| labour — Department: Labour, REPUBLIC OF SOUTH AFRICA | | EEA13 |

| **PLEASE READ THIS FIRST** ⬇ | **DEPARTMENT OF LABOUR** |

**PURPOSE OF THIS FORM**

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-

(a) The objectives to be achieved for each year of the plan

(b) The affirmative action measures to be implemented as required by section 15(2);

(c ) Where under representation of people form 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;

(d) The timetable for each year of the plan for the achievement of goals and objectives other than numerical goals;

(e) The duration of the plan, this may not be shorter than one year or longer than five years;

(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;

(g) The internal procedures to resolve any dispute about the interpretation or implementation of the plan;

(h) The persons in the workforce, including senior managers, responsible for monitoring and implementing the plan; and

(i) Any other prescribed matter.

**UCT EMPLOYMENT EQUITY PLAN (Section 20)**

**Employer Details**

Trade name: University of Cape Town

DTI Registration name

PAYE/SARS No: 7870704204

EE Ref No: 806909

Industry/Sector: Higher Education

Province: Western Cape

Tel No: (021) 650 2173

Fax No: (021) 650 5100

Postal address: University of Cape Town, Office of the Vice-Chancellor, Bremner Building, Lovers Walk, Lower Campus, Rondebosch, Cape Town, 8001.

Physical address: Same as above

Province: Western Cape

Name & Surname of the CEO/Accounting Officer: Professor Mamokgethi Phakeng

Email address: vc@uct.ac.za

**TABLE OF CONTENTS**

## 1.  INTRODUCTION

Achieving an equitable staffing profile is a core objective of the University's Vision2030 strategy. The approach to this aspect of transformation is set out in the UCT Employment Equity (EE) Policy, which came into force in March 2021:

"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

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 of Cape Town (UCT) 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 that aim to eliminate these barriers.

It is important for the University to share with Department of Employment and Labour (DoEL) that the 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.

This is demonstrated through the strategies for

1.   The acceleration of the transformation of academia (ATAP)
2.   The development of the Next Generation of the Professoriate (NGP)
3.   The focus on the New Generation of Academics Programme (nGAP)
4.   Emerging Researchers  (ERP)
5.   The Integration of Talent Management
6.   Dismantling Racism
7.   Inclusivity Strategy through a validated scale of Inclusion (IS)
8.   Broadening Black Economic Empowerment
9.   Talent Development
10.  The Built Environment (place and space)
11.  The transformation of the Executive Team (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 for Transformation, Line managers / Heads of Departments, Functional Units, Employment Equity Chairs and the Transformation Chairs, and the Employment Equity representatives, assisted by organised labour. Together with their committees, the programmes are implemented and monitored and reported on at the committee meetings. An annual report for these strategic areas is collated and analysed each year t o assess where further effort needs to be concentrated.

The above information is shared with you to provide a broader context as to how employment equity is supported and responded to by UCT.

In the section that follows, a description of the methodology deployed for the non-numerical targets. Methodology for Non-Numerical Targets Questionnaire and Focus Groups.

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

The response from the Department of Employment and Labour received in April 2022, indicated that there was concern regarding the response rate of 20% for a population of 6905. The Deputy General indicated that whilst statistically 20% of the population was credible and a valid population segment from which to draw generalizations, the Deputy General's concerns were focused on 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 was identified as a barrier.

To comply with the Deputy General's finding of a low response rate and lack of awareness, the university administered another questionnaire tool once again.

To increase and strongly encourage the completion of the questionnaire, the university staff, focused on attracting participation from the whole university staff complement from across the demographic an d occupational levels who had not participated in the survey previously. Direct engagement with line managers, the executive teams, heads of department, ground staff worked hard to raise awareness and request participation and completion of either the electronic and physical questionnaires and focus groups. Through this second concerted effort the initial participation rate increased from 26% (i.e., 20% plus 6% focus groups) to a total minimum participation rate of 39% (able to produce evidence).

Questionnaire and Focus Group Design

The questionnaire was also 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 an opportunity to read the policy before completing the questions. They also were alerted to training workshops that are conducted by the university - particularly when they selected the response category "I don't know."

In terms of Focus Group design, the data from the questionnaire was used to guide four focus group discussion that centred on employment equity; gender diversity; management and advancement. These focus groups complemented the findings of the qualitative questionnaire, and lead 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, 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.

**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

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 |
|---|---|---|
| **YEAR 1** | By December 2022 | • To implement the new EE Plan by ensuring that accountability for achievement of EE Goals and Targets are embedded in senior managers performance agreements.<br><br>• 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.<br><br>• To develop and implement an anti-racism policy.<br><br>• To train Chairs of selection committees on Employment Equity policies and procedures.<br><br>• 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.<br><br>• To implement EE/ transformation / inclusivity strategies and plans at Unit (Cluster/ Faculty/ Department) Level.<br><br>• To create a culture of care and trust and prioritize staff mental, physical, and emotional wellness as a business imperative. |
| **YEAR 2** | By December 2023 | • Communication and clarification of remuneration and reward strategies.<br><br>• 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.<br><br>• Conduct a follow-up Inclusivity Survey to measure impact and progress made since 2019, and adjust the Inclusivity strategy, where necessary.<br><br>• Implementation of aspects of the talent management framework within UCT, with a focus on performance management and career progression<br><br>• To sensitize staff about diversity matters through raising awareness of provisioning of training.<br><br>• Implement the disability policy at Unit level by raising |

| TIMEFRAMES (e.g.) | | OBJECTIVES |
|---|---|---|
| | | • awareness of the policy, encouraging self-disclosure, and reasonably accommodating staff |
| | | • To encourage line managers to familiarize themselves with the new EE-related staff policies. |
| | | • To create a culture of care and trust and prioritize staff mental, physical, and emotional wellness as a business imperative. |
| **YEAR 3** | By December 2024 | • Communicate and raise awareness of revised remuneration and reward strategies for staff to know and better understand them. |
| | | • To continue to implement the staff growth and equitable career progression elements of the talent management framework, specifically for professional administrative support staff. |
| | | • Audit policies and practices for EE compliance. |
| | | • To continue with the implementation of Unit transformation plans and inclusivity strategies. |
| | | • To engage staff on matters affecting them with the aim of ensuring continuous improvement. |
| | | • To create a culture of care and trust and prioritize staff mental, physical, and emotional wellness as a business imperative. |
| **YEAR 4** | By December 2025 | • Implement revised reward and recognition strategies. |
| | | • To engage staff on matters affecting them with the aim of ensuring continuous improvement. |
| | | • To create a culture of care and trust and prioritize staff mental, physical, and emotional wellness as a business imperative. |
| | | • Monitor and Evaluate progress against EE Targets and review and revise strategy if necessary |
| | | • Preparation for and commencement of the next EE Planning cycle. |
| **YEAR 5** | By December 2026 | • To identify new EE Barrier Analysis |
| | | • To consult stakeholders on the new EE Plan |
| | | • To close-out the old EE Plan |

## 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 time- frames 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 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 constrains 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 conducted in July 2022 to confirm, verify, and expand upon the above findings which showed strong alignment with at last 15 of the key constraints identified and explored 9 additional components within the department of employment and labour's barrier analysis categories. Disciplinary measures were added as a barrier and affirmative action measures expanded in the focus group discussions provided further input on the proposed affirmative action 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 | | | √ | **Selection committees do not implement EE consistently:** 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 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 | | √ | √ | **Improvements are required in the implementation of the UCT EE Policy:** 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 |

| 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 | |
| | | | | 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. | line with the annual cycle of Executive performance review.<br><br>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. | 01 July 2022 | 30 June 2023 | |
| | | | | | The connection between employment equity & 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 | 17 January 2022 | 31 December 2026 | Unit leadership in consultation with EE Committees and Transformation committees |

| CATEGORIES | 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** | |

*(header spans: "BARRIERS AND AFFIRMATIVE ACTION MEASURES")*

| CATEGORIES | POLICY | PROCEDURE | PRACTICE | BARRIERS | AFFIRMATIVE ACTION MEASURES | START DATE | END DATE | RESPONSIBILITY |
|---|---|---|---|---|---|---|---|---|
| | | | | | well as university-wide communication about progress in improvement against the Transformation Benchmarks, will be important in addressing this barrier. | | | |
| Remuneration and benefits | | √ | | **Lack of clarity on remuneration and benefits:** 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. | 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.<br><br>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. | Underway<br><br>May 2024 | April 2023<br><br>April 2025 | Accountable: Chief Operations Officer and Executive Director, HR Responsible: Director: HR: Staff well-being and rewards |

| 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** | |
| 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<br><br>01 October 2022 | 31 December 2023<br><br>31 December 2026 | Accountability: Deputy Vice-Chancellor for Transformation, Student Affairs and Social Responsiveness Responsibility: Director, OIC |
| Training and development | | | √ | **Staff not provided with the required training and development** 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 | √ | √ | √ | **Inadequate training of line managers:** 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: |

| 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** | |
| | | | | 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 | √ | √ | √ | **Employees do not have an equal chance to be promoted:** 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 | | | | | | |
|---|---|---|---|---|---|---|---|
| | **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** | |
| Retention of designated groups | √ | √ | | **Lack of equitable career progression for PASS staff:** 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 & competencies within a reasonable time, to enable them to compete for internal vacancies, & 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 & are not advertised in ways that effectively reach potential applicants from designated groups. | Introduction and implementation of new Talent Management Framework. UCT is committed to introducing and applying a new Talent Management Framework *(i.e., includes Talent attraction, talent acquisition, talent engagement, growth, development and advancement, and reward and recognition)* 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. | 01/02/2022   31/12/2023 | Accountable: Chief Operations Officer and Executive Director, HR<br><br>Responsible: Director: HR: Organization Development and Effectiveness |

| CATEGORIES | 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 | |
| Corporate culture | √ | √ | √ | **Persistence of prejudice across the university** in terms of race, ethnicity, gender, and sexual orientation | Approval of new Anti-racism policy by Council and introduction and application of the policies, including procedures for addressing racial discrimination and harassment. | Underway | 01 April 2022 (Done) | Accountability: DVC for Transformation, Student Affairs and Social Responsiveness |
| | | | | | Finalisation and approval of the Gender Equity Policy | Underway | 30 November 2023 | Responsibility: Director, OIC |
| | | | | | 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. | Underway | 30 November 2022 | |
| | | | | | | 17 January 2022 | 30 June 2022 (Complete) | |

| 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 | |
| Reasonable accommodation | | √ | √ | **Inadequate accommodation and support for people with disabilities:** 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<br><br>17 January 2022 | 31 Dec 2026<br><br>31 December 2022 | 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 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 the light of the Director-General's recommendations relating to senior management and foreign national which 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 |
| TOTAL PERMANENT | 777 | 730 | 101 | 551 | 1091 | 1409 | 195 | 856 | 335 | 269 | 6314 |
| Temporary employees | 45 | 46 | 7 | 68 | 88 | 104 | 26 | 125 | 37 | 45 | 591 |
| **GRAND TOTAL** | 822 | 776 | 108 | 619 | 1179 | 1513 | 221 | 981 | 372 | 314 | 6905 |

**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 |
| TOTAL PERMANENT | 3 | 9 | 1 | 11 | 7 | 18 | 2 | 24 | 8 | 4 | 87 |
| Temporary employees | | 1 | | 1 | 1 | | | 1 | | 1 | 5 |
| **GRAND TOTAL** | 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:          ………01/01/2022……..              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 |
| TOTAL PERMANENT | 941 | 941 | 104 | 537 | 1166 | 1285 | 191 | 779 | 248 | 211 | 6403 |
| Temporary employees | 45 | 46 | 7 | 68 | 88 | 104 | 26 | 125 | 37 | 45 | 591 |
| **GRAND TOTAL** | 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 |
| TOTAL PERMANENT | 13 | 19 | 1 | 11 | 17 | 28 | 2 | 24 | 8 | 4 | 127 |
| Temporary employees | | | | | | | | | | | |
| **GRAND TOTAL** | 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**.

| Numerical targets: Year 1 |
|---|

| 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 |
| TOTAL PERMANENT | 868 | 834 | 100 | 530 | 1151 | 1395 | 195 | 836 | 272 | 224 | 6405 |
| Temporary employees | 45 | 46 | 7 | 68 | 88 | 104 | 26 | 125 | 37 | 45 | 591 |
| **GRAND TOTAL** | 913 | 880 | 107 | 598 | 1239 | 1499 | 221 | 961 | 309 | 269 | 6996 |

**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 |
| TOTAL PERMANENT | 5 | 11 | 1 | 11 | 9 | 20 | 2 | 24 | 8 | 4 | 95 |
| Temporary employees | | | | | | | | | | | |
| **GRAND TOTAL** | 5 | 11 | 1 | 11 | 9 | 20 | 2 | 24 | 8 | 4 | 95 |

**Numerical targets: Year 2**

| Start date: | ……01/01/2023……..…….. | End date: ………31/12/2023…………..… |
|---|---|---|
| | DD / MM / YYYY | 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 |
| TOTAL PERMANENT | 884 | 858 | 100 | 536 | 1154 | 1362 | 192 | 821 | 266 | 220 | 6393 |
| Temporary employees | 45 | 46 | 7 | 68 | 88 | 104 | 26 | 125 | 37 | 45 | 591 |
| **GRAND TOTAL** | 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 |
| TOTAL PERMANENT | 7 | 13 | 1 | 11 | 11 | 22 | 2 | 24 | 8 | 4 | 103 |
| Temporary employees | | | | | | | | | | | |
| **GRAND TOTAL** | 7 | 13 | 1 | 11 | 11 | 22 | 2 | 24 | 8 | 4 | 103 |

| **Numerical targets: Year 3** |
|---|

| Start date:        ……01/01/2024……....….. | End date: ………31/12/2024…………..… |
|---|---|
| DD / MM / YYYY | 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 |
| TOTAL PERMANENT | 904 | 887 | 101 | 534 | 1152 | 1331 | 195 | 810 | 262 | 217 | 6393 |
| Temporary employees | 45 | 46 | 7 | 68 | 88 | 104 | 26 | 125 | 37 | 45 | 591 |
| **GRAND TOTAL** | 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 |
| TOTAL PERMANENT | 9 | 15 | 1 | 11 | 13 | 24 | 2 | 24 | 8 | 4 | 111 |
| Temporary employees | | | | | | | | | | | |
| **GRAND TOTAL** | 9 | 15 | 1 | 11 | 13 | 24 | 2 | 24 | 8 | 4 | 111 |

**Numerical targets: Year 4**

| Start date: | ……01/01/2025…….…….. | End date: ………31/12/2025…………..… |
|---|---|---|
| | DD / MM / YYYY | 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 |
| TOTAL PERMANENT | 914 | 922 | 102 | 538 | 1155 | 1306 | 193 | 797 | 254 | 215 | 6396 |
| Temporary employees | 45 | 46 | 7 | 68 | 88 | 104 | 26 | 125 | 37 | 45 | 591 |
| **GRAND TOTAL** | 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 |
| TOTAL PERMANENT | 11 | 17 | 1 | 11 | 15 | 26 | 2 | 24 | 8 | 4 | 119 |
| Temporary employees | | | | | | | | | | | |
| GRAND TOTAL | 11 | 17 | 1 | 11 | 15 | 26 | 2 | 24 | 8 | 4 | 119 |

**Strategies to be implemented to achieve the intended goals are:**

The Transformation Framework outlines the six strategies employed by the university to achieve transformation, namely, place and space, student, and staff access, owning our African identity, community engagement, institutional responsiveness to discrimination and harassment, and curriculum support.

Specific employment equity strategies include:
- Executive Transformation Initiative: succession planning and space creation project
- Accelerated Transformation of the Academic Programme
- Transformative Academic development programmes, include NGAP, NGP and ERP
- Bridging funding to appoint, primarily, black academics to unbudgeted roles provided
- Affirmative Action measures, such as,
    - Communication, advocacy, and awareness,
    - Recruitment and selection,
    - Development and promotion; and
    - Measurement.

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

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

| STAKEHOLDER | ROLE/RESPONSIBILITY | FREQUENCY |
|---|---|---|
| Council, University HR Council, Institutional Forum | ▪ To ensure good corporate governance in terms of assessment of EE Act compliance risk exposure, monitors and evaluates progress | ▪ Annually |
| Vice-Chancellor (VC), Deputy Vice-Chancellor (DVC) Transformation | ▪ As fiduciaries, duty of care and duty of loyalty as it pertains to EE Act compliance, monitors, and evaluates progress. | ▪ Quarterly |
| EE Manager, Deputy Vice-Chancellors, Chief Operations Officer, Deans, Executive Directors, Heads of Departments, EE Forum, EE Committee and Transformation Committee members | ▪ To ensure implementation of EE Plan goals and objectives, statutory reporting, communication, advocacy and awareness, consultation, monitoring and evaluation | ▪ Quarterly |
| Employees and EE Representatives | ▪ Consult, engage and give feedback to Heads of Departments, Deans / Executive Directors, Transformation Committees and EE Forum | ▪ Ongoing |

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.

28

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
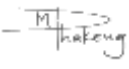- Faculty and Department Transformation Chairperson and members

| NAME | Representative | Occupational Level | Race | Gender | Foreign National |
|------|----------------|--------------------|------|--------|------------------|
| 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 |

| NAME | Representative | Occupational Level | Race | Gender | Foreign National |
|---|---|---|---|---|---|
| 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 |
| 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 |

| NAME | Representative | Occupational Level | Race | Gender | Foreign National |
|---|---|---|---|---|---|
| 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**

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**Chief Executive Officer/Accounting Officer**

I Professor Mamokgethi Phakeng - - - - - - - - - - - - - - - - - - - - - - (full Name) CEO/Accounting Officer of

Vice-Chancellor of the University of Cape Town _____

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

Signed on this ____5____ day of _____October_____ year_____2022_____

At place: ___Rondebosch_____

- - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - - -
Chief Executive Officer /Accounting Officer

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