

Rhodes University

Employment Equity Report

For the period 1/09/2010 to 31/08/2011

Please note:

1. The document to follow is as per the requirements of the Department of Labour.
2. Once approved, the document will be uploaded electronically on the DoL labour website. The plan is due by no later than 1 January 2012.
3. The report has two components:
 - a. EEA2: The report containing workforce profiles and targets
 - b. EEA4: The income differentials statement.
4. The targets used in this plan may change if the proposed EE plan is amended.

PLEASE READ THIS FIRST	SECTION A: EMPLOYER DETAILS & INSTRUCTIONS	
<p>PURPOSE OF THIS FORM</p> <p>This form enables employers to comply with Section 21 of the Employment Equity Act 55 of 1998.</p> <p>This form contains the format for employment equity reporting by employers to the Department of Labour. Both small employers (i.e. employers employing fewer than 150 employees) and large employers (i.e. employers employing 150 or more employees) are required to use this form.</p> <p>Those employers who are not designated, but wish to voluntarily comply, must also use this reporting form.</p> <p>Although all sections of this form apply to large employers, small employers are not required to complete Section F of the form.</p> <p>WHO SHOULD COMPLETE THIS FORM?</p> <p>All designated employers that have to submit a report in terms of the Employment Equity Act, 55 of 1998. Employers who wish to voluntarily comply with the reporting requirements of the Act are also required to complete this form.</p> <p>WHEN SHOULD EMPLOYERS REPORT?</p> <p>Large employers must submit their first report within six months of being designated, and thereafter annually on the first working day of October; and small employers must submit their first report within twelve months of being designated, and thereafter on the first working day of October of every year that ends with an even number.</p> <p>ESSENTIAL REQUIREMENTS</p> <p>Large employers, i.e. employers with 150 and more employees, must complete the entire EEA2 reporting form. Small employers, i.e. employers with fewer than 150 employees, must only complete areas of the EEA2 form that apply to them.</p> <p>Guidance to overcome difficulties in order to complete the form properly must be obtained from the Department prior to completing and submitting the report.</p> <p>SEND TO:</p> <p>Employment Equity Registry The Department of Labour Private Bag X117 Pretoria 0001</p> <p>Online reporting: www.labour.gov.za Helpline: 0860101018</p>	Trade name	Rhodes University
	DTI registration name	-
	DTI registration number	-
	PAYE/SARS number	L 160 705 820
	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
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	Email address	s.fischer@ru.ac.za
	Postal address	P.O. Box 94 Grahamstown
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	Details of CEO at the time of submitting this report	
	Name and surname	Dr Saleem Badat
	Telephone number	046 603 8113
	Fax number	046 603 8003
	Email address	s.fischer@ru.ac.za
	Details of Employment Equity Senior Manager at the time of submitting this report	
Name and Surname	Mrs Sarah Fischer	
Telephone number	046 603 8113	
Fax number	046 603 8003	
Email address	s.fischer@ru.ac.za	
Business type		
<input type="checkbox"/> Private Sector <input type="checkbox"/> National Government <input type="checkbox"/> Local Government <input type="checkbox"/> Non-profit Organization	<input type="checkbox"/> Parastatal <input type="checkbox"/> Provincial Government <input type="checkbox"/> Educational Institution	
Information about the organization at the time of submitting this report		
Number of employees in the organization	<input type="checkbox"/> 0 to 49 <input type="checkbox"/> 50 to 149 <input type="checkbox"/> 150 or more	
Is your organization an organ of State?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Is your organisation part of a group / holding company? If yes, please provide the name.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Date of submitting this report	31 11 2011 DD / MM / YYYY	

SECTION B: WORKFORCE PROFILE AND CORE & SUPPORT FUNCTIONS

1. WORKFORCE PROFILE

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

Occupational Levels	RU Grades	Male				Female				Foreign Nationals		Total
		A	C	I	W	A	C	I	W	Male	Female	
Top management	24-25	1	0	1	2	0	0	0	0	0	0	4
Senior management	19-23	1	0	0	5	1	0	0	4	0	0	11
Professionally qualified and experienced specialists and mid-management	14-18	33	15	9	231	38	19	11	194	44	26	618
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	9-13	37	38	5	69	52	25	4	121	4	4	359
Semi-skilled and discretionary decision making	4-8	81	27	2	11	117	32	1	54	0	3	328
Unskilled and defined decision making	1-3	163	11	0	0	185	6	0	1	0	0	366
TOTAL PERMANENT <i>(includes outside funded posts plus contracts of more than 3 months as at end August 2010)</i>		316	91	17	318	393	82	16	374	48	33	1688
Temporary employees <i>(employed for three months or less as at end August 2010)</i>		8	1	0	13	10	2	0	12	2	4	52
GRAND TOTAL		324	92	17	331	405	84	16	386	50	35	1740

1.2 Please report the total number of **employees with disabilities only** in each of the following occupational levels:
Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	0	0	0	4	0	0	0	0	0	1	5
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0	0	0	0	0	0	0	1	0	0	1
Semi-skilled and discretionary decision making	1	0	0	0	0	0	0	0	0	0	1
Unskilled and defined decision making	9	0	0	0	3	0	0	1	0	0	13
TOTAL PERMANENT	10	0	0	4	3	0	0	2	0	0	20
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	10	0	0	4	3	0	0	2	0	0	20

2. Core Operation Functions and Support Functions by Occupational Level

A job could either be a **Core operation** function or a **Support** function. **Core operation Function** positions are those that directly relate to the core business of an organization and may lead to revenue generation e.g. sales production, etc. *At RU, this is all academic and research staff.*

Support Function positions provide infrastructure and other enabling conditions for revenue generation e.g. human resources corporate services etc. *At RU, this is all staff except for academic and research staff.*

2.1 Please indicate the total number of employees (including people with disabilities), that are involved in **Core Operation Function** positions at each level in your organization only. 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	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	19	12	9	198	21	12	9	143	42	23	488
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0	0	0	0	0	0	0	0	0	0	0
Semi-skilled and discretionary decision making	0	0	0	0	0	0	0	1	0	1	0
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	19	12	9	198	21	12	9	144	42	24	488
Temporary employees	1	0	0	12	0	0	0	2	1	3	18
GRAND TOTAL	20	12	9	210	21	12	9	146	43	27	509

2.2 Please indicate the total number of employees (including people with disabilities), that are involved in **Support Function** positions at each level in your organization. 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	1	0	1	2	0	0	0	0	0	0	4
Senior management	1	0	0	5	1	0	0	4	0	0	11
Professionally qualified and experienced specialists and mid-management	14	3	0	33	17	7	2	51	2	1	130
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	37	38	5	69	52	25	4	121	4	4	359
Semi-skilled and discretionary decision making	81	27	2	11	117	32	1	53	0	2	326
Unskilled and defined decision making	163	11	0	0	185	6	0	1	0	0	365
TOTAL PERMANENT	297	79	8	120	374	70	7	230	6	7	1197
Temporary employees	7	1	0	1	10	2	0	10	1	1	33
GRAND TOTAL	304	80	8	121	384	72	7	240	7	8	1231

SECTION C: WORKFORCE MOVEMENT

3. Recruitment

3.1 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	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	18	6	2	42	17	6	3	51	13	14	163
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	12	3	2	25	20	0	2	25	1	4	92
Semi-skilled and discretionary decision making	9	3	0	5	27	5	0	15	0	2	63
Unskilled and defined decision making	20	0	0	2	26	2	0	1	0	0	48
TOTAL PERMANENT	57	12	4	69	87	13	5	89	14	16	366
Temporary employees	6	1	0	12	11	2	0	17	2	4	55
GRAND TOTAL	65	13	4	86	101	15	5	109	16	24	438

This reflects all new staff to Rhodes University. Note a different set of data has been used for this during this reporting period. With the new HR information system, better accuracy and tracking of contracts of 3 months and over is facilitated. For this reason, the above includes all permanent staff as well as contracts over 3 months (included with permanent staff as per the Department of Labour requirements) plus then temporary employees (less than 3 months).

Analysis:

1. The number of posts filled in this period were 438 including temps.
2. Of all new staff appointments made 71% are from designated groups compared to 77% for the last reporting period. This is due to the retirements in the academic sector in areas where there are still scarce skills in the designated groups.
3. The appointment of women has increased from 39% to 53%.
4. At the professionally qualified level (where academics are placed in terms of the DoL listing), 47% of employees employed in this level during this reporting period are females, 32% are Blacks. This was 23.6% females and 29% Black staff in the previous reporting period.

When one compares these figures to those leaving the institution (refer to section 5 of this report that deals with Termination of staff), the following is observed and is of concern:

1. Number of professionally qualified Black staff leaving in this equity period was 10 whereas the number of new Black staff employed in this category is 52. While, there have been some improvements in this occupational level in terms of employing people from designated groups, there is a concern with any loss of Black staff, given our equity profile. Of the total number of professional staff leaving, blacks constitutes 18.5% of the total terminations while that of White males is at 41%, this being the highest percentage of all terminations. .;
2. Number of skilled technical etc Black staff leaving in this equity period was 12, blacks constitute 30.7% of the total terminations while that of White males is at 23%. The number of new Black staff employed in this category was 39 (net increase of 27).
3. Number of semi-skilled etc Black staff leaving in this equity period was 22 (Blacks constitute 68.7% of the total terminations while that of White males is at 3.1%) compared to the 25 who left in our last reporting period. The number of new Black staff employed in this category is 44. This area is the highest turnover of Black staff and is primarily because administrative staff. This number is impacted by our internship programme which totals about

18 staff per annum. Some of these individuals are not employed into other posts straight away at the end of their internship and this is then recorded as a termination.

4. Promotion

4.1 Please report the total number of promotions into 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	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	1	0	0	0	0	0	1
Professionally qualified and experienced specialists and mid-management	2	0	0	6	1	3	0	5	1	0	18
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	2	1	0	1	3	1	1	3	0	0	12
Semi-skilled and discretionary decision making	2	0	0	0	0	1	0	0	0	0	3
Unskilled and defined decision making	5	0	0	0	4	0	0	0	0	0	9
TOTAL PERMANENT	11	1	0	7	9	5	1	8	1	0	43
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	11	1	0	7	9	5	1	8	1	0	43

This reflects:

1. Personal Promotion for academic staff
2. All current staff moved to higher level posts in University
3. No promotions in the temporary employees due to the duration of their contracts.

Analysis:

1. Of all promotions 81% of promotions are people from designated groups;
2. Promotions in the professionally qualified occupational level have improved marginally from 3 in the last reporting period to 6 in the current reporting period. Promotion at this level is mainly through the internal academic process where the person is promoted within their current post i.e. the post is not advertised.
3. Of all promotions, 63% of all movement were Black staff, mostly from the occupational levels of unskilled, semi-skilled and skilled technical. The challenge for the institution is to see Black staff advancing into higher level positions.

5. Termination

5.1 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	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	3	2	1	22	3	1	0	18	2	2	54
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	1	1	2	9	6	2	0	17	0	1	39
Semi-skilled and discretionary decision making	7	1	0	1	13	1	0	9	0	0	32
Unskilled and defined decision making	10	0	0	2	13	0	0	0	0	0	25
TOTAL PERMANENT	21	4	3	34	35	4	0	44	2	3	150
Temporary employees	3	0	0	2	5	1	0	7	0	1	19
GRAND TOTAL	24	4	3	36	40	5	0	51	2	4	169

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. $167/1688 = 9.8\%$

Analysis:

1. Total institutional turnover for previous equity period was 9.7% versus this period of 9.8%.
2. While there has been stability in the Senior Management and Top management occupational levels, that there has been limited turnover of only 0.1%, means that there are few opportunities to effect changes in the demographic profile;
3. There have been substantial increases in turnover in the skilled technical occupational level from 6.3% in the last reporting period to 23% in the current period;
4. The occupational level with the highest percentage of termination is the Professional level with 32% of terminations. This is impacted by the short-term contracts in the academic area where individuals are appointed against academic leave and, temporary teaching budgets and against vacancies. Of the 54 professionally qualified staff that left, 18.5% were Black employees. This is a challenge because these are employees that we are trying to attract and retain;
5. The pattern shows that there is a lower turnover at the lower occupational levels and at the higher levels. This serves as a barrier in terms of addressing the higher levels.

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

Terminations	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Resignation	2	4	1	9	7	1	0	18	2	0	44
Non-renewal of contract	8	0	0	14	18	2	1	19	0	3	65
Retrenchment – Operational requirements	0	0	0	0	0	0	0	0	0	0	0
Dismissal - misconduct	3	0	0	2	4	0	0	0	0	0	9
Dismissal - incapacity	1	0	0	0	0	0	0	0	0	0	1
Retirement	7	0	1	10	5	1	0	5	0	0	29
Death	1	0	0	0	1	0	0	0	0	0	2
TOTAL	22	4	2	35	35	4	1	42	2	3	150

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

Notes:

1. The number of resignations in real terms has dropped from 54 in the previous period to 44 in this period;
2. While the number of misconduct dismissals has dropped from 10 to 9;
3. Incapacity dismissal in this reporting period was due to medical reasons;
4. The number of retirements in this equity period was 29 which is higher than the 27 we had in the last equity period;
5. There have been 2 deaths in this equity period compared to 6 last equity period,

SECTION D: SKILLS DEVELOPMENT

6. Skills Development

Drawn from Rhodes University Training Interventions Report

- 6.1 Please report the total number of people from the designated groups, including people with disabilities, who received training **solely** 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				Total
	A	C	I	W	A	C	I	W	
Top management	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	1	0	2	0	1	2	3	0	9
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	2	0	0	0	5	1	0	4	12
Semi-skilled and discretionary decision making	2	2	0	0	11	5	0	1	21
Unskilled and defined decision making	4	0	0	0	4	0	0	1	9
TOTAL PERMANENT	9	2	2	0	20	8	3	6	51
Temporary employees	0	0	0	0	0	0	0	0	0
GRAND TOTAL	9	2	2	0	20	8	3	6	51

The above reflects training that has been received by:

1. Support staff includes those that are on the support staff internship programme including the Kuyasa programme for the disabled.
2. Academic staff on the Mellon and Kresge development programmes. Numbers are for those on the programme in 2010 as well as those who joined the Kresge programme in 2011. This focuses only these academic staff improving their qualifications and/or developing their teaching and research skills.

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.

6.2 Please report the total number of **people with disabilities only** who received training **solely** 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				Total
	A	C	I	W	A	C	I	W	
Top management	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	0	0	0	0	0	0	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0	0	0	0	0	0	0	0	0
Semi-skilled and discretionary decision making	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making	3	0	0	0	1	0	0	1	5
TOTAL PERMANENT	3	0	0	0	1	0	0	1	5
Temporary employees	0	0	0	0	0	0	0	0	0
GRAND TOTAL	3	0	0	0	1	0	0	1	5

These numbers reflect the Kuyasa internship programme for disabled staff. In the reporting period, one staff member who was on a full time contract got appointed to a permanent contract from this programme. During this equity period, there was an opportunity to include more people on the internship programme than was anticipated.

SECTION E: NUMERICAL GOALS & TARGETS

7. Numerical goals

7.1 Please indicate the numerical goals (i.e. the workforce profile) you project to achieve for the total number of employees, including people with disabilities, at the end of your current employment equity plan in terms of 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	1	0	1	2	0	0	0	0	0	0	4
Senior management	2	0	0	4	2	0	0	6	0	1	15
Professionally qualified and experienced specialists and mid-management	33	12	11	190	44	20	9	161	40	15	535
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	32	29	4	53	47	24	4	106	3	2	304
Semi-skilled and discretionary decision making	87	24	4	9	103	23	2	44	1	0	297
Unskilled and defined decision making	161	12	2	1	170	5	1	1	0	0	353
TOTAL PERMANENT	316	77	22	259	366	72	16	318	44	18	1508
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	316	77	22	259	366	72	16	318	44	18	1508

7.2 Please indicate the numerical goals (i.e. the workforce profile) you project to achieve for the total number of **employees with disabilities only** at the end of your current employment equity plan in terms of occupational levels.

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	1	0	0	1
Professionally qualified and experienced specialists and mid-management	0	0	0	2	0	0	0	1	0	0	3
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0	0	0	0	1	0	0	0	0	0	1
Semi-skilled and discretionary decision making	1	0	0	2	1	1	0	1	0	0	6
Unskilled and defined decision making	4	1	0	0	2	0	0	1	0	0	8
TOTAL PERMANENT	5	1	0	4	4	1	0	4	0	0	19
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	5	1	0	4	4	1	0	4	0	0	19

8. Numerical targets

8.1 Please indicate the numerical targets (i.e. the workforce profile) you project to achieve for the total number of employees, including people with disabilities, at the end of the next reporting in terms of 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	1	0	1	2	0	0	0	0	0	0	4
Senior management	2	0	0	4	2	0	0	6	0	1	15
Professionally qualified and experienced specialists and mid-management	42	14	12	175	53	22	11	150	40	16	535
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	33	29	4	51	49	24	5	104	3	2	304
Semi-skilled and discretionary decision making	88	24	4	9	104	23	3	41	1	0	297
Unskilled and defined decision making	165	12	2	2	164	5	2	1	0	0	353
TOTAL PERMANENT	331	79	23	243	372	74	21	302	44	19	1508
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	331	79	23	243	372	74	21	302	44	19	1508

8.2 Please indicate the numerical targets (i.e. the workforce profile) you project to achieve for the total number of **employees with disabilities only** at the end of the next reporting period in terms of 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	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 and experienced specialists and mid-management	0	0	0	2	0	0	0	1	1	0	4
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0	0	0	1	0	0	0	0	0	0	1
Semi-skilled and discretionary decision making	1	0	0	3	0	1	0	1	0	1	7
Unskilled and defined decision making	5	2	0	0	3	0	0	1	0	0	11
TOTAL PERMANENT	6	2	0	6	3	1	0	4	1	1	24
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	6	2	0	6	3	1	0	4	1	1	24

SECTION F: MONITORING & EVALUATION *(This section is not applicable to small employers)*

9. Disciplinary Action

9.1 Disciplinary action: (report the total number of disciplinary actions during the twelve months preceding this report). Report on formal outcomes only. Note: A=Africans, C=Coloureds, I=Indians and W=Whites

DISCIPLINARY ACTION	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
	23	6	0	2	3	0	0	0	0	0	

This reflects all formal levels (2 and 3) of disciplinary action. Of the 34 incidents, 9 were dismissals excluding incapacity dismissals.

10. Awareness of Employment Equity

10.1 Please indicate which of the following awareness measures were implemented by your organization:

	Yes	No	No. of employees covered
Formal written communication		X	
Policy statement includes reference to employment equity	X		
Summary of the Act displayed	X		
Employment Equity training	X		About 30
Diversity management programmes		X	
Discrimination awareness programmes	X		30

11. Consultation

11.1 Please indicate which stakeholders were involved in the consultation process when developing and implementing your employment equity plan and when preparing this Employment Equity Report:

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

12. Barriers and affirmative action measures

12.1 Please indicate in 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 you have developed affirmative action measures and the timeframes to overcome them.

Categories	BARRIERS		AFFIRMATIVE ACTION MEASURES		TIMEFRAME FOR IMPLEMENTATION OF AA MEASURES		Detail not required by DoL but included for EE&IC Committee
	YES	NO	YES	NO	START DATE	END DATE	
Recruitment procedures	X		X		1/01/2010	Ongoing	<p>Barrier: attracting suitably qualified Black applicants, cost of living in Grahamstown, housing, recent difficulties in finding a place of children in school, difficulty in finding employment for partner, election of Deans & HoDs rather than selection. Strong competition from industry which pays better than the Universities. Skills shortage from designated groups in areas like Psychology, HR professionals, Geologists, Pharmacists, Financial management academics, Male Nurses, Fitter and Turners where they had to advertised more than twice to fill in a position.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Has been greater focus on recruitment strategies e.g., use of City Press, advertising multiple times if necessary • Creation of development posts targeting Post Graduate students from designated groups or internal staff from designated groups • New R&S policies, approved 1 January 2010 are now firmly entrenched in practice of selection committees. • Dean and HoD election/selection dynamic is currently receiving consideration. • Spouse/partner placement programmes are in place and working successfully. • Increased use of recruitment agencies to find candidates from designated groups.
Advertising positions		X		X			
Selection criteria		X		X			
Appointments	X		X		31/09/2009	Ongoing	See issues re particular disciplines under remuneration and benefits. In Information Science they recruited a person from designated group but could not compete with UCT who was offering a better salary.
Job classification and grading		X		X			
Remuneration and benefits	X		X		31/09/2009	Ongoing	<p>Barrier: attracting suitably qualified Black applicants and finding applicants in particular fields e.g. Accounting, Financial Management, Economics, Pharmacy, Computer science/information systems, HR, IT, Philosophy, Geology, Educational</p>

							Psychology etc. Initiative: <ul style="list-style-type: none"> • Introduction of scarcity allowance in certain fields to assist with attraction of new staff. In 2011, introduction of additional scarcity allowances for academics. • Payment of premium of 10% for Black applicants where necessary • Developmental posts are created where feasible • 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			
Training and development	X		X		1/01/2011	31/12/2015	Barrier: With the exception of support staff internship programmes and the Mellon and Kresge programmes 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 Initiative: The EE plan seeks to address this going forward. Other strategies that are being explored or used are: <ul style="list-style-type: none"> • 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 Mellon 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.

							<ul style="list-style-type: none"> 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.
Performance and evaluation	X		X		1/01/2011	31/12/2015	<p>Barrier: lack of systematic and ongoing evaluation of performance in order to assist with development as per above and succession planning as per below.</p> <p>Initiative: EE plan needs to address this going forward</p>
Promotions	X		X		1/01/2010	Ongoing	<p>Barrier: Lack of transparency and clarity as regards personal promotion criteria for academics. Linking the staff development initiatives to promotions</p> <p>Initiative:</p> <ul style="list-style-type: none"> Approval and implementation of new personal promotion policy which was implemented in 1 June 2010. Meetings held with numerous HoDs (except in Humanities Faculty) focusing on which staff were ready for promotion and any barriers to promotion.
Transfers		X		X			
Succession & experience planning	X		X		1/01/2012	31/12/2015	<p>Barrier: Insufficient mechanisms to facilitate succession planning of members of designated groups – see section above on performance evaluation and training and development</p> <p>Initiative:</p> <ul style="list-style-type: none"> Heads of Departments and Divisions encouraged to set development plans for staff as part of departmental EE plans. EE Plan needs to address this more systematically going forward.
Disciplinary measures		X		X			
Dismissals		X		X			
Retention of designated groups	X		X		1/01/2010	Ongoing	<p>Barriers:</p> <ul style="list-style-type: none"> Delays in or lack of success in partner placement Lack of career and succession planning Geographic location is consistently proving to be a barrier. 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. <p>Initiative:</p> <ul style="list-style-type: none"> Revised and implemented R&S

							<p>policies seek to facilitate partner employment.</p> <ul style="list-style-type: none"> • Training on employee roles and responsibilities in order to bring staffs' r attention to the importance of being responsible at work in order to avoid discipline. • See section on institutional culture • Succession planning issues already covered in above section
Corporate culture	X		X		1/10/2009	Ongoing	<p>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.</p> <p>Initiative</p> <ul style="list-style-type: none"> • Three imbizos held and the issue of institutional culture was a dominant theme at all of these • 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 will now be implemented from 2012. • Some departments/faculties taking the initiative to implement own discussions e.g. Humanities, Library, HR, Law.
Reasonable accommodation		X		X			
HIV&AIDS prevention and wellness programmes	X		X		1/09/2009	Ongoing	<p>Barrier: The HEAIDS survey indicated a high prevalence of HIV amongst certain staff groupings. The barrier is a lack of HIV and wellness programmes for staff.</p> <p>Initiative:</p> <ul style="list-style-type: none"> • The Health Care Centre is an ARV distributor. • Counseling is now provided by FAMSA to staff – up to 6 sessions per issue are provided free of charge • Community booklet outlining resources available in booklet has been updated and is now available. • The University has appointed a full time HIV/AIDS awareness officer to run the HIV and wellness programmes. • Peer support programme has continued to operate.
Appointed 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			
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13. Monitoring and evaluation of implementation

13.1 How regularly do you monitor progress on the implementation of the employment equity plan? Please choose one.

Weekly	Monthly	Quarterly	Yearly
		X	

Statistics are presented to the EE&IC at least twice a year.

13.2 Did you achieve the annual objectives as set out in your employment equity plan for this period?

Yes	No	Please explain
X	X	The EE Plan is complete and the University appointed an EE Specialist. Other than two occupational levels (senior management and professionally qualified), all quantitative targets have been met for the year. As regards qualitative targets, there have been some successes but also some delays in implementation.

SECTION G: Signature of the Chief Executive Officer

Chief Executive Officer

I hereby declare that I have read, approved and authorized this report.

Signed on this _____ day of _____ year _____

At place: _____

Chief Executive Officer (Full Name)

Chief Executive Officer (Signature)