

WESTERN CAPE EDUCATION DEPARTMENT



A GUIDELINE FOR COMPLIANCE WITH EMPLOYMENT EQUITY TARGETS (OFFICE-BASED EDUCATORS AND PUBLIC SERVICE STAFF)

Since the adoption of the WCED's Employment Equity Plan all nominations must be made in line with the targets as agreed upon in the Plan. To assist all Directorates to meet their Employment Equity targets the following guideline is provided.

1. Every Directorate must identify under-representation in its current employee profile in order to set its equity targets. Targets must be set on the current establishment, also taking into account vacant funded posts. (Annexure A: Employment Equity Profile and Targets)

ADVERTISEMENTS

2. Advertisements must state that the WCED is an **equal opportunity employer** and that **the filling of the position will be in line with the WCED's Employment Equity Plan.**
3. All advertisements need to be accessible to all the target groups (mode of advertisement and geographical area where the advertisement is placed).

SIFTING PROCESS

4. During the initial sifting process, the line manager must assess if there are suitable applications from the groups being targeted. Should there be no suitable applications, then the process needs to be stopped and the post must be re-advertised. At this stage, and in order to address service delivery, the position could be filled on contract, subject to the necessary approval.

5. If there are no outright strong candidates from the designated groups, sifting can be done to determine the best candidates from the designated groups for the purpose of preliminary interviews. The candidate(s) who comes through as the best in these preliminary interviews can then be included in the list for the final interview.
6. If there are suitable candidates from the target groups, the sifting process should continue.
7. It is also imperative that the sifting panel is representative of the population of the Western Cape. At least 50% or more of the members of the sifting panel must be included in the interview panel.
8. It should also be noted when a candidate from outside the WCED will actually worsen the equity profile of the WCED because that group is already over-represented – even when the person belongs to a targeted group for that level.
9. The KRA's criteria as per the advertisement must be used during the sifting process. (See the attached PAWC document)

INTERVIEW PROCESS

10. For the interview, documents made available to the panel must include the most current staff profile and the Equity targets of the Directorate.
11. The panel must also be representative of the population of the Western Cape.
12. If there is an insignificant difference between candidates and the second to fourth candidates will contribute to the equity targets of the Directorate, then that candidate must be nominated.
13. Should the candidate who is from the designated group be 3rd or 4th on the nomination list, and that candidate's potential to benefit from training is established, he/she must be considered for nomination and assistance should be given and programmes need to be put in place to ensure continuous development and support after appointment.

NOMINATION

14. The nomination, as per the submission format (see Annexure B) must be submitted to the relevant Directorate: Personnel Management (DPP or DPE) for evaluation. The file will then be sent on route via the Directorate: Human Resource Development for approval.
15. All nominations for office-based employees must be accompanied by the **profile and equity targets** of the Directorate as well as the **motivation** signed by the Director and Chief Director of the Directorate concerned. (Annexure C: Motivation for Complying with Employment Equity Targets)
16. The Directorate: Human Resource Development, which is responsible for co-ordinating and monitoring the Employment Equity process in the department, will monitor whether the nomination promotes the achievement of the Equity targets of the Directorate and of the WCED.
17. If the process is not followed and all the documentation (profile, target and motivation) is not attached, the Directorate: HRD will refer the nomination back to the Directorate concerned.

MOTIVATION

18. Motivation why the candidate is nominated for the position should include:
 - The most suitable candidate;
 - The candidate who was rated second, third or fourth, but who shows the necessary potential and who can be developed with support programmes in order for the candidate to operate at the performance level expected.
19. If the nomination is not in line with the Employment Equity Targets, the following information must be included in the motivation:
 - motivate why the nominated candidate should be appointed/promoted;

- indicate if the post was re-advertised and if the first round did not attract candidates from the under-represented groups;
- indicate which strategies were used in order to attract candidates from designated/target groups;
- indicate which strategies are in place to ensure that targets will be met with future nominations (i.e. capacity building of employees of the under-represented groups in lower level positions, head-hunting, filling the vacant post with a person from the target group, etc.)

CAPACITY BUILDING

20. Directorates must also ensure that they develop capacity amongst employees who has been identified as under-represented in terms of the Directorate's equity targets. Plans must be put in place in order to expose employees from the target groups to relevant training and development opportunities (see paragraph 5.4 of the Employment Equity Plan: Implementation Guidelines).
21. The performance appraisal & development system should also form the basis of targeted training.

“When building capacity among employees, special attention must be given to ensure representation of designated groups

- on projects;
- on committees, task teams and working groups;
- at meetings at national and provincial level;
- at all learning opportunities (courses, road-shows, meetings, etc.)
- in acting posts; and
- in providing mentoring.”

APPROVAL

22. The following table reflects a suggested delegation for approval of nominations. The route form to be completed by the Directorate to which

an office-based employee will be appointed will reflect the delegations as per table 23 (1).

TABLE 23(1)

CS EDUCATORS	
Post Levels	Approval
1 - 5	SG

PUBLIC SERVICE STAFF	
Salary Range	Approval
11 - 12	Chief Director: HRM
9 - 10	Director: HRM
7 - 8	Deputy-Director: HRM
1 - 6	Assistant-Director: HRM

SUCCESSION PLANNING

23. It is also incumbent on line managers to ensure there is capacity within the Directorate or from outside the Directorate, should a post become vacant. In this regard a Succession Plan must be in place for, especially:

- (a) retirement;
- (b) promotions:

Line managers need to identify potential and build capacity as referred to in paragraph 21 and 22.

BARRIERS

24. If Directorates experience any barriers, which prevents them from reaching their targets as set out in the Directorates' Employment Equity Strategy, then those barriers must be brought to the attention of the Directorate: Human Resource Development.

Barriers range from:

- (a) language;
- (b) race;
- (b) culture;
- (c) skills levels;
- (d) scarce skills.

25. Possible barriers need to be identified while recruitment is undertaken. The Directorate: Human Resource Development will guide on dealing with barriers.

SCARCE SKILLS

26. Should a Directorate experience that they cannot fill a position from the under-represented group and the position requires a scarce skills, then that Directorate should, after head-hunting and re-advertisement did not produce the right candidate:

- (a) fill the position on contract with a suitably qualified employee, who might be from the over-represented group;
- (b) identify potential amongst those interviewed;
- (c) head-hunt candidates who show potential;
- (d) implement a capacity building programme.

27. Should you at any stage feel uncertain about the process, you are invited to speak to Matthys Cronjé, Deputy-Director responsible for Employment Equity in the Directorate: Human Resource Development.