



Cape Peninsula  
University of Technology

**CPUT  
EMPLOYMENT EQUITY PLAN**

**2016 – 2019**

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## 1. BACKGROUND

Cape Peninsula University of Technology, is a relatively young public university which was established on 1 January 2005, a product of the restructuring of the higher education landscape. The merger was “part of a broader process for the restructuring and transformation of the higher education system to ensure the responsiveness of the higher education system to national human resource and research needs as outlined in the National Plan for Higher Education” (Government Gazette 23549, 21 June 2002)

The reasons for the merger were gazetted in 2002 and stated as follows

- √ Overcoming the apartheid-induced divide between a historically white and a historically black institution
- √ Promoting staff equity
- √ Ensuring the effective and efficient use of resources through reducing overlap and duplication of programmes
- √ Developing programmes to meet the human resource needs of the region
- √ Enhancing research outputs (Government Gazette 23549,2002)

The Employment Equity Act focuses on changing the face and composition of the workplace in South Africa, specifically in employers that the Act defines as designated employers. This document presents the CPUT's commitment to promoting employment equity in the institution, and to ensure that its workforce is fairly representative of South African demographics. Employment Equity (EE) is viewed by the CPUT as a strategic priority and an important element against which its performance will be measured.

## 2. STATEMENT OF INTENT

Cape Peninsula University of Technology is committed to creating and maintaining an environment that provides equal employment opportunities to all of its employees. In seeking to address past imbalances in employment practices, CPUT will take steps to distinguish, promote and affirm employees from the designated groups within the provisions of the Employment Equity Act - namely generic black people (Black Africans, Coloureds and Indians) women and people with disabilities. Proactive steps will be taken to eliminate unfair discrimination in this regard. CPUT is committed to dealing with - and to taking proactive steps in implementing - affirmative action measures. These efforts are designed to eliminate unfair discrimination in the workplace, promote a culture of mutual respect, and celebrate diversity.

## 3. PRIMARY OBJECTIVES OF THE EMPLOYMENT EQUITY PLAN

- To comply with the prescripts of the EEA as amended to address under-representation in the various designated groups within the institution;
- To eliminate unfair discrimination in employment practices;
- To ensure equitable representation in the employment of designated groups in all occupational levels;

- To move towards meeting the numerical goals at departmental and faculty levels in order to promote a diverse workforce as a value to the attainment of the university's strategic goals
- To ensure that people with suitable skills and knowledge from designated groups are appointed to positions based on the criteria linked to the inherent requirements of the job.
- To proactively take steps to develop recruit and retain employees from designated groups and develop their skills levels required for positions across the organization.
- To prioritise employees from designated groups with potential for training and develop opportunities.
- To assign senior members of management to take responsibility and accountability for employment equity in their respective areas of responsibility

#### 4. **ROLES AND RESPONSIBILITIES**

##### 4.1 **The role of the Vice Chancellor**

The overall accountability for compliance with the Employment Equity Act rests with the Vice- Chancellor of the Cape Peninsula University of Technology. The VC is responsible for ensuring that the EE targets as set out in this plan are achieved.

##### 4.2 **The role of the Executive Director: Human Capital**

The development of the CPUT's EE Policy and EE Plan as well as its implementation including full compliance with reporting requirements rests with the Executive Director of Human Capital.

##### 4.3 **The role of the Faculty Deans, Heads of Academic Departments or and Support Units**

Working with ED-HC all Faculty Deans, Directors, Managers, and Heads of Departments and or units are responsible for identifying and removing any barriers that could hinder the achievement of the equity targets laid down in this Employment Equity Plan. The implementation and achievement of employment equity targets are a line responsibility, and will be monitored by the Vice- Chancellor and the relevant DVC or EM member. Every line manager in CPUT shall be measured on his/her contribution to the achievement of the established employment equity targets, as part of their performance management.

#### 5. **CPUT PROJECTED RETIREES**

Since the EEA implementation cannot lead to adverse conditions for the non- designated groups, it is necessary to target positions that will become available through natural attrition, notably retirement. Below is a table that projects position that will become available through retirements in within the next five years.

**Table 1 Projected Retirement Figures in the next five years**

CPUT EQUITY PROFILE : JANUARY 2016									
Occupational Level Description	MALE				FEMALE				Grand Total
	AFRICAN	COLOURED	INDIAN	WHITE	AFRICAN	COLOURED	INDIAN	WHITE	
Top management	0	0	0	0	0	0		0	0
Senior management	1	1	0	1	0	0		0	3
Professionally qualified and experienced specialists and mid-management	4	8	1	24	2	1		7	47
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	5	30	0	39	8	17	0	31	130
Semi-skilled and discretionary decision making	2	7	0	0	0	5		2	16
Unskilled and defined decision making	0	0	0	0		1		0	1
<b>Total</b>	<b>12</b>	<b>46</b>	<b>1</b>	<b>64</b>	<b>10</b>	<b>24</b>	<b>0</b>	<b>40</b>	<b>197</b>

This table gives an indication of retirees for the next five years in occupational categories and race and gender. Annexure A gives list of all the retirees for the next three years (2016 – 2019)

## 6. NUMERICAL TARGETS

In setting the university's numerical targets, consideration will be given to the use of both the regional and national economically active population demographics in line with section 42 of the Employment Equity Act, 1998 (as amended). In this regard management level shall be based on an average between the National Demographics and the percentage of graduates as per the QLFS released by the DoL in July 2016 while all the other levels below shall be based on Provincial Demographics. Management is regarded as from grade 7 to 1 which is from the professionally qualified, experienced specialists and mid management up to top management. All the faculties, departments and units shall follow the same model in terms of their targets.

*Table 2 National and Provincial EAP Profile*

SOUTH AFRICAN DEMOGRAPHICS : NATIONAL AND PROVINCIAL									
	AM	CM	IM	WM	AF	CF	IF	WF	
National%	39	6	2	9	30	5	2	8	100%

Graduates%	33	4	2	10	34	4	2	11	100%
<b>Avg %</b>	<b>36</b>	<b>5</b>	<b>2</b>	<b>10</b>	<b>32</b>	<b>4</b>	<b>2</b>	<b>9</b>	<b>100%</b>
<b>Provincial %</b>	<b>17</b>	<b>26</b>	<b>1</b>	<b>11</b>	<b>12</b>	<b>23</b>	<b>1</b>	<b>10</b>	<b>100%</b>

Source: Statistics South Africa, (National and Provincial stats: Census 2013; Graduates QLFS 2<sup>nd</sup> quarter - all percentages are rounded off to no decimal point)

This table indicates the EAP demographics for the Western Cape (Regional), National demographics as well as graduates based on race and gender of the South African population.

### Occupational Categories

CPUT has agreed to categorise its employees in line with the 2014 EE Regulations as follows:

Table 2.1 CPUT Peromnes grades vs Occupational Categories as per 2014 Regulations

Occupational Categories	Peromnes Grades
Top Management	1
Senior Management	2-4
Professionally Qualified & experienced specialists/ mid management	5-7
Skilled Technical & Academically Qualified	8-11
Semi-skilled & discretionary decision making	12-15
Unskilled & defined decision making	16-18

## 7. ANALYSIS OF CPUT WORKPLACE PROFILE

Table 3 CPUT current EE Profile (September 2016)

CPUT EE PROFILE SEPTEMBER 2016											
Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	1	0	0	0	0	0	0	0	0	0	1
Senior management	3	1	1	3	4	0	0	0	0	0	12
Professionally qualified and experienced specialists and mid-management	41	64	10	73	24	38	6	61	34	40	391

Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	152	205	13	121	154	241	14	124	52	74	1150
Semi-skilled and discretionary decision making	67	103	1	1	131	127	2	23	0	1	456
Unskilled and defined decision making	19	17	0	1	6	7	0	0	0	0	50
<b>TOTAL PERMANENT</b>	<b>283</b>	<b>390</b>	<b>25</b>	<b>199</b>	<b>319</b>	<b>413</b>	<b>22</b>	<b>208</b>	<b>86</b>	<b>115</b>	<b>2060</b>
Temporary employees	520	350	17	278	573	447	15	325	307	127	2959
<b>GRAND TOTAL</b>	<b>803</b>	<b>740</b>	<b>42</b>	<b>477</b>	<b>892</b>	<b>860</b>	<b>37</b>	<b>533</b>	<b>393</b>	<b>242</b>	<b>5019</b>

The current CPUT EE profile as in September 2016 which is the beginning of this plan. This shall serve as the baseline in which all the future yearly EE targets shall be set. It must be noted that due to the combination of both national and provincial/regional targets there shall be two different targets i.e. one for management positions and one for all non-management positions. Please note that the temporal employees reflected above are all employees on contracts without benefits for less than two years.

**Management, professionally qualified and experienced specialists Profile vs National Target**

Table 4 CPUT Management EE Profile

<b>CPUT EE PROFILE SEPTEMBER 2016: Management and Professionally qualified</b>											
<b>Occupational Levels</b>	<b>Male</b>				<b>Female</b>				<b>Foreign Nationals</b>		<b>Total</b>
	<b>A</b>	<b>C</b>	<b>I</b>	<b>W</b>	<b>A</b>	<b>C</b>	<b>I</b>	<b>W</b>	<b>Male</b>	<b>Female</b>	
Top management	1	0	0	0	0	0	0	0	0	0	1
Total %	100	0	0	0	0	0	0	0	0	0	100
Target	36	5	2	10	32	4	2	9	0	0	100
Variance	64	-5	-2	-10	-32	-4	-2	-9	0	0	
Senior management	3	1	1	3	4	0	0	0	0	0	12
Total %	25	8	8	25	33	0	0	0	0	0	100
Target	36	5	2	10	32	4	2	9	0	0	100
Variance	-11	4	6	15	1	-4	-2	-9	0	0	
Professionally qualified and experienced specialists and mid-management	41	64	10	73	24	38	6	61	34	40	391
Total %	10	16	3	19	6	10	2	16	9	10	100
Target	36	5	2	10	32	4	2	9	0	0	100
Variance	-26	12	0	9	-26	5	0	7	9	10	
Total Management	45	65	11	76	28	38	6	61	34	40	404
Total %	11	16	3	19	7	9	1	15	8	10	100
Target	36	5	2	10	32	4	2	9	0	0	100
Variance	-25	11	0	9	-25	5	0	6	8	10	

According to the profile above it seems as though the main challenges in terms of these occupational categories are the shortages on Africans males as well as Coloured, Indian and White females on senior management; shortage of Africans both male and females on professionally qualified and experienced specialists while there is over representation of other race groups and gender. This table indicates the representation of the CPUT management and professionally qualified profile in comparison with the average percentage between National EAP and graduates.



## Quarter Non-management Profile vs Provincial Target

Table 5 CPUT non-management EE Profile

CPUT EE PROFILE SEPTEMBER 2016: Non Management											
Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	152	205	13	121	154	241	14	124	52	74	1150
Total %	13	18	1	11	13	21	1	11	5	6	100
Target	17	26	1	11	12	23	1	10	0	0	100
Variance	-4	-8	0	-1	1	-2	1	1	5	6	
Semi-skilled and discretionary decision making	67	103	1	1	131	127	2	23	0	1	456
Total %	15	23	0	0	29	28	0	5	0	0	100
Target	17	26	1	11	12	23	1	10	0	0	100
Variance	-2	-3	-1	-11	17	5	0	-5	0	0	
Unskilled and defined decision making	19	17	0	1	6	7	0	0	0	0	50
Total %	38	34	0	2	12	14	0	0	0	0	100
Target	17	26	1	11	12	23	1	10	0	0	100
Variance	21	8	-1	-9	0	-9	-1	-10	0	0	
Total non-management	238	325	14	123	291	375	16	147	52	75	1656
Total %	14	20	1	7	18	23	1	9	3	5	100

As far as non-management staff profile is concerned, the table above demonstrates that CPUT needs to strive to meet different equity imperatives across have different race and gender shortages in almost different occupational categories. This table indicates the representation of the CPUT non-management profile in comparison with the Provincial EAP.

## 8. YEARLY TARGETS

To help achieve the long-term employment equity targets of the CPUT, this plan breaks down the CPUT's overall employment equity target into yearly sub-targets. This allows for annual measurements of what was achieved by the CPUT, including the obligatory submission of annual reports to the Department of Labour. The targets can be broken down into three categories: (1) the overall employment equity target for the whole organization; (2) the employment equity targets for management only; and (3) the satellites, faculties, departments and unit targets. These three categories are examined in further detail on the following pages.

### 8.1 The overall employment equity target

Due consideration will be given to both the combination of National and Provincial targets these targets shall be divided into two as well, ie there shall be one for management and another for non-management. These targets shall be for each year for the entire duration of the plan starting in October 2016

Table 6 CPUT Management Yearly EE Targets

Year	MANAGEMENT YEARLY TARGETS IN PERCENTAGES 2016 - 2020										
	AM	CM	IM	WM	AF	CF	IF	WM	Male FN	Female FN	Total
<b>CURRENT 2016</b>	11%	16%	3%	19%	7%	9%	1%	15%	8%	10%	100%
<b>2017 Target</b>	17%	13%	3%	16%	13%	8%	2%	14%	6%	7%	100%
<b>2018 Target</b>	24%	10%	2%	14%	19%	7%	2%	12%	4%	5%	100%
<b>2019 Target</b>	<b>30%</b>	<b>7%</b>	<b>2%</b>	<b>12%</b>	<b>26%</b>	<b>6%</b>	<b>2%</b>	<b>11%</b>	<b>2%</b>	<b>2%</b>	<b>100%</b>
<b>2020 Target</b>	36%	5%	2%	10%	32%	4%	2%	9%	0%	0%	100%

This table reflects the yearly management targets for the institution for the duration of the plan. It must be noted that these target percentages are rounded to no decimals. Please note that management is all employees from grade 7 – 1 (Professionally qualified experienced specialists and mid-management, Senior Management and Top Management) in line with the Department of Labour EEA9 form. FN - in this table stands for Foreign Nationals.

Table 7 CPUT Non management Yearly EE targets

Year	NON MANAGEMENT YEARLY TARGETS IN PERCENTAGES 2016 - 2020										
	AM	CM	IM	WM	AF	CF	IF	WF	Male FN	Female FN	Total
<b>CURRENT 2016</b>	14%	20%	1%	7%	18%	23%	1%	9%	3%	5%	100%
<b>2017</b>	15%	21%	1%	8%	16%	23%	1%	9%	2%	3%	100%

<b>Target</b>											
<b>2018 Target</b>	16%	23%	1%	9%	15%	23%	1%	9%	2%	2%	100%
<b>2019 Target</b>	16%	24%	1%	10%	13%	23%	1%	10%	1%	1%	100%
<b>2020 Target</b>	17%	26%	1%	11%	12%	23%	1%	10%	0%	0%	100%

This table reflects the yearly non-management targets for the institution for the duration of the plan. It must be noted that these target percentages are rounded to integers. Please note that non-management is all employees from grade 8 – 19 (Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents, semi-skilled and unskilled) in line with the Department of Labour EEA9 form. FN in this table stands for Foreign Nationals.

### 8.2 Management Equity targets

*These management targets shall be based on the National Demographics and are as per table 4 and 6 above.*

### 8.3 Satellites, Faculties, Departments and Unit targets

Satellites, Faculties, Departments and Unit targets shall be based on the same targets as indicated above in table 6 and 7 for both management and non-management employees.

## 9. ANALYSIS OF CPUT PROCESSES, PROCEDURES AND POLICIES

CPUT has done an analysis of its processes, policies and procedures and identified barriers the following barriers to the implementation of EE in the institution:

CATEGORIES	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			<b>BARRIERS</b> <b>(PLEASE PROVIDE NARRATION)</b> (briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)
	POLICY	PROCEDURE	PRACTICE	
Recruitment	X		X	Lack of clarity on the appointment of Foreign Nationals and the transfer of skills. Recruitment and selection panels that have not been properly trained in competency based interview techniques. Recruitment of PWD in light of the limited pool in the market.
Advertising positions	X		X	The institution advertises on line and some people from the disadvantaged communities who do not have access to the internet might miss out on an

	X		X	opportunity to apply.
Selection criteria				
Appointments			X	Superficial and often delayed induction that makes acclimatization difficult
Job classification and grading				
Remuneration and benefits				
Terms & conditions of employment	X			Due to the history of the two institutions that were merged there are abnormalities in terms of conditions of service between the employees from the two institutions as well as those employed after the merger.
Work environment and facilities				
Training and development			X	Lack of formal on the job coaching, mentorship and job shadowing. Training not informed by Personal Development Plan.
Performance and evaluation			X	No Performance Management process implemented for grade levels 6 up.
Succession & experience planning			X	Lack of formalised staff replacement and succession planning
Disciplinary measures				
Retention of designated groups			X	Lack of retention strategy
Corporate culture				Culture of non-consequence for meeting equity targets by some line managers.
Reasonable accommodation			X	Rigidity around working hours might affect PWD.
HIV&AIDS prevention and wellness programmes				
Assigned senior manager(s) to manage EE implementation				
Budget allocation in support of employment equity goals				
Time off for employment equity consultative committee to meet				

## **10. PROPOSED AFFIRMATIVE ACTION MEASURES**

### **10.1 nGap Program**

This program is a DHET funded initiative whereby a number of positions are funded and housed by the institution for developmental purposes. These positions are ultimately absorbed by the institution after the incumbents have been developed and are ready. The DHET assumes responsibility for all the developmental and training initiatives for the incumbents until they are absorbed by the institution. This initiative talks to the CPUT's Transformation Charter, 2010; the CPUT Comprehensive Transformation Strategy (2013) and the Transformation Quality Improvement Plan.

### **10.2 External Studies for staff program**

One of CPUT's key priorities is to ensure that all academics especially those from previously disadvantaged background have a minimum of a Master's Degree. The vision of Learning and Development is aiming to position CPUT as a leading University through an inspirational and innovative learning and development culture. The Learning and Development department developed and implemented an integrated people development system to ensure the availability of skills when needed and to build employee competency and commitment to life-long learning.

### **10.3 Khula Program**

CPUT as a heritage institutions implemented staff development programmes targeted at young academics with the overriding goal of contributing to the replenishing of academic staff as well as meeting the equity goals of diversifying the academic staff profile. The initiatives which were known as Growing Your Own Timber and Khula programme have had mixed results. This program is based on the following key objectives:

- To provide for the employment of junior academic in critical areas that are of strategic importance to the university and aligned to national policy goals for developing human capital.
- To provide for diversification of the academic staff profile through deliberate creation of teaching opportunities for the employment of Black academics.
- To provide for staff succession through earmarking specific positions where existing staff will be retiring within a period of five years.
- To meet the institutional equity goals as contained in the employment equity plan.

To implement a focused staff development programs targeted at young academics with the overriding goal of contributing to the replenishing of academic staff as well as meeting the equity goals of diversifying academic staff profile

#### **10.4 Organisational culture**

The Cape Peninsula University of Technology, is committed to creating an enabling, affirming and supportive work experience and environment for all its staff rich in its diversity which the university values as a strength; in an attempt to realise CPUT's strategic goals and the vision of moving CPUT from 'Good to Great'. To this end CPUT started in 2014 with the culture surveys that would inform management of a program of action. The results of such a survey have been received and focus groups are under way to try and instil a conducive and enabling culture for the institution. A cross cultural sensitivity training will be put in place as one of the mechanisms to manage diversity.

#### **10.5 Performance Management**

The CPUT Performance Management System which is currently being implemented for levels 1 to 4 will be rolled out to all levels of employees in the institution. One of the areas in which performance of managers will be monitored and assessed as part of PM is the achievement of equity targets in their areas of responsibility. This process shall also make sure that PDP are developed to be able to inform the institution's training provisions. The institution shall also ensure that various modalities of training from group, on-line, coaching to mentorship to accommodate all employees.

#### **10.6 Succession Planning**

To anticipate and prepare for vacancies that will arise as a result of retirement, CPUT will develop a succession plan taking into consideration all staff with a view to identifying and preparing them through training to be ready to compete for these positions when they become available due to the retirement of current incumbents. This process shall include identifying high potential to groom them to be ready to compete for senior positions that become available.

#### **10.7 Retention of employees**

CPUT will strive to be an employer of choice and will develop a retention strategy to ensure that staff turnover is minimised. The strategy will take into consideration factors like developing a good induction and socialization programme, followed by continuous training and coaching. Over the next five years, CPUT will review and amend its internal human capital policies and procedures. This will facilitate the achievement of its employment equity

goals as well as ensure that no unfair discrimination occurs. Above all, CPUT will continue conducting climate surveys in order to identify issues that are of concern to employees.

### 10.8 Recruitment and advertising

The recruitment and selection process is one of the main mechanisms through which CPUT can achieve its numerical targets by attracting applicants from the designated groups. This will be achieved by:

- Using an advertising medium that ensures that as many applicants are reached, especially those from the designated groups.
- Giving consideration to the potential to learn and grow into the available positions, where feasible.
- Promoting fairness during the interview process by developing a set of standardized questions for specific positions.
- Subjecting all appointments that is not in line with the employment equity targets to a requirement of approval by Executive Management and signed by the Vice Chancellor.
- Ensure that there is a clear policy to regulate the appointment and transfer of skills by Foreign Nationals to ensure that institution starts building its own skills pool and slowly eliminates the reliance and employment of Foreign Nationals.
- Train line managers to be able to provide extended induction over the probation period.

### 10.9 Employment of People with Disabilities (PWD)

A disability strategy has to be developed to ensure that the target of 2% is reached in as far as the employment of PWD is concerned. All employees that are appointed shall be required to complete the EEA1 form and that shall assist in their declaration as required by the EE Act. Positions that may be filled with people with disabilities shall be identified and indicated as such during advertising to attract PWD. Partnerships must be made with external NGOs working in the disability space to assist in recruit PWD, into positions into which certain categories of disability can be reasonably accommodated. The institution shall ensure that reasonable accommodation of all people with disabilities is taken very serious and that flexi time is introduced where necessary.

Table 8 People with Disabilities

PEOPLE WITH DISABILITIES JANUARY 2016											
Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0

Professionally qualified and experienced specialists and mid-management	1	0	0	0	0	0	0	0	0	0	1
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0	2	0	0	1	2	0	0	0	0	5
Semi-skilled and discretionary decision making	0	0	0	0	0	1	0	0	0	0	1
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL PERMANENT</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7</b>
<b>Current %= 4 %</b>						<b>Target % = 2%</b>					

The current CPUT disability profile stands at 0.4% which is far below the required 2%.

#### **11. CPUT EE POLICY FRAMEWORK: EE POLICY AND EE TRANSFORMATION POLICY & PROCEDURE**

The implementation of the employment equity plan shall be based on the institutional employment equity policy and procedure. This policy has been revised to be in line with the current trends in EE.

#### **12. COMMUNICATION**

This Plan shall be consulted as required by the Employment Equity Act with all the role players before it is communicated to all employees of the university.

#### **13. MONITORING AND EVALUATION**

The various entities responsible for monitoring, evaluation and reporting with regard to progress and/or lack thereof in meeting the set equity targets include, EMEC, Transformation and Diversity Committees and the Transformation Office.

#### **14. DURATION OF THE PLAN**

This plan is for the period starting in October 2016, and ending in September 2019, with a provision that it can be revised as and when the need arises. This is necessary to give the plan sufficient time to be realised. The achievement of the plan will be influenced by the following factors: (1) the average number of employees leaving CPUT; (2) the average