



**health and
social development**

Department: Health and Social Development
GAUTENG PROVINCE

**CHARLOTTE MAXEKE JOHANNESBURG ACADEMIC
HOSPITAL**

EMPLOYMENT



PLAN

2011 - 2015

EMPLOYMENT EQUITY PLAN

CHARLOTTE MAXEKE JOHANNESBURG ACADEMIC HOSPITAL

CONTENTS	PAGE #
Definitions	3
1. Introduction	5
2. Legislation Supporting the Plan	6
3. Demographics	7
4. Employment Equity Plan	7
4.1 Plan Overview	7
4.2 Principles	8
4.3 Objectives	8
5. Barriers	8
5.1 Identification of Barriers	9
5.2 Elimination of Barriers	10
6. Strategies	11
6.1 Communication	15
6.2 Staff Involvement	15
7. Targets	16
7.1 EE Targets	17
7.2 People with Disabilities	18
8. Employment Equity Budget	18
9. Internal Dispute Procedure	18
10. Duration of the Plan	19
11. Reporting, Monitoring and Evaluation	19
12. Other Issues	20
13. Successive Plans	20
	19
	20

Definitions

ACT means Employment Equity Act 55 of 1998

Affirmative Action shall have the same meaning as contained in the Employment Equity Act.

Barriers shall mean the existence of a policy, practice, or any aspect of the work environment that limits the opportunities of employees because they are from designated group.

BEE means Black Economic Empowerment

Black people is generic term which means Africans, Coloureds and Indians

CMJAH shall mean Charlotte Maxeke Johannesburg Academic Hospital

Designated groups means black people, women and people with disabilities.

Disputes shall have the same meaning as defined by the EE Act and the LRA

Employment Equity Committee shall mean, the committee which is comprised of both employer and labour for the purposes of implementing the provisions of the Act

Employment Equity Plan shall mean the Employment Equity Plan as defined by the Act, which will serve as a guide in implementing Affirmative Action

Executive Management: Managers from the level of Chief Executive Officer and Directors within CMJAH

Fair Representation shall mean representivity in all positions by individuals from all categories of Designated Group

GDoH means Gauteng Department of Health

GDH&SD means Gauteng Department of Health and Social Development

HOD means Head of Department

HR means Human Resources

People with disabilities (PWD) means people who have long term or recurring physical or mental impairment, that substantially limits their prospects of entry into, or advancement in employment

Reasonable accommodation means any modification or adjustment to a job or to the working environment that will enable a person from a designated group to participate or advance in employment.

Representative trade union shall have the same meaning as defined by the Labour Relations Act.

SDA means Skills Development Act

Senior Management shall mean employees on level 13 and above

Suitably qualified person means a person contemplated in section 20 (3) and (4) of the Employment Equity Act, 55, 1998

Targets shall mean: Numerical goals as prescribed by the Employment Equity Plan upwards excluding Clinicians



1. Introduction

Gauteng Department of Health (GDoH) inherited a legacy of inequality in the workplace. This was characterised by:

- 1.1 Racial (and gender) stereotypes and discrimination based on the policy of apartheid
- 1.2 A staff establishment of 52,000 posts of which approximately one third were never filled.
- 1.3 Management structures were populated predominantly by white males – all personnel of director level were white and male except for one white female in charge of nursing.
- 1.4 There was a large female workforce at lower levels, made up mostly of black nurses and support staff.
- 1.5 The culture was paternalistic, oppressive and discriminatory – based primarily on race and ethnicity. This translated into barriers in terms of opportunities for development, working conditions, remuneration, as well as access to performance enhancing equipment.
- 1.6 The heads of medical disciplines were white males.
- 1.7 Registrar training was mostly reserved for whites and males.
- 1.8 The distribution of all resources, including personnel was biased towards white and urban hospitals.
- 1.9 Professional development, including nursing education was hospicentric and
- 1.10 Primary Health Care in District Health Services were neglected.
- 1.11 Employee Development programme and promotion of Blacks at lower levels were neglected

The dawn of democracy in South Africa saw a democratisation of our workplace. This was informed by our new Constitution, White Papers on Affirmative Action and Transformation of the Public Service, as well as National Health Policy, committed to a strengthening of Primary Health Care through a District Health System. We transformed our service delivery platform to meet the above (with natural implications to our staffing). In order to do this, we went through various processes starting with

the Structural Transformation process (STP) of 1996 which was based on the following principles:

- Rationalisation of Hospital Services
- Strengthening of Primary Health Care
- Alignment of expenditure to budget
- Equal workloads based on staff norms

In the process of redressing the imbalances on representation in management by 1995 the Head of Department was a black male. Women (black and white) had senior management positions. We currently have a Black female MEC, our Head of Department is Indian female, White male Chief Financial Officer and an Indian male who is the Chief of Operations. At Chief Director level there are four (4) African women, an Indian woman and White woman. At the same level we have an African male and one Coloured male. At Director level the Department is equally diverse.

In line with EEA, the hospital management structure should include: CEO, Directors, Deputy Directors, Clinical Executives, Assistant Directors. (See **Annexure B** for the current management structure)

2. Legislation supporting the Plan

This plan will be read in conjunction with but not limited to:

- The Constitution of the Republic of South Africa Act No. 108 of 1996
- White paper on Affirmative Action
- White paper on Transformation of Public Service
- The Employment Equity Act, No.55 of 1998
- Labour Relations Act No 66 of 1995
- The Basic Conditions of Employment Act No. 75 of 1997
- International Labour Organisation Conventions
- Skills Development Act No. 58 of 1998
- Occupational Health and Safety Act No. 85 of 1993
- Compensation for Occupational Injuries and Diseases Act No. 130 of 1993

- Guidance and Placement Act No 62 of 1981
- Unemployment Insurance Act

3. Demographics

The demographic profile of health workers differs from that of other organisations. The environment is complex and is comprised of different levels of categories and professions ranging from semi-skilled (e.g. cleaner) to highly specialised medical doctors.

(See **Annexure B** for the CMJAH workforce profile)

4. Employment Equity Plan (EEP)

4.1 Plan Overview

Our EEP is informed by our Departmental Strategic Plan that has the following goals and priorities:

- 4.1.1 Promote health, prevent and manage illnesses or conditions with emphasis on poverty, lifestyle, trauma and violence and psychosocial factors.
- 4.1.2 Effective implementation of the comprehensive HIV and AIDS Strategy.
- 4.1.3 Strengthen the health system of an academic hospital and provide caring, responsive and quality health services at all levels.
- 4.1.4 Implement the people's contract through effective leadership and governance.
- 4.1.5 Become a leader in human resource development and management for health.
- 4.1.6 Operate smarter and invest in health technology, communication and management information systems

Our EE goals are based on the current demographics of CMJAH and the demographic profile of the Health profession as well as the country's demographics. Specific objectives have been set, and every effort will be made to ensure that broad Employment Equity principles are adhered to.

4.2 Principles

This plan is based on the following principles:

- 4.2.1 Advancing the needs of people with disabilities
- 4.2.2 Gender Mainstreaming

- 4.2.3 Training and Development of Affirmative Action candidates
- 4.2.4 Affirmative Action for people from designated groups
- 4.2.5 Equitable allocation of resources
- 4.2.6 Fair representation

4.3 Objectives

- 4.3.1 The objective of the Employment Equity Plan is to ensure that discriminatory practices, disparities and other barriers are eliminated.
- 4.3.2 To achieve compliance in terms of the Employment Equity Act, 55, 1998.
- 4.3.3 To achieve increased performance and quality service delivery
- 4.3.4 To promote the constitutional rights of equality
- 4.3.5 To promote workplace diversity and a representative Public Service
- 4.3.6 Within this context, the numerical goals for each year of the plan are outlined in paragraph 6 below

5. Barriers

- 5.1 The implementation of the requirements of the Employment Equity Act 55 of 1998 could be hampered by the following barriers:
 - 5.1.1 CMJAH is faced with a challenge of attracting and retaining specialised skills, as specially in the nursing, allied and doctor occupational categories
 - 5.1.2 Absence of a National policy and guidelines on provision of transport for people living with disabilities.
 - 5.1.3 Some issues in the design for the buildings would make it difficult for people with disabilities (e.g. security access card systems for people in wheelchairs) and every effort is made to be sensitive to these factors and is managed with relevant employees.
 - 5.1.4 Some managers are still perceived to hold on to stereotypes regarding gender and race, providing barriers to changing the composition of the workforce.
 - 5.1.5 Inappropriate placement of staff after acquiring qualifications
 - 5.1.6 Lack of learnership programmes for internal staff
 - 5.1.7 Interns having an unfair advantage over internal staff in the recruitment process.

- 5.1.8 Performance appraisals not linked to skills development
- 5.1.9 Nomination Process that is not informed by Performance evaluation outcomes
- 5.1.10 Lack of training for managers and the rest of the employees on management of people with disabilities especially those with sight impairment.
- 5.1.11 Management of HIV/AIDS Intergrated Wellness Programme
- 5.1.12 Inflexible remuneration structures that are making it difficult to retain staff
- 5.1.13 Language barriers due to low literacy level amongst elementary workers
- 5.1.14 Budget constraints in general

5.2 In identifying the barriers, CMJAH shall:

- 5.2.1 Conduct a detailed audit and analysis of all Human Resources (HR) policies, practices and strategies. A task team, including some members of the Employment Equity Committee, has already been set up to work on policies.
- 5.2.2 An important aspect of the Employment Equity Plan is to ensure that the policies and practices within CMJAH do not pose barriers to discriminate against any person. These policies are to be available to all staff, regularly updated and maintained and be audited for issues pertaining to Equity.
- 5.2.3 Conduct workshops with all stakeholders in order to address all the barriers towards achieving employment equity targets.

5.3 Elimination of barriers.

The following will be strongly monitored and both educative and corrective measures will be employed:

- 5.3.1 The Employment Equity Plan will provide the necessary policy interventions to address concerns related to discrimination perceptions / practices via the setting of new representivity targets, communication, transparency etc.
- 5.3.2 HR and line management are to take into account the definition of suitably qualified persons as defined by the Act when appointing employees:
 - (a) Formal qualifications

- (b) Prior learning
- (c) Relevant experience or
- (d) Capacity to acquire, within a reasonable time, the ability to do the job.

5.3.3 Appointments will be through transparent joint decision-making between HR and Line Management to ensure that suitably qualified people are employed

5.3.4 All jobs are to be advertised, except in special cases and collective agreements. However, we can also use PSR of 2001 as amended Part 7 c25b particularly to accommodate people with disabilities

5.3.5 Improvement of communication strategy

6. Strategies

6.1 Implementation of Affirmative Action Measures

Affirmative Action measures that will be implemented are intended to identify and eliminate employment equity barriers. CMJAH commits to the process of advancing the needs of previously disadvantaged people through the following actions and activities:

- Recruitment and selection of new employees will actively focus on increasing the ratio of designated groups, particularly women competent to fill middle management positions or with the ability to acquire the necessary competencies as defined by the Act.
- Continue with the graduate recruitment programme through Universities, Nursing Colleges and FET Colleges with an emphasis on hiring the majority from the designated groups.
- Through a 'promote from within' policy, CMJAH will ensure that individuals from designated groups are promoted and focus will be placed on under-represented categories.
- The achievement of Affirmative Action targets will form part of the objectives (Key Performance Areas) on which managers will be evaluated.
- Change and diversity management programmes

- CMJAH shall ensure that appropriate mentorship and coaching programmes are designed and implemented.
- Development of succession planning strategies targeting people from designated groups.

6.1.1. Recruitment and Selection

Internal Candidates

- CMJAH will aggressively recruit and advance internal candidates from the designated groups.
- External candidates will be targeted only in so far as the skills required are not available or they will enhance representivity
- Recruitment and selection measures to be more accommodative during interviewing process e.g. use of external venues and or telephone interviews as well as use of preferred language where possible.
- Advertisements should be structured appropriately and should be based on the inherent requirements of the job that will not undermine the code of remuneration (CORE) and other transformation prescripts.
- Internal recruitment to advance the goals of the Employment Equity Plan.
- Deliberate recruitment of more Blacks, particularly females and people with disability in line with new targets set by the EE Committee.
- Align Recruitment and Selection policy and criteria for appointment of registrars in line with the GDH&SD EE Plan

6.1.2 Retention of staff

- The key retention factors that have been identified at CMJAH are:
- Training and development
- Recognition and reward
- Communication
- Employee Participation
- Scarce Skills Allowance/Inhospitable Allowance

6.1.3 Staff Retention Programme

In order to have a competitive advantage in the global market, it is crucial to ensure that as a Department we have an excellent retention strategy.

Staff retention will be enhanced through the following measures:

- Creating a diversity friendly environment, where employees feel that their contributions are valued, feel and see that all employees are given the same opportunities to grow and are treated with dignity and respect.
- By focusing on employees' training and development needs and ensuring that training programmes are relevant to their job requirements.
- By encouraging active two-way communication.
- Staff performance should be evaluated quarterly, outcomes communicated timeously for development.
- Designated employees recommended for promotion in the performance evaluation process should be given preference for promotion should an opportunity arise.
- Flexible structured remuneration to ensure skills retention (in line with PSCBC agreements and DPSA determinants)
- Align the plan with the provisions of the Retention Policy
- Elimination of Workplace Violence

6.1.4 Accommodation of people with disabilities (PWD)

To achieve 2% equity quota of people with disabilities within our staff establishment, CMJAH commits to providing resources to achieve the following:

- Acquisition of specialised equipment for people with disabilities
- Furniture for certain categories of personnel with disabilities
- Improvement of lifts by putting voice activated system and Braille buttons
- User friendly documents e.g. Braille, tapes and big print
- Appropriate communication material for all
- CMJAH infrastructure to be assessed to ensure that it accommodates PWD

- Find ways of meeting transport needs for work related activities for people with disabilities
- Run workshops and training for staff and sensitise them on people with disabilities and address any stereotypical behaviour.
- Provide an enabling work environment free from stigmatization
- Ensure that there is an internal policy, norms and standards for people with disabilities.
- Form partnerships with NGOs who work with people with disabilities to assist in the recruitment process.
- Ensure that the Employment Equity Committee conduct audits on people with disabilities and have representation from PWD.

6.1.5 Training and Development

CMJAH will make efforts to train and develop all its employees particularly from the designated groups. In implementing the process of Training and Development, CMJAH shall ensure that:

- Training and development is informed by the Skills Development Plan.
- The CMJAH training and development approach shall include deliberate skills transfer from consultants and managers to key employees in the institution to the rest of the staff.
- The relevant Skills Development Committee will monitor instances where insufficient emphasis is being placed on training and development.
- The Skills Development Committee shall ensure that the institution develop Workplace skills plan based on the Departmental strategy and Performance appraisal outcomes.
- Managers will have to ensure that training and development needs, career development and succession planning are met.
- The Skills Development Committee will ensure that there is training and development, learnerships, internships, coaching and mentoring and recognition of prior learning for all employees paying more attention to people from designated groups.

- Special Programmes to develop more African and Coloured females and other employees from designated groups, to empower them to access opportunities.
- Much effort to be put on development of Elementary categories from designated groups
- Ensure that internal employees also benefit from Internship and Learnership Programmes
- Accelerated development plans for candidates from designated groups and people with disabilities (To be contained in the performance agreements of those staff.)
- Performance agreements are to be in place for all salaried staff and appropriate, individual training plans developed.
- Ensure continuous leadership enrichment programme for managers
- Ensure that people from designated groups have access to bursaries

6.1.6 Communication

CMJAH shall ensure that all staff members have access to relevant information through the following:

- The Employment Equity Policy Statement is displayed in all prominent sections of the institution as required by the Act.
- Documents such as the Government Gazette with the Employment Equity Act and the GDoH Employment Equity Policy as well as the Employment Equity Plan are to be available and accessible to all employees.
- Our orientation and induction programme covers issues enshrined in the Employment Equity Act and other transformation legislation.
- Collaboration with Communication and Public Relations to ensure that there are articles on Employment Equity in the newsletter
- Ensure that communication is available in the South African languages commonly used in Gauteng.
- Workshops and seminars to be used as means of communication.
- Utilization of the GDOH Website and Regional Intranets to share information on Employment Equity.

6.2 Staff Involvement

Organised Labour and Managers should attend Employment Equity workshops that will be aimed at:

- 6.2.1 Giving employees a clear picture of the aims and requirements of the Employment Equity Act.
- 6.2.2 Preparing them for a more active approach to attaining employment diversity within CMJAH
- 6.2.3 Ensuring that once the initial groundwork is completed the employees attend diversity workshops.
- 6.2.4 Training for both Organised Labour and Managers that addresses how to respond and manage issues in relation to Employment Equity. In addition, where a problem is found, the necessary intervention will be performed and managed accordingly.
- 6.2.5 Staff shall participate in the decision making process at Employment Equity workshops and seminars
- 6.2.6 Employees classified as designated group required to actively participate in programmes designed for their development, communicate their career aspirations and other needs to their supervisors and line managers.
- 6.2.7 Employees who are from the non-designated groups to show commitment and support to the Employment Equity Plan and contribute to the overall strategic goals of the Department.

7. Targets

The EE targets will encompass employees from the designated groups. However, more efforts will be geared towards advancing the interest of women and people with disabilities. Presently, women constitute the majority of Gauteng Department of Health and Social Development employees. However, it should be noted that this majority is mainly found at three levels namely, (i) Skilled technical, and academically qualified, junior managers, (ii) Semi-skilled decision making, and (iii) Unskilled decision- making.

The achievement of set targets within the plan will be geared towards recruiting internally and recruiting and developing people from designated groups. Whilst women at top management level are in the majority, there are still discrepancies at Senior Management, Professionals, Qualified Specialist Accordingly, the targets hereunder are an attempt to address the under -representation of women at the abovementioned levels:

7.1 List of People with disabilities

(See Annexure C attached)

8. Employment Equity Budget

CMJAH shall commit to allocating sufficient budget and resources for the implementation of the Employment Equity Act and the Employment Equity Plan, in particular, accommodating people with disabilities and designated groups.

9. Internal Dispute Procedures

The current internal dispute resolution mechanisms will apply. In the event of a dispute with regard to the employment equity matters the following procedure will be observed.

- 9.1 The party or parties raising the dispute must set out the reasons for the dispute in writing.
- 9.2 A notice of the dispute with a copy of the document setting out the details of the dispute must be sent to all the members of the Employment Equity Committee by EE Chairperson for consideration and recommendation.
- 9.3 If consultation between the Employment Equity Committee and the relevant parties fails to resolve the dispute, it will be referred to the relevant internal dispute resolution mechanism in terms of the LRA and the Employment Equity Act.

10. Duration of the Plan

10.1 This plan will take into consideration the past achievements and barriers, and will be operative for 2011 – 2015

10.2 Quarterly reports will be submitted to the Senior Management Committee and the institutional Multilateral on the implementation progress of the plan.

10.3 Annual Employment Equity reports will be submitted to the Gauteng Department of Health and Social Development for consolidation into the EE report submitted to the Department of Labour.

11. Reporting, Monitoring and Evaluation

The Employment Equity Committee will be responsible for the monitoring and evaluation.

The following reporting mechanism on the Employment Equity processes will be instituted:

- 11.1 Institutional committees will submit monthly reports to their respective Senior Management and Multilateral committees.
- 11.2 The Employment Equity Manager in consultation with the committee will submit a Provincial report to the Director: Transformation and Organizational Development.
- 11.3 All managers will be assessed against the success of the implementation of the Employment Equity plan.
- 11.4 All Chief specialists will be assessed against the development and growth in recruitment and training of registrars from designated groups
- 11.5 Quarterly reviews will be conducted to check progress on the targets set in the Employment Equity plan.
- 11.6 The achievement of objectives will be monitored on a quarterly basis by Executive Management and by the Provincial Employment Equity Committee.
- 11.7 The Provincial Employment Equity Committee will then prepare and submit an annual report to the Head of Department (HOD) and the Department of Labour.
- 11.8 To ensure the full implementation of this process and to maintain the high focus that is needed, a status report regarding training and development will be required by the Provincial Employment Equity Committee from each regional

skill development committees through the skills development facilitator on a quarterly basis.

11.9 There will be a quarterly monitoring of designated groups and their consequent career development plans, mentoring and coaching reports submitted by supervisors and managers shall assist to monitor this area.

11.10 Continuous evaluation of employee attitudes through staff satisfaction or workplace climate surveys.

12. Successive plans

When the term of this plan comes to an end, the Employment Equity Committees will develop a successive plan taking into account the failures and achievements of the lapsed plan.

Adopted by committee members present at a meeting held on 15 March 2011 at Charlotte Maxeke Johannesburg Academic Hospital.

