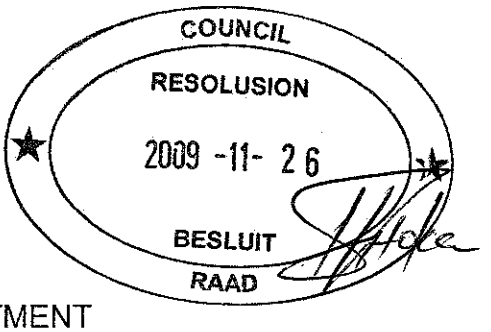

HR 11/2
Seipati Kau (012 358 1362)
COUNCIL: 26 November 2009

18. CORPORATE AND SHARED SERVICES DEPARTMENT
(EMPLOYMENT EQUITY DIVISION)
DIVERSITY POLICY FRAMEWORK FOR THE CITY OF TSHWANE (CoT)
(From the Mayoral Committee Cluster: Economic Development: 15 September 2009 and the Portfolio Committee: Corporate and Shared Services: 15 October 2009 and the Mayoral Committee: 4 November 2009)

1. PURPOSE

The purpose of this report is to provide feedback on the development of a diversity policy framework for the City of Tshwane (CoT) and to request that the attached program be adopted and funded to achieve a diverse workforce.

2. STRATEGIC OBJECTIVE

The aligned City Scorecard of the CoT addresses five strategic objectives. The report is applicable to the following:

SO 5: To ensure good governance, financial viability, build capacity and optimise transformation.

3. BACKGROUND

The department: Corporate and Shared Services through Strategic Human Resources Management division saw a need to develop a diversity policy framework for the CoT. A service provider was appointed from Decision MX Consulting.

4. DISCUSSION/OVERVIEW

There is a need for the CoT to develop a policy on diversity in order to help employees deal with their differences and similarities. Diversity as an intervention will help the CoT deliver in its mandate on the improvement of service delivery.

The process started when the consultant started with the environmental analysis of the current practices, processes and systems of the CoT. The first engagement with stakeholders was the Corporate Employment Equity Forum (CEEF) and the second stakeholder was identified as City Manager Top Management. This session did not take place because there was one representative from the Leadership Academy who attended. Two departments submitted their apologies for non attendance. The third stakeholder which was engaged was with people with disabilities forum (PWDF)

During the MMC Top Management meeting held on 26 May 2009 it was resolved that the consultant must present to this group of stakeholders. An arrangement was made to this effect.
Communication was issued to departments to indicate their availability for such engagements and departments responded to the call.

A separate and final arrangement was done for the Mayoral Committee members to give them an opportunity to engage with the consultant on a one to one basis to solicit their inputs so as to finalise this process. A process which was finalised

5. COMMENTS OF THE STAKEHOLDER DEPARTMENTS

5.1 COMMENTS OF THE CHIEF FINANCIAL OFFICER

(Unaltered)

This Department takes note of the content and the recommendations of the report.

It should be noted that no surplus funding exist from Municipal Grants to fund the diversity programs as outline in the policy. The costs for the diversity programs will have to be managed by means of identifying savings, reprioritising of functions and efficiency gains within the Medium Term Revenue and Expenditure Framework of the relevant department.

Budget appropriations takes place during the annual budget process or during the annual adjustments budget process only if additional revenue is available or when planned expenditure have not taken place and budget is available for re-prioritisation.

5.2 COMMENTS OF THE STRATEGIC EXECUTIVE DIRECTOR: COPORATE AND SHARED SERVICES

(Unaltered)

5.2.1 LEGAL SERVICES

The purpose and the entire contents of the report have been noted.

The purpose of the report per se is to provide feedback on the development of a diversity policy framework for the CoT.

In terms of section 11(3) of the Local Government: Municipal System Act 32 of 2000, a municipality exercise its executive and legislative authority by developing and adopting policies, plans, strategies, programmes, including setting targets for delivery.

To this end the draft Diversity Policy Framework as attached is well informed and within the context of the above statutory prescripts.

The recommendations are thus supported.

5.3 COMMENTS OF THE WARD COUNCILLOR

None.

6. IMPLICATIONS

6.1. HUMAN RESOURCES

The Human resources implication attached to this initiative is that employees will be required to attend to a two hour presentation facilitated by the consultant to solicit their views in order to complete the task at hand.

6.2 FINANCES

The money budgeted for on Employment Equity Budget was for the development of a diversity policy framework Cost Centre 5091 and GL 412 630. There is a need to introduce programs from the interaction with employees. The costing therefore will need to be funded from other sources such as Municipal Grants.

6.3. CONSTITUTIONAL AND LEGAL FACTORS

None

6.4. COMMUNICATION

Communication has been done in this effect.

6.5 PREVIOUS COUNCIL AND MAYORAL COMMITTEE RESOLUTIONS

None

7. CONCLUSION

It needs to be mentioned that the time frame for project is tight and departments commit to the dates submitted to the consultant in order to finalise the project within stipulated timeframes.

IT WAS RECOMMENDED (TO THE MAYORAL COMMITTEE CLUSTER: ECONOMIC DEVELOPMENT: 15 SEPTEMBER 2009)

That it be recommended to the Portfolio Committee:

1. That notice be taken of this feedback and the development which emanated from the engagement with different stakeholders which necessitated that the programs as suggested by the service provider be adopted

2. That feedback from the consultant is attached for further engagement to finalise the policy framework

3 That the City funds the programs from Municipal Grants to ensure that we have a diverse workforce.

During the discussion of this item by the Mayoral Committee Cluster: Economic Development at its meeting held on 15 September 2009, it was agreed that recommendation 2 and 3 be amended to read as follows:

"2. Feedback is attached for further engagement to finalise the policy framework

3 The Department: Corporate and Shared Services will look at other sources to fund the programs to ensure that the CoT has a diverse workforce".

It was therefore resolved to recommend as set out below:

IT WAS RECOMMENDED (TO THE PORTFOLIO COMMITTEE: CORPORATE AND SHARED SERVICES: 15 OCTOBER 2009):

That it be recommended to the Portfolio Committee:

1. That notice be taken of this feedback and the development which emanated from the engagement with different stakeholders which necessitated that the programs as suggested by the service provider be adopted

2. That feedback is attached for further engagement to finalise the policy framework

3 That the Department: Corporate and Shared Services will look at other sources to fund the programs to ensure that the CoT has a diverse workforce.

During the discussion of the abovementioned report by the Portfolio Committee: Corporate and Shared Services at its meeting held on 15 October 2009 the members were of the opinion that the attached programs as identified in the report be adopted and continued with when funds is available to proceed with the diversity programs, as set out in recommendation 4, below.

It was therefore resolved to recommend as set out below:

IT WAS RECOMMENDED TO THE (COUNCIL: 26 NOVEMBER 2009):

1. That notice be taken of this feedback and the development which emanated from the engagement with different stakeholders which necessitated that the programs as suggested by the service provider be adopted

2. That feedback is attached for further engagement to finalise the policy framework

3 That the Department: Corporate and Shared Services will look at other sources to fund the programs to ensure that the CoT has a diverse workforce.

4. That the attached programs as identified in the report be adopted and continued with when funds is available to proceed with the diversity programs.

During consideration of this item by Council on 26 November 2009, Cllr MS Morudi seconded by Cllr G Twala proposed the following:

(Unaltered)

Mr Speaker, allow me to correct the heading of this item. It should read as Diversity Policy Framework and not employment equity.

The Council acceded to Cllr Morudi's proposal and thereafter resolved as set out below:

ANNEXURES:

A. Draft policy framework.
B. Quotation invoice for the costing for the envisaged programs.

RESOLVED:

1. That notice be taken of this feedback and the development which emanated from the engagement with different stakeholders which necessitated that the programs as suggested by the service provider be adopted.

2. That feedback is attached for further engagement to finalise the policy framework.

3. That the Department: Corporate and Shared Services will look at other sources to fund the programs to ensure that the CoT has a diverse workforce.

4. That the attached programs as identified in the report be adopted and continued with when funds is available to proceed with the diversity programs.

(Remark:

Subsequent to Cllr MS Morudi's proposal during the Council meeting of 26 November 2009, which was acceded to by Council, the heading to this report has been amended accordingly.)

City of
Tshwane

CITY OF TSHWANE
"we are the same"

Draft

Diversity Policy Framework

July 2009

CONTENT

1. Purpose & Objective
2. Scope of the policy
3. Definitions
4. Related Policies & Acts
5. Governance [Roles & Responsibilities]
6. Policy Impact
7. Key critical success factors
8. Communication & promotion

1. Purpose & Objective

City's key objectives in relation to achieving an inclusive environment, and embedding the principles of diversity in all we do, are:

- To maintain a working environment where everyone is treated with dignity and respect;
- To raise awareness of what we mean by diversity;
- To ensure that everyone is aware of their own personal responsibility regarding the objectives of diversity in the city;
- To provide and communicate clear employment policies and to ensure they are applied fairly and do promote inclusive employment practices;
- To ensure consistency and fairness in all our Human Resources and Management practices;
- To promote principles of inclusiveness among different races, classes, gender and disability people;
- To sensitize the employer and all employees on diversity related issues;
- To create an understanding of how to reasonably accommodate people from different cultural background, language and racial groups;
- Encourage employees to embrace similarities, differences and to help them deal with tensions;
- To facilitate sessions with all employees on the roll out of the Diversity Policy Framework as part of policy communication;
- To develop a program for all employees to assist them to work together and embrace each other;
- To help to create a diverse workforce for the City in order to perform optimally;
- To take various affirmative action measures to achieve diversity;
- To formulate and implement diversity policy;
- To help employees to understanding cultures, religions, traditions and their influence on workplace life;

There is both a business and a moral imperative in supporting diversity in the city. To achieve both business and individual goals we need to:

- tap into the widest possible pool of people to attract high quality individuals;
- motivate our people by providing a supportive culture where everyone feels they are treated fairly and can do their best, particularly the previously disadvantaged
- respond to the needs of a range of clients: having a diverse and representative workforce is of great importance and clients expect this of us;
- provide an environment where people work as teams, respect each other, share ideas; and
- ensure that the city comply with all relevant legislation, particularly Employment Equity Act.

2. Definitions

"Act"	means the Employment Equity Act of 1998 (Act 55 of 1998)
"Constitution"	means the constitution of the Republic of South Africa
"Designated Groups"	means black people, women and people with disability
"Black people"	means people of Africans, Coloureds & Indian origin
"Employee"	means any person in the employ of the city, and refers to both fulltime, contract and section 57 appointees

"Employment policy or practice"

Means and refers, but not limited to the following:

- Recruitment procedures, advertizing & selection criteria
- Appointment procedures
- Remunerations & conditions of service
- Working environment & facilities
- Training & development
- Performance management

"City" refers to the City of Tshwane – Metropolitan Council of Tshwane

3. Scope of the policy

This policy is applicable to all employees of the City of Tshwane, councilors of the city, members of the mayoral committee, and all any other people engaging in the services to the city, including contractors and consultants.

4. Related Policies & Acts

This policy is to be read in conjunction with the following acts and policies:

- The Constitution of the Republic of South Africa
- The Employment Equity Act, 55 of 1998
- The Labour Relations Act,
- The White Paper on Transformation of Public Service

5. Governance [Roles & Responsibilities]

The primary responsible structure for the diversity program remains the executive mayor of the city as the diversity question remains a political question

The member of the mayoral committee "MMC" for corporate services remains the oversight structure for the implementation of programs to promote the better understanding of diversity issues

The strategic executive director: corporate services remains the executing structure for the overall program strategic planning and monitoring & evaluation, whilst giving support to those responsible for implementation

The Executive Director: HR and Director Employment Equity, the line function managers/directors remain the implementing agents of the identified diversity programs.

6. Policy Impact

This policy is intended to make a positive and a major impact on the way and manner in which employees of the city acknowledges and embraces their differences of culture, race, gender, disability, class status and background.

Acknowledging these differences, the city and its employees are mindful of the strengths, opportunities and benefits, these differences could bring to strengthen the city's ability to improve service delivery to its citizens.

The city therefore, hopes for a major impact on the following diversity practices among its employees and councilors:

- Racial inclusion
- Gender balance and respect
- Racial tolerance
- Disability friendly environment & respect for the disabled persons
- Embracing cultural differences and religious choices
- Employment practices that acknowledges diversity realities of the city

7. Key Critical Success Factors for diversity policy

In keeping with the employment equity principles of the city, the following key success factors are crucial in the achievement of the diversity objectives:

7.1 Commitment of the Executive Major, speaker, members of the mayoral committee and council members to ensure implementation and monitoring of the diversity policy and programs and its integration in the strategic business plan of the city

7.2 Commitment of the city manager and top management to take responsibility for the diversity management and integration of diversity programs into strategic business plans

7.3 Creation of an enabling environment in which different cultures, race and gender practices can be allowed and embraced

7.4 Creation of a climate in which stakeholders can engage one another in honest dialogue about their fears, needs & expectations and explore and debate various diversity issues, with a view to promote and embrace racial inclusivity, appreciate disabled people and respect & promotion of women, in a manner that will promote both business and social transformation in the city.

7.5 Promote the city of a value of same dignity and respect for all people with differences but common course

8. Communication & promotion

The city commits itself to a visible promotion and clear communication of its programs of diversity.

The table below gives programs that the city intends promoting and sponsoring, in an attempt to embrace diversity:

No.	Program	Description
1	Sponsoring of Language Learning Classes	Understanding and speaking of different languages is the most powerful tool to promote diversity in the workplace. City's sponsor of language learning classes will definitely fast track the embracing of different cultures
2.	City's Cultural Day	One open day in the calendar of the city is dedicated to celebrating and promoting different cultures in the workplace. Different cultures are encouraged to promote and display their cultural attire, food, dance, language, etc.
3.	Sports Fun Day	Using sports to promote racial integration. Promotion of Fun sports through different sporting codes including adult games at the workplace
4.	Diversity Awareness Program	Several awareness programs are lined up to sensitize employees of diversity issues in the workplace. This could take a form of promotional materials, internal communication platforms, acknowledgement of diversity excellence, etc.
5.	Diversity Training Programs	Training & capacity building programs are conducted across the city to assist employees understand the concept of diversity better
6.	Thanks God its Friday	Whilst this program is mainly a social gathering, its intention is mainly to

		promote the social cohesion among different groupings, thereby allowing people to informally get to know each other better. Its strongest advantage is that is loved by younger generations and as such helps in inter-generational integration of the workforce.
7.	Team Building Exercises	Used to enhance team work among colleagues in different departments, it is one of the most effective tools to mobilize commitment to common course and helps to hold the centre of common vision/purpose
8	Year End Functions	Though not a direct diversity program, most employees tend to reach out to their colleagues in a more informal setup; this program has proved more beneficial if employer wishes to break the inter-generational gap.
9.	Recruitment Advertizing & Employment Selection Practices	The city seeks to promote a deliberate recruitment & selection strategy that seeks to promote diversity in the workplace. This will include but not limited to – targeting the disabled, women and black people [designated groups]
10.	Soft Skills Training Programs	Focus will be given to training in programs such as IQ/EQ training, human relations training, supervisory/management development programs, change leadership development programs, employment/labour relations training, etc.
11.	Motivational speaking/breakfast seminars	This program will take a form of best practice case study sharing. These sessions tend to make people aware of the practices in the world out here in terms of the subject matter in discussion e.g. diversity management. The intention of such programs is to help organizations to measure up to other organizations and to further encourage their employees to do more in their attempts

QUOTATION INVOICE

Invoice No.: 000#03

CK No. : 2009#009695#07
TAX No. : 947 055 9155
VAT No. : 4480 245 234

Our Ref : CoT-003

P.O. Box 61695
Pierre Van Ryneveld
0045

TEL (082) 339 3598
FAX: 082 853 6980

Date: 07 August 2009

To: Ms. Mamma Mokaba
Acting SED
Corporate & Shared Services
City of Tshwane

Herewith find quotation for the costing of diversity programs for the city

Code	Item Description	Cost
#1	Costing of eleven diversity programs as outlined in the draft policy:	R 29 000.00
	Total (incl. VAT @ 14)	**R 29 000.00**

Our banking details are as follows:-

NAME OF COMPANY	:	Decisions MX Consulting Services
BANK NAME	:	First National Bank
BRANCH NAME	:	Hatfield
ACCOUNT NO.	:	62076970980
BRANCH CODE	:	252 - 145

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