** PAGE 1 OF 9 EEA2**

|  |  |
| --- | --- |
| **PLEASE READ THIS FIRST** | **SECTION A: EMPLOYER DETAILS & INSTRUCTIONS** |
| **PURPOSE OF THIS FORM**This form enables employers to comply with Section 21 of the Employment Equity Act 55 of 1998, as amended.This form contains the format for employment equity reporting by designated employers to the Department of Labour. **WHO COMPLETES THIS FORM?**All designated employers. Employers who wish to voluntarily comply with Chapter 3 of the Act are also required to complete this form.**WHEN SHOULD EMPLOYERS REPORT?**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. 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. **SEND TO:**Employment Equity RegistryThe Department of LabourPrivate Bag X117Pretoria 0001**Online reporting: www.labour.gov.za****Helpline: 0860101018****NO FAXED OR E-MAILED REPORTS WIIL BE ACCEPTED** | 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 | Susan.robertson@ru.ac.za  |
| **Details of Employment Equity Senior Manager at the time of submitting this report** |
| Name and Surname | Mrs Susan Robertson |
| Telephone number | 046 603 8591 |
| Fax number | 046 603 8003 |
| Email address | Susan.robertson@ru.ac.za  |
| **Business type** |
| **** Private Sector **** National Government **** Local Government **** Non-profit Organisation | **** State-Owned Enterprise**** Provincial Government**** Educational Institution |
| **Information about the organisation at the time of submitting this report** |
| Number of employees in the organisation | **** 0 to 49 **** 50 to 149**** 150 or more |
| Is your organisation an organ of State? | **** Yes **** No |
| Is your organisation part of a group / holding company? | **** Yes **** No |
| If yes, please provide the name | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
| Year for which this report is submitted  | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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

**From (date): 01/09/2013 to (date): 31/08/2014**

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

**From (date): 01/09/2010 to (date): 31/08/2015**

|  |
| --- |
| **PLEASE READ THIS FIRST** |
| 1. 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.
2. 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.
3. 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.
4. “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.
5. 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.
6. “Temporary employees” are those employees employed for less than three months.
7. Guidelines on occupational levels are provided in the EEA9 Annexure of these regulations**.**
8. **Numerical goals** must includethe 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).
9. **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.
10. 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.
11. 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. 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 | 0 | 0 | 0 | 2 |
| Senior management | Grade 19-23 | 1 | 0 | 0 | 4 | 1 | 0 | 1 | 5 | 0 | 0 | 12 |
| Professionally qualified and experienced specialists and mid-management | Grade 14 - 18 | 31 | 13 | 9 | 195 | 39 | 22 | 14 | 174 | 53 | 30 | 580 |
| Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents | Grade 9 - 13 | 46 | 45 | 3 | 51 | 67 | 35 | 5 | 111 | 3 | 4 | 370 |
| Semi-skilled and discretionary decision making | Grade 4 - 8 | 86 | 22 | 2 | 7 | 120 | 31 | 1 | 36 | 0 | 5 | 310 |
| Unskilled and defined decision making | Grade 1 - 3 | 170 | 14 | 0 | 0 | 198 | 9 | 0 | 1 | 0 | 0 | 392 |
| **TOTAL PERMANENT** |  | **335** | **94** | **14** | **258** | **425** | **97** | **21** | **327** | **56** | **39** | **1666** |
| Temporary employees |  | 6 | 4 | 0 | 14 | 9 | 3 | 1 | 14 | 3 | 5 | 59 |
| **GRAND TOTAL** |  | **341** | **98** | **14** | **272** | **434** | **100** | **22** | **341** | **59** | **44** | **1725** |

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

The above number of staff under TOTAL PERMANENT (1666) 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 are 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. 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 | 4 | 1 | 0 | 9 |
| 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 | 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** |

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**

* 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 | 1 | 0 | 0 | 0 | 0 | 0 | 1 |
| Professionally qualified and experienced specialists and mid-management | Grade 14 - 18 | 8 | 0 | 1 | 5 | 6 | 3 | 2 | 19 | 12 | 7 | 63 |
| Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents | Grade 9 - 13 | 13 | 5 | 0 | 6 | 21 | 10 | 3 | 9 | 1 | 3 | 71 |
| Semi-skilled and discretionary decision making | Grade 4 - 8 | 10 | 1 | 0 | 1 | 12 | 4 | 0 | 1 | 0 | 1 | 30 |
| Unskilled and defined decision making | Grade 1 -3 | 34 | 1 | 0 | 0 | 26 | 5 | 0 | 0 | 0 | 0 | 66 |
| **TOTAL PERMANENT** |  | **65** | **7** | **1** | **12** | **66** | **22** | **5** | **29** | **13** | **11** | **231** |
| Temporary employees |  | 10 | 0 | 0 | 3 | 4 | 2 | 0 | 2 | 0 | 1 | 22 |
| **GRAND TOTAL** |  | **75** | **7** | **1** | **15** | **70** | **24** | **5** | **31** | **13** | **12** | **253** |

This reflects all NEW STAFF to Rhodes University.

Analysis: 2013/2014

1. The number of posts filled in this period were 253 including temporary staff. This will include all contracts for temporary teaching, appointments against academic leave funds, temporary assistance.
2. The percentage of new Black permanent staff (A,C, I) per level were:

|  |  |  |  |
| --- | --- | --- | --- |
| **Occupational Level** | **2013/2014 (this equity period)** | **2012/2013** | **2011/2012** |
| Professionally Qualified | 32% (20/63) | 42% (18/42) | 30% (59/200) |
| Skilled Technical | 73% (52/71) | 51% (23/45) | 43% (34/79) |
| Semi-Skilled | 90% (27/30) | 86% (25/29) | 83% (53/64) |
| Unskilled | 100% (66/66) | 100% (28/28) | 98% (61/62) |

In the case of semi-skilled staff, while the opportunities to recruit new staff have decrease since 2011/2012, the percentage of Black staff appointed (as a percentage) has increased.

For skilled technical staff, both the actual numbers and the percentage of Black staff appointed has increased over the last 3 equity periods. This is pleasing to see.

For the category of professionally qualified, much poor progress has been made in terms of recruiting Black staff with numbers and percentage of Black staff appointed being low. With all the effort being put into recruiting Black staff e.g. multiple advertising and search processes were appropriate, this statistic is very worrying.

3. When one compares these figures to those leaving the institution (refer to section 4 of this report that deals with Termination of staff), the following is observed:

**2013/2014**

|  |  |  |  |
| --- | --- | --- | --- |
| Level | No of Black staff terminating their employment in this equity period | No of new Black staff employed during this equity period | Net result |
| Professionally qualified | 25 | 20 | -5 |
| Skilled technical | 33 | 52 | 19 |
| Semi-skilled | 39 | 27 | -12 |

Of the 25 Black staff terminating their employment amongst the professionally qualified staff, 18 of these were resignation (voluntary), 2 retirements and 7 non-renewal of contracts. This of course relates to all sorts of contracts, not just permanent employment. Please remember that these numbers are for ALL staff who are employed for more than 3 months.

These same numbers for the previous equity period were:

 **2012/2013**

|  |  |  |  |
| --- | --- | --- | --- |
| Level | No of Black staff terminating their employment in this equity period | No of new Black staff employed during this equity period | Net result |
| Professionally qualified | 41 | 18 | -23 |
| Skilled technical | 22 | 23 | +1 |
| Semi-skilled | 21 | 25 | +4 |

Cumulatively, adding these two equity periods together, the impact is the following:

* Professionally qualified people: Although we have appointed 38 in these two years, 66 Black staff have not continued their appointment, 47 for voluntary reasons i.e. resignation
* Skilled technical: we have appointed 75 in these 2 years, 55 of these Black staff have not continued their appointment.
* Semi-skilled: we have appointed 52 in these 2 years, 60 Black staff have not continued their appointment.

A greater focus by HoDs and managers needs to be put on retaining Black staff.

**3. Promotion**

* 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 | 1 | 0 | 0 | 1 |
| Professionally qualified and experienced specialists and mid-management | Grade 14 - 18 | 3 | 1 | 0 | 13 | 2 | 1 | 0 | 12 | 0 | 0 | 32 |
| Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents | Grade 9 - 13 | 0 | 0 | 0 | 0 | 2 | 2 | 1 | 2 | 0 | 0 | 7 |
| Semi-skilled and discretionary decision making | Grade 4 - 8 | 1 | 0 | 0 | 0 | 1 | 1 | 0 | 0 | 0 | 0 | 3 |
| Unskilled and defined decision making | Grade 1 -3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **TOTAL PERMANENT** |  | **4** | **1** | **0** | **13** | **5** | **4** | **1** | **15** | **0** | **0** | **43** |
| Temporary employees |  | **0** | **0** | **0** | **0** | **0** | **0** | **0** | **0** | **0** | **0** | **0** |
| **GRAND TOTAL** |  | **4** | **1** | **0** | **13** | **5** | **4** | **1** | **15** | **0** | **0** | **43** |

This reflects:

1. Personal Promotion for academic staff.
2. All current staff who moved to a higher level post in the University. This includes upgrades of posts.

Analysis of 2013/2014:

1. Of all promotions 70% (grand total scores of 30 staff of designated groups out of a total of 43 staff) are people from designated groups inclusive of white women.
2. Of the total number of staff (43) promoted, the number of Black staff promoted was 35% (15/43).
3. Per occupational level, the number of Black staff and women promoted are:

|  |  |  |
| --- | --- | --- |
| **2013/2014** | No of Black staff promoted | No of women promoted  |
| Professionally qualified | 22% of staff promoted were Black (7/32) | 47% were women (15/32) |
| Skilled technical | 71% of staff promoted were Black (5/7) | 100% were Women (7/7). |
| Semi-Skilled | 100% of staff promoted were Black (3/3), | 67% Women (2/3). |

Cumulatively for the last three years, these statistics are:

|  |  |  |
| --- | --- | --- |
|  | BLACK | WOMEN |
|  | 2013/2014 | 2012/2013 | 2011/2012 | 2013/2014 | 2012/2013 | 2011/2012 |
| Professionally qualified | 22% (7/32) | 29% (11/38) | 58% (7/12) | 47% (15/32) | 61% (23/38) | 33% (4/12) |
| Skilled Technical | 71% (7/5) | 76% (10/13) | 47% (8/17) | 100% (7/7) | 77% (10/13) | 82% (14/17) |
| Semi Skilled | 100% (3/3) | 100% (6/6) | 100% (11/11) | 67% (2/3) | 33% (2/6) | 27% (3/11) |

The analysis shows that opportunities for promotion are not being maximized. Relative to the turnover rates, there have been only 82 promotions in the last three years in the category of professionally qualified which represents an average of 4.7% each year. For the skilled technical category, this number is an average of 3% each year and for semi-skilled, an average of 2% each year. This percentage is higher for professionally qualified staff as opportunities for academics are not linked to vacant posts. On average, about 30 academics per year apply for personal promotion which is 9% of permanent (not fixed term contract) staff. Of the 30 applications 4 were black academics and all 4 were promoted. It is argued that in the case of support staff, not enough is being done by HoDs and managers to train and develop current staff to prepare them for promotional opportunities.

1. **Termination**
	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 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| Senior management | Grade 19 - 23 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 1 |
| Professionally qualified and experienced specialists and mid-management | Grade 14 - 18 | 7 | 5 | 1 | 24 | 8 | 2 | 2 | 29 | 9 | 7 | 94 |
| Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents | Grade 9 - 13 | 13 | 8 | 1 | 22 | 4 | 4 | 3 | 26 | 2 | 1 | 84 |
| Semi-skilled and discretionary decision making | Grade 4 - 8 | 9 | 2 | 0 | 2 | 24 | 5 | 0 | 9 | 0 | 0 | 51 |
| Unskilled and defined decision making | Grade 1 -3 | 21 | 1 | 0 | 0 | 29 | 3 | 0 | 0 | 0 | 0 | 54 |
| **TOTAL PERMANENT** |  | **50** | **16** | **3** | **48** | **65** | **14** | **5** | **65** | **11** | **8** | **285** |
| Temporary employees |  | 16 | 0 | 0 | 5 | 3 | 2 | 0 | 7 | 2 | 1 | 36 |
| **GRAND TOTAL** |  | **66** | **16** | **3** | **53** | **68** | **16** | **5** | **72** | **13** | **9** | **321** |

This figure is used to calculate the staff turnover figure: number of vacancies over number of permanent staff (as defined for the purposes of this report) i.e. 285/1951 = 15%. This number has increased by 3% compared to the last equity period, up from 229 terminations of permanent staff (as per DoL definition). The increase in the number is due to more terminations of contracts as opposed to the last equity period.

Analysis for **2013/2014**

|  |  |  |  |
| --- | --- | --- | --- |
| 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 | 33% (1/3) | 33% (1 out of 3 people) | 0% |
| Senior management | 8% (1/13) | 0% | 8% |
| Professionally qualified | 16% (94/674) | 4%(25/674) | 6% (41/674)  |
| Skilled technical | 19% (84/454) | 7% (33/454)  | 8% (37/454)  |
| Semi-skilled | 14% (51/361) | 11% (39/361)  | 11% (38/361)  |

Cumulatively for the last three years:

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Total turnover for 3 years**  | **BLACK**  | **WOMEN** |
|  | 2013/2014 | 2012/2013 | 2011/2012 | 2013/2014 | 2012/2013 | 2011/2012 | 2013/2014 | 2012/2013 | 2011/2012 |
| Professionally | 14% (94/674) | 17% (116/686) | 18% (182/1041) | 4% (25/674) | 6% (41/686) | 4% (36/1041) | 6% (41/674) | 3% (22/686) | 7% (75/1041) |
| Skilled Technical  | 19% (84/454) | 13% (52/414) | 13% (62/495) | 7% (33/454) | 6% (23/414) | 4% (21/495) | 8% (37/454) | 3% (13/414) | 2% (9/495) |
| Semi Skilled | 14% (51/361) | 7% (26/353) | 15% (69/468) | 11% (39/361) | 6% (22/353) | 11% (50/468) | 11% (38/361) | 3% (11/353) | 5% (27/468) |

1. Changes in total turnover for Black staff include:
	1. There has been a decrease in turnover in the professionally qualified area by only 2% from 6% in the last equity reporting period to 4% in the current period
	2. An increase in skilled technical by 1% compared to the last reporting period from 6% to 7% in the current period
	3. An increase in the semi-skilled level by 5% compared to the last reporting period from 6% to 11% in the current reporting period.
2. The termination of white men and foreign national is 4% which represents the opportunity that exists for Rhodes to transform. Relative to this number, 16% of new permanent (as per the DoL definition) staff employed where white men and foreign nationals.
	1. 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 | 2 | 0 | 0 | 0 | 1 | 1 | 0 | 0 | 0 | 0 | 4 |
| Discharged /Incapacity | 1 | 0 | 0 | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 3 |
| End of Contract  | 37 | 7 | 0 | 33 | 41 | 7 | 1 | 45 | 6 | 5 | 182 |
| Illness  | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Misconduct | 3 | 2 | 0 | 0 | 2 | 0 | 0 | 0 | 1 | 1 | 9 |
| Pensioned  | 9 | 0 | 1 | 5 | 6 | 1 | 0 | 10 | 0 | 1 | 33 |
| Resigned  | 16 | 7 | 2 | 13 | 16 | 6 | 4 | 18 | 6 | 2 | 90 |
| TOTAL | **68** | **16** | **3** | **51** | **68** | **15** | **5** | **73** | **13** | **9** | **321** |

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

NOTE: this table is only for permanent staff, and not temporary staff (i.e. those on contracts of less than 3 months).

Cumulatively for the last three years:

|  |  |  |  |
| --- | --- | --- | --- |
| Reasons | Total number in 2013/2014 equity period | Total number in 2012/2013 equity period | Total number in 2011/2012 equity period |
| Resignation | 90 (28%= 90/321) | 45 (18%=45/250) | 62 (15%) |
| Non-renewal of contract | 182(57%=182/321) | 159 (64%) | 287 (69%) |
| Retrenchment/ Discharge | 3 (1%=3/321) | 7 (3%) | 1 (0.2%) |
| Dismissal (misconduct and incapacity) | 9 (3%=9/321) | 2 ( 0.8%) | 26 (6.3%) |
| Retirement | 33 (10%=33/321) | 23 (9%) | 35 (8.4%) |
| Death | 4 (1%=4/321) | 4 (2%) | 4 (1%) |

The table above shows a definite increase in voluntary terminations over the three year period although there was a dip in 2012/2013. Of all resignations in the current equity period, 16% (51/321) of these terminations are Black staff (12% in the previous period). Given that the percentage of permanent Black staff is 59% (986/1666) this shows that Black staff are NOT leaving in disproportionate numbers to their overall profile in this institution.

**SECTION D: SKILLS DEVELOPMENT**

1. **Skills Development**
	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 | 3 | 1 | 0 | 0 | 2 | 2 | 1 | 1 | 0 | 2 | 12 |
| Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents | Grade 9 - 13 | 5 | 0 | 0 | 0 | 12 | 2 | 1 | 1 | 0 | 0 | 21 |
| Semi-skilled and discretionary decision making | Grade 4 - 8 | 3 | 1 | 0 | 0 | 3 | 1 | 0 | 0 | 0 | 0 | 8 |
| Unskilled and defined decision making | Grade 1 -3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **TOTAL PERMANENT** |  | 11 | 2 | 0 | 0 | 17 | 5 | 2 | 2 | 0 | 2 | 41 |
| Temporary employees |  | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **GRAND TOTAL** |  | 11 | 2 | 0 | 0 | 17 | 5 | 2 | 2 | 0 | 2 | 41 |

The above reflects training that has been received by:

1. Support staff includes those that are on the support staff internship programme. The number of interns is 29. This number also includes 4 psychology interns in the Counselling Centre.
2. Academic staff on the Mellon and Kresge development programmes as well as on RU development funded posts. This focuses only these academic staff  improving their qualifications and/or developing their teaching and research skills. There are currently 12 such staff, 2 including Black International staff.

These programmes are equity initiatives that directly feed into the achievement of numerical goals.

While other training is attended by members of designated groups, it is not part of a deliberate and focused development strategy to achieve numerical goals.

**SECTION E: NUMERICAL GOALS & TARGETS**

1. **Numerical goals**
	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 31/08/2015

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Occupational Levels** |  | **Male** | **Female** | **Foreign Nationals** | **Total** |
| **A** | **C** | **I** | **W** | **A** | **C** | **I** | **W** | **Male** | **Female** |  |
| Top management | Grade 24 -25 | 1 | 0 | 1 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 4 |
| Senior management | Grade 19 - 23 | 2 | 0 | 0 | 4 | 2 | 0 | 0 | 6 | 0 | 1 | 15 |
| Professionally qualified and experienced specialists and mid-management | Grade 14 - 18 | 50 | 13 | 14 | 165 | 59 | 11 | 23 | 146 | 41 | 13 | 535 |
| Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents | Grade 9 - 13 | 39 | 6 | 27 | 49 | 54 | 5 | 24 | 97 | 2 | 1 | 304 |
| Semi-skilled and discretionary decision making | Grade 4 - 8 | 89 | 4 | 23 | 9 | 104 | 3 | 23 | 41 | 1 | 0 | 297 |
| Unskilled and defined decision making | Grade 1 -3 | 166 | 2 | 13 | 2 | 160 | 2 | 7 | 1 | 0 | 0 | 353 |
| **TOTAL PERMANENT** |  | **347** | **25** | **78** | **231** | **379** | **21** | **77** | **291** | **44** | **15** | **1508** |
| Temporary employees |  | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **GRAND TOTAL** |  | **347** | **25** | **78** | **231** | **379** | **21** | **77** | **291** | **44** | **15** | **1508** |

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.

2013/2014

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Level** | **Numerical goal for Black staff (A,C,I) for end 31/08/2014** | **Achievement as at 31/08/2014** | **Comment** | **Numerical goal for women for end 31/08/2014** | **Achievement as at 31/08/2014** | **Comment** |
| Top management | 50% | 50% | Achieved  | 0% | 0% | Achieved  |
| Senior management | 13% | 25% | Achieved | 53% | 58% | Achieved |
| Professionally qualified | 32% | 22% |  Not achieved  | 45% | 43% | Close to achieved  |
| Skilled technical | 51% | 54% | Achieved | 59% | 59% | Achieved  |
| Semi-Skilled | 83% | 85% | Achieved | 58% | 61% | Achieved |

The grey areas are those areas that are problematic relative to our targets. NOTE: The numerical goal set for women at top management is based on anticipated turnover when setting of the plan. No turnover was expected, therefore no change in the number of women was anticipated. A numerical goal of 0% does not imply that Rhodes does not wish to change the number of women at this level but rather that no opportunity to change this number was anticipated.

Achievement of goals has taken place in 8 areas with 1 being close to achieved and only one area namely the number of Black professionally qualified staff remaining an area of extreme concern.

Cumulatively for the last three years:

**Targets and Achievements for Black Staff**

|  |  |  |  |
| --- | --- | --- | --- |
|  | 2013/2014 | 2012/2013 | 2011/2012 |
|  | Black Targets  | Actual Percentages | Black Targets  | Actual Percentages  | Black Targets  | Actual Percentages  |
| Top Management | 50% | 50%  | 50% | 67% | 50% | 50% |
| Senior Management  | 13% | 25% | 13% | 18% | 26,7% | 25% |
| Professionally | 32% | 22% | 32% | 22% | 28,8% | 22,2% |
| Skilled Technical | 51% | 54% | 51% | 48% | 47,4% | 44,8% |
| Semi Skilled | 83% | 85% | 83% | 84% | 82,8% | 81,5% |

For the lower occupational levels, there has been an improvement in realization of targets and progress made. At the more senior levels (i.e. top management and senior management), small numbers make the use of percentages difficulty. The occupational level of professionally qualified shows no improvement in the realisation of targets in spite of strategies such as accelerated development programmes, multiple advertising of posts, use of search agencies when appropriate.

**Targets and Achievements for Women**

|  |  |  |  |
| --- | --- | --- | --- |
|  | 2013/2014 | 2012/2013 | 2011/2012 |
|  | Targets for Women  | Actual Percentages | Targets for Women  | Actual Percentages  | Targets for Women  | Actual Percentages  |
| Top Management | 0% | 0% | 0% | 0% | 0% | 0% |
| Senior Management  | 53% | 58% | 53% | 55% | 53,3% | 50% |
| Professionally | 45% | 43% | 45% | 43% | 44,1% | 43,5% |
| Skilled Technical | 59% | 59% | 59% | 56% | 59,9% | 57,3% |
| Semi Skilled | 58% | 61% | 58% | 62% | 57,6% | 59,9% |

1. **Numerical targets**
	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 | Grade 24 -25 | 1 | 0 | 1 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 4 |
| Senior management | Grade 19 - 23 | 2 | 0 | 0 | 4 | 2 | 0 | 0 | 6 | 0 | 1 | 15 |
| Professionally qualified and experienced specialists and mid-management | Grade 14 - 18 | 56 | 15 | 13 | 159 | 65 | 24 | 11 | 140 | 38 | 14 | 535 |
| Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents | Grade 9 - 13 | 43 | 27 | 7 | 47 | 55 | 24 | 7 | 91 | 2 | 1 | 304 |
| Semi-skilled and discretionary decision making | Grade 4 - 8 | 93 | 23 | 4 | 9 | 106 | 23 | 3 | 35 | 1 | 0 | 297 |
| Unskilled and defined decision making | Grade 1 -3 | 168 | 14 | 2 | 4 | 157 | 5 | 2 | 1 | 0 | 0 | 353 |
| **TOTAL PERMANENT** |  | **363** | **79** | **27** | **225** | **385** | **76** | **23** | **273** | **41** | **16** | **1508** |
| Temporary employees |  | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **GRAND TOTAL** |  | **363** | **79** | **27** | **225** | **385** | **76** | **23** | **273** | **41** | **16** | **1508** |

NOTE: the next reporting period is 1 September 2014 to 31 August 2015

**SECTION F: MONITORING & EVALUATION**

1. **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 |  |

1. **Barriers and affirmative action measures**

**8 of 11 EEA2**

**8 of 12 EEA2**

* 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** | **BARRIERS** | **AFFIRMATIVE ACTION MEASURES** | **TIME-FRAME FOR IMPLEMENTION OF AA MEASURES** | **Detail not for required for DoL but included for E&IC Committee** |
| **YES** | **NO** | **YES** | **NO** | **START DATE** | **END DATE** |  |
| Recruitment procedures | X |  | X |  | Staggered dates from 1/01/2010 | Ongoing | **Barriers:** Attracting suitably qualified Black applicants, cost of living in Grahamstown, housing, difficulty in finding employment for partner, election of HoDs rather than selection. Strong competition from industry, government and other universities which pays better than RU. Skills shortage from designated groups in the current period in areas like, Pharmacy, Financial management academics, Statistics, Geology, HR professionals, post at more senior managerial levels where RU has to advertise more than twice to fill a position. **Initiatives:** * There has been greater use of search agencies to find Black candidates.
* Advertising more than once to find Black candidates and not considering White candidates until this is done.
* Watching which media results in better response from Black applicants e.g. use of City Press
* Creation of development posts targeting Post Graduate students from designated groups or internal staff from designated groups
* Use of development posts particularly in looking at the promotion of own staff
* Use of graduate internships in scarce skills areas.
* Dean and HoD election now includes consideration of equity issues
* Spouse/partner placement programmes are in place and used
* Provision of “transit housing” for new recruits until they have secured their own accommodation.
* Payment of equity premium to under-represented designated groups, where necessary
* Exploration of different media to reach those applicants with disabilities
 |
| Advertising positions |  | X |  | X |  |  |  |
| Selection criteria |  | X |  | X |  |  | **Barriers:** Appointing at academic staff member means that the person needs no less than a Masters’ degree and in some cases a PhD degree. These skills are very scarce in general and more so in particular areas (see above). Often Black students due to home and/or financial pressures, leave after an under-graduate degree and don’t pursue post-graduate studies.**Initiatives:**Rhodes invests large sums of money in student financial aid to support students to do post-graduate work that will lead to a Masters or PhD. An accelerated development programme for academics also facilitates the completion of post-graduate degrees. But the latter programmes are very expensive e.g. typically about R1million rand per post as the programme is for 3 years. In takes an average of 2 years full-time for a student to get a Masters’ degree and 3 years for a PhD. If the person is also working, this will take longer.No research has been undertaken to confirm how many post graduates would like to stay in academy and whether they are struggling financially to complete their studies. It is proposed that a research project be started next year 2015 to investigate this.  |
| Appointments | X |  | X |  | Staggered dates from 31/09/2009 | Ongoing | **Barriers:**Constant competition for good candidates in the employment market. **Initiatives**:* Introduction of scarcity allowance in certain fields to assist with attraction of new staff.
* Increase of premium paid to Black applicants where necessary, from 10% to 20%
* Developmental posts are created where feasible if staff don’t meet minimum criteria for post to facilitate their entry into the post
* Outside funding where feasible is used e.g. Numeracy Chair
* Matching of offers by other employers where feasible and being proactive in doing this where the University becomes aware that another employer is interested in a member of a designated groups.
 |
| Job classification and grading |  | X |  | X |  |  |  |
| Remuneration and benefits | X |  | X |  | Staggered dates from 31/09/2009 | Ongoing | **Barrier:** Attracting suitably qualified Black applicants and finding applicants in particular fields e.g. Accounting, Financial Management, Economics, Pharmacy, Geology, Statistics etc.**Initiatives:** * Introduction of scarcity allowance in certain fields to assist with attraction of new staff.
* Increase of premium paid to Black applicants where necessary, from 10% to 20%
* Developmental posts are created where feasible if staff don’t meet minimum criteria for post.
* Outside funding where feasible is used e.g. Numeracy Chair
* Matching of offers by other employers where feasible and being proactive in doing this where the University becomes aware that another employer is interested in a member of a designated groups.
 |
| Terms & conditions of employment |  | X |  | X |  |  |  |
| Job assignments |  | X |  | X |  |  |  |
| Work environment and facilities |  | X |  | X |  |  | * A Disability Task team has been put together to explore the barriers that exist for those with disabilities. Once this task team has completed its work, a programme of addressing the barriers will be put together.
 |
| Training and development | X |  | X |  | Staggered dates from 01/01/2011 | 31/12/2015 | **Barriers:** With the exception of support staff internship programmes and the Mellon and Kresge programmes and RU Development programme for academics, there is a lack of focused development strategies for staff from designated groups e.g. no developmental reviews, no development plans, no facilitation of development**Initiatives:** Other strategies that are being explored or used are:* Attempts to provide new academics from designated groups with time out from teaching in order to focus on completing a degree or developing a research career is being initiated. This is being modeled along the lines of the other accelerated development programmes.
* Also encouraging HoDs to identify students from the designated groups and support them to further their studies with the purpose of absorbing them into the academic sector. Source funding for the development of designated employees from entities like Kresge Foundation,
* Encouraging HoDs to also use temporary teaching, academic leave and vacancy funds to look at the employment of post-graduate students to give them a “taste” of academic and to develop them into the academy. HoD’s are currently required to look to the employment of those from under-represented designated groups even in these temporary positions. To ensure that HoDs show commitment in this regard, future temporary teaching appointments will require approval of Dean first.
* Additional academic leave from sources such as the Mellon Foundation and Claude Leon Foundation and WASA provide additional funds for staff from designated groups to have extra time out of teaching in order to develop their research and/or complete their PhDs.
* Introduction from 2012 of RU development posts, splitting of senior posts into two lecturer development posts
* For support staff, roll-out of management training for conducting of development conversations, drawing up of development plans and succession plans. All plans should be finalized in the first part of 2015
* Exploration of specific technology to assist in succession planning and related training and development
* Piloting of u-lab technology to facilitate career development for individuals (it is a self-guided programme)
 |
| Performance and evaluation  | X |  | X |  | Staggered dates from 01/01/2011 | 31/12/2015 | **Barrier:** Lack of systematic and ongoing evaluation of performance in order to assist with development as per above and succession planning as per below.**Initiatives:** EE plan needs to address this going forward. Is currently being done in the following ways:* Probation undertaken for all new permanent staff and this consists of performance review
* Review of performance for personal promotion for academics
* Review of performance for merit award applications
* Roll out of developmental conversations in 2014. This involves an assessment of performance and feedback to staff.
 |
| Promotions | X |  | X |  | Staggered dates from 01/01/2010 | Ongoing | **Barrier:** In the case of support staff, lack of developmental discussions and succession planning. Staff need to go through R&S process.**Initiatives:*** Managers can motivate for screening of current staff which is a promotional opportunity
* Job profiles exist for all support staff jobs so staff can ask for profiles of jobs to which they aspire
* Career management modules run in development programmes
* Roll out of developmental conversations started in November 2013. This will involve an assessment of performance and feedback to staff and to help staff prepare for promotion. In long term will be linked to succession planning.
 |
| Transfers |  | X |  | X |  |  |  |
| Succession & experience planning | X |  | X |  | Staggered dates from 01/01/2012 | 31/12/2015 | **Barrier:** Insufficient mechanisms to facilitate succession planning of members of designated groups – see section above on performance evaluation and training and development **Initiatives:** * Heads of Departments and Divisions encouraged to set development plans for staff as part of departmental EE plans. Needs to be clear career trajectory for all staff wishing to advance.
* Rolled out of developmental conversations with set personal development plans which are then linked to succession plans.
* Exploration of specific technology to assist in succession planning which hopefully can be bought in 2015 subject to budget being available.
 |
| Disciplinary measures | X |  | X |  | Staggered dates from 01/01/2010 | Ongoing | **Barriers:** Concern has been expressed about the extent of disciplinary action against Black staff. The issues highlighted include:* Staff at lower grades are typically found guilty of misconduct and these staff are typically black
* Staff at higher grades are more likely to resign pending disciplinary action (which is then not reflected as a dismissal)
* There is a poor appetite for taking disciplinary action against academic staff.

**Initiatives:*** Disciplinary action taken even where the staff member has indicated their intention to resign
* Discipline is being taken consistently across all levels of staff. Cases against academic staff for the first time in many years in 2013 and then again in 2014.
 |
| Dismissals |  | X |  | X |  |  | As above |
| Retention of designated groups | X |  | X |  | 1 Staggered dates from 01/01/2010 | Ongoing | **Barriers:*** Delays in or lack of success in partner placement due to opportunities not being available
* Lack of formalized and ongoing career and succession planning
* Geographic location is consistently proving to be a barrier.
* Financial resources to compete with other organization for the designated groups
* Institutional culture (see below)
* In some cases, terminations due to misconduct
* Other barriers in this area have been raised in remuneration and other sections.

**Initiatives:** * Revised and implemented R&S policies seek to facilitate partner employment.
* See section on institutional culture
* Succession planning issues already covered in above section
* New induction process implemented in early 2013
* Revised exit survey was implemented October 2013 to track reasons for leaving
* Research being done with those staff who left the University in the past for find out reasons for this
* Explore with Research Office, what strategies can be pursued to retain staff that relate to supporting the development of the research trajectory of the staff member.
 |
| Corporate culture | X |  | X |  | Staggered dates from 01/10/2009 | Ongoing | **Barrier:*** Many staff experiences the institutional culture as alienating.
* The institution’s ethos of “a home for all”is not experienced consistently by all staff.

**Initiatives*** Three imbizos held in 2011 and the issue of institutional culture was a dominant theme at all of these. None of these imbizos resulted in tangible outcomes for which action plans for change were determined and staff held accountable.
* Director: Equity and Institutional Culture appointed in 2011 which will assist in driving initiatives in this regard
* Policy for Eradication of Unfair Discrimination and Harassment approved in September 2011 and was implemented from January 2012.
* Staff survey conducted in 2014 with results being available in March 2015 This should spearhead discussions related to the results, people’s experience and what this means for the institution going forward with a clear action plan of necessary change. It has also been proposed that where feasible (i.e. large enough staff numbers) that data should be made available on a departmental and divisional level.
* New Management Development Programme has been introduced to encourage managers to have important conversations with staff and to give them the tools to engage with staff
 |
| Reasonable accommodation |  | X |  | X |  |  | **Initiatives*** Reasonable accommodation in terms of disability is facilitated through the Kuyasa programme.
* In terms of posts, consideration is given to the positioning of posts as development posts.
* All posts advertised via Department of Women, Children and People with Disabilities
* Partnership with Library of the Blind is being explored
 |
| HIV&AIDS prevention and wellness programmes | X |  | X |  | 01/09/2009 | Ongoing  | **Barriers:** The HEAIDS survey indicated a high prevalence of HIV amongst certain staff groupings. **Initiatives:** * The Health Care Centre is an ARV distributor.
* Counseling was previously provided by FAMSA to staff- up to 6 sessions per issue are provided free of charge. From 2015, counseling be in in-house.
* Community booklet outlining resources is available
* The University has a full time HIV/AIDS awareness officer to run the HIV and wellness programmes.
* Regular testing drives are held
* Peer support programme continue to operate.
 |
| Assigned senior manager(s) to manage EE implementation |  | X |  | X |  |  |  |
| Budget allocation in support of employment equity goals |  | X |  | X |  |  |  |
| Time off for employment equity consultative committee to meet  |  | X |  | X |  |  |  |

1. **Monitoring and evaluation of implementation**
	1. How regularly do you monitor progress on the implementation of the Employment Equity Plan? Please choose one.

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

* 1. 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.  |

**SECTION G: Signature of the Chief Executive Officer/Accounting Officer**

|  |
| --- |
| **Chief Executive Officer/Accounting Officer**I ---------------------------------------------------------------------------------(full Name) CEO/Accounting Officer of ------------------------------------------------------------------------------------------------------------------------------------hereby declare that I have read, approved and authorized this report.Signed on this ---------------------------day of ---------------------------------------------(month) year----------------At (place):-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------Chief Executive Officer/Accounting Officer  |