

**DEPARTMENT OF FINANCE
NORTH WEST PROVINCE**

**EMPLOYMENT EQUITY
PLAN**

1 April 2017 to 31 March 2022

Department of Finance Employment Equity Plan 2017 - 2022

TABLE OF CONTENT	PAGE
1. INTRODUCTION	5
2. BACKGROUND	5
3. OBJECTIVE OF EMPLOYMENT EQUITY PLAN	7
4. SITUATION ANALYSIS	
4.1. Employment Equity Profile	8
4.2. Employees with disabilities profile	9
5. ECONOMIC ACTIVE POPULATION	10
6. RESEARCH AND FINDINGS ON EMPLOYMENT EQUITY	10
7. NUMERICAL GOALS	11
8. NUMERICAL TARGET (2017 – 2022)	12 - 16
9. EE BARRIERS AND AFFIRMATIVE ACTION MEASURES	17
10. ROLE OF MANAGEMENT	24
11. ROLE OF HEAD OF DEPARTMENT	24
12. MONITORING AND EVALUATION PROCEDURES	24
13. INTERNAL DISPUTES RESOLUTION PROCEDURES	25
14. ASSIGNED RESPONSIBILITY	25

Department of Finance Employment Equity Plan 2017 - 2022

DEFINITION OF TERMS

People with Disabilities: Are people who have long term and or recurring physical or mental impairment which substantially limits their prospects of entry into or advancement in employment;

Disability: Is a permanent or recurring physical or mental condition that substantially impairs and limits an individual from effective execution of the prospects of the post as relating to objectives and the job content thereof;

Affirmative action Measures: Are measures as outlined in this plan aimed at dismantling the continuing inequalities in the workplace through the preference of members of the designated groups in seeking and maintaining employment opportunities;

Affirmative Action: The proactive recruitment of previously designated group;

Preferential Treatment: Is a deliberate action aimed at preferring members of the designated groups in seeking and maintaining employment;

Employment Practices: Are both formal and informal practices in the workplace that informs policymaking and decision-making in the working environment;

Designated Groups: Designated groups are defined by the Employment Equity Act as women, people with disabilities and black people namely Africans, Coloureds, Whites and Indians and citizen of South Africa by naturalization and precluded by apartheid policies;

Access: easily and safely approach, reach, enter, use and benefit from a physical space, building, facility or service;

Accessibility: the extent to which an environment, service or product allows access to as many people as possible;

Adaptive Behaviour: the collection of conception, social, and practical skills that are learned and performed by people in their everyday lives;

Department of Finance Employment Equity Plan 2017 - 2022

Assistive devices and technologies: device designed, made or adapted to help a person perform a particular task;

Barriers: Obstacles and impediments that prevent people from free movement, decision-making, association and participation;

Human Resources Practices: Refers to both formal and informal human resources management practices that facilitate effective rendering of human resources management function; and

Development programmes: Are education, training and development initiatives conducted within the context of the Skills Development Act and this plan with the purpose of improving the skills of members of the designated groups.

Department of Finance Employment Equity Plan 2017 - 2022

1. INTRODUCTION

To achieve this, the Department of Finance plays a support and oversight role to North West Provincial Government in providing services to the citizens these is done through an inwardly-focused and customer-centric organisation. The Department commitment to achieve transformation as a living value that builds on the diverse talents of all its employees and citizen of North West is seen through the development of an Employment Equity Plan 2017 - 22, as required by the Employment Equity Act, No. 55 of 1998 as amended.

The succession Departmental Employment Equity Plan (2017 – 2022) is developed with full view of the Employment Equity Act, No. 55 of 1998 as amended and National Development Plan. The following were considered, the Departmental Employment Equity Plan (2012 – 2015) achievement and challenges and the review report from Department of Labour in line with Section 43 of Employment Equity Act, 1998 concluded in June 2011.

The methodology adopted to conduct the review on the Employment Equity plan comprised the following key processes:

- Review surveys, reports and policies done in the public service.
- Benchmarking with selected government departments and public entities;
- Reviewing of Department demographics against goals;
- Identification of barriers and affirmative action measures;
- Setting of numerical goals considering Economic Active Population Index, change in the organizational structural; and
- Development of initiatives to ensure Employment Equity Implementation.

2. BACKGROUND

The Department wishes to position itself to adhere to the requirement stipulated by the Employment Equity Act 55 of 1998 as amended. The purpose of the Act is to achieve equity in the workplace, by:

- promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination; and
- Implementing Affirmative Action measures to redress the disadvantages in employment experienced by designated groups, to ensure their equitable representation in all occupational categories and levels in the workforce.

Department of Finance Employment Equity Plan 2017 - 2022

Section 20 of the Employment Equity Act requires designated employers to prepare and implement a plan to achieve Employment Equity in the workplace, comprising the following elements:

- objectives for each year of the plan;
- Affirmative Action measures;
- numerical goals for achieving equitable representation;
- timetable for each year;
- internal monitoring and evaluation procedures, including internal dispute resolution mechanisms;
- procedures to monitor and evaluate the implementation of the plan; and
- identify persons, including senior managers, identified to monitor the implementation of the plan.

2.1. VISION

We will be the ultimate financial management authority and adviser on fiscal matters to the Bokone Bophirima Provincial and Local Administration in pursuit of transparency, good financial management and accountability to all our stakeholders.

2.2. MISSION

To provide leadership in the management of public resources for efficient, effective and economic service delivery through well-coordinated support to Provincial Departments, Public Entities and Municipalities.

Department of Finance Employment Equity Plan 2017 - 2022

2.3. VALUES

The success of any organisation rests with inherent qualities of the personnel delegated with the responsibility of undertaking specific activities. The following values, which are derived from the constitution, underpin the activities of the Department of Finance.

- a. Fairness
- b. Equity
- c. Accessibility
- d. Transparency
- e. Accountability
- f. Participation
- g. Professionalism
- h. Batho Pele Principles

2.4. STRATEGIC OBJECTIVES

- 2.4.1. To sustain unqualified audit opinion for the next five years;
- 2.4.2. To advise and support departments and public entities on budget planning and fiscal matters;
- 2.4.3. To provide support to municipalities in order for them to comply with MFMA;
- 2.4.4. To provide support to departments and public entities in order for them to comply with PFMA and applicable Treasury Regulations on assets management in the next five years; and
- 2.4.5. To support and monitor Departments and Public Entities in order to comply with supply chain management prescripts in the next five years;

3. OBJECTIVES OF THE EMPLOYMENT EQUITY PLAN

- 3.1. Promote diversity in the workplace;
- 3.2. To provide people with disabilities with reasonable accommodation and assistive devices, create environment free from discrimination and attitudinal barriers;

Department of Finance Employment Equity Plan 2017 - 2022

- 3.3. Promote an equitable employment system that is fair; and
- 3.4. Initiate affirmative action measures to address under-representation of women in senior level, people with disabilities, race (White, Indians and Coloured) in all occupational level and African males at lower levels.

4. SITUATION ANALYSIS

4.1. CURRENT ESTABLISHMENT AS AT 30 September 2016

Table 1 Workforce Equity Profile¹

LEVELS	MALE				FEMALE				TOTAL
	A	C	I	W	A	C	I	W	
TOP MANAGEMENT (14 -15)	4	-	1	1	3	-	-	-	9
SENIOR MANAGEMENT (13)	10	2	2	1	6	1	1	-	23
PROFESSIONALLY QUALIFIED AND EXPERIENCED SPECIALISTS AND MID-MANAGEMENT (10 - 12)	77	6	1	2	76	2	2	3	169
SKILLED TECHNICAL AND ACADEMICALLY QUALIFIED WORKERS-JUNIOR MANAGEMENT- SUPERVISORS- FOREMEN- AND SUPERINTENDENTS (8 – 9)	44	-	-	2	89	-	-	-	135
SEMI-SKILLED AND DISCRETIONARY DECISION MAKING (4 – 7)	34	2	-	-	91	2	-	1	130
UNSKILLED AND DEFINED DECISION MAKING (1 – 3)	2	-	-	-	30	-	-	-	32
Grand Total	171	10	4	6	295	5	3	4	498

¹ KEY – A-African, C-Coloured, I-Indians,, W-Whites,

4.2. DEPARTMENT OF FINANCE DISABILITY PER SALARY LEVEL

Table 2: Employees with Disabilities

LEVELS	MALES					FEMALES					TOTAL
	A	C	I	W		A	C	I	W		
13	-		1	-	-	-	-	-	-	-	1
12	1		-	-	-	-	-	-	-	1	2
8	1		-	-	-	2	-	-	-	-	3
7	1		-	-	-	-	-	-	-	-	1
6	1		-	-	-	1	-	-	-	-	2
4	1		-	-	-	-	-	-	-	-	1
3	-		-	-	-	2	-	-	-	-	2
2	-		-	-	-	1	-	-	-	-	1
Grand Total	5		1	-	-	6	-	-	-	1	13

Department of Finance Employment Equity Plan 2017 - 2022

5. ECONOMIC ACTIVE POPULATION

Table 3:

MALE				FEMALE					
A	C	I	W	A	C	I	W	TOTAL MALE	TOTAL FEMALE
56,4	0,5	0,1	3,6	35,9	0,3	0,2	2,9	60,6	39,4

Source: Statistics South Africa, (QLFS 3rd Quarter, 2016)

6. RESEARCH FINDING ON EMPLOYMENT EQUITY

DPSA conducted a youth and gender survey across public service.

Youth: The survey was intended to establish the extent to which youth outside the public service are aware of government policies and programmes intended to empower the youth. It is discovered that youth employment in public service is generally reducing. The findings encourages government to increase communication including language used in government e.g. usage of social media to recruit. Furthermore the Department of Finance conducted climate survey with finding that department generally have young workforce which make diversity management skill crucial – millennium children age group influence by different things to find workplace compatible to them.

Gender: The survey was aimed at collecting baseline information and assesses capacity of department to implement gender programmes and projects. The finding encourages Department to implement programmes to support women and children e.g. child care facilities, flexi-time and more support to be given to women with disabilities. Other considerations Employment Equity targets to be taken into consideration when vacant posts are filled.

Department of Finance Employment Equity Plan 2017 - 2022

7. NUMERICAL GOAL, as at 30 September 2022
Table 4 Year 5: 2022²

LEVELS	MALE				FEMALE				TOTAL
	A	C	I	W	A	C	I	W	
TOP MANAGEMENT	-	-	-	-	1	-	-	-	1
SENIOR MANAGEMENT	1	-	-	-	5	-	-	1	7
PROFESSIONALLY QUALIFIED AND EXPERIENCED SPECIALISTS AND MID-MANAGEMENT	16	-	-	6	16	-	-	4	42
SKILLED TECHNICAL AND ACADEMICALLY QUALIFIED WORKERS-JUNIOR MANAGEMENT- SUPERVISORS- FOREMEN- AND SUPERINTENDENTS	24	2	1	5	-	1	1	6	40
SEMI-SKILLED AND DISCRETIONARY DECISION MAKING	28	-	1	7	-	-	-	5	41
UNSKILLED AND DEFINED DECISION MAKING	10	-	-	-	-	-	-	-	10
Grand Total									141
People with disabilities	-	-	1	-	-	1	1	-	3

² KEY – A-African, C-Coloured, I-Indians,, W-Whites,

Department of Finance Employment Equity Plan 2017 - 2022

7.2. NUMERICAL TARGET, as at 30 September 2017
Table 5 Year 1: 2017

LEVELS	MALE				FEMALE				TOTAL
	A	C	I	W	A	C	I	W	
TOP MANAGEMENT	-	-	-	-	1	-	-	-	1
SENIOR MANAGEMENT	-	-	-	-	3	-	-	1	4
PROFESSIONALLY QUALIFIED AND EXPERIENCED SPECIALISTS AND MID-MANAGEMENT	3	-	-	2	3	-	-	1	9
SKILLED TECHNICAL AND ACADEMICALLY QUALIFIED WORKERS-JUNIOR MANAGEMENT SUPERVISORS FOREMEN AND SUPERINTENDENTS	5	1	1	1	-	1	1	2	12
SEMI-SKILLED AND DISCRETIONARY DECISION MAKING	6	-	1	2	-	-	-	1	10
UNSKILLED AND DEFINED DECISION MAKING	10	-	-	-	-	-	-	-	10
Grand Total									46
People with disabilities			1			1			2

Department of Finance Employment Equity Plan 2017 - 2022

8.2. NUMERICAL TARGET as at 30 September 2018

Table 6 Year 2:2018³

LEVELS	MALE				FEMALE				TOTAL
	A	C	I	W	A	C	I	W	
TOP MANAGEMENT	-	-	-	-	-	-	-	-	0
SENIOR MANAGEMENT	-	-	-	-	1	-	-	-	1
PROFESSIONALLY QUALIFIED AND EXPERIENCED SPECIALISTS AND MID-MANAGEMENT	4	-	-	2	4	-	-	1	11
SKILLED TECHNICAL AND ACADEMICALLY QUALIFIED WORKERS-JUNIOR MANAGEMENT- SUPERVISORS- FOREMEN- AND SUPERINTENDENTS	5	1	-	1	-	-	-	1	8
SEMI-SKILLED AND DISCRETIONARY DECISION MAKING	6	-	-	2	-	-	-	1	9
UNSKILLED AND DEFINED DECISION MAKING	-	-	-	-	-	-	-	-	0
Grand Total									29
People with disabilities							1		1

³ KEY – A-African, C-Coloured, I-Indians,, W-Whites,

Department of Finance Employment Equity Plan 2017 - 2022

8.3. NUMERICAL TARGET as at 30 September 2019

Table 7 Year 3:2019⁴

LEVELS	MALE				FEMALE				TOTAL
	A	C	I	W	A	C	I	W	
TOP MANAGEMENT	-	-	-	-	0	-	-	-	0
SENIOR MANAGEMENT	1	-	-	-	1	-	-	-	2
PROFESSIONALLY QUALIFIED AND EXPERIENCED SPECIALISTS AND MID-MANAGEMENT	3	-	-	2	3	-	-	1	9
SKILLED TECHNICAL AND ACADEMICALLY QUALIFIED WORKERS-JUNIOR MANAGEMENT- SUPERVISORS- FOREMEN- AND SUPERINTENDENTS	4	0	0	1	-	0	0	1	6
SEMI-SKILLED AND DISCRETIONARY DECISION MAKING	6	-	-	1	-	-	-	1	8
UNSKILLED AND DEFINED DECISION MAKING	-	-	-	-	-	-	-	-	0
Grand Total									25
People with disabilities									

⁴ KEY – A-African, C-Coloured, I-Indians,, W-Whites,

Department of Finance Employment Equity Plan 2017 - 2022

8.4. NUMERICAL TARGET as at 30 September 2020

Table 8 Year 4:2020⁵

LEVELS	MALE				FEMALE				TOTAL
	A	C	I	W	A	C	I	W	
TOP MANAGEMENT	-	-	-	-	-	-	-	-	0
SENIOR MANAGEMENT	-	-	-	-	-	-	-	-	0
PROFESSIONALLY QUALIFIED AND EXPERIENCED SPECIALISTS AND MID-MANAGEMENT	3	-	-	-	3	-	-	1	7
SKILLED TECHNICAL AND ACADEMICALLY QUALIFIED WORKERS-JUNIOR MANAGEMENT- SUPERVISORS- FOREMEN- AND SUPERINTENDENTS	4	0	0	1	-	0	0	1	6
SEMI-SKILLED AND DISCRETIONARY DECISION MAKING	5	-	-	1	-	-	-	1	7
UNSKILLED AND DEFINED DECISION MAKING	-	-	-	-	-	-	-	-	0
Grand Total									20
People with disabilities									

⁵ KEY – A-African, C-Coloured, I-Indians,, W-Whites,

8.5. NUMERICAL TARGET as at 30 September 2021

Table 9 Year 9:2021⁶

LEVELS	MALE				FEMALE				TOTAL
	A	C	I	W	A	C	I	W	
TOP MANAGEMENT	-	-	-	-	-	-	-	-	0
SENIOR MANAGEMENT	-	-	-	-	-	-	-	-	0
PROFESSIONALLY QUALIFIED AND EXPERIENCED SPECIALISTS AND MID-MANAGEMENT	3	-	-	-	3	-	-	-	6
SKILLED TECHNICAL AND ACADEMICALLY QUALIFIED WORKERS-JUNIOR MANAGEMENT- SUPERVISORS- FOREMEN- AND SUPERINTENDENTS	5	0	0	1	-	0	0	1	7
SEMI-SKILLED AND DISCRETIONARY DECISION MAKING	5	-	-	1	-	-	-	1	7
UNSKILLED AND DEFINED DECISION MAKING	-	-	-	-	-	-	-	-	0
Grand Total									20
People with disabilities									

⁶ KEY – A-African, C-Coloured, I-Indians,, W-Whites,

Department of Finance Employment Equity Plan 2017 - 2022

9. EMPLOYMENT EQUITY BARRIERS AND AFFIRMATION ACTION MEASURES
Table 10

Barriers and Affirmative Action Measures(Goals)					
CATEGORIES	BARRIERS (NARRATION)	AFFIRMATIVE ACTION MEASURES (NARRATION)	TIMEFRAME FOR IMPL- MENTATION OF AA MEASURES		RESPONSIBLE PER- SON
			START DATE DAY, MONTH, YEAR	END DATE DAY, MONTH, YEAR	
Recruitment Procedure	The recruitment procedures are not streamlined to EE Plan (specific on EE targets).	<p>Review the HR recruitment & selection practices and procedures to streamline processes</p> <ul style="list-style-type: none">- Employment Equity plan used as the guide to recruit;- Appointment report must indicate EE plan and intended appointee; <p>Designated employees shall be preferred in the filling of posts in those occupational classes and levels where they are not equitably represented;</p>	01/04/2017	31/03/2022	The Director: HRM and Employment Equity Manager

Department of Finance Employment Equity Plan 2017 - 2022

CATEGORIES	BARRIERS (NARRATION)	AFFIRMATIVE ACTION MEASURES (NARRATION)	TIMEFRAME FOR IMPLEMENTATION OF AA MEASURES		RESPONSIBLE PERSON
			START DATE DAY, MONTH, YEAR	END DATE DAY, MONTH , YEAR	
Short listing and selection criteria	<p>The short listing of candidates is done without employment equity numerical goals.</p> <p>The panels of interviewers are not representative.</p> <p>Selection is not objective, culture free and fair to all employees.</p>	<p>The short listing of candidates must be done by the panel of interviewers, with trade unions representatives as observers.</p> <p>The panel of interviewers must include subject matter specialists, trade unions representatives and must be representative (race, women, people with disabilities)</p> <p>The principle of merit will always underpin the suitability of employees/merit i.e. the ability to do the job, judged on formal qualifications, recognition of prior learning, relevant experience or the capacity to acquire, within a reasonable time the ability to do the job.</p> <p>Special recruitment efforts including head hunting shall be launched to attract suitably quali-</p>	During the recruitment and selection process		<p>The line managers, interviewing panel and the Director: Human resource manager.</p> <p>The Director: HRM and intended selection and interview panel members.</p>

Department of Finance Employment Equity Plan 2017 - 2022

		<p>fied candidates from the designated groups.</p> <p>Recruitment of people from the designated groups shall take precedence over the recruitment of employees who are not coming from the disadvantage background.</p> <p>Retention of members of designated groups particularly in occupational classes and levels wherein they are underrepresented shall take precedence over retention of non-members of the designated groups.</p>		
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Department of Finance Employment Equity Plan 2017 - 2022

CATEGORIES	BARRIERS (NARRATION)	AFFIRMATIVE ACTION MEASURES (NARRATION)	TIMEFRAME FOR IMPLEMENTATION OF AA MEASURES		RESPONSIBLE PERSON
			START DATE DAY, MONTH, YEAR	END DATE DAY, MONTH, YEAR	
Internal mobility	The previously disadvantaged employees are not considered for internal upward mobility.	Strengthen the adherence of retention policy to encourage the internal upward mobility, especially from the previously disadvantaged employees.	As and when there is a post that can be filled internally		Directors: Human Resource Manager and Line managers.
	Under representation of women in senior management especially women with disabilities	Introduce flexi-time policy, Child care facility and make Advance Development Programme compulsory especially for women with disabilities. Strengthen security measures for vulnerable groups.	According to the recruitment and selection policy.		
Performance management	There is an orientation programme for the new and existing employees.	Make orientation policy / programme to be compulsory for all employees that bring all facets of the policy, office's culture, values and the code of good practice.	As and when appointment are made.		Directors: Human Resource Manager and Line managers.
	The PMDS correctly, consistently and objectively implemented	The directorate HRM must monitor and ensure the correct implementation of the PMDS policy. The employees' training plans must be informed by the personal development plans	Throughout the PMDS cycle		Directors: Human Resource Manager and Line managers. Line managers.

Department of Finance Employment Equity Plan 2017 - 2022

CATEGORIES	BARRIERS (NARRATION)	AFFIRMATIVE ACTION MEASURES (NARRATION)	TIMEFRAME FOR IMPLEMENTATION OF AA MEASURES		RESPONSIBLE PERSON
			START DATE DAY, MONTH, YEAR	END DATE DAY, MONTH, YEAR	
Training and development	Lack of training for people with disabilities	Develop training, re-assignment, re-skilling specific training for people with disabilities Provide reasonable accommodation for all employees with disabilities Diversity management and training should be compulsory for all employees at supervisory level	01/04/2017	31/03/2022	Director: HRM and line managers
	Employment equity policy process is not effectively communicated and implemented; The distribution of remuneration is inconsistent and subjective;	Create awareness on the aim and objective of EE(Develop Employment Equity communication strategy, change management and 'fair' discrimination in relation to EE targets;) Implement empowerment programmes for women and people with disabilities e.g. reward leadership, mentoring and diversity skills;			Line managers and EE Manager

Department of Finance Employment Equity Plan 2017 - 2022

		Adherence in the implementation PSA(2016) and procedures in development of job descriptions,		
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Department of Finance Employment Equity Plan 2017 - 2022

10. ROLE OF MANAGEMENT

The role of the management in the implementation of the plan includes the following:

- 10.1. Develop representivity plans for their components in accordance with the employment equity plan and report of the Department;
- 10.2. Create conducive environment for the effective implementation of the broader objectives of the employment equity plan;
- 10.3. Take the responsibility for the implementation of all employment equity programmes and or action plans that are aimed at achieving employment equity in the Department;
- 10.4. Develop and implement succession plans in the categories of jobs where members of the designated groups are not sufficiently represented;
- 10.5. Mentoring and coaching of Employment Equity candidates;
- 10.6. Review progress regarding Employment Equity Plan regularly; and
- 10.7. Ensure their respective programmes are represented in Employment Equity Forum.

11. ROLE OF HEAD OF DEPARTMENT

The role of the Head of Department as the accounting officer in ensuring employment equity in the Department is critical to the successful realization of the objectives of this plan.

11.1. The Head of Department overall responsibility in the implementation of this plan is to solicit resources and commitment from senior management and/or line function management by means of ensuring that objectives of the plan are key strategic areas of focus to be included in the performance contract of senior management members.

11.2. As a result the Head of Department should ensure that all senior managers take responsibility for the implementation of the plan within their respective components.

12. MONITORING AND EVALUATION PROCEDURES

The Head of Department in consultation with the Employment Equity Forum and the Employment Equity Manager shall undertake the monitoring and evaluation of the plan.

The Department commits itself to the programme of monitoring and evaluation of the Employment Equity Plan and its implementation over the next five years.

Department of Finance Employment Equity Plan 2017 - 2022

- 12.1. The Employment Equity Forum will be established to promote discrimination-free working environment; and
- 12.2. Review Employment Equity target quarterly and advise management.

13. INTERNAL DISPUTES RESOLUTION PROCEDURES

Any internal disputes about the interpretation or application of the Employment Equity plan will be dealt with in accordance with internal policies and procedures as long as they run parallel with the Act;

Employees involved in a grievance relating to this plan also have an opportunity of bringing the grievance to the attention of the Employment Equity Manager or the Forum for consideration.

Management at each level of the grievance procedure, on receipt of the grievance in this regard shall consult with the Employment Equity Manager who will accordingly consult with the Employment Equity Forum in considering the grievance.

In the event that such a grievance remains unresolved (through the grievance procedure) the complainant may pursue his/her grievance through statutory dispute resolution mechanisms, any aggrieved employee or applicant for employment whose complaint may not be accommodated by the existing grievance procedure may direct his or her grievance to the Employment Equity Forum through the Employment Equity Manager who shall establish reasonable and adequate procedures for resolving such a grievance.

Any dispute arising externally shall be dealt with in accordance with Chapter v, part A & B of the Act.

All disputes relating to this Employment Equity Plan shall be referred to the Employment Equity Manager for consideration and if necessary in consultation with the Employment Equity Forum. Such disputes may be dealt with, within the context of the Labour Relations Act and the Employment Equity Act or other departmental remedial measures that will bring about solution to the dispute, to the satisfaction of all affected parties.

14. ASSIGNED RESPONSIBILITY

The Head of Department remains responsible for the successful implementation of the EE plan. Therefore all measures cited in pursuit of agreement with all interest parties to this point are enforceable and binding.

Department of Finance Employment Equity Plan 2017 - 2022

In the event that there is a stalemate resultant from consultation process with parties to this plan, the Head of Department will implement the plan principles in the benefit of the department strategic objectives and the Employment Equity Act compliance basis.

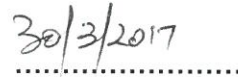
Management of the department in terms of this plan are regarded as resource factors, therefore they will be responsible and accountable to the Head of Department via the Employment Equity Manager and the Forum in terms of reporting and implementations of the plan through advises and continuous consultation.



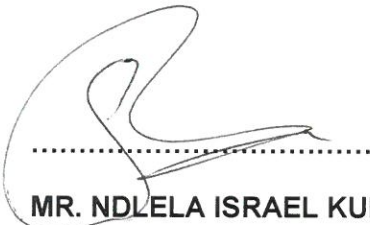
MRS. MATSHIDISO JAQUALINE JANSEN-MWASE

EMPLOYMENT EQUITY MANAGER

DEPARTMENT OF FINANCE



DATE



MR. NDLELA ISRAEL KUNENE

HEAD OF DEPARTMENT

DEPARTMENT OF FINANCE



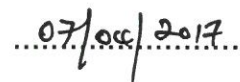
DATE



HON. WENDY NELSON

MEMBER OF EXECUTIVE COMMITTEE

FINANCE, ECONOMY AND ENTERPRISE DEVELOPMENT



DATE

**WITH EFFECTIVE FROM
1/4/2017.**