



<b>PLEASE READ THIS FIRST</b>  ↓	<b>DEPARTMENT OF LABOUR</b>
<p><b>PURPOSE OF THIS FORM</b></p> <p>Section 20 requires designated employers to prepare and implement an Employment Equity Plan which will achieve reasonable progress towards employment equity in the employer's workforce. An Employment Equity Plan must state-</p> <p>(a) The objectives to be achieved for each year of the plan</p> <p>(b) The affirmative action measures to be implemented as required by section 15(2);</p> <p>(c) Where under representation of people from designated groups has been identified by the analysis, the numerical goals to achieve the equitable representation of suitably qualified people from designated groups within each occupational level in the workforce, the timetable within which this is to be achieved, and the strategies intended to achieve those goals;</p> <p>(d) The timetable for each year of the plan for the achievement of goals and objectives other than numerical goals;</p> <p>(e) The duration of the plan, this may not be shorter than one year or longer than five years;</p> <p>(f) The procedures that will be used to monitor and evaluate the implementation of the plan and whether reasonable progress is being made towards implementing employment equity;</p> <p>(g) The internal procedures to resolve any dispute about the interpretation or implementation of the plan;</p> <p>(h) The persons in the workforce, including senior managers, responsible for monitoring and implementing the plan; and</p> <p>(i) Any other prescribed matter.</p>	<p><b>UCT EMPLOYMENT EQUITY PLAN (Section 20)</b></p> <p><b>Employer Details</b></p> <p>Trade name: University of Cape Town</p> <p>DTI Registration name</p> <p>PAYE/SARS No: 7870704204</p> <p>EE Ref No: 806909</p> <p>Industry/Sector: Higher Education</p> <p>Province: Western Cape</p> <p>Tel No: (021) 650 2173</p> <p>Fax No: (021) 650 5100</p> <p>Postal address: University of Cape Town, Office of the Vice-Chancellor, Bremner Building, Lovers Walk, Lower Campus, Rondebosch, Cape Town, 8001.</p> <p>Physical address: Same as above</p> <p>Province: Western Cape</p> <p>Name &amp; Surname of the CEO/Accounting Officer: Professor Mamokgethi Phakeng</p> <p>Email address: vc@uct.ac.za</p>

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## 1. INTRODUCTION AND DURATION OF THE PLAN

Achieving an equitable staffing profile is a core objective of the University's Vision 2030 strategy. The approach to this aspect of transformation is set out in the University of Cape Town (UCT)'s Employment Equity (EE) Policy, which came into force in March 2021, and reads in part as follows:

“The policy is designed to provide decision-makers with the guiding principles to make defensible decisions in a reasonable, fair, and justifiable manner, but even more importantly to ensure that transformation takes place in pursuit of the vision of becoming the leading African university proud of its new inclusive identity that reflects the interests and aspirations of all its staff and students. Our EE policy is unequivocal in its stance on antiracism, non-sexism, and any other forms of unfair discrimination. Integral to this policy is not only compliance but also commitment to redress, inclusivity, and diversity. At the heart of our policy is transformation, of which decolonization is a central tenet.”

The full policy is available here:

[http://www.uct.ac.za/sites/default/files/image\\_tool/images/328/about/policies/Policy\\_Employment\\_Equity\\_2020.pdf](http://www.uct.ac.za/sites/default/files/image_tool/images/328/about/policies/Policy_Employment_Equity_2020.pdf)

A commitment to employment equity is also a statutory requirement for all organisations in South Africa with more than 50 employees. The EE Act (1998, amended 2014) specifies that:

“The purpose of this Act is to achieve equity in the workplace by (a) promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination; and (b) implementing affirmative action measures to redress the disadvantages in employment experienced by designated groups, in order to ensure their equitable representation in all occupational levels in the workforce.”

This legislation is available here: <https://www.gov.za/documents/employment-equity-act>

The University hereby reaffirms its commitment to employment equity through the setting of realistic achievable targets and goals benchmarked against the National and Provincial Economically Active Population (EAP) statistics, and through the acquisition, onboarding, progression, development, and retention of staff to achieve the university employment equity goals. In addition to and in accordance with the Employment Equity Planning process, UCT provides multiple ongoing qualitative monitoring methodologies to remove and reduce barriers to employment equity through prevention/proactive advocacy and awareness raising, and through responsive development and provision of systemic, sustainable affirmative action measures.

It is important for the University to share with the Department of Employment and Labour (DoEL) that barriers to employment equity are responded to through several institutional strategic programmes in the university. These programmes are directly connected to the University Vision 2030 of unleashing human potential to create a fair and just society. The programmes related to Vision 2030 are monitored quarterly and annual progression is tracked. The core programmes relating to the removal of barriers for employment equity and inclusion are taken seriously by the university.

Below is a list of core programmes aimed at the removal of barriers for employment equity and inclusion:

1. Accelerated Transformation of the Academic Project (ATAP)
2. The Next Generation of the Professoriate (NGP) initiative
3. The New Generation of Academics Programme (nGAP)
4. The Emerging Researchers Programme (ERP)
5. The Integrated Talent Management Framework
6. The Dismantling Racism initiative
7. Inclusivity Strategy through a validated scale of inclusion (IS)
8. Broadening black economic empowerment in relation to procurement
9. Talent development and retention
10. Attending to the built environment (place and space)
11. The Executive Transformation Initiative (ETI)

These programmes and their related strategies are cross-cutting and coordinated by the relevant units. The relevant actions for inclusion and employment equity are then cascaded to Executive Directors / Deans, Deputy Deans, line managers / Heads of Departments, Functional units, Employment Equity Committee chairs, Transformation Committee chairs, and the Employment Equity representatives, assisted by organised labour. The programmes are implemented and monitored and reported on at the relevant committee meetings. An annual report for these strategic areas is collated and analysed each year to assess where further effort needs to be concentrated.

The above information is shared with the DoEL in order to contextualise how employment equity is supported and responded to by UCT.

In the sections that follows, a description of the methodology deployed for the non-numerical targets is provided.

#### Methodology for Non-Numerical Targets Questionnaire and Focus Groups

For the second time at UCT, a mixed methods approach was used to conduct a barrier analysis process in accordance with the Employment Equity planning process.

The response from the DoEL received in April 2022 indicated that there was concern regarding the response rate of 20% for a population of 6905. The Deputy General (DG) indicated that whilst statistically 20% of the population was credible and a valid population segment from which to draw generalizations, the remaining concerns were about attitudinal barriers towards participating in the consultation process. Further concerns were raised regarding the number of staff who had selected “I don’t know” in the questionnaire and this was identified as a barrier.

To comply with the DG’s finding of a low response rate and lack of awareness, the university administered another questionnaire, to provide another opportunity for consultation. To encourage participation in the completion of the questionnaire, a targeted approach was taken to invite across the demographic and occupational levels of staff who had not participated in the survey previously. Direct engagement with line managers, executive teams, heads of department, and ground staff helped to raise awareness about the questionnaire. Participation could either be electronic or through physical questionnaires and focus groups. Through this second concerted effort the participation rate increased from an initial 26% (i.e., 20% plus 6% focus groups) to 39% (raw data can be made available on request).

#### Questionnaire and Focus Group Design

The questionnaire was designed in way that allowed an individual to learn more about a specific response to a barrier. For example, the Disability Policy was embedded in the questionnaire – and staff had the opportunity to read the policy before completing the questions. Staff members were also alerted to training workshops that are available in the university, particularly if they had selected the response category “I don’t know.”

Data from the questionnaire were used to guide four focus group discussions that centred on employment equity, as well as gender diversity management and advancement. These focus groups complemented the findings of the questionnaire and led to the confirmation of the priority barriers and proposed affirmative action measures.

Regarding the methodology used for the setting of numerical targets.

The opportunities for moving towards an overall equitable profile for an organization were determined by the number of opportunities for appointment and staff progression that will occur across the time span of the employment equity plan. This required reliable, evidence-based modelling for setting the employment equity targets that are required by the legislation and in the University’s own Employment Equity Policy.

A gap analysis performed on the workforce profile of UCT included in the EEA 12 Analysis Document showed the over- and under-represented demographic groups per occupational level. This was used to set the numerical targets and goals for the period, as the purpose of the Employment Equity plan is to increase these demographic groups where possible once the opportunity arises to create equitable representation in each occupational level.

## 1.1. DURATION OF THE PLAN

The duration of the plan is for a five-year period, as reflected below:

**Start date:** 01 January 2022 to **End date:** 31 December 2026

## 2. OBJECTIVES FOR EACH YEAR OF THE PLAN AND DURATION

The objectives for each year of the plan, which should be specific, measurable, attainable, relevant and time bound, are reflected in the table below:

TIMEFRAMES (e.g.)		OBJECTIVES
<b>YEAR 1</b>	By December 2022	<ul style="list-style-type: none"> <li>To implement the new EE Plan by ensuring that accountability for achievement of EE Goals and Targets are embedded in senior managers performance agreements.</li> <li>To prioritize the development of the talent management framework within UCT, with a focus on developing strategies for equitable career progression of professional administrative support staff.</li> <li>To develop and implement an anti-racism policy.</li> <li>To train Chairs of selection committees on Employment Equity policies and procedures.</li> <li>To raise awareness about anti-discrimination policy training where to find and how to implement these, such as, employment equity related training, sexual misconduct, anti-bullying, anti-racism, and disability policies.</li> <li>To implement EE/ transformation / inclusivity strategies and plans at Unit (Cluster/ Faculty/ Department) Level.</li> <li>To create a culture of care and trust and prioritize staff mental, physical, and emotional wellness as a business imperative.</li> </ul>
<b>YEAR 2</b>	By December 2023	<ul style="list-style-type: none"> <li>Communication and clarification of remuneration and reward strategies.</li> <li>Increase awareness of line managers on available training on how to provide performance feedback and implement the performance management elements of the talent management framework.</li> <li>Conduct a follow-up Inclusivity Survey to measure impact and progress made since 2019, and adjust the Inclusivity strategy, where necessary.</li> <li>Implementation of aspects of the talent management framework within UCT, with a focus on performance management and career progression</li> <li>To sensitize staff about diversity matters through raising awareness of provisioning of training.</li> <li>Implement the disability policy at Unit level by raising</li> </ul>

TIMEFRAMES (e.g.)		OBJECTIVES
		<p>awareness of the policy, encouraging self-disclosure, and reasonably accommodating staff</p> <ul style="list-style-type: none"> <li>• To encourage line managers to familiarize themselves with the new EE-related staff policies.</li> <li>• To create a culture of care and trust and prioritize staff mental, physical, and emotional wellness as a business imperative.</li> </ul>
<b>YEAR 3</b>	By December 2024	<ul style="list-style-type: none"> <li>• Communicate and raise awareness of revised remuneration and reward strategies for staff to know and better understand them.</li> <li>• To continue to implement the staff growth and equitable career progression elements of the talent management framework, specifically for professional administrative support staff.</li> <li>• Audit policies and practices for EE compliance.</li> <li>• To continue with the implementation of Unit transformation plans and inclusivity strategies.</li> <li>• To engage staff on matters affecting them with the aim of ensuring continuous improvement.</li> <li>• To create a culture of care and trust and prioritize staff mental, physical, and emotional wellness as a business imperative.</li> </ul>
<b>YEAR 4</b>	By December 2025	<ul style="list-style-type: none"> <li>• Implement revised reward and recognition strategies.</li> <li>• To engage staff on matters affecting them with the aim of ensuring continuous improvement.</li> <li>• To create a culture of care and trust and prioritize staff mental, physical, and emotional wellness as a business imperative.</li> <li>• Monitor and Evaluate progress against EE Targets and review and revise strategy if necessary</li> <li>• Preparation for and commencement of the next EE Planning cycle.</li> </ul>
<b>YEAR 5</b>	By December 2026	<ul style="list-style-type: none"> <li>• To identify new EE Barrier Analysis</li> <li>• To consult stakeholders on the new EE Plan</li> <li>• To close-out the old EE Plan</li> </ul>

### 3. BARRIERS AND AFFIRMATIVE ACTION MEASURES

The priority Barriers and Affirmative Action Measures identified in the EE analysis conducted have been included in the EE Plan. These measures include timeframes to track progress in the implementation of the AA Measures. The timeframes have specific dates within the duration of the EE Plan. The designations of responsible persons to monitor the implementation of these AA Measures have been specified.

The information used to inform the Barriers and Affirmative Action Measures (non-numerical goals) in the Employment Equity Plan (EE Plan) was obtained from staff directly through gathering information via staff surveys, focused group discussions, and consultative fora. At least 39% of staff overall participated in the consultation process. The actual percentage is higher than this as attendance registers were not kept for all the face-to-face engagements.

The Barrier Analysis conducted in October 2021 identified a total of 35 non-numerical constraints on achieving UCT's employment equity goals. Each constraint has been given a weighting based on the percentage of respondents who explicitly saw this as an obstacle to transformation. Constraints have been ranked in terms of their perceived severity and the category of action that is required to reduce or remove the constraint has been identified. When seen in this way, three constraints stand out, with more than 40% of respondents raising concerns about the equality of employment and promotion opportunities, and about gender diversity. Between a third and a fifth of employees have raised issues with management and employment equity; six constraints in total. The remaining 26 constraints are matters of concern for a fifth or less of employees. While these constraints must be addressed, it is also noteworthy that, when explicitly asked, more than 80% of respondents did not flag the statements signifying these potential issues as matters of concern.

Furthermore, a second Barrier Analysis was conducted in July 2022 to confirm, verify, and expand upon the above findings. This analysis showed strong alignment with at least 15 of the key constraints identified initially and explored 9 additional components within the DoEL's barrier analysis categories. Disciplinary measures were added as a barrier. Affirmative action measures expanded on in the focus group discussions provided further input on the proposed measures and the importance of an improved and compulsory onboarding process was emphasized, as well as the importance of not only training managers but staff too, to address the barriers.

*Comprehensive barrier analysis Unit reports and university barrier analysis executive summaries, together with the responses obtained from the Office for Inclusivity and Change and the Human Resource Department's detailing commitments made to remove the identified barriers underpins and informs the content in the EE plan.*

CATEGORIES	BARRIERS AND AFFIRMATIVE ACTION MEASURES							
	Tick (√) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (PLEASE PROVIDE NARRATION)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)	TIME-FRAMES		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
Recruitment procedures			√	<b>Selection committees do not implement EE consistently:</b> Respondents to the Barrier Analysis Survey observe that vacant positions are not classified or graded objectively according to job functionality and responsibilities. Selection criteria stated in job advertisements may not be applied consistently when reviewing all job applicants and recruitment process may not be applied in a standardised manner.	Compulsory training will be phased in for all selection committee chairs and selection committee members.	01 March 2022	30 June 2023	Accountability: Chief Operating Officer (COO) Responsibility: Executive Director of Human Resources
Appointments		√	√	<b>Improvements are required in the implementation of the UCT EE Policy:</b> Employees have a low level of confidence in the ways that the university meets its obligations to implement Employment Equity policies and practices. They do not believe that the university is effective in meeting employment equity targets or in applying appropriate	The University's 2022-2026 Employment Equity Plan strengthens accountability for implementing affirmative action measures and achieving targets and goals by devolving responsibility to Deans, Executive Directors, and Director's while, at the same time, formally incorporating accountability into their Key Performance Areas in	17 January 2022	31 July 2023	Accountability: Deputy Vice-Chancellor for Transformation, Student Affairs and Social Responsiveness Responsibility: Employment Equity Manager and Director, OIC



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	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE			
				<p>affirmative action measures. They do not find that Employment Equity Committee members communicate appropriately or effectively with them, or that they are well informed about affirmative action and employment equity policies and programmes at UCT. Overall, they do not feel that affirmative action measures have yielded positive results in promoting diversity at UCT.</p>	<p>line with the annual cycle of Executive performance review.</p> <p>The role of Employment Equity Representatives, and through them Employment Equity Committees, will be strengthened by prioritising their oversight and communication responsibilities within each of the 14 organisational units that underpin the implementation of the university's 2022-2026 Employment Equity Plan.</p> <p>The connection between employment equity &amp; the value of diversity across the university is emphasised in the Transformation Benchmarks that are the basis for monitoring and evaluating progress in achieving the university's full set of transformation objectives. The annual Transformation Report, as</p>	01 July 2022	30 June 2023	17 January 2022	31 December 2026	Unit leadership in consultation with EE Committees and Transformation committees

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	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
					well as university-wide communication about progress in improvement against the Transformation Benchmarks, will be important in addressing this barrier.			
Remuneration and benefits		√		<p><b>Lack of clarity on remuneration and benefits:</b> Responses to the Barrier Analysis survey indicate that staff do not have a sufficient level of confidence that UCT provides market-related remuneration, competitive benefits and individual salary arrangements that are free from unfair discrimination. Staff also believe that job functions and responsibilities may be arbitrary and are not appropriately linked to the position.</p>	<p>Clarify the remuneration policy, procedure and practice and raise awareness of these and the remuneration benchmarking approaches to be shared with line managers and communicated to their teams.</p> <p>The review of the Performance Management and Reward Systems at UCT will include recommendations on how to enhance and tighten the systems to ensure parity and consistency in ratings and remuneration. These will be designed as Phase 2 of the Project.</p>	Underway  May 2024	April 2023  April 2025	Accountable: Chief Operations Officer and Executive Director, HR Responsible: Director: HR: Staff well-being and rewards

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	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
Work environment and facilities	✓	✓	✓	The university does not have a firm position against racial discrimination and harassment	The Office for Inclusivity and Change and Human Resource Department will introduce and apply the new Anti-racism Policy in the University with a focus to introduce systemic and sustainable changes, as well as the implementation of the dismantling racism strategy across the UCT community.	01 June 2022	31 December 2023	Accountability: Deputy Vice-Chancellor for Transformation, Student Affairs and Social Responsiveness Responsibility: Director, OIC
						01 October 2022	31 December 2026	
Training and development			✓	<b>Staff not provided with the required training and development</b> to do my job effectively: Staff not provided with an equal chance to apply for other vacancies if the opportunity arises	Increased awareness about staff training and development opportunities. The introduction of an improved onboarding process for new staff, where all new staff are required to attend an induction and orientation programme.			Accountability: Deans and Executive Directors Responsibility: Directors and Heads of Department
Performance and evaluation	✓	✓	✓	<b>Inadequate training of line managers:</b> Staff report that they do not receive performance-related feedback from their supervisor or manager on a regular basis. They	Human Resources will review the provision of training for line managers across different management levels in the university, and the support provided for line managers. The	01/02/2022	31/12/2022	Accountable: Chief Operations Officer and Executive Director, HR Responsible:

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	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
				believe that performance evaluations are not applied consistently or fairly and that there is inconsistency in the ways in which managers handle disciplinary issues. They also feel that they are not provided with the required training and development to do their jobs effectively.	review will identify appropriate interventions that will assist Deans, Executive Directors and Directors address these issues in their areas of responsibility.			Director: HR: Organization Development and Effectiveness
Succession & experience planning	√	√	√	<b>Employees do not have an equal chance to be promoted:</b> Candidates from designated groups are not placed on accelerated training and development plans for future appointment or promotion	Introduction and implementation of new Talent Management Framework, including growth, promotion, and development opportunities for staff	17 January 2022	31 December 2023	Accountable: COO and ED, HR Responsible: Director: HR: Organization Development and Effectiveness
Disciplinary measures		√	√	Disciplinary action and poor performance management is not applied consistently and fairly	Increased awareness about provision of training for managers and staff, including sexual misconduct policy training and communication	01 July 2022	31 December 2023	Accountable: COO and ED, HR Responsible: Director: Employee Relations

CATEGORIES	BARRIERS AND AFFIRMATIVE ACTION MEASURES							
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	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
Retention of designated groups	√	√		<p><b>Lack of equitable career progression for PASS staff:</b> Employees on PASS conditions of service repeatedly complain that they do not have the same opportunities for career progression as those on academic conditions of service. They observe that PASS staff in designated groups are not able to acquire required skills &amp; competencies within a reasonable time, to enable them to compete for internal vacancies, &amp; that candidates from designated groups are not placed on accelerated development plans for future appointment/promotion. They observe that adverts for internal positions are not equally accessible to all employees &amp; are not advertised in ways that effectively reach potential applicants from designated groups.</p>	<p>Introduction and implementation of new Talent Management Framework. UCT is committed to introducing and applying a new Talent Management Framework (<i>i.e., includes Talent attraction, talent acquisition, talent engagement, growth, development and advancement, and reward and recognition</i>) for all staff on PASS conditions of service, which will address the concerns that have been raised. The new Framework will be developed in consultation with representative trade unions and staff in general through 2022 and will be implemented in 2023.</p>	01/02/2022	31/12/2023	<p>Accountable: Chief Operations Officer and Executive Director, HR</p> <p>Responsible: Director: HR: Organization Development and Effectiveness</p>

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	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
Corporate culture	✓	✓	✓	<b>Persistence of prejudice across the university</b> in terms of race, ethnicity, gender, and sexual orientation	<p>Approval of new Anti-racism policy by Council and introduction and application of the policies, including procedures for addressing racial discrimination and harassment.</p> <p>Finalisation and approval of the Gender Equity Policy</p> <p>Review of inclusivity policies and practices for sexual orientation, building on LGBTQI+ Panel report, with review by Council in March 2022 and implementation of recommendations by the end of the year. Completion of 2021 Transformation Report for consideration by Senate and Council by mid-year. University-wide communication of status of Transformation Benchmarks including take-up rates for staff training opportunities for Critical Diversity Training and Unconscious Bias Training.</p>	Underway	01 April 2022 (Done)	Accountability: DVC for Transformation, Student Affairs and Social Responsiveness
						Underway	30 November 2023	Responsibility: Director, OIC
						Underway	30 November 2022	
						17 January 2022	30 June 2022 (Complete)	

CATEGORIES	BARRIERS AND AFFIRMATIVE ACTION MEASURES							
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	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
Reasonable accommodation		√	√	<b>Inadequate accommodation and support for people with disabilities:</b> Staff do not believe that UCT provides an inclusive and barrier free work environment for persons with disabilities, or that appropriate resources are made available to ensure the inclusion of people with disabilities.	UCT's new Disability Policy was approved in December 2021 and is being implemented from January 2022. The focus over the full term of the Employment Equity Plan will be communicating the priority of implementing the new policy and ensuring that reasonable accommodation is provided for all staff with registered disabilities. The Disability Unit in the OIC provide update of progress against building accessibility audit and the reasonable accommodation measures for staff with registered disabilities, working with Properties and Services and ICTS and reporting to the Institutional Forum and the University Human Resources Committee.	17 January 2022	31 Dec 2026	Accountability: DVC for Transformation, Student Affairs and Social Responsiveness, Deputy Vice-Chancellor for Teaching & Learning; Chief Operations Officer Responsibility: Director, OIC and Disability Manager
Time off for EE consultative committee to meet			√	Employment Equity Committee members do not communicate regularly with employees	Employment Equity and Transformation Committees to provide their teams with regular feedback and updates.	01 September 2022	31 December 2026	Accountable: Deans and ED's Responsible: Directors & HoDs

**4. WORKFORCE PROFILE, NUMERICAL GOALS AND TARGETS**

Workforce profile information is a snapshot of the workforce at a particular date and time, which is used below to conduct an analysis of the workforce and, at the same time, serve as baseline information for the setting of numerical goals and targets.

Like the qualitative analysis, a comprehensive quantitative analysis of the workforce took place in October 2021 and an evidence-based model was used to identify opportunities over the next five years to set targets and goals. In August 2022, a technical review of the EE Plan’s targets was done in light of the DG’s recommendations relating to senior management and foreign nationals. This led to additional opportunities being identified at the Semi-Skilled and Skilled- Technical occupational level for PASS staff.

For noting, sixty-eight percent of staff updated their EEA1 forms, aside from the ongoing opportunities for staff to update their demographic details on the HR personnel information forms.

**4.1 SNAPSHOT OF THE CURRENT WORKFORCE PROFILE**

The workforce profile snapshot tables used for the conducting of the analysis to inform this plan are used below as a baseline for the setting of numerical goals and targets for each year of the plan.

Workforce profile snapshot date 01/08/2021

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

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management					1						1
Senior management	2	2	2	2	1	0	2	3	1	3	18
Professionally qualified and experienced specialists and mid-management	31	62	36	225	26	63	28	183	126	57	837
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	228	320	59	300	353	678	144	586	186	181	3035
Semi-skilled and discretionary decision making	429	294	4	24	408	503	21	79	18	16	1796
Unskilled and defined decision making	87	52	0	0	302	165	0	5	4	12	627
<b>TOTAL PERMANENT</b>	<b>778</b>	<b>730</b>	<b>101</b>	<b>551</b>	<b>1091</b>	<b>1409</b>	<b>195</b>	<b>856</b>	<b>335</b>	<b>269</b>	<b>6315</b>
Temporary employees	45	46	7	68	88	104	26	125	37	45	591
<b>GRAND TOTAL</b>	<b>823</b>	<b>776</b>	<b>108</b>	<b>619</b>	<b>1179</b>	<b>1513</b>	<b>221</b>	<b>981</b>	<b>372</b>	<b>314</b>	<b>6906</b>



**Table 2: Snapshot for workforce profile for people with disabilities ONLY**

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management											
Senior management											
Professionally qualified and experienced specialists and mid-management		1	1	4		2		3	5	2	18
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	2	5		6	4	9	2	19	3	2	52
Semi-skilled and discretionary decision making	1	3		1	3	6		2			16
Unskilled and defined decision making						1					1
<b>TOTAL PERMANENT</b>	3	9	1	11	7	18	2	24	8	4	87
Temporary employees		1		1	1			1		1	5
<b>GRAND TOTAL</b>	3	10	1	12	8	18	2	25	8	5	92

**4.2 NUMERICAL GOALS**

Numerical goals must include the entire workforce profile, and **NOT** the difference that is projected to be achieved by the end of this EE Plan. Below are two tables on numerical goals, one covering all employees, including people with disabilities, and the other covering people with disabilities **ONLY**.

Start date: .....01/01/2021..... End date: .....31/12/2026.....  
 DD / MM / YYYY DD / MM / YYYY

*Comprehensive analytical and consultative reports inform the agreed figures below. Note: Overlaps with incoming and exiting staff may result in fluctuations in the targets year-on-year as expected opportunities arise.*

**Numerical goals for all employees, including people with disabilities**

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management					1						1
Senior management	4	2	2	1	2	2	2	4	1	2	22
Professionally qualified and experienced specialists and mid-management	72	90	33	161	52	81	34	151	96	57	827
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	360	414	54	264	456	599	132	476	143	137	3035
Semi-skilled and discretionary decision making	396	352	11	89	389	465	23	127	4	3	1859
Unskilled and defined decision making	109	83	4	22	266	138	0	21	4	12	659
<b>TOTAL PERMANENT</b>	941	941	104	537	1166	1285	191	779	248	211	6403
Temporary employees	45	46	7	68	88	104	26	125	37	45	591
<b>GRAND TOTAL</b>	986	987	111	605	1254	1389	217	904	285	256	6994

## Numerical goals for people with disabilities ONLY

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management											
Senior management											
Professionally qualified and experienced specialists and mid-management		1	1	4		2		3	5	2	18
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	7	10		6	9	14	2	19	3	2	72
Semi-skilled and discretionary decision making	6	8		1	8	11		2			36
Unskilled and defined decision making						1					1
<b>TOTAL PERMANENT</b>	13	19	1	11	17	28	2	24	8	4	127
Temporary employees											
<b>GRAND TOTAL</b>	13	19	1	11	17	28	2	24	8	4	127

**4.3 NUMERICAL TARGETS**

Numerical targets must include the entire workforce profile, and **NOT** the difference that is projected to be achieved by the next reporting period. Below are two tables on numerical targets, one covering all employees, including people with disabilities, and the other only covers people with disabilities **ONLY**.

<b>Numerical targets: Year 1</b>	
Start date: .....01/01/2022..... DD / MM / YYYY	End date: ...31/12/2022..... DD / MM / YYYY

*Note: The increase in the number of senior managers in year 1 is temporary.*

**Numerical targets for all employees, including people with disabilities**

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management					1						1
Senior management	4	2	2	1	2	0	4	5	1	2	23
Professionally qualified and experienced specialists and mid-management	45	75	34	199	33	69	29	170	114	60	828
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	280	367	56	270	415	669	139	546	149	146	3037
Semi-skilled and discretionary decision making	438	325	7	46	407	501	23	103	4	4	1858
Unskilled and defined decision making	101	65	1	14	293	156	0	12	4	12	658
<b>TOTAL PERMANENT</b>	<b>868</b>	<b>834</b>	<b>100</b>	<b>530</b>	<b>1151</b>	<b>1395</b>	<b>195</b>	<b>836</b>	<b>272</b>	<b>224</b>	<b>6405</b>
Temporary employees	45	46	7	68	88	104	26	125	37	45	591
<b>GRAND TOTAL</b>	<b>913</b>	<b>880</b>	<b>107</b>	<b>598</b>	<b>1239</b>	<b>1499</b>	<b>221</b>	<b>961</b>	<b>309</b>	<b>269</b>	<b>6996</b>

## Numerical targets for people with disabilities ONLY

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management											
Senior management											
Professionally qualified and experienced specialists and mid-management		1	1	4		2		3	5	2	18
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	3	6		6	5	10	2	19	3	2	56
Semi-skilled and discretionary decision making	2	4		1	4	7		2			20
Unskilled and defined decision making						1					1
<b>TOTAL PERMANENT</b>	5	11	1	11	9	20	2	24	8	4	95
Temporary employees											
<b>GRAND TOTAL</b>	5	11	1	11	9	20	2	24	8	4	95

**Numerical targets: Year 2**Start date: .....01/01/2023.....  
DD / MM / YYYYEnd date: .....31/12/2023.....  
DD / MM / YYYY**Numerical targets, including people with disabilities**

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management					1						1
Senior management	4	2	2	1	2	2	2	4	1	2	22
Professionally qualified and experienced specialists and mid-management	53	79	33	184	39	73	31	162	108	60	822
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	300	374	56	270	429	649	135	528	149	143	3033
Semi-skilled and discretionary decision making	423	333	8	63	398	489	24	112	4	3	1857
Unskilled and defined decision making	104	70	1	18	285	149	0	15	4	12	658
<b>TOTAL PERMANENT</b>	884	858	100	536	1154	1362	192	821	266	220	6393
Temporary employees	45	46	7	68	88	104	26	125	37	45	591
<b>GRAND TOTAL</b>	929	904	107	604	1242	1466	218	946	303	265	6984

## Numerical targets for people with disabilities ONLY

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management											
Senior management											
Professionally qualified and experienced specialists and mid-management		1	1	4		2		3	5	2	18
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	4	7		6	6	11	2	19	3	2	60
Semi-skilled and discretionary decision making	3	5		1	5	8		2			24
Unskilled and defined decision making						1					1
<b>TOTAL PERMANENT</b>	7	13	1	11	11	22	2	24	8	4	103
Temporary employees											
<b>GRAND TOTAL</b>	7	13	1	11	11	22	2	24	8	4	103

**Numerical targets: Year 3**Start date: .....01/01/2024.....  
DD / MM / YYYYEnd date: .....31/12/2024.....  
DD / MM / YYYY**Numerical targets, including people with disabilities**

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management					1						1
Senior management	4	2	2	1	2	2	2	4	1	2	22
Professionally qualified and experienced specialists and mid-management	57	85	33	172	42	77	34	158	105	58	821
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	322	386	55	268	439	631	135	509	148	142	3035
Semi-skilled and discretionary decision making	414	339	7	75	392	479	24	120	4	3	1857
Unskilled and defined decision making	107	75	4	18	276	142	0	19	4	12	657
<b>TOTAL PERMANENT</b>	904	887	101	534	1152	1331	195	810	262	217	6393
Temporary employees	45	46	7	68	88	104	26	125	37	45	591
<b>GRAND TOTAL</b>	949	933	108	602	1240	1435	221	935	299	262	6984



## Numerical targets for people with disabilities ONLY

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management											
Senior management											
Professionally qualified and experienced specialists and mid-management		1	1	4		2		3	5	2	18
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	5	8		6	7	12	2	19	3	2	64
Semi-skilled and discretionary decision making	4	6		1	6	9		2			28
Unskilled and defined decision making						1					1
<b>TOTAL PERMANENT</b>	9	15	1	11	13	24	2	24	8	4	111
Temporary employees											
<b>GRAND TOTAL</b>	9	15	1	11	13	24	2	24	8	4	111

**Numerical targets: Year 4**Start date: .....01/01/2025.....  
DD / MM / YYYYEnd date: .....31/12/2025.....  
DD / MM / YYYY**Numerical targets, including people with disabilities**

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management					1						1
Senior management	4	2	2	1	2	2	2	4	1	2	22
Professionally qualified and experienced specialists and mid-management	65	89	32	165	50	79	35	154	98	58	825
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	338	402	56	266	445	612	133	492	147	140	3031
Semi-skilled and discretionary decision making	398	347	8	84	390	475	23	126	4	3	1858
Unskilled and defined decision making	109	82	4	22	267	138	0	21	4	12	659
<b>TOTAL PERMANENT</b>	914	922	102	538	1155	1306	193	797	254	215	6396
Temporary employees	45	46	7	68	88	104	26	125	37	45	591
<b>GRAND TOTAL</b>	959	968	109	606	1243	1410	219	922	291	260	6987

**Numerical targets for people with disabilities ONLY**

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management											
Senior management											
Professionally qualified and experienced specialists and mid-management		1	1	4		2		3	5	2	18
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	6	9		6	8	13	2	19	3	2	68
Semi-skilled and discretionary decision making	5	7		1	7	10		2			32
Unskilled and defined decision making						1					1
<b>TOTAL PERMANENT</b>	11	17	1	11	15	26	2	24	8	4	119
Temporary employees											
<b>GRAND TOTAL</b>	11	17	1	11	15	26	2	24	8	4	119

**5. PROCEDURES TO MONITOR AND EVALUATE THE IMPLEMENTATION OF THE PLAN**

All the structures for monitoring and evaluating the progress of the plan are specified below with clear roles and responsibilities for the stakeholders involved, including time frames and when the monitoring takes place.

STAKEHOLDER	ROLE/RESPONSIBILITY	FREQUENCY
Council, University HR Council, Institutional Forum	<ul style="list-style-type: none"> <li>To ensure good corporate governance in terms of assessment of EE Act compliance risk exposure, monitors and evaluates progress</li> </ul>	<ul style="list-style-type: none"> <li>Annually</li> </ul>
Vice-Chancellor (VC), Deputy Vice-Chancellor (DVC) Transformation	<ul style="list-style-type: none"> <li>As fiduciaries, duty of care and duty of loyalty as it pertains to EE Act compliance, monitors, and evaluates progress.</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly</li> </ul>
EE Manager, Deputy Vice-Chancellors, Chief Operations Officer, Deans, Executive	<ul style="list-style-type: none"> <li>To ensure implementation of EE Plan goals and objectives, statutory reporting, communication, advocacy and</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly</li> </ul>

Directors, Heads of Departments, EE Forum, EE Committee and Transformation Committee members	awareness, consultation, monitoring and evaluation	
Employees and EE Representatives	<ul style="list-style-type: none"> <li>▪ Consult, engage and give feedback to Heads of Departments, Deans / Executive Directors, Transformation Committees and EE Forum</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ongoing</li> </ul>

The Employment Equity (EE) Forum comprises of the Vice-Chancellor, Deputy Vice-Chancellor for Transformation, Senior management, Faculty/ Department EE Committee and Transformation chairpersons, disability representative, labour and student representatives. The terms of reference of the EE Forum states that the Vice-Chancellor (also the Accounting Officer) and Deputy Vice-Chancellor Transformation (also the appointed Senior EE Manager) consult the EE Forum on the following:

- an analysis of the University of Cape Town’s employment policies, practices, procedures, and the working environment, to identify employment barriers which adversely affect people from designated groups.
- the University of Cape Town’s employment equity plan.
- the implementation of the employment equity plan and barriers to implementation, including barriers related to recruitment, retention, staff development, the institutional climate, discrimination in the workplace.
- the University of Cape Town’s annual report on employment equity to the Department of Labour.

## 6. DISPUTE RESOLUTION MECHANISMS

*A clear process to be followed to resolve disputes arising from the interpretation and implementation of the EE Plan, including the responsible persons and timeframes for each step to resolve the dispute.*

With reference to Section 20 (g) of the EEA, as amended, the following dispute resolution procedure must be followed regarding the interpretation and implementation of this Employment Equity Plan:

1. Submit complaint to EE Office in writing to assess whether the complaint is related to the EE Plan. If not, refer the matter to HR.
2. If yes, refer complaint to relevant Dean / Executive who provides feedback in writing to the EE Forum chairperson and complainant within five working days.
3. If the complainant is not satisfied, the employee may refer the matter in writing to the Office of the Vice-Chancellor, who provides feedback via the EE Forum chairperson to the complainant within five working days.
4. If the complainant remains dissatisfied, the employee may refer the matter to the Ombudsman for review within five working days.

Should the matter remain unresolved, it may be handled in accordance with the appropriate procedures (depending on the nature of the dispute) set out in the Employment Equity Act and Labour Relations Act, as amended, respectively.

All disputes relating to the University’s employment equity plan must be handled in accordance with the dispute resolution procedure as set out above before either party has recourse to the Commission of Conciliation, Mediation and Arbitration.

**7. SENIOR MANAGERS ASSIGNED TO MONITOR AND IMPLEMENT THE PLAN**

- Accounting Officer: Vice-Chancellor
- Employment Equity Manager 1: The Deputy Vice-Chancellor: Transformation
- Employment Equity Manager 2: Chief Operations Officer
- All Deans, Executive Directors, Deputy Deans and Heads of Department
- Assessor
- EE Manager
- Employment Equity Forum Chairperson and members
- Employment Equity Committee and Transformation Forum Chairperson and members
- Faculty and Department Transformation Chairperson and members

<b>NAME</b>	<b>Representative</b>	<b>Occupational Level</b>	<b>Race</b>	<b>Gender</b>	<b>Foreign National</b>
Prof M. Phakeng	Vice-Chancellor	Top Management	B	F	N
Prof E. Ramugondo	Deputy Vice-Chancellor: Transformation (Chair)	Senior Management	B	F	N
Mr B. Ndaba	Acting Executive Director: Human Resources	Senior Management	B	M	N
Mr P. Mgolombane	Executive Director: Student Affairs	Senior Management	B	M	N
Prof. M. Ramutsindela	Dean: Science	Senior Management	B	M	N
Ms. G. Kayster	EE Manager	Professionally Qualified & experienced specialists/mid-management	C	F	N
Ms E. Ghall	Disability Manager	Professionally Qualified & experienced specialists/mid-management	C	F	N
Mr D. Sias	Employees Union	Skilled & qual. workers, jnr mgt., supv, foremen, supt.	C	M	N
Dr S. Mowla	Academics Union	Skilled & qual. workers, jnr mgt., supv, foremen, supt.	I	F	Y
Mr P. Gaika	NEHAWU	Semi-skilled and discretionary decision making	B	M	N
Ms C. De Oliveira	Development and Alumni Department	Skilled & qual. workers, jnr mgt., supv, foremen, supt.	C	F	N
Dr N. Muna	Health Science	Prof. qualified & experienced specialists and mid-management	W	F	N
Mr S. Meyer	Information, Communication & Technology Service	Prof. qualified & experienced specialists and mid-management	C	M	N
Dr M. Manono	Engineering and the Built Environment	Skilled & qual. workers, jnr mgt., supv, foremen, supt.	B	M	N
Ms. C. Jacobs	Research Contracts & Innovation	Semi-skilled and discretionary decision making	C	F	N
Ms O. Manuel	Communications & Marketing Department	Prof. qualified & experienced specialists and mid-management	C	F	N
Ms. H. Somai	International Academics Programme Office	Skilled & qual. workers, jnr mgt., supv, foremen, supt	I	F	N
Ms. J. Roberts	International Academics Programme Office	Skilled & qual. workers, jnr mgt., supv, foremen, supt	C	F	N

<b>NAME</b>	<b>Representative</b>	<b>Occupational Level</b>	<b>Race</b>	<b>Gender</b>	<b>Foreign National</b>
Mr W. Van Der Ross	Research Office	Prof. qualified & experienced specialists and mid-management	C	M	N
Ms J. Du Toit	Office Vice-Chancellor	Prof. qualified & experienced specialists and mid-management	W	F	N
Ms. D. Abrahamse	Libraries	Skilled & qual. workers, jnr mgt., supv, foremen, supt	C	F	N
Mr. W. Nkutha	Human Resources	Skilled & qual. workers, jnr mgt., supv, foremen, supt	B	M	N
Mr. T. Tsotsobe	Assessor	Prof. qualified & experienced specialists and mid-management	B	M	N
A/Prof A. Jaga	Commerce	Prof. qualified & experienced specialists and mid-management	I	F	N
Ms J. Galant	Institutional Planning	Prof. qualified & experienced specialists and mid-management	C	F	N
Adv. P. Mfubu	Registrar	Skilled & qual. workers, jnr mgt., supv, foremen, supt	B	M	N
Ms. D. Saffier	Property & Services	Skilled & qual. workers, jnr mgt., supv, foremen, supt	C	F	N
Dr J. Jaftha	Centre for Higher Education and Development	Skilled & qual. workers, jnr mgt., supv, foremen, supt	C	M	N
Mr M. Swartz	Finance	Skilled & qual. workers, jnr mgt., supv, foremen, supt	C	M	N
Ms S. Brown	Graduate School of Business	Skilled & qual. workers, jnr mgt., supv, foremen, supt	C	F	N
Mr M. Sulyman	Property and Services	Skilled & qual. workers, jnr mgt., supv, foremen, supt	C	M	N
A/Prof. H. Parker	Graduate School of Business	Prof. qualified & experienced specialists and mid-management	I	F	N
Dr O. Alaba	Faculty of Health Science	Prof. qualified & experienced specialists and mid-management	B	F	Y
A/Prof. A. Hutchison	Law	Prof. qualified & experienced specialists and mid-management	W	M	N
Mr. S. Chetty	Science	Skilled & qual. workers, jnr mgt., supv, foremen, supt	I	M	N
Mr. C. Alexander	Human Resources	Prof. qualified & experienced specialists and mid-management	C	M	N
Dr S. Alves	Office of Inclusivity & Change	Prof. qualified & experienced specialists and mid-management	C	F	N
Ms T. Hendricks	Commerce	Skilled & qual. workers, jnr mgt., supv, foremen, supt	C	F	N
Ms. L. Gayiza	Student Affairs	Skilled & qual. workers, jnr mgt., supv, foremen, supt	B	F	N
Mr. O. Luthingo	Student Affairs	Skilled & qual. workers, jnr mgt., supv, foremen, supt	B	M	N

**8. ANY PRESCRIBED MATTER CAN BE INCLUDED.  
SIGNATURE OF THE CHIEF EXECUTIVE OFFICER/ACCOUNTING OFFICER**

**Chief Executive Officer/Accounting Officer**

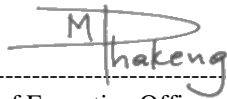
Prof Mamokgethi Phakeng

I ----- (full Name) CEO/Accounting Officer of  
University of Cape Town  
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hereby declare that I have read, approved and authorized this EE Plan.

Signed on this 23rd August 2022  
-----day of -----year-----

At place: Rondebosch  
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Chief Executive Officer /Accounting Officer