



| PLEASE READ THIS FIRST | SECTION A: EMPLOYER DETAILS & INSTRUCTIONS | |
|--|--|---|
| <p style="text-align: center;">↓</p> <p>PURPOSE OF THIS FORM</p> <p>This form enables employers to comply with Section 21 of the Employment Equity Act 55 of 1998, as amended.</p> <p>This form contains the format for employment equity reporting by designated employers to the Department of Labour.</p> <p>WHO COMPLETES THIS FORM?</p> <p>All designated employers. Employers who wish to voluntarily comply with Chapter 3 of the Act are also required to complete this form.</p> <p>WHEN SHOULD EMPLOYERS REPORT?</p> <p>Designated employers must submit their report annually on the first working day of October or by 15 January of the following year in the case of electronic reporting.</p> <p>Employers who become designated on or after the first working day of April but before the first working day of October must only submit their first report on the first working day of October of the following year.</p> <p>SEND TO:</p> <p>Employment Equity Registry The Department of Labour Private Bag X117 Pretoria 0001</p> <p>Online reporting: www.labour.gov.za Helpline: 0860101018</p> <p>NO FAXED OR E-MAILED REPORTS WILL BE ACCEPTED</p> | Trade name | Rhodes University |
| | DTI registration name | - |
| | DTI registration number | - |
| | PAYE/SARS number | L160 705 820 |
| | UIF reference number | 105 715/8 |
| | EE reference number | Not supplied in any correspondence from DoL |
| | Seta classification | ETDP |
| | Industry/Sector | ETDP |
| | Telephone number | 046 603 8113 |
| | Postal address | P.O. Box 94 |
| | | Grahamstown |
| | Postal code | 6139 |
| | City/Town | Grahamstown |
| | Province | Eastern Cape |
| | Physical address | Lucas Avenue |
| | | Grahamstown |
| | Postal code | 6139 |
| | City/Town | Grahamstown |
| | Province | Eastern Cape |
| | Details of CEO/Accounting Officer at the time of submitting this report | |
| Name and surname | Dr Sizwe Mabizela | |
| Telephone number | 046 603 8113 | |
| Fax number | 046 603 8003 | |
| Email address | loshni.govender@ru.ac.za | |
| Details of Employment Equity Senior Manager at the time of submitting this report | | |
| Name and Surname | Ms Loshni Govender | |
| Telephone number | 046 603 8113 | |
| Fax number | 046 603 8003 | |
| Email address | loshni.govender@ru.ac.za | |
| Business type | | |
| <input type="checkbox"/> Private Sector | <input type="checkbox"/> State-Owned Enterprise | |
| <input type="checkbox"/> National Government | <input type="checkbox"/> Provincial Government | |
| <input type="checkbox"/> Local Government | <input type="checkbox"/> Educational Institution | |
| <input type="checkbox"/> Non-profit Organisation | | |
| Information about the organisation at the time of submitting this report | | |
| Number of employees in the organisation | <input type="checkbox"/> 0 to 49 <input type="checkbox"/> 50 to 149 <input type="checkbox"/> 150 or more | |
| Is your organisation an organ of State? | <input type="checkbox"/> Yes <input type="checkbox"/> No | |
| Is your organisation part of a group / holding company? | <input type="checkbox"/> Yes <input type="checkbox"/> No | |
| If yes, please provide the name | _____ | |
| Year for which this report is submitted | 2015/2016 | |

Please indicate below the preceding twelve month period the report covers (except for first time reporting where the period may be shorter):

From (date): 01/09/2015 to (date): 31/08/2016

Please indicate below the duration of your current Employment Equity Plan:

From (date): 01/09/2015 to (date): 31/08/2020

PLEASE READ THIS FIRST

- a. The report should cover a twelve month period, except for first time reporting where this may not be possible and the months covered should be consistent from year to year for the duration of the plan.
- b. Employers must complete the EEA2 and the EEA4 forms and submit them together to the Department of Labour. Reports submitted by employers to the Department may only be hand delivered, posted or submitted online by the first working day of October or by 15 January of the following year only in the case of electronic reporting.
- c. An employer who becomes designated on or after the first working day of April, but before the first working day of October, must only submit its first report on the first working day of October in the following year.
- d. "Designated groups" mean Black people (i.e. Africans, Coloureds and Indians), women and people with disabilities who are citizens of the Republic of South Africa by birth or descent; or became citizens of the Republic of South Africa by naturalisation (i) before 27 April 1994 or (ii) after 26 April 1994 and who would have been entitled to acquire citizenship by naturalisation prior to that date but who were precluded by apartheid policies.
- e. The alphabets "A", "C", "I", "W", "M" and "F" used in the tables have the following corresponding meanings and must be interpreted as "Africans", "Coloureds", "Indians", "Whites", "Males" and "Females" respectively.
- f. "Temporary employees" are those employees employed for less than three months.
- g. Guidelines on occupational levels are provided in the EEA9 Annexure of these regulations.
- h. **Numerical goals** must include the entire workforce profile, and **NOT** the difference between the current workforce profile and the projected workforce profile the employer seeks to achieve at the end of its Employment Equity Plan (EE Plan).
- i. **Numerical targets** must include the entire workforce profile, and **NOT** the difference between the current workforce profile and the projected workforce profile the employer seeks to achieve by the next reporting period.
- j. All areas of the form must be fully and accurately completed and submitted by employers. Designated employers who fail to observe this provision will be deemed not to have reported.
- k. Employers must **not** leave blank spaces, use 'not applicable' (NA) or a 'dash' (-) when referring to the value "0" (Zero) or the word "No".

SECTION B: WORKFORCE PROFILE

1. WORKFORCE PROFILE

1.1 Please report the total number of employees (including employees with disabilities) in each of the following occupational levels: Note: A=Africans, C=Coloureds, I=Indians and W=Whites

| Occupational Levels | | Male | | | | Female | | | | Foreign Nationals | | Total |
|--|---------------|------------|------------|-----------|------------|------------|------------|-----------|------------|-------------------|-----------|-------------|
| | | A | C | I | W | A | C | I | W | Male | Female | |
| Top management | Grade 24 - 25 | 1 | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 3 |
| Senior management | Grade 19-23 | 0 | 0 | 0 | 3 | 1 | 0 | 2 | 5 | 0 | 0 | 11 |
| Professionally qualified and experienced specialists and mid-management | Grade 14 - 18 | 48 | 22 | 11 | 191 | 60 | 24 | 15 | 201 | 65 | 27 | 664 |
| Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents | Grade 9 - 13 | 52 | 41 | 5 | 43 | 80 | 38 | 5 | 106 | 3 | 4 | 377 |
| Semi-skilled and discretionary decision making | Grade 4 - 8 | 138 | 32 | 2 | 4 | 145 | 37 | 3 | 30 | 4 | 2 | 397 |
| Unskilled and defined decision making | Grade 1 - 3 | 158 | 11 | 0 | 0 | 239 | 13 | 1 | 1 | 0 | 0 | 423 |
| TOTAL PERMANENT | | 397 | 106 | 18 | 242 | 525 | 112 | 26 | 344 | 72 | 33 | 1875 |
| Temporary employees | | 7 | 2 | 0 | 8 | 5 | 1 | 1 | 12 | 2 | 3 | 41 |
| GRAND TOTAL | | 404 | 108 | 18 | 250 | 530 | 113 | 27 | 356 | 74 | 36 | 1916 |

NOTE: The definition of PERMANENT staff as per the DoL requirements is different to Rhodes.

The above number of staff under TOTAL PERMANENT (1532) includes:

- Permanent staff at Rhodes i.e. staff NOT on fixed contract
- All fixed term contracts of more than 3 months. This includes all contracts associated with academic leave, temporary teaching, temporary contracts linked to vacancies, all research contracts linked to outside funds where they are for 3 months or more, irrespective of whether the employment is full-time or not.
- Any contracts where staff works less than 60 hours per month (i.e. less than about 14 hours per week) are NOT included.

1.2 Please report the total number of employees with disabilities only in each of the following occupational levels:

Note: A=Africans, C=Coloureds, I=Indians and W=Whites

| Occupational Levels | | Male | | | | Female | | | | Foreign Nationals | | Total |
|--|---------------|-----------|----------|----------|----------|----------|----------|----------|----------|-------------------|----------|-----------|
| | | A | C | I | W | A | C | I | W | Male | Female | |
| Top management | Grade 24 - 25 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Senior management | Grade 19 - 23 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Professionally qualified and experienced specialists and mid-management | Grade 14 - 18 | 0 | 0 | 0 | 4 | 0 | 0 | 0 | 3 | 1 | 0 | 8 |
| Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents | Grade 9 - 13 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Semi-skilled and discretionary decision making | Grade 4 - 8 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Unskilled and defined decision making | Grade 1 - 3 | 14 | 0 | 0 | 0 | 3 | 0 | 0 | 1 | 0 | 0 | 18 |
| TOTAL PERMANENT | | 14 | 0 | 0 | 4 | 3 | 0 | 0 | 4 | 1 | 0 | 26 |
| Temporary employees | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| GRAND TOTAL | | 14 | 0 | 0 | 4 | 3 | 0 | 0 | 4 | 1 | 0 | 26 |

Note: This refers to employees who have identified themselves as having a disability. Those staff who elect not to identify themselves as such cannot be included.

SECTION C: WORKFORCE MOVEMENT

2. Recruitment

2.1. Please report the total number of new recruits, including people with disabilities. Note: A=Africans, C=Coloureds, I=Indians and W=Whites

| Occupational Levels | | Male | | | | Female | | | | Foreign Nationals | | Total |
|--|---------------|-----------|-----------|----------|-----------|-----------|-----------|----------|-----------|-------------------|----------|------------|
| | | A | C | I | W | A | C | I | W | Male | Female | |
| Top management | Grade 24 -25 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Senior management | Grade 19 - 23 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Professionally qualified and experienced specialists and mid-management | Grade 14 - 18 | 9 | 5 | 2 | 13 | 9 | 4 | 1 | 23 | 16 | 3 | 85 |
| Skilled technical and academically qualified workers, junior management, supervisors, for n, and superintendents | Grade 9 - 13 | 13 | 1 | 1 | 2 | 9 | 2 | 1 | 7 | 0 | 1 | 37 |
| Semi-skilled and discretionary decision making | Grade 4 - 8 | 10 | 2 | 0 | 0 | 19 | 4 | 1 | 2 | 1 | 0 | 39 |
| Unskilled and defined decision making | Grade 1 -3 | 22 | 3 | 0 | 0 | 40 | 2 | 0 | 0 | 0 | 0 | 67 |
| TOTAL PERMANENT | | 54 | 11 | 3 | 15 | 77 | 12 | 3 | 32 | 17 | 4 | 228 |
| Temporary employees | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| GRAND TOTAL | | 54 | 11 | 3 | 15 | 77 | 12 | 3 | 32 | 17 | 4 | 228 |

This reflects all NEW STAFF to Rhodes University.

Analysis: 2014/2015

- The number of posts filled in this period were 228. This will include all contracts for temporary teaching, appointments against academic leave funds, temporary assistance.
- The percentage of new Black permanent staff (A,C, I) per level were:

| Occupational Level | 2015/2016 | 2014/2015 (current equity period) | 2013/2014 | 2012/2013 |
|--------------------------|--------------|-----------------------------------|--------------|--------------|
| Professionally Qualified | 35% (30/85) | 40% (31/77) | 32% (20/63) | 42% (18/42) |
| Skilled Technical | 73% (27/37) | 68% (46/68) | 73% (52/71) | 51% (23/45) |
| Semi-Skilled | 92% (36/39) | 80% (35/44) | 90% (27/30) | 86% (25/29) |
| Unskilled | 100% (67/67) | 100% (31/31) | 100% (66/66) | 100% (28/28) |

3. Promotion

3.1. Please report the total number of promotions into each occupational level, including people with disabilities.

| Occupational Levels | | Male | | | | Female | | | | Foreign Nationals | | Total |
|--|---------------|----------|----------|----------|----------|----------|----------|----------|-----------|-------------------|----------|-----------|
| | | A | C | I | W | A | C | I | W | Male | Female | |
| Top management | Grade 24 -25 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Senior management | Grade 19 - 23 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Professionally qualified and experienced specialists and mid-management | Grade 14 – 18 | 1 | 0 | 0 | 7 | 3 | 0 | 0 | 11 | 1 | 5 | 28 |
| Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents | Grade 9 - 13 | 1 | 3 | 0 | 0 | 0 | 0 | 0 | 2 | 0 | 0 | 6 |
| Semi-skilled and discretionary decision making | Grade 4 - 8 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Unskilled and defined decision making | Grade 1 -3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL PERMANENT | | 2 | 3 | 0 | 7 | 3 | 0 | 0 | 13 | 1 | 5 | 34 |
| Temporary employees | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| GRAND TOTAL | | 2 | 3 | 0 | 7 | 3 | 0 | 0 | 13 | 1 | 5 | 34 |

This reflects:

1. Personal Promotion for academic staff.
2. All current support staff who moved to a higher level post in the University.

Analysis of 2015/2016:

1. Of all promotions 62% (21 staff from the designated groups out of a total of 34 staff) are people from designated groups inclusive of white women.
2. Of the total number of staff (34) promoted, the number of Black staff promoted was 24% (8/34).
3. Per occupational level, the number of Black staff and women promoted are:

| 2015/2016 | No of Black staff promoted | No of women promoted |
|--------------------------|---|------------------------|
| Senior Management | 0% | 0% |
| Professionally qualified | 14% of staff promoted were Black (4/28) | 50% were women (14/28) |
| Skilled technical | 67% of staff promoted were Black (4/6) | 33% were Women (2/6). |
| Semi-Skilled | 0% | 0% |

| 2014/2015 | No of Black staff promoted | No of women promoted |
|--------------------------|--|-------------------------|
| Senior Management | 0% | 100% were women (1/1) |
| Professionally qualified | 33% of staff promoted were Black (10/31) | 52% were women (16/31) |
| Skilled technical | 69% of staff promoted were Black (9/13) | 77% were Women (10/13). |
| Semi-Skilled | 100% of staff promoted were Black (7/7), | 29% Women (2/7). |

4. Termination

4.1. Please report the total number of terminations in each occupational level, including people with disabilities.

Note: A=Africans, C=Coloureds, I=Indians and W=Whites

| Occupational Levels | | Male | | | | Female | | | | Foreign Nationals | | Total |
|--|---------------|-----------|-----------|----------|-----------|-----------|-----------|----------|-----------|-------------------|----------|------------|
| | | A | C | I | W | A | C | I | W | Male | Female | |
| Top management | Grade 24 -25 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Senior management | Grade 19 - 23 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 2 |
| Professionally qualified and experienced specialists and mid-management | Grade 14 - 18 | 8 | 1 | 1 | 19 | 10 | 6 | 2 | 31 | 13 | 6 | 97 |
| Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents | Grade 9 - 13 | 6 | 3 | 1 | 9 | 11 | 3 | 0 | 11 | 0 | 1 | 45 |
| Semi-skilled and discretionary decision making | Grade 4 - 8 | 6 | 4 | 0 | 0 | 21 | 2 | 0 | 4 | 3 | 1 | 41 |
| Unskilled and defined decision making | Grade 1 -3 | 31 | 3 | 0 | 0 | 47 | 1 | 1 | 1 | 0 | 0 | 84 |
| TOTAL PERMANENT | | 51 | 11 | 2 | 29 | 89 | 12 | 3 | 48 | 16 | 8 | 269 |
| Temporary employees | | 4 | 0 | 0 | 1 | 3 | 0 | 1 | 5 | 0 | 1 | 15 |
| GRAND TOTAL | | 55 | 11 | 2 | 30 | 92 | 12 | 4 | 53 | 16 | 9 | 284 |

Analysis of 2015/2016:

1. Of all terminations 80% (229/284) are people from designated groups inclusive of white women.
2. Of the total number of staff terminations (284), the number of Black staff who terminated their services was 62% (176/284).

Staff terminations per occupational level:

Analysis for 2015/2016

| Occupational level | Total turnover | No of Black staff terminating their employment as % of occupational level | No of women terminating their employment as % of occupational level |
|--------------------------|----------------|---|---|
| Top Management | 0% | 0% | 0% |
| Senior management | 18% (2/11) | 0% | 9% (1/11) |
| Professionally qualified | 15% (97/664) | 4%(28/664) | 7% (49/664) |
| Skilled technical | 12% (45/377) | 6% (24/377) | 7% (25/377) |
| Semi-skilled | 10% (41/397) | 8% (33/397) | 7% (27/397) |
| Unskilled | 20% (84/423) | 20% (83/423) | 12% (49/423) |

Analysis for 2014/2015

| Occupational level | Total turnover | No of Black staff terminating their employment as % of occupational level | No of women terminating their employment as % of occupational level |
|--------------------------|----------------|---|---|
| Top Management | 0% | 0% | 0% |
| Senior management | 36% (4/11) | 9% (1/11) | 1% (1/11) |
| Professionally qualified | 21% (117/552) | 5%(28/552) | 9% (49/552) |
| Skilled technical | 27% (88/330) | 14% (45/330) | 12% (41/330) |
| Semi-skilled | 18% (54/297) | 13% (39/297) | 11% (32/297) |
| Unskilled | 24% (81/340) | 24% (81/340) | 14% (48/340) |

1. Changes in total turnover for Black staff include:

- a. There has been a slight decrease in turnover in the professionally qualified area by only 1% from 5% in the last equity reporting period to 4% in the current period
- b. A decrease in skilled technical by 8% compared to the last reporting period from 14% to 6% in the current period
- c. A decrease in the semi-skilled level by 5% compared to the last reporting period from 13% to 8% in the current reporting period.

2. The termination of white men represents the opportunity for Rhodes to transform and to ensure that we employ people from the under-represented designated groups.

4.2 Please report the total number of terminations, including people with disabilities, in each termination category below. Note: A=Africans, C=Coloureds, I=Indians and W=Whites

| Terminations | Male | | | | Female | | | | Foreign Nationals | | Total |
|-----------------|-----------|-----------|----------|-----------|-----------|-----------|----------|-----------|-------------------|----------|------------|
| | A | C | I | W | A | C | I | W | Male | Female | |
| Death | 4 | 0 | 0 | 0 | 2 | 0 | 0 | 1 | 0 | 0 | 7 |
| Discharged | 9 | 0 | 0 | 0 | 6 | 0 | 0 | 1 | 0 | 0 | 16 |
| End of Contract | 28 | 5 | 2 | 20 | 59 | 6 | 1 | 30 | 11 | 6 | 168 |
| Pensioned | 3 | 3 | 0 | 2 | 5 | 0 | 0 | 3 | 0 | 0 | 16 |
| Resigned | 8 | 3 | 0 | 7 | 18 | 5 | 2 | 12 | 5 | 2 | 62 |
| TOTAL | 52 | 11 | 2 | 29 | 90 | 11 | 3 | 47 | 16 | 8 | 269 |

The Department of Labour no longer requires that this table is included but it has been tabled as the data is meaningful.

SECTION D: SKILLS DEVELOPMENT

5. Skills Development

5.1. Please report the total number of people including people with disabilities, who received training **ONLY** for the purpose of achieving the numerical goals, and not the number of training courses attended by individuals.
Note: A=Africans, C=Coloureds, I=Indians and W=Whites

| Occupational Levels | | Male | | | | Female | | | | Foreign Nationals | | Total |
|--|---------------|------|---|---|---|--------|---|---|---|-------------------|--------|-------|
| | | A | C | I | W | A | C | I | W | Male | Female | |
| Top management | Grade 24 -25 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Senior management | Grade 19 - 23 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Professionally qualified and experienced specialists and mid-management | Grade 14 - 18 | 1 | 0 | 0 | 0 | 6 | 2 | 2 | 1 | 0 | 1 | 13 |
| Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents | Grade 9 - 13 | 1 | 0 | 0 | 1 | 2 | 1 | 0 | 1 | 0 | 0 | 6 |
| Semi-skilled and discretionary decision making | Grade 4 - 8 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Unskilled and defined decision making | Grade 1 -3 | 2 | 0 | 0 | 0 | 8 | 0 | 0 | 0 | 0 | 0 | 10 |
| TOTAL PERMANENT | | 4 | 0 | 0 | 1 | 16 | 3 | 2 | 2 | 0 | 1 | 29 |
| Temporary employees | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| GRAND TOTAL | | 4 | 0 | 0 | 1 | 16 | 3 | 2 | 2 | 0 | 1 | 29 |

The above reflects training that has been received by:

1. Support staff on internship programmes. This include 6 Psychology interns working at the Counselling Centre.
2. Support staff on a learnership.
3. Academic staff on Mellon, Kresge and RU development programmes. This focuses only on academic staff improving their qualifications and/or developing their teaching skills.

These programmes are equity initiatives that directly feed into the achievement of numeric goals. While other training is attended by members of designated groups, it is not part of a deliberate and focused development strategy to achieve numeric goals.

SECTION E: NUMERICAL GOALS & TARGETS

6. Numerical goals

6.1. Please indicate the numerical goals as contained in the EE Plan (i.e. the entire workforce profile including people with disabilities) you project to achieve at the end of your current Employment Equity Plan in terms of occupational levels. Note: A=Africans, C=Coloureds, I=Indians and W=Whites:
These goals are as at 31/08/2020

| Occupational Levels | Male | | | | Female | | | | Foreign Nationals | | Total |
|--|------------|------------|-----------|------------|------------|-----------|-----------|------------|-------------------|-----------|-------------|
| | A | C | I | W | A | C | I | W | Male | Female | |
| Top management | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 1 | 0 | 0 | 3 |
| Senior management | 1 | 0 | 0 | 2 | 1 | 0 | 2 | 5 | 0 | 0 | 11 |
| Professionally qualified and experienced specialists and mid-management | 93 | 16 | 11 | 165 | 99 | 30 | 12 | 176 | 54 | 25 | 681 |
| Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents | 53 | 36 | 4 | 22 | 66 | 29 | 1 | 84 | 2 | 4 | 301 |
| Semi-skilled and discretionary decision making | 82 | 20 | 1 | 7 | 125 | 25 | 1 | 26 | 1 | 5 | 293 |
| Unskilled and defined decision making | 157 | 24 | 0 | 0 | 94 | 10 | 1 | 11 | 0 | 1 | 298 |
| TOTAL PERMANENT | 387 | 96 | 16 | 196 | 386 | 94 | 17 | 303 | 57 | 35 | 1587 |
| Temporary employees | 5 | 4 | 0 | 9 | 7 | 3 | 1 | 11 | 3 | 4 | 47 |
| GRAND TOTAL | 392 | 100 | 16 | 205 | 393 | 97 | 18 | 314 | 60 | 39 | 1634 |

NOTE: Rhodes' numerical goals are based on permanent staff excluding all fixed term contracts of less than 3 years. This is why these numbers are different to the workforce profile. The latter includes all contracts of more than 3 months which includes all temporary teaching and temporary assistance contracts.

7. Numerical targets

7.1. Please indicate the numerical targets as contained in the EE Plan (i.e. the entire workforce profile including people with disabilities) you project to achieve at the end of the next reporting cycle, in terms of occupational levels.

Note: A=Africans, C=Coloureds, I=Indians and W=Whites

This is the same as for table 6.

| Occupational Levels | Male | | | | Female | | | | Foreign Nationals | | Total |
|--|------------|-----------|-----------|------------|------------|-----------|-----------|------------|-------------------|-----------|-------------|
| | A | C | I | W | A | C | I | W | Male | Female | |
| Top management | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 1 | 0 | 0 | 3 |
| Senior management | 0 | 0 | 0 | 3 | 1 | 0 | 2 | 5 | 0 | 0 | 11 |
| Professionally qualified and experienced specialists and mid-management | 37 | 11 | 8 | 204 | 52 | 24 | 13 | 191 | 56 | 31 | 627 |
| Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents | 35 | 39 | 4 | 28 | 56 | 33 | 3 | 106 | 3 | 7 | 314 |
| Semi-skilled and discretionary decision making | 75 | 19 | 2 | 8 | 123 | 31 | 1 | 37 | 1 | 5 | 302 |
| Unskilled and defined decision making | 151 | 15 | 0 | 0 | 103 | 6 | 0 | 2 | 0 | 0 | 277 |
| TOTAL PERMANENT | 299 | 84 | 14 | 243 | 336 | 94 | 19 | 342 | 60 | 43 | 1534 |
| Temporary employees | 5 | 4 | 0 | 9 | 7 | 3 | 1 | 11 | 3 | 4 | 47 |
| RAND TOTAL | 304 | 88 | 14 | 252 | 343 | 97 | 20 | 353 | 63 | 47 | 581 |

NOTE: the next reporting period is 1 September 2015 to 31 August 2016

SECTION F: MONITORING & EVALUATION

8. Consultation

8.1. Please indicate below the stakeholders that were involved in the consultation process when developing and implementing your Employment Equity Plan and the preparation of this Employment Equity Report.

| Consultation | Yes | No |
|--|-----|----|
| Consultative body or employment equity forum | X | |
| Registered trade union(s) | X | |
| Employees | X | |

9. Barriers and affirmative action measures

9.1. Please indicate which categories of employment policy or practice barriers to employment equity were identified. If your answer is 'Yes' to barriers in any of the categories, please indicate whether or not there are affirmative action measures developed and the time-frames to overcome them.

| CATEGORIES | Tick (√) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice | | | BARRIERS <i>(PLEASE PROVIDE NARRATION)</i> (briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category) | AFFIRMATIVE ACTION MEASURES <i>(PLEASE PROVIDE NARRATION)</i> (briefly describe the affirmative action measures to be implemented in response to barriers identified for each category) | TIME-FRAMES | | RESPONSIBILITY (Designation) |
|------------------------|--|-----------|----------|--|---|-------------|----------|---------------------------------|
| | POLICY | PROCEDURE | PRACTICE | | | START DATE | END DATE | |
| Recruitment procedures | | √ | √ | The current assessment process may unintentionally directly or indirectly discriminate against applicants | The current assessment processes which are part of the recruitment and selection practices need to be reviewed. | 2015 | 2016 | HR Director |
| | | √ | √ | Appointment of employees on post retirement contracts restricts and limits employment opportunities for potential employees from under-represented groups | Monitor the appointment of retirees. Plan annual discussions with faculties and departments to assist with timeous advertising of identified posts. Conduct age analysis which will assist with medium and long term planning regarding impending retirements | 2015 | Ongoing | HR Operations Manager |
| | | √ | √ | The issuing of contracts to over-represented groups prohibits employment and developmental opportunities for individual from under-represented groups. | Monitor the issue of contracts. This will assist with creating opportunities for gaining experience, may be developmental and provide opportunities for screening. | 2015 | Ongoing | HR Operations Manager |
| | | √ | √ | Current recruitment methods need to be reviewed to reach a larger group of potential applicants. | | 2015 | 2016 | HR Operations Manager |

| | | | | | | | | |
|---------------------------------------|---|---|---|--|--|------|---------|---------------------------------------|
| | | √ | √ | No process in place to facilitate skills transfer from foreign national incumbents to South Africans | Explore new recruitment trends to reach target groups. | 2015 | 2016 | Employment Equity Manager |
| | | √ | √ | Current advertising methods are expensive and localised to a particular region. Although national newspapers are used for advertising, this may still be inaccessible to certain target groups | Create awareness of Rhodes University employment opportunities at professional conferences | 2015 | 2016 | HR Operations Manager |
| | | | | | Capacitate HR Professionals to conduct headhunting | 2015 | 2016 | HR Operations Manager |
| | | | | | Develop and implement a framework to assist with the transfer of knowledge from foreign national incumbents to South African | | | |
| | | | | | Need to explore social media in order to reach a wider target pool of potential applicants. | | | |
| RU/HR Branding | | | √ | Develop and market RU/HR as an employer of choice | Branding needs to be prioritised in order to have a larger market reach for target groups. | 2015 | 2020 | HR and Marketing and Communications |
| | | | | | Create job market presence for employment opportunities | | | |
| | | | | | Develop and promote RU Employee Value Proposition (EVP) | | | |
| Job classification and grading system | √ | | | Constitution of committee does not include union representatives | Review committee membership | 2015 | Ongoing | Organisational Development Specialist |

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| | | | | | Train Job Evaluation Committee members | | | |
| Remuneration and benefits | √ | | √ | Remuneration practices need to be reviewed to address anomalies Different conditions of service | Develop Remuneration Policy Review pay practices Need to harmonise conditions of service | 2015 | 2018 | Remuneration Specialist and HR Director |
| Induction and on-boarding | | | √ | No induction programme in place | Develop and implement induction programmes for staff and senior management | 2015 | Ongoing | Organisational Development Specialist |
| Institutional culture | | | √ | Exit interviews indicate certain staff perceive the culture of the Institution as constraining and unwelcoming | Need to implement Institutional Culture interventions to promote commitment among staff of RU | 2016 | 2020 | Organisational Development Specialist / Equity and Institutional Culture Office |
| | | | √ | The value of collegiality is not experienced consistently by all staff | Develop Institutional Culture Roadmap Promote the Institutional Values to advance aspirational institutional behaviour | 2018 2016 | Ongoing Ongoing | Organisational Development Specialist Organisational Development Specialist |

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| | | | | | | | | |
| Retention strategies | | | √ | The ability to retain staff from designated groups is concerning | HR to work collaboratively with HODs, Deans and Directors where applicable to monitor turnover and develop retention strategies | 2016 | Ongoing | HR Director and Organisational Development Specialist |
| Probation | | | √ | Probation periods are long and in some cases not commensurate with levels. This may hinder advancement of employees on probation. | Determine policy considerations | 2015 | 2016 | HR Operations Manager |
| Development Opportunities | | | √ | Staff development is currently undertaken on an ad-hoc basis. No skills development strategy in place. The significant turnover of candidates on developmental programmes is concerning. This initiative was created to contribute to academic development of identified candidates for placement of these suitably qualified candidates against identified vacancies on the permanent structure of the university. | Develop Skills Development Strategy Develop WSP to include all categories of staff Develop and implement a quality assurance system for training providers Provide on-boarding and ongoing support for accelerated development programme candidates. Work collaboratively with Research Office to explore funding opportunities for academic staff development | 2015 2015 | Ongoing Ongoing | Organisational Development Specialist HR Director/ Organisational Development Specialist |

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| | | | | | | | | |
| Succession Planning Initiatives | √ | | | Scarce and critical skill- posts are not flagged or monitored for development of suitable candidates from designated groups for succession purposes | <p>Develop Workforce Analytics for succession planning purposes.</p> <p>Consult with Directors and Deans on data</p> <p>Develop and maintain Succession Planning & Targeted Development System wrt:</p> <ul style="list-style-type: none"> - Identification of posts - Identification of High Performance Individuals - Create development plans - Monitor progress | 2015 | Ongoing | HR Director |
| Industrial Relation (IR) related matters | √ | √ | √ | <p>IR Policies require alignment to relevant legislation and amendments</p> <p>High levels of disciplinary cases and</p> | <p>Implement IR advisory and support function for line managers</p> <p>Provide ongoing IR training to managers and staff within RU</p> | 2015 | Ongoing | IR Manager/HR Director |

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|--|--|---|---|---|---|------|---------|--|
| | | | | dismissals among Grade 1 to 5 employees Cases of managers not following IR processes | | | | |
| Disability awareness | | | √ | Limited disability access Need for disability awareness workshops for staff | Need for disability awareness workshops for staff | 2016 | Ongoing | EE Manager/ Organisational Development Specialist |
| Employee Assistance Programmes (EAP) & Wellness | | | √ | There is a need to provide holistic EAP and Wellness interventions for staff | Develop EAP/Wellness Model for RU Enhance partnership with Student Affairs & OHS Officer to share resources Introduce Occupational Medical Services to monitor ill-health and incapacity cases requiring reasonable accommodation | 2015 | Ongoing | EAP/Wellness Office |
| Monitoring of Employment Equity and Transformati | | √ | √ | Evidence is required to demonstrate progress toward EE goals and targets | Due to visits by the DOL EE Inspectorate who regularly monitor barriers to and progress toward EE goals and | | | |

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|-------------------|--|--|--|--|--|--|--|--|
| on Imperatives | | | | | targets, the following is necessary: <ul style="list-style-type: none"> - Training for EE Committee members, - Training for R&S Committee Chairs, - Training for Line Managers, - EE & Transformati on Colloquium | | | |
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10. Monitoring and evaluation of implementation

10.1. How regularly do you monitor progress on the implementation of the Employment Equity Plan? Please choose one.

| | |
|---------|-----------|
| Monthly | Quarterly |
| | X |

10.2. Did you achieve the annual objectives as set out in your Employment Equity Plan for this period?

| Yes | No | Please explain |
|-----|----|--|
| X | X | In terms of quantitative goals, fair progress has been made, in some areas, goals have been achieved. In terms of qualitative goals, fair progress has been made, some goals achieved, while others are in progress. |