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
▪	▪ …. ▪ ….	▪
▪	▪ …. ▪ …..	▪
▪	▪ ….. ▪ …..	▪

6. DISPUTE RESOLUTION MECHANISMS

A clear process to be followed to resolve disputes arising from the interpretation and implementation of the EE Plan, including the responsible persons and time-frames for each step to resolve the dispute.

7. SENIOR MANAGERS ASSIGNED TO MONITOR AND IMPLEMENT THE PLAN

8. ANY PRESCRIBED MATTER CAN BE INCLUDED.

SIGNATURE OF THE CHIEF EXECUTIVE OFFICER/ACCOUNTING OFFICER

Chief Executive Officer/Accounting Officer

I ---------- (full Name) CEO/Accounting Officer of

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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

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