

**“ The City of Heritage ”**



**EMPLOYMENT EQUITY PLAN**

**2016/17 -2020/21**

## **ULUNDI MUNICIPALITY EMPLOYMENT EQUITY PLAN**

1. Preamble
2. Size and Background to Ulundi Municipality
3. Ulundi Municipality Vision
4. Ulundi Municipality Governance Strategy
5. Ulundi Municipality Employment Equity Structure
  - 5.1 Roles and responsibilities of Employment Equity Steering Committee
  - 5.2 Roles and responsibilities of Employment Equity Consultative Forum
  - 5.3 Roles and responsibilities of Human Resources Department regarding Employment Equity
  - 5.4 Ulundi Local Municipality Departments
6. Duration of the Plan
  - 6.1 Objective for each year of the plan
7. Employee profile
  - 7.1 Profile as at end of 30 September 2016
  - 7.2 Numeric goals for year 2020/2021
  - 7.3 Skills Development
  - 7.4 Summary of Data
8. Barriers identified, measures to eliminate them and affirmative action measures
9. Monitoring and Evaluation of Implementation
10. Approval of the employment Equity Plan

## 1. Preamble

The focus of Ulundi Municipality Employment Equity Strategy is to expand the Employment Equity objectives to take in to account the designated groups that are not equitably represented in the organization. Ulundi Local Municipality is fortunate in that a predominantly African community populates its region and this is also reflected in the organization. The challenge that is facing the organization is to cater for disabled in senior positions. Ulundi faced with a low labour turnover paternalistic culture, shortage of funds and there are positions that have been frozen due to inadequate funds. Ulundi Municipality will endeavor to meet the challenges and achieve the numerical objectives, which have been agreed by all stakeholders. It is the responsibility of management in partnership with all stakeholders to achieve this objective. The Council of Ulundi is committed to achieving the said objectives as set out in the Employment Equity Plan

Ulundi Local Municipality Employment Equity plan focuses on the current employee profile and what the organization realistically hope to achieve by the year 2020/21.

### 1. Size and Background of Ulundi Municipality

Ulundi Local Municipality is Category B (level) Grade 3 Local Authority.

Ulundi Local Municipality is located on the southern boundary of the Zululand District Municipality in North-Eastern KwaZulu Natal. The Ulundi Municipal area is approximately 3,250 km<sup>2</sup> in the extent and includes towns and settlements of Ulundi, Nqulwane, Mahlabathini, Babanango, Mpungamhlophe and Ceza as well as the Traditional Authorities of Buthelezi (KwaPhindangene & Nondayana) Buthelezi (Empithimpithini) Mbatha, Mpungose, Ndebele, Ntombela, Ximba, Zungu, Zulu (KwaNsimbi).

The Ulundi Local Municipality area falls within the heart of the cultural and historic area of Northern Zululand in KwaZulu Natal. It is located within a scenic topographic basin, surrounded on the west and southern sides by the White Umfolozi River. The town is situated 125 km west of Richards bay, 243 km south east of Durban and 121 km east of Vryheid on the R34 road that links with R66 road between Melmoth and Vryheid.

The largest part of its area is rural and underdeveloped. Approximately half of the municipal area consists of commercial farms and the area supports substantial agricultural community. The town of Ulundi represent only urban centre in the Ulundi local Municipal area and accommodates approximately 50 000 people. The settlement pattern reveals a high population concentration in the town of Ulundi and densely populated peri-urban area surrounding the town and along the main routes R34, R66 and P700.

The Ulundi Municipality is one of the five municipalities that constitute the area of jurisdiction of the Zululand District Municipality- the other four local municipalities are the eDumbe Municipality, the Abaqulusi Municipality, the uPhongolo Municipality and the Nongoma Municipality.

INDICATOR	ULUNDI MUNICIPAL AREA
Area	3 250km <sup>2</sup>
Population (2016/17)	205 762 people
Household	35 198
People per Household	5.1
Gender breakdown	Males 45.2% Females 54.8%
Age breakdown	0-14 40.15% 15-64 55.21% 65+ 4.63%

## **2. Ulundi Local Municipality Vision**

A developmental city of heritage focusing on good governance, socio-economic development and upholding tradition to promote sustainable service delivery.

### **Mission**

- To develop the institution and to facilitate institutional transformation
- To provide infrastructure and services to all, with emphasis on rural communities, in a sustainable manner
- To develop and support sustainable local economic development, through focusing on tourism development, and incorporating the youth
- To develop and support social development initiatives, particularly those focused on the youth and the vulnerable
- To ensure continued sound financial management
- To ensure effective and efficient land use management, taking cognizance of sound environmental practices

The National KPA is to transform Ulundi Municipality by implementation on Employment Equity principles. The measurable objective is the implementation of the Employment Equity Plan by addressing in particular, issues of gender and disability.

## **3. Ulundi Local Municipality Government strategy**

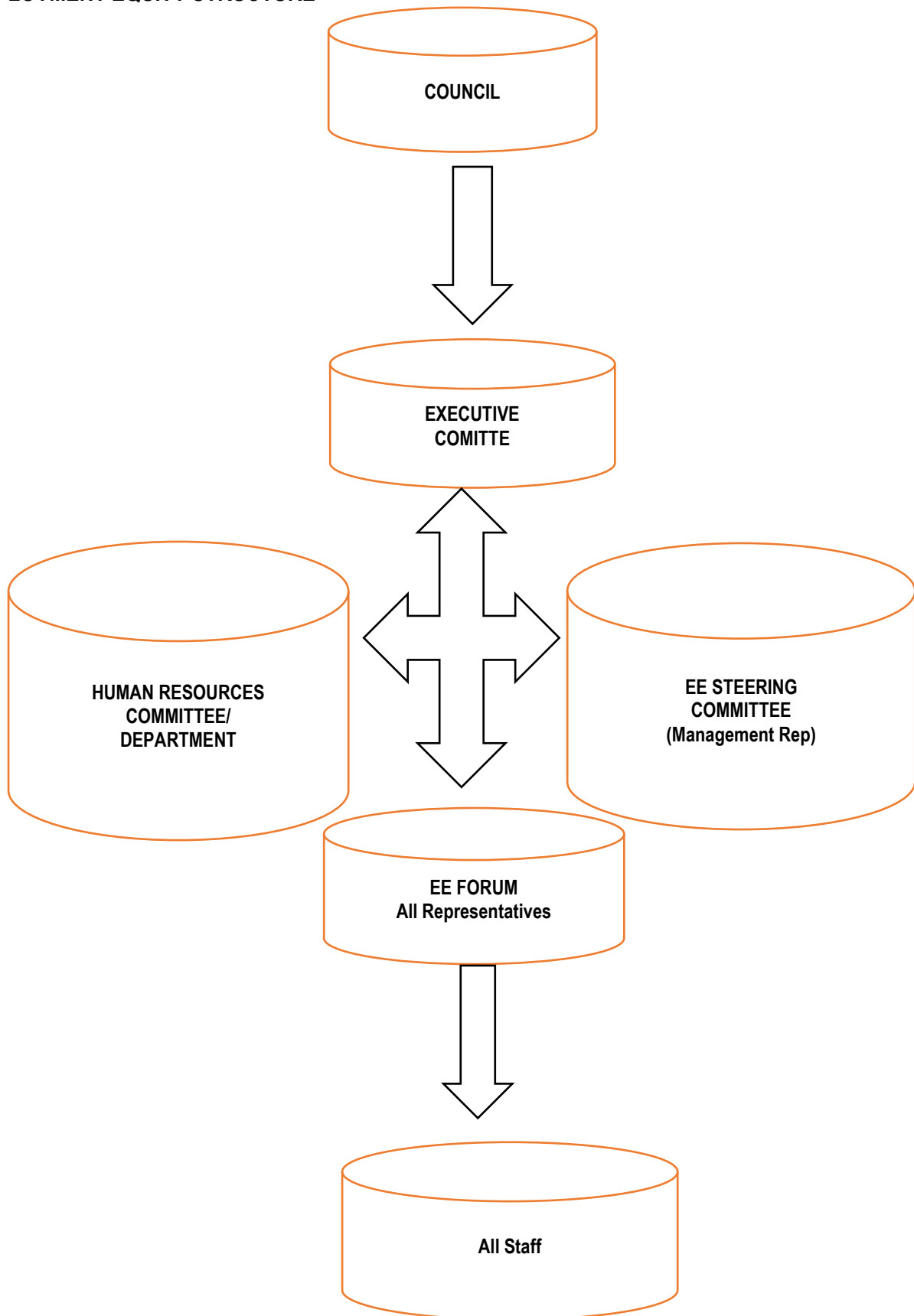
Ulundi Local Municipality envisage a governing structure to take into account;

- Employment Equity as a strategic business imperative and not only an operational matters;
- To enhance transparency in dealing with Employment Equity matters
- To ensure Council, top management support for this important initiative, and
- To facilitate two way communication between the Employment Equity Structure, Management and EXCO (Council).
- Employment Equity must achieve a level of independence from the Human Resource function of the Council and stand alone to get preference since it is a business issue.

Ulundi Local Municipality strives for consultation throughout the Employment Equity matters. An Employment Equity Consultative Forum is in place it and includes all stakeholders. i.e trade unions representatives, employees representatives from each department and all job categories and councilors representatives. This forum is guided by the legislation.

Effective means of communication on Employment Equity matters is vital to achieve commitment and service delivery of plans. The Municipality communicates with staff members through internal memorandum, notice board and staff meetings.

## 5. EMPLOYMENT EQUITY STRUCTURE



*Support from Senior Management, Supervisors and Champions required.*



### **5.1 Roles and responsibilities of Employment Equity Steering Committee**

The Employment Equity Steering Committee is responsible for;

- The incorporation of Employment Equity initiatives into the Ulundi Local Municipality strategic objectives;
- Ensuring a budget allocation to finance Employment Equity initiatives
- Ensuring commitment by managers and that managers performance appraisal assess their contribution to Employment Equity initiatives;
- Monitoring the implementation process and liaising with the Department of Labour
- Formulating the operational vision of Ulundi Local Municipality
- Employment Equity initiatives; and
- Ensuring that the implementation of the Employment Equity plan takes place

### **5.2 Roles and Responsibilities of Employment Equity Consultative Forum**

The Employment Equity Consultative Forum is responsible for;

- Facilitating upward and downward communication;
- Communicating initiatives to employees;
- Obtaining feedback and suggestions from employees;
- Obtaining feedback from Employment Equity Manager on the implementation of the plan;
- Reporting on progress made on equity initiatives to Employment Equity Steering Committee;
- Bringing forward issues impeding the creation of an organizational culture conducive to development and retention;
- Attending meetings and carrying out delegated tasks within the agreed time periods; being Ulundi Municipality role models
- Adhering to the ground rules and the objectives as stipulated in this document.

### **5.3 Roles and responsibilities of the Human Resources Department regarding Employment Equity**

The Human Resources Department is responsible for;

- Contributing to the formulation of the Employment Equity Plan
- Driving the Employment Equity policy and plan of the Council particularly the targets set;
- Keeping the Council and Management apprised of Employment Equity matters
- Co-ordination Employment Equity workshops
- Co-ordination of any audits required from time to time;
- Communicating with all role players on the initiatives taken
- Career development initiatives
- Identifying training needs
- Co-ordinating mentorship programmes.

### **5.4 ULUNDI LOCAL MUNICIPALITY DEPARTMENTS**

- Office of the Municipal Manager
- Corporate and Management Services
- Financial Services
- Technical Services
- Community Services
- Protection Services
- Development and Town Planning

## 6. DURATION OF THE PLAN (in terms of Section 20)

The plan of Ulundi Local Municipality will initially extend over a period of 5 years. The Municipal Manager shall share his long-term vision with all departments over this period. The plan shall be the basis for a non-discriminatory, non-racial and representative workforce which ensures positive measures in favour of designated groups. These goals shall be in line with the Code of Good practice as anticipated in the Employment Equity Act.

**START DATE** \_\_\_\_\_ **to** **END DATE** \_\_\_\_\_  
**01/10/2016** **30/09/2021**

### 6.1 OBJECTIVES FOR EACH YEAR OF THE PLAN

<b>YEAR</b>	<b>TIMEFRAMES</b>	<b>OBJECTIVES</b>
<b>YEAR 1</b>	<b>01/10/2016 to 30/09/2017</b>	Recruit 1 female with disability Recruit 1 female on Top Management position
<b>YEAR 2</b>	<b>01/10/2017 to 30/09/2018</b>	Recruit 1 female and 1 Male with disability Semi- skilled and discretionary decision making
<b>YEAR 3</b>	<b>01/10/2018 to 30/09/2019</b>	Recruit 2 female on Senior Management positions
<b>YEAR 4</b>	<b>01/10/2019 to 30/09/2020</b>	Recruit 3 female with disabilities on Professionally qualified and experienced specialists and mid-management
<b>YEAR 5</b>	<b>01/10/2020 to 30/09/2021</b>	All categories more especially the people under 30 (youth) and people with disabilities should be represented in numbers by 2021 within the municipality in terms of this Employment Equity Plan



## 7. EMPLOYEE PROFILE

### 7.1 PROFILE AS AT 30/09/2016

Occupational Levels	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	5	0	0	1	1	0	0	0	0	0	7
Senior Management	13	0	0	1	8	0	1	0	0	0	23
Professionally qualified and experienced specialists and mid-management	15	0	0	0	12	0	0	0	0	0	27
Skilled technical and academically qualified workers, Junior Management, Supervisors, Foremen, and Superintendents	50	0	0	1	38	0	0	0	0	0	89
Semi- skilled and discretionary decision making	79	0	0	0	57	0	0	0	0	0	136
Unskilled and defined decision making	21	0	0	0	23	0	0	0	0	0	44
<b>TOTAL PERMANENT</b>	183	0	0	3	139	0	1	0	0	0	326
Temporary employees	8	0	0	0	8	0	0	0	0	0	16
<b>GRAND TOTAL</b>	191	0	0	3	147	0	1	0	0	0	342

### 7.2 NUMERICAL GOALS & TARGETS FOR YEAR 2020/21

Occupational Levels	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	5	0	0	1	5	0	0	0	0	0	11
Senior Management	13	0	0	1	18	0	1	0	0	0	33
Professionally qualified and experienced specialists and mid-management	15	0	0	0	25	0	0	0	0	0	40
Skilled technical and academically qualified workers, Junior Management, Supervisors, Foremen, and Superintendents	50	0	0	1	81	0	0	0	0	0	132
Semi- skilled and discretionary decision making	79	0	0	0	67	0	0	0	0	0	146
Unskilled and defined decision making	21	0	0	0	23	0	0	0	0	0	44
<b>TOTAL PERMANENT</b>	183	0	0	3	219	0	1	0	0	0	406
Temporary employees	8	0	0	0	8	0	0	0	0	0	16
<b>GRAND TOTAL</b>	191	0	0	3	227	0	1	0	0	0	422

### 7.3 SKILLS DEVELOPMENT: 78%

Occupational Levels	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	0	0	0		0	0	0	0	0	0	0
Senior Management	4	0	0	1	6	0	1	0	0	0	12
Professionally qualified and experienced specialists and mid-management	4	0	0	0	5	0	0	0	0	0	9
Skilled technical and academically qualified workers, Junior Management, Supervisors, Foremen, and Superintendents	22	0	0	0	30	0	0	0	0	0	52
Semi- skilled and discretionary decision making	19	0	0	0	10	0	0	0	0	0	29
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL PERMANENT</b>	49	0	0	1	51	0	1	0	0	0	102
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	49	0	0	1	51	0	1	0	0	0	102

### SUMMARY OF EMPLOYMENT DATA

	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
Employees with disabilities	1	0	0	0	0	0	0	0	0	0	1
Employees Aged 51-older	35	0	0	1	38	0	0	0	0	0	74
Employees Aged 31-50	103	0	0	2	85	0	1	0	0	0	191
Employees Aged 30 or younger	38	0	0	0	38	0	0	0	0	0	76

- In terms of race all categories are represented but in low numbers, people with disabilities represented also with lower rate, the municipality is trying the best when recruiting the employees in order to meet the target.
- The municipality has a high number of employees that are at the age of 31-50. The municipality has employed high number of people under 30 or younger (youth).

## **8. BARRIERS IDENTIFIED, MEASURES TO ELIMINATE THEM AND AFFIRMATIVE ACTION MEASURES**

This section refers to barriers that were identified by means of Human Resources related audits conducted within the organization. Affirmative action measures and resolutions to barriers were identified.

### **8.1 Recruitment procedures**

- Traditional recruitment procedures are not conducive to redressing imbalances of the past.

Solutions to barriers and affirmative action measures

- Exposing staff members the Officers, Junior and Senior Management to the Municipal Finance Management Program (CPMD) in order to obtain the minimum competency requirement.
- Offering internships/ vacation employment, access to a database of disabled persons in which they can register their skills and competencies for possibilities of employment.

### **8.2 Advertising positions**

No barriers

### **8.3 Selection criteria**

No barriers

### **8.4 Appointments**

No barriers

### **8.5 Job classification and Grading**

No barriers

### **8.6 Remuneration and benefits**

No barriers

### **8.7 Terms and conditions of employment**

No barriers

### **8.8 Job assignments**

- New position's job descriptions are not evaluated.

Solutions to barriers and affirmative action measures

- Job descriptions to be submitted to the Job evaluation committee.
- Performance measurement system to be introduced to the lower levels

## **8.9 Work environment and facilities**

- Changing rooms for employees who are working on sites

Solutions to barriers and affirmative action measures

- Construction of building with changing room within premises to encourage team spirit and unity.
- Identification of budget to correct this situation.

## **8.10 Training and development**

No barriers

## **8.11 Performance evaluation systems**

Individual performance and evaluation systems to lower level

Solutions to barriers and affirmative action measures

- Individual performance and evaluation systems to conform with the system approved by SALGA

## **8.12 Promotions**

No barriers

## **8.13 Transfers**

No barriers

## **8.14 Succession and experience planning**

No barriers

## **8.15 Disciplinary measures**

No barriers

## **8.16 Dismissals**

No barriers

## **8.17 Retention of designated groups**

No barriers

## **8.18 Corporate culture**

No barriers

### 8.19 Reasonable Accommodation

No barriers

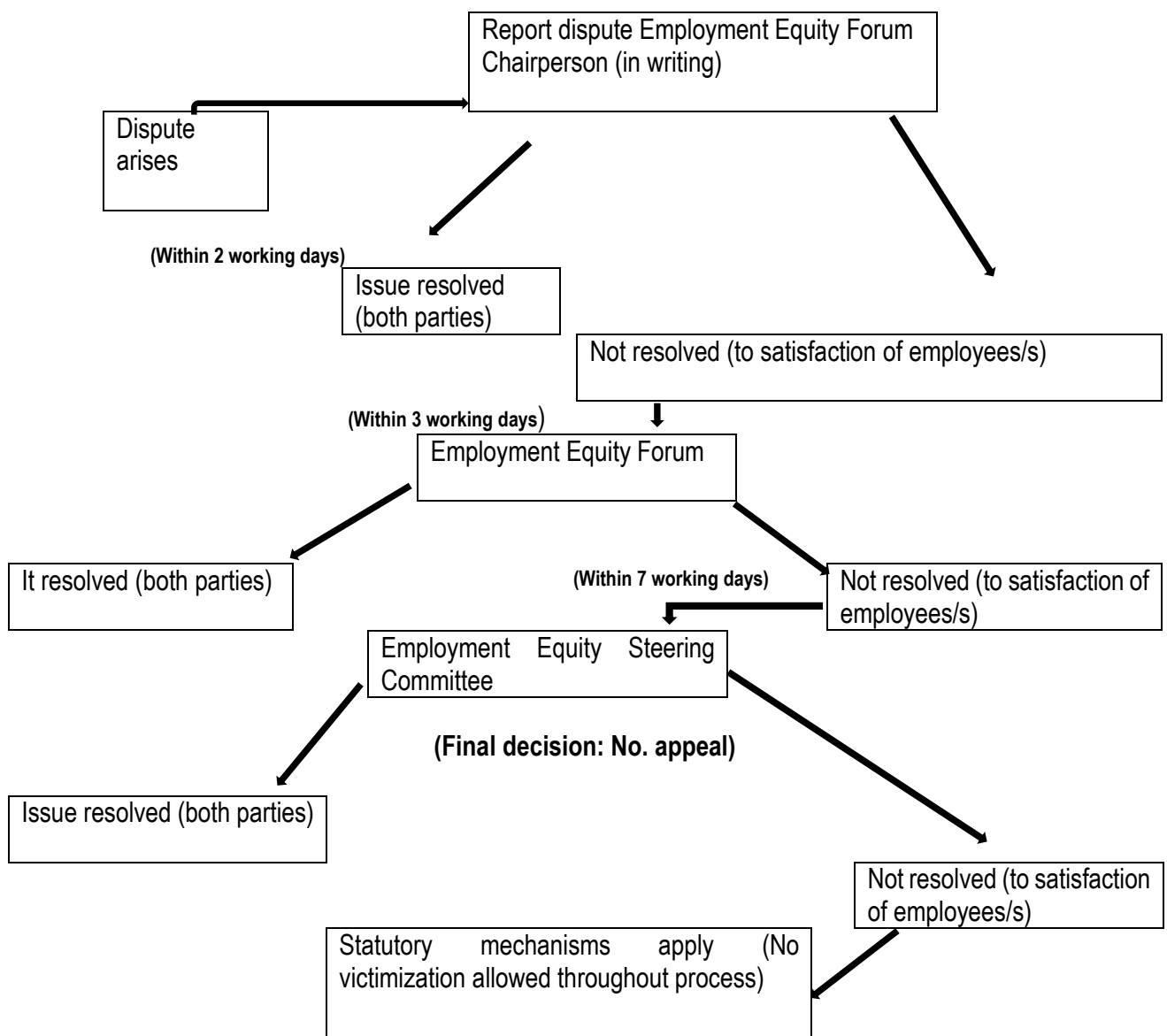
### 8.20 HIV and AIDS education prevention programmes

- No barriers

## 9. Draft Internal Dispute Resolution

Ulundi Municipality will aim to resolve disputes with regard to the interpretation and implementation of the Employment Equity Act and the organization's Employment Equity Plan as speedily as possible and with the minimum damage to the employment relationship.

It is envisaged that disputes shall be managed in the following way:



**10. MONITORING AND EVALUATION OF IMPLEMENTATION**

The progress of the Employment Equity Plan is monitored monthly. The Employment Equity Consultative Forum will devise monitoring and evaluation procedures to ensure plan is duly implemented in line with timeframes agreed upon.

**11. APPROVAL OF THE EMPLOYMENT EQUITY PLAN**

Ulundi Local Municipality employment Equity Plan is accepted by the Municipal Manager as a realistic and achievable plan. It is submitted that Council has complied with all legislative requirements in this regard. The Municipal Manager is satisfied that all role players were consulted in the process, will support the above plan and will actively ensure the implementation of all of the above.

I ..... (full name) the Municipal Manager of Ulundi Municipality hereby declare that I have read, approved and authorized this plan.

**SIGNED AT..... ON.....2016**

.....  
N.G. Zulu  
**MUNICIPAL MANAGER**