

Rhodes University

Employment Equity Plan

For the period

1 September 2010 to 31 August 2015

(5 year plan)

As approved by Employment Equity and Institutional Culture Committee: 25 November 2010

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1. Overview of Plan

In terms of the Employment Equity Act, no 55 of 1998, Rhodes University is a designated employer. In terms of this legislation, this means that the institution is required to do the following:

1. *Conduct an analysis of its employment practices and of the demographic profile* of the institution to establish under-representation by designated groups. These analyses have been undertaken by Rhodes University and are included in this plan;
2. *Prepare an employment equity plan.* This plan seeks to address this;
3. *Implement affirmative action measures* for designated groups in order to advance employment equity;
4. *Consult with its stakeholders.* This takes place through the Employment Equity and Institutional Culture Committee with a membership that includes the two unions who in turn represent employees in terms of the range of occupational levels and demographic groups;
5. *Report on progress* made against the plan to the Director-General. Rhodes University reports on an annual to the Department of Labour.

The first employment equity plan of the University ran from 2000 to 2005 and then was extended to end August 2008. A qualitative EE plan was approved by Senate in mid 2009 but quantitative targets were not determined. This work has taken place during the course of 2010.

This document is Rhodes University's complete Employment Equity (EE) Plan for the period 1 September 2010 to 31 August 2015. While the overall plan is of five year duration, the plan is also broken down into annual plans.

As per the Employment Equity Act, Rhodes University's EE plan needs to meet the following requirements:

	Requirement	Rhodes EE Plan
1	Plan must achieve reasonable progress	The RU EE plan has been constituted considering the likely turnover of staff in the next five years. Such turnover has been considered at the departmental level to ensure a high degree of accuracy. Vacancies provide an opportunity to change the demographic profile of the institution. At this point in time, the institution is not considering accelerating the staff turnover through for example, early retirement of staff.
2	Objectives to be achieved for each year must be stated	Section 3 and 4 of this plan refer to the quantitative and qualitative targets (or objectives). These are stated for each year.
3	Affirmative action measures to be implemented must be included in the Plan.	Section 4 deals with the qualitative targets of the Plan. These qualitative targets include the necessary affirmative action measures.
4	Where under-representation has been identified, the following must be done: <ul style="list-style-type: none"> • numerical goals to achieve better representation must be stated for each occupational level; • strategies to achieve better representation are outlined • time-table is provided 	Under-representation at the various occupational levels for the institution is available in Section 2 of the Plan. Numerical goals are outlined in Section 3 of the Plan. Strategies are outlined in Section 4 of the Plan. All are linked to time-tables.
5	Time-table for plan for achievement of goals and objectives other than numerical goals	This is outlined in Section 3& 4 of the Plan.

	Requirement	Rhodes EE Plan
6	The duration of the plan must be no shorter than one year and no longer than 5 years.	The RU EE Plan is for 5 years in duration.
7	Procedures to monitor and evaluate the plan must be outlined.	Section 5 of the Plan provides this detail.
8	Internal procedures to resolve disputes about the interpretation or implementation of the Plan	Section 6 of the Plan addresses this aspect.
9	Persons responsible for monitoring and implementing the Plan.	All senior management and Deans in the institution shall be responsible for monitoring and implementation of the Plan as it relates to their Division or Faculty. The Director of Human Resources, Mrs Sarah Fischer, shall be responsible for ensuring such monitoring and implementation and shall provide the Employment Equity and Institutional Culture Committee with relevant information to demonstrate the progress (or lack thereof) against the Plan.

As is demonstrated above, Rhodes University's EE Plan seeks to address these requirements.

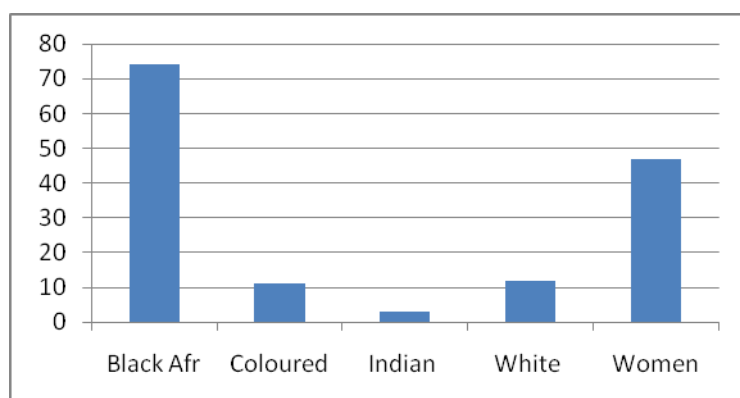
2. Process Followed

2.1 Analysis of workforce profile in terms of under-representation

This analysis was conducted relative to the profile of the Economically Active Population as at February 2010.

Figure1: Demographic profile of economically active population in SA (Stats SA 2007).

Research suggests that this has not changed by August 2009 (Business Day Report, August 2009)



Black African = 74%; Coloured = 11%; Indian = 3%; White = 12%; Women = 47%.

Table 1: Levels of under-representation per occupational level

Occupational Levels	A	C	I	W	Female
EAP	74%	11%	3%	12%	47%
Top management	25%	0%	25%	50%	0%
Senior management	7.1%	0%	7.1%	85.7%	50%
Professionally qualified and experienced specialists and mid-management	5.5%	4.3%	3.6%	68%	36.45%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	17.7%	20.87%	2.36%	55.1%	58.7%
Semi-skilled and discretionary decision making	59.6%	18%	1.1%	20%	58.6%
Unskilled and defined decision making	95.5%	4.6%	0%	0%	51.5%

Note:

- Under-representation indicates by shading
- In calculating these numbers, the following formula has been used for each occupational level:
 - Demographic group numbers (male and female) not including foreign nationals;
 - Divided by total number of staff including foreign nationals in that level.

c. Expressed as a %.

Since targets were set at the departmental level, all Heads of Departments/Divisions were provided with the Economically Active Population (EAP) statistics and advised that targets needed to be set in line with the EAPs in order to address under-representation of the demographic profile per level.

2.2 Setting of quantitative targets

The following process was used in the determination of quantitative targets:

- It was decided to set targets at the departmental and/or Divisional level as this would allow for departmental input on viable targets and locate responsibility for the EE Plan with the Head of Departments/Divisions (HoDs);
- Guides were developed to support the HODs in the determination of these plans and presentations were held (4 in total) for HODs to take them through the process of determining the EE plans;
- Each department/division was provided with staff data per occupational level as well as turnover stats for the last 3 years and retirement statistics for the next 5 years;
- Departments were required to set an EE plan for each year (2011 to 2015 for the period 1 September to 30 August of the following year) taking into account past staff turnover and anticipated turnover;
- Departments/divisions were advised to not increase staff numbers unless this was guaranteed. As a result, the numbers are somewhat static. As posts are created, so the EE annual plans will be updated. The creation of additional posts will further assist in addressing under-representation;
- Departmental plans were checked and if necessary, sent back to departments for problems to be addressed;
- Once correct, departmental plans were collated by the Data Management Unit to develop Faculty plans, Divisional Plans and ultimately the institutional plan;
- For each plan, departments/divisions were also asked to identify any concerns in the implementation of the plan i.e. barriers to the employment of designated groups as well as proposed strategies. The latter will be explored with departments in due course and have been included in the EE plan's qualitative targets;
- The Director: HR met with each Dean to discuss the Faculty plans (collated from departmental plans).

2.3 Analysis of employment policies, practices, procedures and working environment

Analysis of employment policies, practices, procedures and working environment and identification of barriers to the employment and advancement of members of designated groups has taken place through various forums and in various ways:

- Equity Imbizo in July 2007 which led to the identification of qualitative targets as contained in the qualitative Employment Equity Plan by Senate in mid 2009;
- Equity Consultative forum held in July 2010 at the start of the process of setting targets at the departmental level (as outlined in 2.2. above);
- For the 2008-2009 Equity Report to the DoL, employment policies and practices were audited against the Code of Good Practice on the Integration of EE into HR policies and practices. This report was approved by the Employment Equity and Institutional Culture Committee;
- Work done by the contract Transformation Specialist in the HR Division in 2010;
- In the most recent work done by departments (in the setting of quantitative targets), HoDs were also asked to identify concerns to the implementation of the EE plan i.e. barriers to the employment of designated groups as well as proposed strategies.

Data collected from all of the above processes has been integrated to constitute the qualitative targets of the EE Plan.

2.4 Compilation of Plan and Approval by the Employment Equity and Institutional Culture Committee

The plan was compiled by the Director: Human Resources and presented to the Employment Equity and Institutional Culture Committee at its October 2010 meetings. At this meeting, the plan was discussed and necessary changes made, before the plan was approved by the Committee.

3. Quantitative Targets

Quantitative targets will be provided in various formats:

1. Per occupational level, the movement for each year from the year ending August 2011 to August 2015.
This will allow one to track what is happening within each occupational level.
2. Total institutional plan reflected by each occupational level for each year from the year ending August 2011 to August 2015.
This will allow one to get an overview of the institutional profile for all occupational levels.
3. Targets for Staff with Disabilities reflected per each occupational level for each year from the year ending August 2011 to August 2015.

Assumptions

These targets are based on the following assumptions:

1. Changing of the demographic profile is linked to staff turnover;
2. Predicting staff turnover is a combination of looking at (a) Past turnover; (b) Upcoming retirements; and (c) Possible resignations in the future. This particular factor is difficult to predict and departments in setting targets have erred on the side of being conservative in this regard.
3. Targets are set in line with the Economically Active Population requirements;
4. That all Black staff that leave will be replaced by Black staff albeit in different race groups e.g. a Coloured may be replaced by an African in line with issues of over-representation and under-representation relative to the Economy Active Population (EAP) demographic profile;
5. Over-representation must also be addressed;
6. Should a higher turnover be experienced than that predicted in the Plans, the plan is not to be used in a limiting manner. Rather filling of unanticipated vacancies or creation of new posts provide additional opportunities for transforming the demographic profile of a department in line with the EAP; and
7. Only those future posts which are guaranteed have been included in the plans. Plans will be updated as and when posts are approved and allocated.

Considerations

In the setting and realisation of these targets the following needs to be borne in mind:

1. In employing academic staff, it must be remembered that staff need at least a Masters or equivalent and sometimes even a PhD, depending on the discipline, to be employed at the lecturer level. This significantly impacts the number of Black staff available in the recruitment pool;
2. Rhodes has had an accelerated development programme for academic staff for a number of years but this can only be one strategy. The impact of such a programme is limited because of the low number s on the programme and the cost thereof e.g. 3 staff on a 3 year development programme costs R3million in 2009 remuneration costs. HESA (Vice-Chancellor's associate in Higher Education) is motivating for a sector wide programme of this nature, funded by government. A programme of this nature will greatly assist in enhancing the recruitment pool of Black academics;
3. There is a high demand for Black post-graduate students and the Higher Education (HE) sector has to compete with government and industry for these students, often unsuccessfully due to a range of factors;

4. The location of Rhodes University in Grahamstown presents its own challenges to the attraction and retention of staff, most notably the employment of partners, placement of children in local schools and housing. The University is attempting to address these issues.

Employment Equity Plan: Targets as at Aug of each year vs profile of Economically Active Population (EAP)

Level: Top Management

		2011	2012	2012	2014	2015	% inc 2015 on 2011
<i>African male</i>		1	1	1	1	1	0.00%
<i>African female</i>		0	0	0	0	0	0.00%
<i>Coloured male</i>		0	0	0	0	0	0.00%
<i>Coloured female</i>		0	0	0	0	0	0.00%
<i>Indian male</i>		1	1	1	1	1	0.00%
<i>Indian female</i>		0	0	0	0	0	0.00%
<i>Total Black</i>		2	2	2	2	2	0.00%
<i>White male</i>		2	2	2	2	2	0.00%
<i>White female</i>		0	0	0	0	0	0.00%
<i>Total White</i>		2	2	2	2	2	0.00%
<i>Total female</i>		0	0	0	0	0	0.00%
<i>Disabled</i>		0	0	0	0	0	0.00%
<i>Total designated group (disabled not counted)</i>		2	2	2	2	2	0.00%
<i>Total foreign national</i>		0	0	0	0	0	0.00%
<i>Total staff in category</i>		4	4	4	4	4	0.00%

	EAP as at Feb 2010	2011	2012	2013	2014	2015
Total African	74%	25.0%	25.0%	25.0%	25.0%	25.0%
Total Coloured	11%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Indian	3%	25.0%	25.0%	25.0%	25.0%	25.0%
Total White	12%	50.0%	50.0%	50.0%	50.0%	50.0%
Total female	47%	0.0%	0.0%	0.0%	0.0%	0.0%

Commentary:

1. It can be seen from the above statistics that a turnover rate of 0% is anticipated. This is a result of 3 out of 4 individuals being fairly recently appointed;
2. Should a higher turnover rate be experienced, priority will be given to employing African staff in particular females.

Employment Equity Plan: Targets as at Aug of each year vs profile of Economically Active Population (EAP)

Level: Senior Management

		2011	2012	2013	2014	2015	% inc 2015 on 2011
<i>African male</i>		2	2	2	2	2	0.0%
<i>African female</i>		2	2	2	2	2	0.0%
<i>Coloured male</i>		0	0	0	0	0	0.0%
<i>Coloured female</i>		0	0	0	0	0	0.0%
<i>Indian male</i>		0	0	0	0	1	0.0%
<i>Indian female</i>		0	0	0	0	0	-100.0%
<i>Total Black</i>		4	4	4	4	5	25.0%
<i>White male</i>		4	4	4	4	3	-25.0%
<i>White female</i>		6	6	6	6	6	0.0%
<i>Total White</i>		10	10	10	10	9	-10.0%
<i>Total female</i>		8	8	8	8	8	0.0%
<i>Disabled</i>		1	1	1	1	1	0.0%
<i>Total designated group (disabled not counted)</i>		10	10	10	10	11	10.0%
<i>Total foreign national</i>		1	1	1	1	1	0.0%
<i>Total staff in category</i>		15	15	15	15	15	0.0%

	EAP as at Feb 2010	2011	2102	2103	2104	2015
Total African	74%	26.7%	26.7%	26.7%	26.7%	26.7%
Total Coloured	11%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Indian	3%	0%	0.0%	0.0%	0.0%	6.7%
Total White	12%	66.7%	66.7%	66.7%	66.7%	60.0%
Total female	47%	53.3%	53.3%	53.3%	53.3%	53.3%

Commentary:

1. Turnover at this occupational level is again very low with 2 retirements anticipated during this period and the creation of one post;
2. Any further turnover of white staff experienced will give priority to the filling of that post by an African male. This in line with the EAP requirements.

Employment Equity Plan: Targets as at Aug of each year vs profile of Economically Active Population (EAP)

Level: Professionally Qualified, Experienced Specialists and Middle Management

		2011	2012	2013	2014	2015	% inc 2015 on 2011
<i>African male</i>		33	42	50	56	60	81.82%
<i>African female</i>		44	53	59	65	70	59.09%
<i>Coloured male</i>		12	14	14	15	15	25.00%
<i>Coloured female</i>		20	22	23	24	24	20.00%
<i>Indian male</i>		11	12	13	13	13	18.18%
<i>Indian female</i>		9	11	11	11	11	22.22%
<i>Total Black</i>		129	154	170	184	193	49.61%
<i>White male</i>		190	175	165	159	157	-17.37%
<i>White female</i>		161	150	146	140	135	-16.15%
<i>Total White</i>		351	325	311	299	292	-16.81%
<i>Total female</i>		234	236	239	240	240	2.56%
<i>Disabled</i>		3	4	3	3	4	33.33%
<i>Total designated group (disabled not counted)</i>		290	304	316	324	328	13.10%
<i>Total foreign national</i>		55	56	54	52	50	-9.09%
<i>Total staff in category</i>		535	535	535	535	535	0.00%

	EAP as at Feb 2010	2011	2012	2013	2014	2015
Total African	74%	14.4%	17.8%	20.4%	22.6%	24.3%
Total Coloured	11%	6.0%	6.7%	6.9%	7.3%	7.3%
Total Indian	3%	3.7%	4.3%	4.5%	4.5%	4.5%
Total White	12%	65.6%	60.7%	58.1%	55.9%	54.6%
Total female	47%	43.7%	44.1%	44.7%	44.9%	44.9%

Commentary:

1. The turnover at this level will range from 1.7% to 4.7% with an average turnover of 3%;
2. Should a higher turnover of white staff be experienced, priority will be given to the employment of African females and males in that order.

Employment Equity Plan: Targets as at Aug of each year vs profile of Economically Active Population (EAP)

Level: Skilled technical, academically qualified workers, junior managers, supervisors

		2011	2012	2013	2014	2015	% inc 2015 on 2011
<i>African male</i>		32	33	39	43	50	56.25%
<i>African female</i>		47	49	54	55	59	25.53%
<i>Coloured male</i>		29	29	27	27	26	-10.34%
<i>Coloured female</i>		24	24	24	24	23	-4.17%
<i>Indian male</i>		4	4	6	7	9	125.00%
<i>Indian female</i>		4	5	5	7	8	100.00%
<i>Total Black</i>		140	144	155	163	175	25.00%
<i>White male</i>		53	51	49	47	39	-26.42%
<i>White female</i>		106	104	97	91	87	-17.92%
<i>Total White</i>		159	155	146	138	126	-20.75%
<i>Total female</i>		181	182	180	177	177	-2.21%
<i>Disabled</i>		1	1	2	2	2	100.00%
<i>Total designated group (disabled not counted)</i>		246	248	252	254	262	6.50%
<i>Total foreign national</i>		5	5	3	3	3	-40.00%
<i>Total staff in category</i>		304	304	304	304	304	0.00%

	EAP as at Feb 2010	2011	2012	2013	2014	2015
Total African	74%	26.0%	27.0%	30.6%	32.2%	35.9%
Total Coloured	11%	17.4%	17.4%	16.8%	16.8%	16.1%
Total Indian	3%	2.6%	3.0%	3.6%	4.6%	5.6%
Total White	12%	52.3%	51.0%	48.0%	45.4%	41.4%
Total female	47%	59.5%	59.9%	59.2%	58.2%	58.2%

Commentary:

1. The turnover predicted ranges from 1.3% to 4.3% with an average of 3%;
2. Should a higher turnover rate of white staff be experienced, priority will be given to the employment of African and Indian males.

Employment Equity Plan: Targets as at Aug of each year vs profile of Economically Active Population (EAP)

Level: Semi-skilled and discretionary decision-making

		2011	2012	2013	2014	2015	% inc 2015 on 2011
<i>African male</i>		87	88	89	93	93	6.90%
<i>African female</i>		103	104	104	106	106	2.91%
<i>Coloured male</i>		24	24	23	23	23	-4.17%
<i>Coloured female</i>		23	23	23	23	22	-4.35%
<i>Indian male</i>		4	4	4	4	5	25.00%
<i>Indian female</i>		2	3	3	3	4	100.00%
<i>Total Black</i>		243	246	246	252	253	4.12%
<i>White male</i>		9	9	9	9	9	0.00%
<i>White female</i>		44	41	41	35	34	-22.73%
<i>Total White</i>		53	50	50	44	43	-18.87%
<i>Total female</i>		172	171	171	167	166	-3.49%
<i>Disabled</i>		6	7	7	8	8	33.33%
<i>Total designated group (disabled not counted)</i>		287	287	287	287	287	0.00%
<i>Total foreign national</i>		1	1	1	1	1	0.00%
<i>Total staff in category</i>		297	297	297	297	297	0.00%

	EAP as at Feb 2010	2011	2012	2013	2014	2015
Total African	74%	64.0%	64.6%	65.0%	67.0%	67.0%
Total Coloured	11%	15.8%	15.8%	15.5%	15.5%	15.2%
Total Indian	3%	2.0%	2.4%	2.4%	2.4%	3.0%
Total White	12%	17.8%	16.8%	16.8%	14.8%	14.5%
Total female	47%	57.9%	57.6%	57.6%	56.2%	55.9%

Commentary;

1. A very low turnover is anticipated largely because the focus will be on retaining the numbers of African staff;
2. If a higher turnover amongst white staff is experienced, the priority will be the employment of Indian and African males, not in any particular order.

Employment Equity Plan: Targets as at Aug of each year vs profile of Economically Active Population (EAP)

Level: Unskilled and defined decision-making

		2011	2012	2013	2014	2015	% inc 2015 on 2011
<i>African male</i>		161	165	166	168	165	2.48%
<i>African female</i>		170	164	160	157	151	-11.18%
<i>Coloured male</i>		12	12	13	14	14	16.67%
<i>Coloured female</i>		5	5	7	5	5	0.00%
<i>Indian male</i>		2	2	2	2	3	50.00%
<i>Indian female</i>		1	2	2	2	7	600.00%
<i>Total Black</i>		351	350	350	348	345	-1.71%
<i>White male</i>		1	2	2	4	4	300.00%
<i>White female</i>		1	1	1	1	4	300.00%
<i>Total White</i>		2	3	3	5	8	300.00%
<i>Total female</i>		177	172	170	165	167	-5.65%
<i>Disabled</i>		8	11	14	17	19	137.50%
<i>Total designated group (disabled not counted)</i>		352	351	351	349	349	-0.85%
<i>Total foreign national</i>		0	0	0	0	0	0.00%
<i>Total staff in category</i>		353	353	353	353	353	0.00%

	EAP as at Feb 2010	2011	2012	2013	2014	2015
Total African	74%	93.8%	93.2%	92.4%	92.1%	89.5%
Total Coloured	11%	4.8%	4.8%	5.7%	5.4%	5.4%
Total Indian	3%	0.8%	1.1%	1.1%	1.1%	2.8%
Total White	12%	0.6%	0.8%	0.8%	1.4%	2.3%
Total female	47%	50.1%	48.7%	48.2%	46.7%	47.3%

Commentary:

At this occupational level, employment equity will focus on increasing the number of coloured and Indian staff and white females. It is also desirable to see the demographic profile shift to include white males so as to see all demographic groups represented at all levels in the institution. However, although the demographic grouping of white males will not benefit from preferential treatment and the hiring of white males at this level will have to be on the basis of equal treatment of all groups.

Total Institutional Plan

Occupational Level	Male				Female				Foreign Nationals		Total
	A	I	C	W	A	I	C	W	Male	Female	
Top Management	1	1	0	2	0	0	0	0	0	0	4
Senior Management	2	0	0	4	2	0	0	6	1	0	15
Professionally Qualified, Experienced Specialists and Middle Management	33	11	12	190	44	9	20	161	40	15	535
Skilled Technical and academically qualified workers, Junior Managers, Supervisors etc	32	4	29	53	47	4	24	106	3	2	304
Semi-skilled and discretionary decision making	87	4	24	9	103	2	23	44	1	0	297
Unskilled and defined decision making	161	2	12	1	170	1	5	1	0	0	353
Total	316	22	77	259	366	16	72	318	45	17	1508

Rhodes University

Employment equity plan for period 1 September 2011 to 31 August 2012

Total Institutional Plan

Occupational Level	Male				Female				Foreign Nationals		Total
	A	I	C	W	A	I	C	W	Male	Female	
Top Management	1	1	0	2	0	0	0	0	0	0	4
Senior Management	2	0	0	4	2	0	0	6	0	1	15
Professionally Qualified, Experienced Specialists and Middle Management	42	12	14	175	53	11	22	150	41	15	535
Skilled Technical and academically qualified workers, Junior Managers, Supervisors etc	33	4	29	51	49	5	24	104	3	2	304
Semi-skilled and discretionary decision making	88	4	24	9	104	3	23	41	1	0	297
Unskilled and defined decision making	165	2	12	2	164	2	5	1	0	0	353
Total	331	23	79	243	372	21	74	302	45	17	1508

Rhodes University

Employment equity plan for period 1 September 2012 to 31 August 2013

Total Institutional Plan

Occupational Level	Male				Female				Foreign Nationals		Total
	A	I	C	W	A	I	C	W	Male	Female	
Top Management	1	1	0	2	0	0	0	0	0	0	4
Senior Management	2	0	0	4	2	0	0	6	0	1	15
Professionally Qualified, Experienced Specialists and Middle Management	50	13	14	165	59	11	23	146	41	13	535
Skilled Technical and academically qualified workers, Junior Managers, Supervisors etc	39	6	27	49	54	5	24	97	2	1	304
Semi-skilled and discretionary decision making	89	4	23	9	104	3	23	41	1	0	297
Unskilled and defined decision making	166	2	13	2	160	2	7	1	0	0	353
Total	347	26	77	231	379	21	77	291	44	15	1508

Rhodes University

Employment equity plan for period 1 September 2013 to 31 August 2014

Total Institutional Plan

Occupational level	Male				Female				Foreign Nationals		Total
	A	I	C	W	A	I	C	W	Male	Female	
Top Management	1	1	0	2	0	0	0	0	0	0	4
Senior Management	2	0	0	4	2	0	0	6	0	1	15
Professionally Qualified, Experienced Specialists and Middle Management	56	13	15	159	65	11	24	140	38	14	535
Skilled Technical and academically qualified workers, Junior Managers, Supervisors etc	43	7	27	47	55	7	24	91	2	1	304
Semi-skilled and discretionary decision making	93	4	23	9	106	3	23	35	1	0	297
Unskilled and defined decision making	168	2	14	4	157	2	5	1	0	0	353
Total	363	27	79	225	385	23	76	273	41	16	1508

Rhodes University

Employment equity plan for period 1 September 2014 to 31 August 2015

Total Institutional Plan

Occupational level	Male				Female				Foreign Nationals		Total
	A	I	C	W	A	I	C	W	Male	Female	
Top Management	1	1	0	2	0	0	0	0	0	0	4
Senior Management	2	1	0	3	2	0	0	6	0	1	15
Professionally Qualified, Experienced Specialists and Middle Management	60	13	15	157	70	11	24	135	37	13	535
Skilled Technical and academically qualified workers, Junior Managers, Supervisors etc	50	9	26	39	59	8	23	87	2	1	304
Semi-skilled and discretionary decision making	93	5	23	9	106	4	22	34	1	0	297
Unskilled and defined decision making	165	3	14	4	151	7	5	4	0	0	353
Total	371	32	78	214	388	30	74	266	40	15	1508

Rhodes University

Employment equity plan for period 1 September 2010 to 31 August 2011

Total Institutional Plan: Staff with Disabilities

Occupational Level	Male				Female				Foreign Nationals		Total
	A	I	C	W	A	I	C	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	1	0	0	1
Professionally Qualified, Experienced Specialists and Middle Management	0	0	0	2	0	0	0	0	1	0	3
Skilled Technical and academically qualified workers, Junior Managers, Supervisors etc	0	0	0	1	0	0	0	0	0	0	1
Semi-skilled and discretionary decision making	0	0	0	3	0	1	0	1	0	1	6
Unskilled and defined decision making	5	2	0	0	1	0	0	0	0	0	8
Total	5	2	0	6	1	1	0	2	1	1	19

Rhodes University

Employment equity plan for period 1 September 2011 to 31 August 2012

Total Institutional Plan: Staff with Disabilities

Occupational Level	Male				Female				Foreign Nationals		Total
	A	I	C	W	A	I	C	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	1	0	0	1
Professionally Qualified, Experienced Specialists and Middle Management	0	0	0	2	0	0	0	1	1	0	4
Skilled Technical and academically qualified workers, Junior Managers, Supervisors etc	0	0	0	1	0	0	0	0	0	0	1
Semi-skilled and discretionary decision making	0	0	0	3	1	1	0	1	0	1	7
Unskilled and defined decision making	6	2	0	0	3	0	0	0	0	0	11
Total	6	2	0	6	4	1	0	3	1	1	24

Rhodes University

Employment equity plan for period 1 September 2012 to 31 August 2013

Total Institutional Plan: Staff with Disabilities

Occupational Level	Male				Female				Foreign Nationals		Total
	A	I	C	W	A	I	C	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	1	0	0	1
Professionally Qualified, Experienced Specialists and Middle Management	0	0	0	2	0	0	0	1	1	0	4
Skilled Technical and academically qualified workers, Junior Managers, Supervisors etc	0	0	0	1	1	0	0	0	0	0	2
Semi-skilled and discretionary decision making	0	0	0	3	1	1	0	1	0	1	7
Unskilled and defined decision making	7	2	0	0	5	0	0	0	0	0	14
Total	7	2	0	6	7	1	0	3	1	1	28

Rhodes University

Employment equity plan for period 1 September 2013 to 31 August 2014

Total Institutional Plan: Staff with Disabilities

Occupational level	Male				Female				Foreign Nationals		Total
	A	I	C	W	A	I	C	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	1	0	0	1
Professionally Qualified, Experienced Specialists and Middle Management	0	0	0	2	0	0	0	1	1	0	4
Skilled Technical and academically qualified workers, Junior Managers, Supervisors etc	0	0	0	1	1	0	0	0	0	0	2
Semi-skilled and discretionary decision making	1	0	0	3	1	1	0	1	0	1	8
Unskilled and defined decision making	8	2	0	0	7	0	0	0	0	0	17
Total	9	2	0	6	9	1	0	3	1	1	32

Rhodes University

Employment equity plan for period 1 September 2014 to 31 August 2015

Total Institutional Plan: Staff with Disabilities

Occupational level	Male				Female				Foreign Nationals		Total
	A	I	C	W	A	I	C	W	Male	Female	
Top Management	0	0	0	0	0	0	0	0	0	0	0
Senior Management								1			1
Professionally Qualified, Experienced Specialists and Middle Management				2				1	1		4
Skilled Technical and academically qualified workers, Junior Managers, Supervisors etc				1	1						2
Semi-skilled and discretionary decision making	1			3	1		1	1		1	8
Unskilled and defined decision making	8		2		8			1			19
Total	9	0	2	6	10	0	1	4	1	1	34

4. Qualitative Targets

RECOMMENDATION	RESPONSIBILITY	TIME-FRAME & SPECIFICS
Strategies related to Institutional Culture		
1. Ensure equitable representation on all university committees and activities.	Registrar via the nominations committee	1 November 2010: Nominations for committees for 2011 Ongoing thereafter
2. Review current communication strategy, signage, symbols to ensure that these are affirming and welcoming to all groups within the institution. If necessary, this review should lead to proposals.	Director: Marketing and Communications	Review, if necessary, proposals drafted, proposals tabled and approved, apply for budget: 2011 Budget approved, implementation: 2012 to 2015
3. Create awareness of employment equity issues through awareness programmes	Director: Equity and Institutional Culture and Director: Marketing and Communications	Presentations to senior management and faculties regarding 2009/2010 DoL Employment Equity Report & communicate new EE Plan: 4 th quarter 2010/2011 Updates on progress made: annual formal communication – 2011 to 2015
4. Implement appropriate diversity programmes for all staff to create awareness of employment equity and Diversity issues and the management thereof. This should include Hall and House Wardens.	Director: Equity and Institutional Culture Dean of Students Director: HR	2011 to 2015: Diversity module in Office Administration and Supervision training programmes Explore running of certificate programme on diversity, equity and transformation with intention to run from 2012 onwards Diversity training for all staff: 2011/2012 to 2015

RECOMMENDATION	RESPONSIBILITY	TIME-FRAME & SPECIFICS
5. Ensure continued and consistent implementation of Language Policy.	Director: Equity and Institutional Culture	Review of implementation of Language Policy from a staff perspective: 2012; implementation of any measures identified: 2013 to 2015
6. Staff survey to explore issues of institutional culture	Director: Equity and Institutional Culture With relevant stakeholders	Explore staff survey and implement in 2011; presentation of results and explore implications in 2012; programme to address issues implemented 2013 to 2015.
7. Include within the orientation of new staff RU's values and expectations regarding dignified behaviour and the rights of others.	Director: CHERTL Director: HR	Integration of staff equity issues and EE plans into Lecturers Orientation Programme for academics: 2011 Integration into support staff orientation and induction: 2011
8. Implement new induction programme for new staff and review departmental induction processes taking place And provision of new measures if necessary.	CHERTL and HR	For support staff: 2011/2012 For academic staff: 2012
9. Establish and implement a process to deal with complaints of prejudice (outside the current grievance procedure).	Dean of Students and Director: HR (joint policy for students and staff)	Process/policy approved late 2010/2011 Implementation to start: 2011 onwards
10. Implement new staff interview process	Directors & Deans	Continue with academic new staff interview process (2011 to 2015) and implement for support staff (2011 to 2015. Use data to analyse experiences of
11. Review of exit interview process	HR with Directors & Deans	Review (2011) and implement new process (2011/2102 to 2015)

RECOMMENDATION	RESPONSIBILITY	TIME-FRAME & SPECIFICS
12. Formalise a focused gender policy and programme, including gender sensitisation programmes.	Genact	Continue with afterhours facility: 2011 to 2015 Continue with parental leave and benefits, review in 2013. Conceptualise gender policy and programme and implement: 2013 to 2015
Strategies associated with appointment of members of designated groups including those with disabilities		
13. Continue to ensure adherence to requirements of the Employment Equity Act within selection processes.	Director: HR	Drive implementation of new R&S policy for academic posts and support staff posts in 2011 to 2015. Monitor effect of new policies (approved January 2010): Annually Continue with training of chairs: annually Review of R&S policies: 2013
14. Formalisation of remuneration policies including consideration of remuneration initiatives for designated groups to attract and retain members from designated groups.	Director: HR	Formal proposals to be tabled: 2011 Approval by Remuneration Committee of Council: 2011/2012 Implementation: 2012-2015
15. Continue with and where possible, enhance, accelerated development programmes and internship programmes.	Deans for academic programmes Directors for support staff programmes	Mellon and Kresge programmes for academic posts already operational. RU commitment to Kresge to continue with own funds from 2013 onwards Support staff internship programme for disabled: expanded beyond kitchen attendant posts, staff being placed, at least 3 staff per annum: 2011 to 2015 Support staff internship programme for clerical staff will continue, staff being placed – will continue at, at least 10 staff per annum, each year

RECOMMENDATION	RESPONSIBILITY	TIME-FRAME & SPECIFICS
	HR to facilitate	Introduction of Graduate internships, preferably with ETDP SETA funding: 2011 to 2015 Introduction of technical internships: 2012 to 2015
16. Implementation of academic role profiles	HR with Deans	Design and implementation 2011
17. Finalise decision as regards use of psychometrics in selection processes (whether or not to use)	EE&IC	Review and decision to be taken 2010/2011
18. Positioning of vacant positions as development posts	HoDs and Deans with Director: HR	Explore whether senior vacant posts can be positioned as two lower level development posts in order to provide opportunities for members of designated groups and implement: 2011 to 2015
19. Development family friendly support programme for new staff coming to Grahamstown	Director: Equity and Institutional Culture	Design and implement a holistic programme to ensure that new staff and their families settle into Rhodes and Grahamstown. Conceptualisation in 2011/2012. Implementation 2012/2013.
20. Review Dean and HoDs election processes	DVC: Academic and Student Affairs	Review process of electing Deans and HoDs particularly in light of whether or not this supports EE issues. 2011.
21. Review approval processes for appointments	Deans with Director: HR for academic processes Directors with Director: HR for support processes	Review whether or not more regulations should be required in selection processes to ensure achievement of EE targets: 2011/2012

RECOMMENDATION	RESPONSIBILITY	TIME-FRAME & SPECIFICS
Strategies Associated with Development and Advancement (and Retention) of Members of Designated Groups		
22. Implement a mentoring programme for all new staff	CHERTL & HR	Design and implementation of programme for academic staff: 2011/2012 Design and implementation of programme for support staff: 2011/2012
23. Provide initiatives to support academic staff from designated groups to complete further qualifications.	Deans and HODs with DVC: Research and Development	HODs to meet with staff at least once a year to explore professional development issues: 2011 onwards HODs to identify barriers to professional development and feed this through to the Deans for consideration by Research office, CHERTL and HR: 2011 Proposals to address barriers and budget for these: 2012 Implement initiatives: 2013 to 2015 Time-off/buy-out schemes continue and explore for all Faculties: 2012
24. Formalise staff developmental processes e.g. developmental reviews, identification of career path, identification of annual training	Deans with CHERTL and Research Office for academics Directors with HR for support staff	Design (in 2011/2012) and implement staff developmental processes (2012/2013 till 2015)
25. Formalise succession planning strategies	Deans for academics Directors for support staff HR to facilitate	Design (in 2013/2014) and implement (2014/2015)
26. Continue with ABET programme	HR	Continued implementation 2011 to 2015. Implement stronger links between this and career pathing e.g. links to internships

RECOMMENDATION	RESPONSIBILITY	TIME-FRAME & SPECIFICS
27. Address any remuneration differentials as regards historic remuneration practices	Director: HR in negotiation with unions	Approval of remuneration policy: 2011 Implementation 2012 onwards.
Strategies to deal with Conditions of Service		
28. Review probationary processes for staff	HR	Review (2012), redesign and implement (2013-2015)
Strategies to deal with Staff Wellbeing		
29. Conceptualisation and implementation of HIV strategy	HIV AIDS Officer	Appointment of Officer in 2011, conceptualisation of programme and consultation 2011/2012, implementation 2012 to 2015.
30. Implementation of broader well-being strategy	HR with Deans and Directors	Continuation of work started in 2010, implementation of new strategy 2011 to 2015

5. Monitoring and Evaluation

The EE plan shall be monitored and evaluated as follows:

1. Each year, by the mid October, each HOD shall:
 - Review progress made against departmental quantitative targets;
 - Comment on progress or lack thereof made, offering reasons for success and lack of success. In this way, examples of good practice (where departments have been successful in achieving targets) and barriers/concerns to achievement of targets (where departments have not achieved targets) can be identified;
 - Update the departmental/divisional EE plans for each year based on new posts allocated, reduction in posts, higher turnover than expected, actual appointments made against vacancies;
 - Extend the plan for a further year such that a rolling EE plan is established;
 - Submit these plans to the HR Division.
2. This information will be:
 - Collated by the HR Division to establish trends, common problems, common successes and identify opportunities for extending good practice;
 - Collated by the HR Division to revise the institutional EE plan for the following year;
 - Used in the EE report to the Department of Labour;
 - Identify new barriers that need addressing; and
 - Presented to the EE & IC Committee at its November meeting of each year for approval.
3. Ongoing discussions with unions as regards concerns;
4. Ongoing review of employment policies and procedures will continue and analysis of employment equity issues in relation to these will take place. The review dates are as follows:

Policy	Review cycle	Review date
Staff Disability Policy	+/- 3 years	End 2013
Policy for Eradicating Unfair Discrimination and Harassment	+/- 3 years	Currently being reviewed
Ill-health, incapacity and Occupational Safety Policy	+/- 3 years	July 2011
HIV/AIDS Policy	+/- 3 years	July 2011
Policy for Parental Benefits and Leave	+/- 3 years	December 2011
Policy for Recruitment and Selection of House and Hall Wardens	+/- 3 years	July 2013
Policy for Recruitment and Selection of Sub-wardens	+/- 3 years	July 2013
Recruitment and Selection Policy and Procedure for Academic posts	+/- 3 years	January 2013
Recruitment and Selection Policy and Procedure for Support Staff posts	+/- 3 years	January 2013
Recruitment and Selection Policy & Procedure for Employment of Casual Support Staff	+/- 3 years	May 2013
Recruitment and Selection Policy for Employment of Temporary Support Staff	+/- 3 years	December 2013
Staff Development Policy	+/- 3 years	July 2013
Support Staff Leave Policy	+/- 3 years	November 2013
Disciplinary procedures	As and when needed	Currently being updated
Grievance procedures	As and when needed	Due for review
Job Evaluation Policy		Due for review
Merit award policy and procedure for support staff		Due for review
Equity Policy		Due for review
Remuneration Policy		Currently being written
Procedure for dealing with incapacity of staff member		Needing to be written

6. Dispute Resolution Processes

The following dispute resolution processes shall be utilised when dealing with disputes in relation to this EE Plan:

1. Where any employee or member of a union is of the view that the EE plan is not being implemented and/or monitored correctly, then it shall:
 - a. Raise this issue in writing with the EE&IC Committee who shall determine the appropriate course of action;
 - b. Where a manager/HOD is not implementing the departmental EE plan, then 2b below shall apply;
 - c. Should s/he or union be dissatisfied with the outcome of this meeting and where s/he or the union believes the institution is not meeting the requirements of the legislation, they can elect to report this to the Department of Labour.
2. Where an employee is of the view that his/her manager/HOD is not implementing the departmental EE plan, then s/he shall:
 - a. Lay a formal grievance as per the grievance procedure of the University;
 - b. Where it is clear that there has been a contravention of legislation and/or non-implementation of the Plan, a full investigation shall take place. Where there are no mitigating reasons for the non-compliance or failure to implement the Plan, disciplinary action will be taken against the relevant manager/HoD by the institution;
 - c. The matter shall be reported to the EE&IC Committee.
3. Where the HR Division is concerned with non-compliance by the HoD, then the Director: HR shall:
 - a. Follow the process as per 2b and 2c above.

7. Conclusion

The successful implementation of this Plan will be the collective responsibility of multiple stakeholders including:

- Senior management who are responsible for:
 - supporting the strategic advantage of diversity;
 - consistently and diligently implementing the relevant employment equity policies, procedures and initiatives;
 - ensuring that adequate resources are available to pursue equity strategies;
- HoDs who are responsible for:
 - consistently and diligently implementing the relevant employment equity policies, procedures and initiatives as well as other related employment policies;
 - establishing viable EE Plans and seeking to appoint individuals in line with these Plans;
 - consulting with staff as regards the plans;
 - ensuring the retention of current staff from designated groups and striving to provide these staff with a “home for all”;
- The HR Division who is responsible for:
 - facilitating these processes and providing the necessary policies, procedures, frameworks;
 - ensuring adherence to relevant policies;
 - evaluating progress made and encouraging accountability for the EE Plans amongst HODs;
 - not only ensuring compliance with the legislation but also seeking to position employment equity as a strategic advantage for the institution;
 - dealing with disputes related to the implementation of the EE Plan;
 - communicating progress made on EE Plans;
- Staff who are responsible for:
 - being knowledgeable of the institutions EE policies and procedures;
 - contributing to the institution being a “home for all”;
 - addressing incidents of alleged unfair discrimination and/or harassment;
- Unions who are responsible for:
 - ensuring that they are active participants in the Employment Equity and Institutional Culture Committee;
 - representing their constituency’s interests;
 - evaluating progress made and raising concerns in the appropriate forums;
 - assisting with driving of adherence to policy in forums such as Selection Committees;
- The Employment Equity and Institutional Culture Committee and its members who are responsible for ensuring that the institutional EE plan is set and that it is regularly monitored and evaluated.

It is critical that all stakeholders fully understand their contribution to these processes and therefore, ultimately to the transformation of the institution.