



GUIDE FOR EMPLOYMENT EQUITY COMPLIANCE IN THE PUBLIC SERVICE

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the dpsa

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1. Introduction

The Employment Equity Act 55 of 1998 (EEA) brought about the creation of a workplace that is diverse in nature and promotes equality and the protection of human rights and dignity of each employee, that is; a workplace that takes into consideration the interests and differences of all employees, creating an environment that allows them to reach for their full potential for the social and economic benefit of the country.

The aim of the EEA is to achieve equity and equality in the workplace by promoting equal opportunities, fair and just treatment in employment practices through the elimination of unfair discrimination, by implementing affirmative action measures and by removing barriers to access in order to redress the disadvantages experienced by historically designated groups, in order to ensure their equitable representation in all occupational categories and on all decision-making levels in the workplace. As a result, many South African organisations, including government departments, are targeting individuals from designated groups in order to improve representation in the workplace.

Employment equity (EE) initiatives need to be complemented with best people management tools such as the effective management of diversity, revision of the organisational culture and other human relations interventions. This is important to provide an organisational context that will not only focus on numbers, but will also be complemented with the ideal organisational climate and initiatives to bring about the envisaged results.

It remains explicit that although the enactment of the Constitution managed to eliminate most overt discriminatory employment practices, covert pockets of discriminatory practices may still be experienced in the public service workplace owing to historical reasons. Hence, aggressive strategies must be introduced to fast-track the objectives of the Constitution in the shortest period possible.

2. Objectives

The Guide for Employment Equity Compliance in the Public Service is intended to serve as a tool to guide government departments in the implementation of EEA. Furthermore, this guide is intended to provide direction for departments in order to ensure that the employment Equity targets set for the Public Service are met.

3. Vision and Mission

The mission is to bring together the aims of the four strategic focus areas, which are to create a non-sexist, non-racist, inclusive and equitable public service. The vision therefore is simply to create a public service governed by equality and equity

4. Definition of Employment Equity Compliance

The EEA, Act 55 of 1998, imposes a duty on employers not only to eliminate discrimination in the workplace but also to promote the constitutional right of equality and economic development and efficiency in the workforce.

EE compliance in this context simply refers to taking the required and necessary steps to ensure that all prescripts of the EEA are implemented and sustained in the public service workplace.

This guiding framework aims to promote strategies and mechanisms to be used for the successful implementation of the EEA. The dpsa, in collaboration with the Department of Labour, aims to facilitate the effective implementation of the Act in the public service.

4.1 LEGAL FRAMEWORK FOR EMPLOYMENT EQUITY COMPLIANCE IN THE PUBLIC SERVICE

Table1

LEGAL FRAMEWORK FOR DIVERSITY MANAGEMENT IN THE PUBLIC SERVICE					
The Constitution of the RSA, Act 108 of 1996	Employment Equity Act, 55 of 1998 and Skills Development Act, 1998	Labour Relations Act, 66 of 1998	Promotion of Equality and Prevention of Unfair Discrimination Act, 4 of 2000	Public Service Act, 1994 as amended and Regulations	Basic Conditions of Employment Act, 1997 and Occupational Health and Safety Act, 1997
STRATEGIC FRAMEWORKS FOR EMPLOYMENT EQUITY COMPLIANCE IN THE PUBLIC SERVICE					
White Paper on the Transformation of the Public Service, 1995	White Paper on Affirmative Action in the Public Service, 1998 and Code of	White Paper on Integrated National Disability Strategy, 2001	The South African National Policy Framework for Women's	Code of Good Practice: Employment of People with Disabilities, 2002 and Technical	The Draft National Action Plan for Women's Empowerment and Gender Equality 2005-2015 and The

	Good Practice on EE		Empowerment and Gender Equality	Assistance Guidelines, 2003 and The JobAccess	Gender Equality Strategic Framework For the Public Service
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ECONOMIC AND SOCIAL POLICY FRAMEWORK AND PROGRAMMES

Presidential Pronouncements and Budget Speech	IDPs	Medium-term Strategy Framework	National Spatial Development Strategies	Provincial Growth and Development Strategies
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INTERNATIONAL INSTRUMENTS UNDERPINNING TRANSFORMATION IN THE PUBLIC SERVICE

- International Convention on the Elimination of all Forms of Racial Discrimination
- World Programme of Action on Youth
- African Youth Charter
- International Labour Conventions
- United Nations Convention on the Rights of People with Disabilities
- Convention on the Elimination of All Forms of Discrimination Against Women
- The Beijing Declaration and its Platform for Action, 1995
- United Nations Millennium Declaration and its Development Goals
- AU Heads of States Solemn Declaration on Gender Equality in Africa
- Optional Protocol to the African Charter on Human and People's Rights on the Rights of Women in Africa
- SADC Heads of States Declaration on Gender and Development and its Addendum on the Prevention and Eradication of Violence against Women and Children
- The Commonwealth Plan of Action on Gender Equality 2005-2015
- The International Convention on Population Development

As depicted in Table 1 above, the legal and policy framework for EE compliance is founded on the Constitutional imperatives that provide the legal and policy principles to improve the employment prospects of previously disadvantaged groups. It further provides a conceptual framework that promotes transformation in the public service, as well as the social and economic policy framework that drives the government's transformation agenda.



The Guide for EE Compliance in the public service has a reciprocal relationship with the following documents:

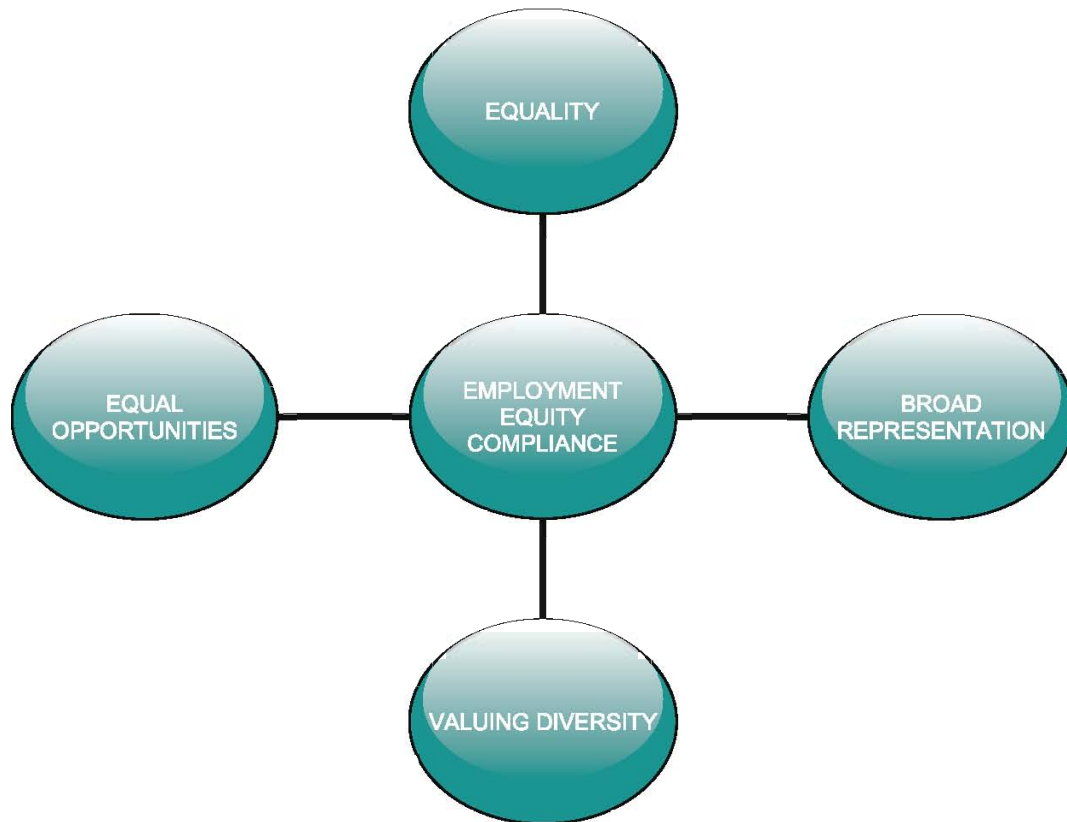
- The Job Access Strategic Framework on the Recruitment, Employment and Retention of Persons with Disabilities in the Public Service work place, 2009
- Gender Equality Strategic Framework in the Public Service work place, 2008
- Youth Development Strategic Framework in the Public Service

5. The Rationale

The Guide for EE Compliance is based on four key elements representing the critical pillars for employment equity, viz. equality, broad representation, valuing diversity and equal opportunities. These elements require close scrutiny by the organisational leadership if the implementation of EE is to be a success. The guide also identifies a critical set of initiatives to be undertaken by the EE practitioners in fulfilling their roles and carrying out their responsibilities. EE compliance initiatives in the public service embrace equality and broad representation of the country's workforce. The pillars are conceived to meet national transformation goals and legal mandates, and even to give the public service a competitive advantage in affairs of equity in the workplace.

6. Employment Equity Compliance Process Model

Figure 1
The Process Model



To ensure that the positive objectives of EE are achieved in the workplace, key interdependent and cross cutting elements which include that everyone in the workplace operates on an equal footing, in a healthier workplace environment are applied. Employment equity compliance is the most crucial aspect to achieve the desired transformation to a non-sexist, non-racial, inclusive public service characterised by equality, broad representation, the valuing of diversity and equal opportunities. Figure 1 is a schematic representation of the employment equity process model.



6.1 Brief Discussion of Each Principle

6.1.1 Equality

Equality is the founding principle upon which the current constitutional dispensation of the country is built. It is central to the bill of rights in which it is included as the first substantive right. As a theme to be pursued in the building of a democratic and just society, equality is a concept that needs to be scrutinised in order to establish a common ground of understanding among all stakeholders.

In general terms, equality is a broad term that invokes the concepts of impartiality, equitability, equity, fairness and justice. Both formal and substantive equality are embodied in the concept of equality as enshrined in the Constitution. In South Africa, the repeal of discriminatory legislation has created the formal condition for equality for all South Africans. Repeal in itself however has not created the substantive conditions of real equality because of the deep systemic roots of inequality inherited from the past.

In this context, the public service should be characterised by parity whereby all employees, irrespective of their race, ethnic group, gender, nature of ability and age, are equitably enabled to unleash their potential and maximise their capacity. It is paramount therefore for government departments to establish programmes aimed at addressing entrenched discriminatory attitudes that serve to defeat the affirmative purpose of equality within the workplace.

6.1.2 Broad Representation

Broad representation refers to the ideal of attaining and maintaining a public service that is marked by the principles of inclusiveness, diversity, responsiveness and equality, which are reflected in the following:

- Culture of the organisation
- Composition of the organisation
- Human resource management
- Service delivery.

Although the constitution does not give a definite meaning of broad representation other than pointing to the need to correct historic imbalances in representation, the White Paper on the Transformation of the Public Service, 1995, defines the beneficiaries of this form of corrective action as persons with disabilities, women and black people, and by virtue of their democratic rights, the youth as well. Women, especially black women, and people with disabilities are under-represented at decision-making levels in the public service, where the total organisational

structure is still dominated by males. Broad representation can only be achieved if all members of the South African population are included in the workplace, equitably at all levels.

6.1.3 Valuing Diversity

Central to the success of EE is the concept of valuing diversity. Valuing diversity embraces the differences and similarities of people from different walks of life in the workplace and enhances such dynamics to the benefit of individuals and organisations. It creates an environment in the workplace that is conducive to and healthy for the implementation of EE. Valuing diversity acknowledges the differences and similarities recognised by the EEA and sets processes in motion to make such dynamics work for a better life for all.

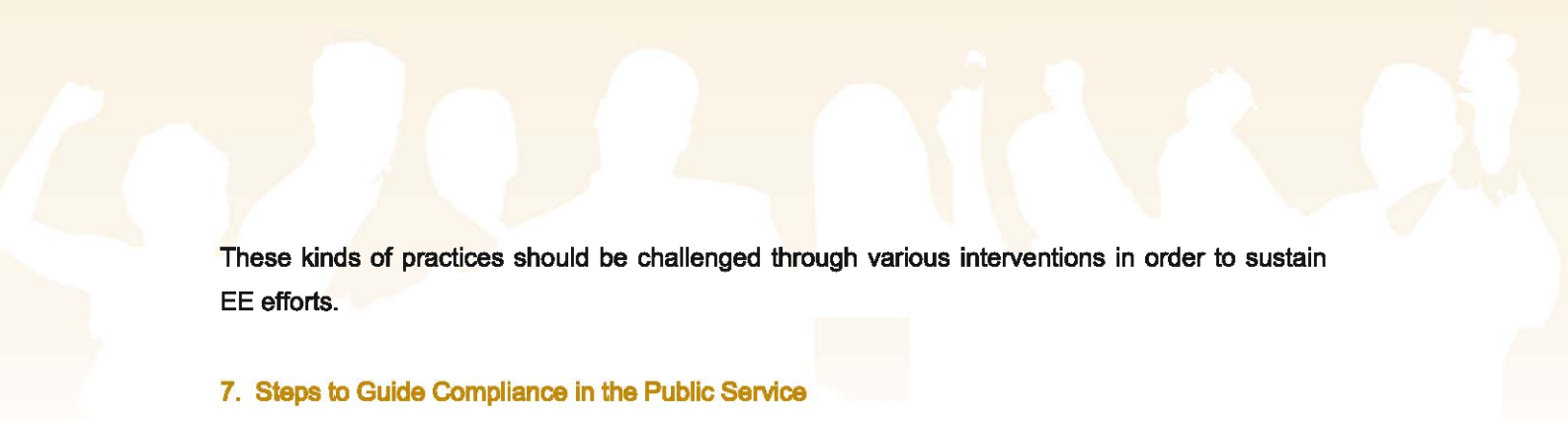
The time has come when diversity should be recognised for the profitable purpose it intends to serve. It is time that the issue of workplace diversity is not merely perceived as an item of political mandate or political correctness but rather as affording a competitive advantage for the public service to unleash the potential for excellence among all workers by providing them with the relevant resource and conducive environment. Valuing diversity emphasizes awareness, recognition, understanding and appreciation of human differences and their similarities, creating an environment in which everyone feels valued and accepted.

It is paramount that human resource development programmes for management should be put in place within the public service that intend to improve interpersonal relationships among diverse employees as well as to establish interventions aimed at eradicating blatant expressions of sexism, racism and age-related discriminatory attitudes. It is critical that government departments should conduct organisational climate surveys (entropy) focused on attitudes and perceptions of employees more frequently in order to track workplace diversity progress and to ensure the fruitful implementation of EE.

6.1.4 Equal Opportunities

Equal opportunities is a principle enshrined within the ideal of a representative public service to ensure equal employment prospects for the equal enjoyment of rights, opportunities, benefits and access in the workplace. It is thus a tool to eradicate discrimination and unfairness in the workplace in pursuit of the goal of a representative Public Service.

Although the Constitution has managed to deal with the obvious forms of workplace discrimination, the challenge remains to address the subtle forms of discrimination that tend to become part of the organisational culture, forming part of the entrenched hidden practices that invisibly drive the life of the organisation. Such practices and behaviour usually become the norm.



These kinds of practices should be challenged through various interventions in order to sustain EE efforts.

7. Steps to Guide Compliance in the Public Service

As a way of ensuring and enhancing compliance with the EEA, a process based on several steps is recommended that government departments should follow:

Step 1: Assigning EE Compliance to a Designated Senior Manager

One or more senior managers should be assigned the responsibility of ensuring the implementation of the EEA. As stipulated in the Act, the assigned manager should:

- Be a permanent employee
- Report directly to the HOD
- Have key employment equity outcomes incorporated into her/his performance contract. (Actually, all managers should have key employment equity outcomes incorporated into performance contracts). The assigned senior manager should see to that

Over and above the talents and skills required to do the job, assigned senior manager should have the following at her/his disposal:

- The necessary authority/mandate
- An appropriate budget
- Access to other required resources.

Step 2: Conducting Communication and Consultations

This step incorporates processes of communicating the EE programme of the department to all employees, raising awareness and concretising these issues among staff members. Consultations should be conducted to ensure that the human resources (HR) plan of the department is aligned to the EE plan or programme.

Step 3: Aligning the HR Plan to the EE Programme

It is paramount that the HR plan of the department should be aligned with the EE intentions of the department. The assigned EE manager will have to ensure that the department's HR plan addresses the issues of how recruitment will be conducted in order to reach the targets and what retention strategies will be employed to ensure that the targets achieved are sustained.

Step 4: Focusing on the Set Numeric Targets

The success of every organisation depends on its ability to set clear, well-defined and realisable goals. Numeric targets are set as milestones to direct the process of achieving representation in

the public service. In order that employers can achieve representation in the workplace, the EEA of 1998 requires that the employer should set numeric targets according to the country's demographics. This however should not overshadow the principle of giving prior preference to people from designated groups. A province that is predominantly inhabited by black people or one that is mainly populated by white people, for example, should not be unrepresentative of other groups from the previously disadvantaged community on the basis that such groups are not found in the area.

The public service was given a mandate to reach a 50% target for women in Senior Management Services (SMS) by March 2009, a 2% target for people with disabilities.

Government departments need to take these imperative goals seriously and work towards achieving them. In this regard, policies such as the White Paper on the Transformation of the Public Service, the JobAccess, the Gender Equality Framework and the Youth Development Framework should be given due consideration.


Step 5: Drawing up the EE Plan to Direct the Achievement of the Targets

Planning is the stepping stone of every project aimed at success. After setting a goal to achieve 50% representation of women in the SMS, 2% of people with disabilities across all levels while sustaining the achieved target for blacks, departments will have to draw up a plan indicating how this will be achieved. A clear action plan outlining the **tasks** that are going to be performed, **how** such tasks will be performed, **who** should perform those tasks and **by when** the tasks will be performed is required to guide the process. This part of the fifth step bridges the gap attributable to inefficiency and ineffectiveness caused by lack of role clarity and the duplication of tasks, thus enabling employees to work more cost-effectively.

It is critical at this stage that the EE plan should be in line with the HR plan in the department. It should be clearly stated as to how the advertisement for a vacant post will be administered to reach the designated groups, how the whole recruitment process will be centralised to achieve EE targets and how these targets will be retained, what promotion mechanisms will be employed to ensure the achievement of targets and what training and development will be conducted to empower people from the designated groups.

Step 6: Creating an Enabling Environment for the Implementation of the Plan

Employment equity initiatives were mostly unsuccessful because of the one-sidedness of the focus that was on "just the numbers". To complement the numbers set, an appropriate, healthy



and enabling environment should be created where employees from diverse backgrounds in the public service can strive for excellence and perform to the best of their abilities.

Several barriers that hinder progress of transformation to achieve equity are still in existence. The discriminatory attitudes emanating from the past are characterised by seclusion, cultural, racial and other forms of stereotyping, lack of self-confidence among individuals and lack of skills. These and other challenges can be met by the implementation of diversity interventions, developmental programmes and informal self-development strategies through which people cultivate a life of learning to acquire new knowledge, especially because the world of work today is knowledge-based. Such interventions allow people to learn more about themselves and others and indicate how they could use their differences and similarities to their advantage and eventually to the benefit of organisations. Training should be provided to all managers implementing the plan.

Step 7: Implementing the Plan

This is a “hands-on” phase. Government departments need to put in place programmes and initiatives aimed at achieving the set targets. Some of the programmes to be considered may include the serious consideration of promoting qualified and capable women, more especially young women, into the SMS; interim arrangements to recruit only women into vacancies at the SMS; the creation of a database for women in middle management who can make a difference and who are eligible for future promotion (this can be motivational and can serve as a retention strategy); special programmes for recruiting people with disabilities; collaborating with organisations for people with disabilities and establishing fruitful mentorship programmes for further development of young people, women and people with disabilities.

The recruitment strategies aimed at engaging the targeted groups should be implemented as stated in the HR plan. Opportunities to attend training courses such as Women in Management should be made available to women at Middle Management Services (MMS) as mentoring tools with the aim of advancing them to SMS. Reasonable accommodation such as making assistive devices available and ease of access into the workplace should be ensured for people with disabilities.

Step 8: Monitoring and Evaluating Implementation

A post-plan analysis should be conducted that will reflect the success or failure of an undertaking. Such a post-plan assists to determine whether the plan is succeeding or not. If the plan is successful, then it should be established how the standard operating procedures that have been put in place can be sustained and further enhanced and what lessons were learned from such

encounters. If the plan is unsuccessful, reasons should be determined and corrective measures should be taken and lessons should be drawn from those.

Departments should establish mechanisms to hold accountable those responsible for the workload. That is, heads of departments (HODs) should ensure that all resources required are available for the implementers to carry out the work and implementers should do everything possible to make the plan a success.

It is critical at this stage to ensure proper record-keeping for purposes of future reference. This should be done with the intention to eliminate situations where there is no point of reference for new appointees involved in the process.

Step 9: Reporting

Both internal and external lines of reporting should be used to ensure compliance. While the implementers are responsible and accountable to their respective directors' general/HODs in terms of reporting progress on departments' EE programmes, the HODs are answerable to the Department of Labour (the EE custodian in the country) and the dpsa (the EE custodian in the public service). The dpsa uses the quarterly Steering Committee Meeting mechanism to create a platform for departments to report on EE, while an annual EE workshop was also proposed by departments during the 2007 EE Workshop to be a vehicle for reporting as well as for other interventions. This is an ideal platform for EE reporting in the Public Service.

If all the steps are properly followed and implemented, reporting to the Department of Labour and the DPSA should not be an inconvenience. Based on this process, a coherent and satisfactory report should be compiled providing information on what a given department did to achieve the set EE targets, and if the required objectives were not reached, what was the obstacle and how should it be removed.

8. Key Process Initiatives to Ensure Implementation of the Guide for EE Compliance

Cutting across the implementation of the guide for EE compliance is the process described in the revised Human Resource Development Strategy. Thus, a fruitful implementation of this guide will take into consideration these process pillars of action, which have an impact on all HR functions within the public service. The implementation of the framework is an attempt to address the 'how' of EE compliance.



The four process pillars of the Human Resource Development Strategy that give effect to the Guide for EE Compliance are:

- Capacity Development Initiatives
- Organisational Support System Initiatives
- Governance and Institutional Development Initiatives
- Economic Growth and Development Initiatives.

8.1 Capacity Development Initiatives for Targeted Groups

Capacity development refers to the approaches, strategies and mechanisms used to improve performance at individual, organisational, sector or broader system level. Such efforts include training and building programmes on skills and knowledge transfer for practitioners in the field of EE. Capacity is the ability and competence of line managers, as well as the EE staff at individual level, to render EE functions adhering to a common standard in order to ensure consistency and credibility of the programme. Empowerment and developmental programmes should be established in the workplace to capacitate people from the designated groups.

8.1.1 E-Database

- 1) The electronic database is one of the powerful tools implemented in this age for the purposes of learning and sharing best practices. This is one of the effective ways to build people's capacity in the workplace. Departments may need to develop or implement existing electronic databases that play a supporting role in the co-ordination of learning teams. Learning teams are informal teams formed by people who share expertise and a passion for finding joint solutions and those sharing their knowledge. Such a database will, for example, include the list of experts and participants. An exercise such as keeping the database for women in the MMS for promotion to SMS to reach the 50% target is a typical example of the effective use of databases.

The capacity development initiatives are set out below:

- Enhance competence levels of the EE practitioners.
- Improve capacity development of subsidiary functions to assist with EE promotion at organisational level.
- Establish an e- Employment Equity information system.

8.2 Organisational Support System Initiatives

Organisational support refers to those operational aspects of the organisation on which the management of EE depends. While these functions may not necessarily be direct functions or concerns of EE, they nevertheless need to operate effectively for EE to be a success. The cross-cutting nature of the EE portfolio enables all other work functions within the organisation to play their part to achieve this national goal effectively.

Organisational support to EE units should be optimised in government departments by improving work systems. The positioning and structure of the EE units should be such that they are enabled to operate effectively as the EEA stipulates. The senior manager responsible for EE must ensure the availability and accessibility of an integrated EE information-management system, adequate physical resources and facilities, appropriate financial support and the active mobilisation of management support.

The Organisational Support System Initiatives are the Following:

- Establish an appropriate organisational structure for EE.
- Ensure proper HR planning.
- Develop an integrated EE information-management system.
- Ensure financial support systems and efficient management thereof.
- Mobilise management support.

8.3 Governance and Institutional Development Initiatives

Governance initiatives refer to the manner in which race relations, affirmative action (AA), eradication of workplace harassment and special programmes (EE Fora) for EE in the public service need to be promoted, governed and supported. Governance here refers to the manner in which strategic leadership will be exercised in order to ensure the successful implementation of the EE Compliance Framework in the Public Service. Governance in this sense refers not only to the roles and obligations that will be undertaken by pivotal organisations in the public service but

also to the interventions that will be required to track progress, promote accountability, quality and integrity, and to assess impact.

Governance Initiatives for EE Compliance are as Follows:

- Establish an EE steering committee for the purposes of M and E among others.
- Ensure stakeholder commitment and development
- Develop the management of EE.
- Establish effective communication systems.

8.4 Economic Growth Development Initiatives

Economic growth and development initiatives endeavour to locate human capital considerations in the rightful place on the development agenda of government. The central concern is the manner in which capacity-development initiatives are aligned and integrated within projects, programme interventions and initiatives that promote economic growth and development. Interventions such as the advanced development programmes to advance and empower people from designated groups as offered by PALAMA should be consolidated and used by departments to empower the previously disadvantaged.

In its overall agenda, government seeks to build an economically vibrant state with due consideration of the need to address the many challenges that affect the welfare of its people, particularly people from previously disadvantaged groups. Among the most important national goals for the next decade remain the national priorities for the promotion of women, people with disabilities, the youth and blacks.

Economic Growth Initiatives Include:

- Establish interventions and programmes geared towards boosting employment levels and alleviating poverty.
- Enhance the skills base of the population to ensure economic development.
- Ensure responsiveness to millennium development goals.

9. Interventions to Promote Employment Equity Compliance

9.1 Diversity Programmes

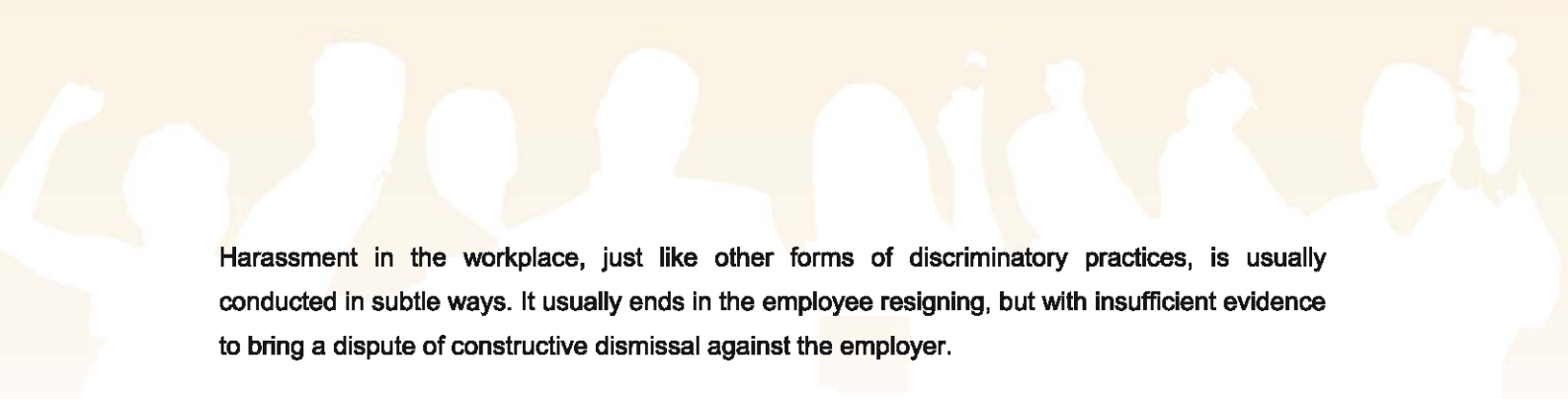
The EEA, in adherence to the obligations set by the Constitution, has contributed substantially to the eradication of discriminatory laws and several discriminatory practices in the workplace. Despite the positive aim of the EEA to eradicate all kinds of unfair discrimination, racial discrimination and other forms of discrimination remain entrenched problems in the South African society with deep social, political and institutional roots. In the workplace context a distinction is made between fair and unfair discrimination. The EEA urges every employer in South Africa to employ fair discrimination to provide people who were previously disadvantaged with opportunities in the workplace.

Diversity management and other educational programmes are necessary tools to mitigate the impact of the dreaded practices of discrimination in the workplace. Although such interventions cannot completely ameliorate the pervasive influence of racism and other discriminatory practices in our society, they can help make the workplace a less hostile, more accommodating and healthier setting for all its staff members. It is of paramount importance for the public service to establish programmes in which the various racial, cultural and gender groups constituting the total public service workforce, with specific focus on young people, are brought together in order to break down the racial walls established by the discriminatory attitudes and laws of the past.

Diverse groups - in terms of race, ethnicity, gender, age etc - need to engage more during diversity interventions in pursuit of mending the wounds created by the unfortunate past, thus creating a healthier and more productive environment. It is through such interventions that negative stereotypes and prejudices that keep harbouring entrenched feelings of hatred, anger and misunderstanding about the other group/individual are dealt with in great detail for developmental purposes.

9.2 Elimination of Harassment in the Workplace

Harassment refers to a wide spectrum of offensive behaviour in the workplace. It takes many forms and may include issues such as overloading people with work in the hope that they will fail and constantly criticising them unfairly regarding their work performance. Harassment can include the following aspects: misuse of power or position by a supervisor; victimisation; humiliating a person in front of others; any unfair treatment based on arbitrary grounds such as race (racial harassment), gender, age or disability; and also making unwelcome sexual advances, which constitute sexual harassment.



Harassment in the workplace, just like other forms of discriminatory practices, is usually conducted in subtle ways. It usually ends in the employee resigning, but with insufficient evidence to bring a dispute of constructive dismissal against the employer.

Government departments should put in place programmes to educate employees on their rights as employees and on the obligations of employers to protect their employees from unfair discriminatory practices. Such programmes should also aim to discourage all manner of behaviour that perpetuates harassment in the workplace. Policies must be put in place that addresses this particular form of discrimination.

9.3 Affirmative Action

The goal of AA in the public service is to bring about the creation of a representative and equitable public service and to build an environment that supports and empowers those who have historically been disadvantaged by unfair discrimination.

Principles guiding AA form the basis for ensuring the implementation of the EEA and must therefore be applied in the light of all efforts to transform the public service. They are:

- Integrating affirmative action programmes with other HR and development practices
- Promoting the development of more innovative work practices, which maximise productivity and increase customer responsiveness
- Focusing on interventions that optimise the public service's human and financial resources
- Communicating the purpose of AA policies and programmes to all public servants
- Maintaining transparency and accountability in AA practices
- Providing reasonable accommodation for all members of the target group
- Taking into account the relatively disadvantaged status of groups, their needs within the target group and the needs of the organisation.

Affirmative action measures are designed to ensure that suitably qualified people from designated groups have equal employment opportunities and are equitably represented in all occupational categories and on all levels in the workplace. Each employer is obligated to have an EE plan which will inform an Employment Equity Report.

9.4 Batho Pele Culture

It is critical to put in place more special programmes to harness the EE endeavour in the public service. There is a need to set the stage for transformation by reviewing the organisational culture of the public service, thus incorporating means and mechanisms of cultivating the Batho Pele

culture. Expressions based on Ubuntu (humanity) should form the basis, for example, of enhancing and consolidating the Batho Pele culture.

There is a need for Special programmes such as increasing promotion opportunities for people with disabilities, the youth, blacks and women - as the previously disadvantaged groups for harnessing EE. Developing family-friendly policies and empowerment strategies for the previously disadvantaged are attempts to ensure the success of EE in the public service workplace.

10. Promoting Successful Implementation of the Guide for EE Compliance

To achieve the transformation desired in the public service, it is critical to have a proper implementation plan for government departments. The dpsa is therefore attempting to put in place, promote and support the successful implementation of the EE Compliance Framework for the Public Service. Such efforts are manifested in the following:

- An annual implementation plan
- A quarterly monitoring and evaluation report on progress
- A proposed annual EE indaba to track process and identify gaps
- An annual performance progress report.

The DPSA will be working closely with the Department of Labour as the custodian for EE in the country at the level of reporting to ensure compliance by the public service.

11. Conclusion

The Guide for Employment Equity in the Public Service is a document seeking to provide direction and to ensure the implementation of the EEA. In order to use this guide effectively it is fundamental to use it in conjunction with the legislative framework and government's policy frameworks, both in strategic planning and resource allocation.

It is a generic guide intended to enable uniform implementation of the EEA. It is however vital to note that there is a need to formulate sectoral strategies and action plans that should be aligned to this guide. In cases where such interventions and plans exist, there would be a need for alignment and updating. The guide presents on a high level the need for a concerted effort to put in place capacitated employees and necessary resources to make EE a success

12. Acronyms

AA - Affirmative Action

EE - Employment Equity

EEA - Employment Equity Act

MMS - Middle Management Services

SMS - Senior Management Services

WPTPS – White Paper on the Transformation of the Public Service

13. Glossary of Terms

Black is a generic term that refers to African, Coloured and Indian people.

Broad representation refers to the achievement of a public service that is inclusive of all historically disadvantaged groups in a manner that represents the make-up of the population in all occupation classes and on all post levels in the public service.

Disadvantaged groups/historically disadvantaged groups refer to those groups identified as having been unfairly discriminated against on the basis of past legislation, policies, prejudice and stereotyping.

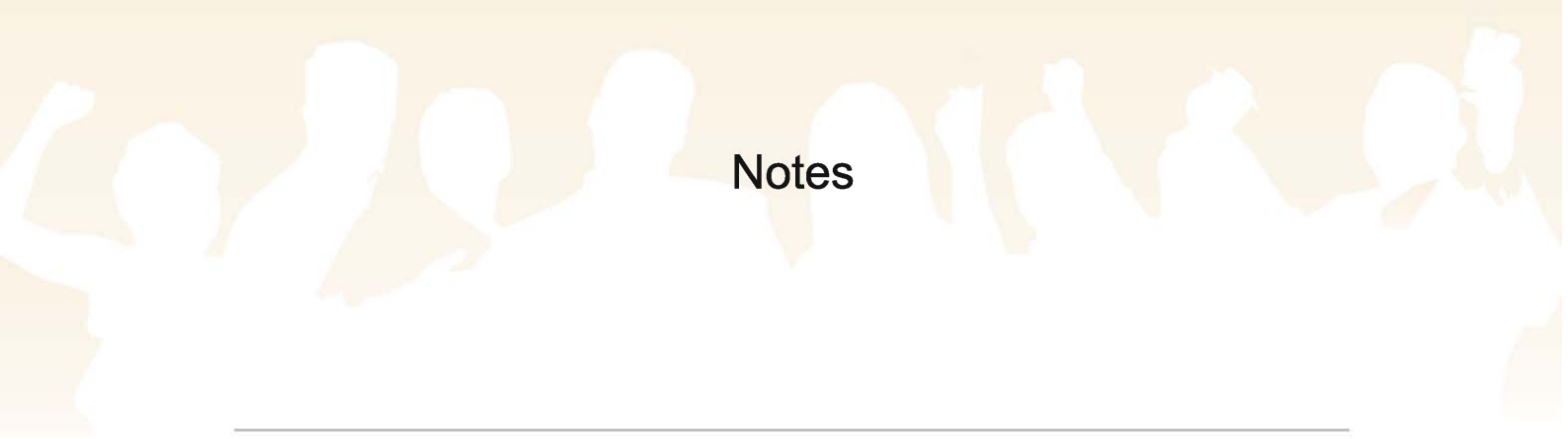
Employment equity refers to the elimination of unfair discrimination as well as the implementation of specific measures to accelerate the advancement of target groups to achieve equality.

Equal employment opportunity refers to the formal right of all to be treated equally regarding employment irrespective of race, gender and disability.

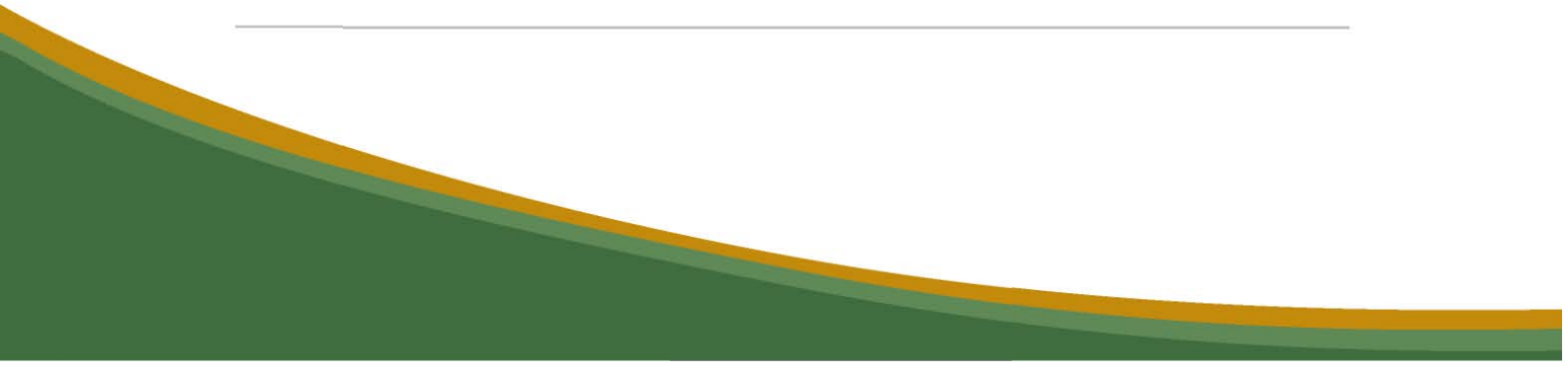
Equality refers to the full enjoyment of rights and freedom by all in similar/proportionate situations.

Target group/designated group refers to black people, women and people with disabilities.

Unfair discrimination refers to measures, attitudes and behaviour that obstruct the enjoyment of equal rights and opportunities regarding employment for black people, women and people with disabilities.



Notes





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the dpsa

Department:
Public Service and Administration
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