



RHODES UNIVERSITY
Where leaders learn



Employment Equity Plan for the period 1 September 2015 – 31 August 2020



HR VALUES



Academic Freedom



Advancing the Public Good



Equity



Respect for Each Other



Stewardship



I. INTRODUCTION TO THE EMPLOYMENT EQUITY PLAN FOR RHODES UNIVERSITY

Section 20 of the Employment Equity Act requires that a designated employer prepare and implement an Employment Equity Plan which will achieve reasonable progress towards employment equity.

a. Annual Employment Equity objectives for each year of the plan are in accordance with the SMART principle as follows:-

- Specific
- Measurable
- Attainable
- Relevant; and
- Time bound

b. Barriers and Affirmative Action Measures must be aligned 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 the goals and targets.

d. Non-numerical goals should be according to paragraph b above.

e. Regular monitoring are in place 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).

f. All senior managers are responsible for monitoring and implementing the plan.



2. 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)

01 September 2015 to 31 August 2020



3. 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	I September 2015 to 31 August 2016	<ul style="list-style-type: none"> • Review Recruitment Procedures • Review Job Classification and grading system • Implement Induction and on-boarding • Provide on-boarding and development strategies for development programme candidates • Review Employee Relations Policies
YEAR 2	I September 2016 to 31 August 2017	<ul style="list-style-type: none"> • Develop Retention Strategies • Determine Probation Policy Considerations • Develop Workforce Analytics for succession planning • Create disability awareness • Develop EAP/Wellness Model
YEAR 3	I September 2017 to 31 August 2018	<ul style="list-style-type: none"> • Develop Retention Strategies • Develop Workforce Analytics for succession planning • Create disability awareness
YEAR 4	I September 2018 to 31 August 2019	<ul style="list-style-type: none"> • Review Remuneration and Benefit Practices
YEAR 5	I September 2019 to 31 August 2020	<ul style="list-style-type: none"> • Implement Institutional Culture Interventions • Implementation of Rhodes University HR Branding



4. 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) (briefly describe each of the barriers identified in terms of policies, procedures and/ or practice for each category)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION) (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	
Induction and on-boarding			✓	No induction programme in place.	Develop and implement induction programmes for staff and senior management.	2015	2020 and beyond	Organisational Development Specialist

RECRUITMENT PROCEDURES		√	√	The current support staff 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 on an urgent basis.	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. There is a need to conduct an age analysis which will assist with medium and long term planning regarding impending retirements.	2015	2020	HR Operations Manager
		√	√	The issuing of contracts to over-represented groups prohibits employment and developmental opportunities for individuals from under-represented groups.	Monitor the issue of contracts. A comprehensive contract management system will assist with creating opportunities for individuals from designated groups to gain experience and benefit from short term employment opportunities.	2015	2020	HR Operations Manager
		√	√	Current recruitment methods need to be reviewed in order to reach a larger group of potential applicants.	Explore new recruitment trends to reach target groups.	2015	2016	HR Operations Manager

		√	√	No process in place to facilitate skills transfer from foreign national incumbents to South Africans as per Department of Labour requirement.	Create awareness of Rhodes University employment opportunities at professional conferences			
					Build capacity among HR Professionals to conduct headhunting	2015	2016	HR Operations 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.	Develop and implement a framework to assist with the transfer of knowledge from foreign national incumbents to South African	2015	2016	Employment Equity Manager
		√	√		There is a need to explore social media in order to reach a wider target pool of potential applicants.	2015	2016	HR Operations Manager
RU/HR BRANDING			√	Develop and market RU/HR as an employer of choice as the higher education sector is highly competitive for skills	Promote RU brand in order to have a larger market reach for targeted groups. Create job market presence by promoting employment Opportunities at RU. Develop and promote RU Employee Value Proposition (EVP) to potential employees.	2015	2020	HR and Marketing and Communications

JOB CLASSIFICATION AND GRADING SYSTEM	√			Constitution of the committee does not include union representatives.	Review policy and committee membership to ensure transparency. Train Job Evaluation Committee members.	2015	2020	Organisational Development Specialist
REMUNERATION AND BENEFITS	√		√	Remuneration practices need to be reviewed to address internal parity. There are currently different conditions of service for staff.	Develop Remuneration Policy Review pay practices Need to harmonise conditions of service.	2015	2018	Remuneration Specialist and HR Director
INSTITUTIONAL CULTURE			√	Exit interviews indicate that certain categories of staff perceive the culture of the Institution to be constraining and unsupportive.	There is a need to implement Institutional Culture interventions to promote collaboration among staff of RU.	2015	2020	Organisational Development Specialist / Equity and Institutional Culture Office
					Foster a cohesive Institutional Culture.	2016	2020	Organisational Development Specialist / Equity and Institutional Culture Office
					Develop Institutional Culture Roadmap	2016	2020	Organisational Development Specialist
			√	The Institutional Value of Collegiality is not experienced consistently by all staff.	Promote the Institutional Values to advance aspirational institutional behaviours.	2016	2020	Organisational Development Specialist

RETENTION STRATEGIES			√	There is concern about the turnover of staff from designated groups.	HR to work collaboratively with HODs, Deans and Directors to monitor turnover and develop retention strategies.	2016	2020	HR Director and Organisational Development Specialist
PROBATION		√	√	Probation periods are long and in some cases not commensurate with occupational levels. This may hinder the advancement of employees. In addition recruitment initiatives may be adversely impacted.	Determine policy considerations.	2015	2016	HR Operations Manager
SUCCESSION PLANNING INITIATIVES	√		√	Scarce and critical skill-posts are not flagged or monitored for succession planning purposes.	Develop Workforce Analytics for succession planning purposes. Develop and maintain a Succession Planning & Targeted Development System.	2015	2020	HR Director
				Staff development is currently undertaken on an ad-hoc basis. No skills development strategy in place	Develop Skills Development Strategy to address the development needs of all occupational categories.	2015	2020	Organisational Development Specialist

DEVELOPMENT OPPORTUNITIES					Develop and implement a quality assurance system for training providers.			
					Align skills development initiatives with Sector Skills Plan.	2015	2020	HR Director/ Organisational Development Specialist/ CHERTL/ Research Office
				The significant turnover of identified candidates on developmental programmes is concerning.	Provide on-boarding and on-going support for accelerated development programme candidates.			
					Work collaboratively with Research Office to explore funding opportunities for academic staff development.	2015	2020	IR Manager/HR Director
EMPLOYEE RELATION (ER) RELATED MATTERS	√	√	√	RU Industrial Relations policies require alignment to relevant legislation and amendments	Implement IR advisory and support function for line managers.			
				There are high levels of disciplinary cases and dismissals among Grade 1 to 5 employees. In addition there are incidents of managers not following IR processes.				

DISABILITY AWARENESS			√	Limited access and facilities for people with disabilities.	There is a need to look at infrastructure requirements for people with disabilities.	2016	2020	EE Manager/ list/DD: Infrastructure and Operations/HSE Officer
				Need for disability awareness workshops for staff.	Organise disability awareness workshops for staff.	2016	2020	EAP/Wellness/EE Manager
					Provision of sign language course.	2016	2016	EE Manager
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	2020	EAP/Wellness Office
MONITORING OF EMPLOYMENT EQUITY AND TRANSFORMATION IMPERATIVES		√	√	The Department of Labour requires updates on the eradication of EE barriers. Evidence must be produced to demonstrate progress toward EE goals and targets.	Due to visits by the DOL EE Inspectorate who regularly monitor the eradication of EE barriers and progress toward EE goals and targets, the following is necessary: - Training for EE Committee members, - Training for R&S Committee Chairs, - Training for Line Managers, - EE & Transformation Colloquium			



5. 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.

5.1 Snapshot of the current workforce profile

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

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	1	0	0	1	0	0	0	0	0	0	2
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	244	335	94	19	341	60	43	1533
Temporary employees	5	4	0	9	7	3	1	11	3	4	47
GRAND TOTAL	304	88	14	253	342	97	20	352	63	47	1580



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	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	0	4				4	1	0	9
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0	0	0	0	0	0	0	0	0	0	0
Semi-skilled and discretionary decision making	0	0	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making	15	0	0	0	3	0	0	1	0	0	19
TOTAL PERMANENT	15	0	0	4	3	0	0	5	1	0	28
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	15	0	0	4	3	0	0	5	1	0	28



5.2 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: 01 September 2015 — End date: 31 August 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	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



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	0	0	4	1	0	0	4	1	0	11
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	1	0	0	0	1	0	0	0	0	0	2
Semi-skilled and discretionary decision making	1	0	0	0	1	0	0	0	0	0	2
Unskilled and defined decision making	18	0	0	0	3	0	0	1	0	0	19
TOTAL PERMANENT	18	0	0	4	6	0	0	5	1	0	34
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	18	0	0	4	6	0	0	5	1	0	34



5.3 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.

Start date: 01 September 2015 — End date: 31 August 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	1	0	0	1	0	0	0	0	0	0	2
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	54	25	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	244	336	94	19	341	58	37	1526
Temporary employees	5	4	0	9	7	3	1	11	3	4	47
GRAND TOTAL	304	88	14	253	343	97	20	352	61	41	1573



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	0	0	4	0	0	0	4	1	0	10
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0	0	0	0	0	0	0	0	0	0	0
Semi-skilled and discretionary decision making	0	0	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making	15	0	0	0	3	0	0	1	0	0	19
TOTAL PERMANENT	16	0	0	4	3	0	0	5	1	0	29
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	16	0	0	4	3	0	0	5	1	0	29

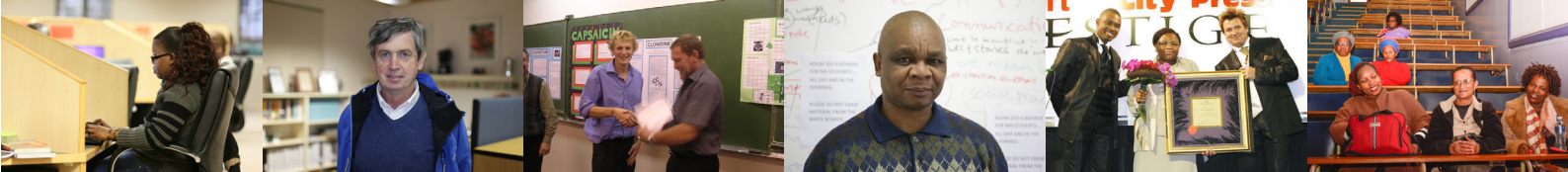


Numerical Targets — Year 2

Start date: 01 September 2016 — End date: 31 August 2017

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	1	0	0	1	1	0	0	0	0	0	3
Senior management	0	0	0	3	1	0	2	5	0	0	11
Professionally qualified and experienced specialists and mid-management	65	15	10	191	77	28	13	180	54	25	658
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	48	37	4	27	63	28	0	86	3	4	300
Semi-skilled and discretionary decision making	80	19	1	8	126	29	1	32	1	5	302
Unskilled and defined decision making	141	16	0	0	100	7	0	2	0	0	266
TOTAL PERMANENT	335	87	15	230	368	92	16	305	58	34	1540
Temporary employees	5	4	0	9	7	3	1	11	3	4	47
GRAND TOTAL	340	91	15	239	375	95	17	316	61	38	1587



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	0	0	4	1	0	0	4	1	0	11
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0	0	0	0	0	0	0	0	0	0	0
Semi-skilled and discretionary decision making	0	0	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making	15	0	0	0	3	0	0	1	0	0	19
TOTAL PERMANENT	16	0	0	4	4	0	0	5	1	0	30
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	16	0	0	4	4	0	0	5	1	0	30



Numerical Targets — Year 3

Start date: 01 September 2017 — End date: 31 August 2018

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	1	0	0	1	1	0	0	0	0	0	3
Senior management	1	0	0	2	1	0	2	5	0	0	11
Professionally qualified and experienced specialists and mid-management	66	14	11	185	85	27	13	179	54	25	659
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	50	38	4	26	71	34	2	95	3	6	329
Semi-skilled and discretionary decision making	71	17	1	7	129	27	1	31	2	5	291
Unskilled and defined decision making	146	19	0	0	92	7	0	2	0	0	266
TOTAL PERMANENT	335	88	16	221	379	95	18	312	59	36	1559
Temporary employees	5	4	0	9	7	3	1	11	3	4	47
GRAND TOTAL	340	92	16	230	386	98	19	323	62	40	1606



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	0	0	4	1	0	0	4	1	0	11
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	1	0	0	0	0	0	0	0	0	0	1
Semi-skilled and discretionary decision making	0	0	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making	15	0	0	0	3	0	0	1	0	0	19
TOTAL PERMANENT	17	0	0	4	4	0	0	5	1	0	31
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	17	0	0	4	4	0	0	5	1	0	31



Numerical Targets — Year 4

Start date: 01 September 2018 — End date: 31 August 2019

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	1	0	0	1	1	0	0	0	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	197	386	94	17	302	57	35	1587
Temporary employees	5	4	0	9	7	3	1	11	3	4	47
GRAND TOTAL	392	100	16	206	393	97	18	313	60	39	1634



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	0	0	4	1	0	0	4	1	0	11
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	1	0	0	0	1	0	0	0	0	0	2
Semi-skilled and discretionary decision making	0	0	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making	15	0	0	0	3	0	0	1	0	0	19
TOTAL PERMANENT	17	0	0	4	5	0	0	5	1	0	32
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	17	0	0	4	5	0	0	5	1	0	32



Numerical Targets — Year 5

Start date: 01 September 2019 — End date: 31 August 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	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



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	0	0	4	1	0	0	4	1	0	11
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	1	0	0	0	1	0	0	0	0	0	2
Semi-skilled and discretionary decision making	1	0	0	0	1	0	0	0	0	0	0
Unskilled and defined decision making	15	0	0	0	3	0	0	1	0	0	19
TOTAL PERMANENT	18	0	0	4	6	0	0	5	1	0	32
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	18	0	0	4	6	0	0	5	1	0	34



6. PROCEDURES TO MONITOR AND EVALUATE THE IMPLEMENTATION OF THE PLAN

Regular consultation with Directors, Deans, HoDs and Line Managers to provide data and support on EE imperatives.

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
Directors, Deans, HODs and Line Managers	Monitoring of targets Provision of support-advisory	Quarterly
Unions	Meetings with unions to discuss matters relating to staff	Monthly
Equity and Institutional Culture Committee	Monitor progress against plan	Quarterly

7. DISPUTE RESOLUTION MECHANISMS

The Vice Chancellor or his delegate will chair disputes referred to the EE Manager.

8. SENIOR MANAGERS ASSIGNED TO MONITOR AND IMPLEMENT THE PLAN

Director: Human Resources

Director: Equity and Institutional Culture





HR CONTACT DETAILS

Cecil Peters

ER & Equity Specialist

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