

**EE ANALYSIS (SECTION 19)**

PLEASE READ THIS FIRST		SECTION A: EMPLOYER DETAILS & INSTRUCTIONS									
PURPOSE OF THIS FORM This form (EEA12) is used to conduct the Analysis. Designated employers are expected to complete this template in order to comply with Section 19. Section 19(1) of the EEA requires a designated employer to conduct an analysis as prescribed, of its employment policies, practices, procedures and the working environment in order to identify employment barriers which adversely affect people from designated groups. Section 19(2) indicates that the analysis must include a profile to determine the under-representation of people from the designated groups in the various occupational levels in the workforce.	Trade name		Public Works & Infrastructure								
	DTI registration name		-								
	DTI registration number										
	PAYE/SARS number		7240726432								
	UIF reference number										
	EE reference number		790230								
	National or Provincial EAP		Provincial EAP								
	Industry/Sector		Public Administration and Defence, Compulsory Social Security								
	Seta classification										
	Bargaining Council										
	Telephone number		040 602 4256								
	Postal address		Department of Public Works & Infrastructure Private Bag X0022								
	Postal code		5605								
	City/Town		BHISHO								
	Province		EASTERN CAPE								
	Physical address		Corner Independence Avenue & Boulevard Qhasana Building								
	Postal code		5605								
	City/Town		BHISHO								
	Province		EASTERN CAPE								
	Details of CEO/Accounting Officer										
	Name and surname		Ms PP Penxa								
	Telephone number		040 602 4265								
	Email address		phucuka.penxa@ecdpcw.gov.za								
	Details of Employment Equity Senior Manager										
	Name and Surname		Mr S. Kufa								
	Telephone number										
	Email address		sicelo.kufa@ecdpcw.gov.za								
	Business type (Please mark with an X)										
☐ Private Sector ☐ National Government ☐ Local Government ☐ Non-profit Organisation		☐ State Owned Enterprise ☒ Provincial Government ☐ Educational Institution									
Information about the organization (Please mark with an X)											
Is your organisation an organ of State or designated in terms of a collective agreement?		<table border="1"> <thead> <tr> <th>YES</th> <th>NO</th> </tr> </thead> <tbody> <tr> <td>X</td> <td></td> </tr> </tbody> </table>		YES	NO	X					
YES	NO										
X											
Number of employees in your organisation. (NB: Employers with 1 to 49 employees are designated if they are an organ of state or if they are appointed as a designated employer by collective agreement to comply with Chapter 3 of the EEA)		<table border="1"> <thead> <tr> <th>EMPLOYEES</th> <th>x</th> </tr> </thead> <tbody> <tr> <td>1 to 49</td> <td></td> </tr> <tr> <td>50 to 149</td> <td></td> </tr> <tr> <td>150 or more</td> <td>X</td> </tr> </tbody> </table>		EMPLOYEES	x	1 to 49		50 to 149		150 or more	X
EMPLOYEES	x										
1 to 49											
50 to 149											
150 or more	X										
Is your organisation part of a group / holding company?		<table border="1"> <thead> <tr> <th>YES</th> <th>NO</th> </tr> </thead> <tbody> <tr> <td></td> <td>X</td> </tr> </tbody> </table>		YES	NO		X				
YES	NO										
	X										
If yes, please provide the name.											
Date on which this EE Analysis was finalised.		01 September 2025									

IMPORTANT INFORMATION

- a. A designated employer must comply to Sections 16 and 17 of the Employment Equity Act, as amended, by consulting with employees when conducting an Analysis, preparing an EE Plan and reporting annually to the Department of Employment and Labour.
- b. The purpose of the analysis is to determine the extent of under-representation of employees, i.e. both permanent and temporary employees, from the designated groups in the different occupational levels of the employer's workforce in terms of race, gender and disability; to assess all employment policies, procedures and practices, and the working environment in order to –
- (i) Identify any barriers that may contribute to the under-representation of employees from the designated groups;
 - (ii) Identify any barriers or factors that may contribute to the lack of Affirmation of diversity in the workplace;
 - (iii) Identify other employment conditions that may adversely affect designated groups; and
 - (iv) Identify practices or factors that positively promote employment equity and diversity in the workplace, including reasonable accommodation.
- c. Section 19(1) of the Employment Equity Act requires a designated employer to conduct an analysis of its employment policies, practices, procedures and the working environment in order to identify employment barriers, which adversely affect people from the designated groups. The review should include a critical examination of all established policies, practices, procedures and the working environment to identify barriers that directly or indirectly impede one or more of the designated groups' equitable representation in the workplace, including those relating to –
- (i) Recruitment, selection, pre-employment testing and induction, promotion, development and retention that could be biased, inappropriate or un-affirming.
 - (ii) Succession and experience planning, promotions and transfers to establish whether designated groups are excluded or adversely affected.
 - (iii) Job assignments and training opportunities to establish if designated groups are enabled to participate and contribute meaningfully.
 - (iv) Performance and remuneration, including equal pay for work of equal value.
 - (v) Discipline and dispute resolution policies and practices that may not be justified and have a disproportionate adverse effect on the designated groups.
 - (vi) Working conditions that may not cater for cultural, religious and other diversity differences.
 - (vii) Working conditions that may not reasonably accommodate all designated employees, including for employees with disabilities.
 - (viii) Corporate culture.
 - (ix) Any other policy, procedure or practice that may arise from the consultation process.

IMPORTANT INFORMATION

- d. Section 19(2) of the EEA requires a designated employer to conduct a workforce profile analysis to determine the degree of under-representation of the various population groups in the different occupational levels, particularly the designated groups (Blacks, women and employees with disabilities). The first step in conducting an analysis of the workforce profile is to differentiate between employees of the various groups, both in terms of the designated (i.e., Blacks, women and employees with disabilities) and non-designated groups by using the EEA1 form, contained in the regulations, for employees to declare their status.
- (i) Where there is doubt in the self-identification process of an employee, existing and/or historical information may be used to assist to verify an employee's status.
 - (ii) An analysis of the workforce profile should provide a comparison of designated groups using up-to-date demographic data in terms of their Economically Active Population (EAP) and their representation at the various occupational levels. The EAP is contained in the latest published Commission for Employment Equity (CEE) Annual Report and the description of the various occupational levels is contained in the EEA9 form of the regulations.
 - (iii) Designated employers operating in more than one province must consider the nature and geographical area of their operations and elect to adopt either-
 - (a) the national EAP;
 - (b) the provincial EAP for each of the provinces in which they operate.
 - (c) the provincial EAP of the province where the largest part of their operations is conducted.
 - (iv) Designated employers using the national EAP, or the EAP of a province in which the major part of its operations are, must nevertheless have regard to variations between the EAPs of different provinces when setting targets to achieve equitable representation of employees from designated groups in all occupational levels.
 - (v) Designated employer must use the EAP that they have chosen for conducting an analysis, preparing an EE plan and reporting to the Department and must utilise it for the entire duration of the EE Plan in line with the relevant 5-year sector targets.
 - (vi) The analysis of the workforce profile must be based on a snapshot of the employee distribution in the various occupational levels on a particular date in terms of race, gender and disability, and per occupational level on that date.
 - (vii) The analysis must capture the under-representation or over-representation of a particular group, whether designated or non-designated, and be used to identify and prioritize strategies in the EE plan, in order to address such under-representation.
 - (viii) A designated employer must conduct an Analysis for the purpose of addressing the 5-year sector specific targets set in terms of Section 15A of the Employment Equity Act as amended.
- e. The alphabets "A", "C", "I", "W", "M" and "F" used in the tables have the following corresponding meanings and must be interpreted as "Africans", "Coloureds", "Indians", "Whites", "Males" and "Females" respectively.
- f. "Temporary employees" are those employees employed for less than three months.

1. ANALYSIS OF THE EMPLOYMENT POLICIES, PRACTICES, PROCEDURES AND THE WORKING ENVIRONMENT

1.1. BARRIERS AND AFFIRMATIVE ACTION MEASURES (*policies, procedures and/or practice*)

In order to conduct an analysis of policies, procedures and/or practice, barriers are identified and proposed affirmative action measures established to respond to such barriers. Please note that the information below serves as a baseline to inform the 'Barriers and Affirmative Action measures (non-numerical goals) in the Employment Equity Plan (EE Plan).

CATEGORIES	BARRIERS AND AFFIRMATIVE ACTION MEASURES			
	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice	BARRIERS (PLEASE PROVIDE NARRATION) (Briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	PROPOSED AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION) (Briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	
	POLICY	PROCEDURE	PRACTICE	
Recruitment			✓	- Inability to attract people from designated groups and people with disabilities - To approach National and Provincial Organizations of Persons with Disabilities. - Targeted recruitment /Ring fence all SMS posts. - To approach Institutions of Higher Learning. - Disability disclosure campaigns. - HRD interventions at high school level (Career Guidance). - Head hunting.
Advertising positions			✓	- Crafting adverts to indicate areas of underrepresentation. - Forward adverts to institutions of Persons with Disabilities. - Also send advert to relevant institutions, Regional Offices, Community halls, Libraries notice boards and institutions of Persons with Disabilities.
Selection criteria	✓		✓	- HR Manager to conduct a briefing to panel members before the selection process. - Public Service Commission Recruitment Tool kit should be utilised in Selection criteria. - Circulate approved Guidelines on Recruitment

BARRIERS AND AFFIRMATIVE ACTION MEASURES				
CATEGORIES	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice		BARRIERS (PLEASE PROVIDE NARRATION) (Briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	PROPOSED AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION) (Briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)
	POLICY	PROCEDURE	PRACTICE	
				- and Selection to all departmental officials. - Training of panel members and HR Practitioners in the selection criteria - Consider other forms of assessment to be part of the interview process. - Distribute the EEA1 disability form for completion.
Appointments	✓		✓	- Identify scarce skills posts in the Attraction and Retention Policy of the Department. - Implement Attraction and Retention policy of the department. - Implement Departmental Attraction and Retention policy in line with the Public Service Regulations and OTP proposed strategy.
Job classification and grading	✓	✓	✓	- To influence the Bargaining Council through recognised unions to review OSD requirements. - To develop Apprenticeship and Artisan Programme.

CATEGORIES	BARRIERS AND AFFIRMATIVE ACTION MEASURES				
	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice	BARRIERS (PLEASE PROVIDE NARRATION) (Briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)		PROPOSED AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION) (Briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	
	POLICY	PROCEDURE	PRACTICE		
Remuneration and benefits				No Barrier	
Terms & conditions of employment				No Barrier	
Work environment and facilities			✓	- No targeted training interventions for designated groups.	- To develop Career Pathing and Development Management Policy. - Develop a Comprehensive Women Empowerment Programme. - Awarding Bursaries to learners with Disabilities. - Develop strategy for reasonable accommodation.
Training and development			✓	- No targeted training interventions for designated groups.	- To develop Career Pathing and Development Management Policy. - Develop a Comprehensive Women Empowerment Programme. - Awarding Bursaries to learners with Disabilities. - Department needs to plan in advance.
Performance and evaluation			✓	- Failure to plan affects the performance of Persons with Disabilities (availability of resources). - Financial constraints.	- Disability sensitive budget.
Succession & experience planning	✓	✓	✓	- No Succession Planning policy - No Recognition of Prior Learning Policy	- Develop and implement Succession Planning Policy. - Develop and implement RPL policy.

CATEGORIES	BARRIERS AND AFFIRMATIVE ACTION MEASURES				
	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice		BARRIERS (PLEASE PROVIDE NARRATION) (Briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	PROPOSED AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION) (Briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	
	POLICY	PROCEDURE	PRACTICE		
					- Departmental policies that affect transformation must be presented to the EE Committee for input.
Disciplinary measures				Non-disclosure of offence	To do awareness campaigns & change Management. Establish Gender & Youth Fora.
Retention of designated groups					
Corporate culture			✓	- Lack of work family interface practices To accommodate women who are pregnant or breast feeding	To advocate Diversity Management & Change Management.
Reasonable accommodation	✓			- No policy that supports reasonable accommodation.	Develop policy that supports reasonable accommodation.
Workplace Harassment	✓			- Understanding and implementing the workplace Harassment policy.	To promote the application of workplace Harassment policy
HIV&AIDS prevention and wellness programmes				No Barrier	
Assigned senior manager(s) to manage EE implementation				No Barrier	
Budget allocation in support of				- No specific budget identified for employment equity goals	Implement Integrated Planning (Procurement Plans, Annual Recruitment Plan, HR Plan, EE

CATEGORIES	BARRIERS AND AFFIRMATIVE ACTION MEASURES				
	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice		BARRIERS (PLEASE PROVIDE NARRATION) (Briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	PROPOSED AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION) (Briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	
	POLICY	PROCEDURE	PRACTICE		
employment equity goals					Plan, WSP etc.
Time off for employment equity consultative committee to meet				No Barrier	

2. WORKFORCE PROFILE ANALYSIS

Section 19(2) of the EEA requires designated employers to conduct a workforce profile analysis of each occupational level in order to determine the degree of under-representation of the various population groups in the different occupational levels.

Designated employers must use the relevant Economically Active Population (EAP) and the 5-year sector targets that have been set in terms of Section 15A of the Employment Equity Act as amended and its regulations in terms of population group, gender and for employees with disabilities when conducting a workforce profile analysis to determine the under-representation.

2.1 5-YEAR SECTOR NUMERICAL TARGETS AND NUMERICAL GOALS

Employers must set their own targets for the two bottom occupational levels (i.e. semi-skilled and unskilled). Employers will have to make a full analysis to set targets for these two levels before populating the table below.

5-YEAR SECTOR TARGETS AND NUMERICAL GOALS FOR SEMI-SKILLED AND UNSKILLED LEVEL (2025-2030)		
OCCUPATIONAL LEVELS AND DISABILITY	GENDER	DESIGNATED GROUPS SECTOR TARGET %
TOP MANAGEMENT	Male	49.8%
	Female	41.9%
	TOTAL	91.7%
SENIOR MANAGEMENT	Male	49.8
	Female	46.1
	TOTAL	95.9%
PROFESSIONALLY QUALIFIED	Male	49.8%
	Female	46.1%
	TOTAL	95.9%
SKILLED TECHNICAL	Male	49.8%
	Female	46.1%
	TOTAL	95.9%
		EMPLOYER'S NUMERICAL GOAL
SEMI-SKILLED	Male	49.8%
	Female	47.4%
	TOTAL	97.2%
UNSKILLED	Male	49.8%
	Female	47.4%
	TOTAL	97.2%
5-YEAR NUMERICAL TARGET FOR EMPLOYEES WITH DISABILITIES		
5-Year Sector Target for Employees with disabilities (%)		3%

2.2 SNAPSHOT OF WORKFORCE PROFILE

Workforce profile Information contained in the two tables below in terms of population group, gender and disability as of the last day of the month 31/08/2025. **Table 1A** contains information on all employees, including employees with disabilities, and **Table 1B** only contains information on employees with disabilities.

Table 1A: Snapshot of all employees, including employees with disabilities

Occupational Levels		Male				Female				Foreign Nationals		Total
		A	C	I	W	A	C	I	W	Male	Female	
Top management	value	0	0	0	0	1	0	0	0	0	0	1
	%	0	0	0	0	100	0	0	0	0	0	100%
Senior management	value	20	0	0	0	31	1	0	0	0	0	52
	%	38,4%	0	0	0	59,6%	1,9	0	0	0	0	99,9%
Professionally qualified and experienced specialists and mid-management	value	80	4	1	4	59	1	1	1	3	0	154
	%	51,9	2,5	0,6	2,5	38,3	0,6	0,6	0,6	1,9	0	98,9%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	335	8	0	6	417	9	1	6	0	0	782%
	%	42,8	1	0	0,7	53,3	1,1	0,1	0,7	0	0	99,7%
Semi-skilled and discretionary decision making	value	187	1	0	2	178	2	0	0	1	0	371
	%	50,4	0,2	0	0,5	47,9	0,5	0	0	0,2	0	99,7%
Unskilled and defined decision making	value	96	0	0	0	112	2	0	0	0	0	210
	%	45,7	0	0	0	53,3	0,9	0	0	0	0	99,9%
TOTAL PERMANENT	value	718	13	1	12	798	15	2	7	4	0	1570
	%	45,7	0,8	0,06	0,7	50,8	0,9	0,1	0,4	0,2	0	99,6
Temporary employees	value	56	0	0	0	119	1	0	0	0	0	176
	%	31,8	0	0	0	67,6	0,5	0	0	0	0	99,9
GRAND TOTAL	value	774	13	1	12	917	16	2	7	4	0	1746
	%	44,3	0,7	0,05	0,6	52,5	0,9	0,1	0,4	0,2	0	99,7

Table 1B: Snapshot of employees with disabilities Only

Occupational Levels		Male				Female				Foreign Nationals		Total
		A	C	I	W	A	C	I	W	Male	Female	
Top management	value	0	0	0	0	0	0	0	0	0	0	0
	%	0	0	0	0	0	0	0	0	0	0	0
Senior management	value	1	0	0	0	0	0	0	0	0	0	1
	%	100	0	0	0	0	0	0	0	0	0	100
Professionally qualified and experienced specialists and mid-management	value	3	0	0	0	0	0	0	0	0	0	3
	%	100	0	0	0	0	0	0	0	0	0	100%
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	7	0	0	1	4	0	0	0	0	0	12
	%	58,3	0	0	8,3	33,3	0	0	0	0	0	99,9
Semi-skilled and discretionary decision making	value	8	0	0	1	12	0	0	0	0	0	21
	%	38	0	0	4,7	57,1	0	0	0	0	0	99,8
Unskilled and defined decision making	value	5	0	0	0	0	0	0	0	0	0	5
	%	100	0	0	0	0	0	0	0	0	0	100%
TOTAL PERMANENT	value	24	0	0	2	16	0	0	0	0	0	42
	%	57	0	0	4,7	38	0	0	0	0	0	99,7
Temporary employees	value	2	0	0	0	1	0	0	0	0	0	3
	%	66,6	0	0	0	33,3	0	0	0	0	0	99,9
GRAND TOTAL	value	26	0	0	2	17	0	0	0	0	0	45
	%	57,7	0	0	4,4	37,7	0	0	0	0	0	99,8

2.3 ANALYSIS OF WORKFORCE PROFILE BY OCCUPATIONAL LEVEL

The analysis must be done separately for the various population groups and gender (including the population group and gender intersections) within each of the occupational levels.

Where the representation of employees with disabilities is below 3%, designated employers are expected to indicate the strategies to address the under-representation.

2.2.1 TOP MANAGEMENT (Analysis)

Top Management	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
EAP%	43,3	5,7	0,8	2,8	39,8	4,9	0,3	2,4	0	0	100%
5-Year Sector Target (%) (Designated groups)	49,8%			0	41,9%				0	0	
Workforce Profile(value)	0	0	0	0	1	0	0	0	0	0	1
Workforce Profile (%)	0%	0%	0%	0%	100%	0%	0%	0%	0%	0%	100%

COMMENTS: Please provide observations and proposed strategies to address the under-representation of any group in order to achieve the 5-year sector target.

Observations

- Currently the Department has one (1) filled post which is of the Head of Department.
- There is only one post in the organogram, and it is filled by a woman on a fixed five-year term contract.

Proposed strategies:

- There is no strategy proposed for this post.

2.2.2 SENIOR MANAGEMENT (Analysis)

Senior Management	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
EAP%	43,3	5,7	0,8	2,8	39,8	4,9	0,3	2,4	0	0	100%
5-Year Sector Target (%) (Designated groups)	49,8%			0	46.1%				0	0	
Workforce Profile(value)	20	0	0	0	31	1	0	0	0	0	52
Workforce Profile (%)	38%	0%	0%	0%	60%	2%	0%	0%	0%	0%	100%

COMMENTS: Please provide observations and proposed strategies to address the under-representation of any group in order to achieve the 5-year sector target.

Observations :

- According to the five-year sector targets for the designated groups, males = 49,8% vs females = 46,1%
- Currently in the department males = 38%, reflecting under-representation by 11,8%
- Females are at 60%, reflecting an overrepresentation of 13,9%
- CM, IM, WM, IF & WF are not represented in this occupational category

Proposed Strategies:

- The department will focus on addressing underrepresentation and balance the overrepresentation by filling in 9 positions in this plan.

Year 1 / 2025/26

The advertisement will target following post:

- 1 X IF = SL 13

Year 2 / 2026/27

The advertisement will target the following posts:

- 1 X WM = SL 14
- 1 x CM = SL 13
- 1 X IM = SL 13
- 1 X IM = SL 13

Year 3 / 2027/28

The advertisement will target the following posts:

- 1 X IF = SL 13
- 1 X CM = SL 13

Year 4 / 2028/29

The advertisement will target the following post:

- 1 X CM = SL 13

Year 5 / 2029/30

The department will target the following post:

- 1 X WF = SL 13

2.2.3 PROFESSIONALLY QUALIFIED (Analysis)

Professionally Qualified	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
EAP%	43,3	5,7	0,8	2,8	39,8	4,9	0,3	2,4	0	0	100%
5-Year Sector Target (%) (Designated groups)	49,8%			0	46.1%				0	0	
Workforce Profile(value)	80	4	1	4	59	1	1	1	3	0	154
Workforce Profile (%)	52%	2,6%	0,6%	2,6%	38%	0,6%	0,6%	0,6%	2%	0	100

COMMENTS: Please provide observations and proposed strategies to address the under-representation of any group in order to achieve the 5-year sector target.

Observations / Analysis: (Designated Groups)

- Based on the 5-year sector targets for the designated groups, males = 49,8% vs females = 46,1%
- Currently in the department males = 55,2%, reflecting over-representation by 5,4%
- Females are at 39,8%, reflecting an under- representation of 6,3%

Proposed Strategies:

The department will focus on addressing underrepresentation and balance the overrepresentation by filling in **20** positions in this plan.

Year 1 / 2025/26

The advertisement will target following post: 8 posts:

- 1 X WF = SL 12: Head of buildings
- 1 X AM = SL 11
- 2 X AF = SL 11
- 1 X IM = SL 11
- 2 X IF = SL 11
- 1 X CM = SL 11

Year 2 / 2026/27

The advertisement will target the following 3 posts in this category:

- 1 X IM = SL 11
- 1 X CF = SL 11
- 1 X WM = SL 11

Year 3 / 2027/28

The advertisement will target the following 3 posts in this category:

- 1 X CF = SL 11
- 1 X IF = SL 11
- 1 X WF = SL 11

Year 4 / 2028/29

The advertisement will target the following 3 posts in this category:

- 1 X AF = SL 11
- 1 X AF = SL 11
- 1 X CM = SL 11

Year 5 / 2029/30

The department will target the following 3 posts in this category:

- 1 X IM = SL 11
- 1 X CM = SL 11
- 1 X AF = SL 11

2.2.4 SKILLED (Analysis)

Skilled Technical	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
EAP%	43,3	5,7	0,8	2,8	39,8	4,9	0,3	2,4	0	0	100%
5-Year Sector Target (%) (Designated groups)	49,8%			0	46.1%				0	0	
Workforce Profile(value)	335	8	0	6	417	9	1	8	0	0	782
Workforce Profile (%)	43%	1%	0%	0,8%	53%	1,2%	0%	1%	0%	0%	100%

COMMENTS: Please provide observations and proposed strategies to address the under-representation of any group in order to achieve the 5-year sector target.

Observations / Analysis (Designated group)

- Based on the 5-year sector targets for the designated groups, males = 49,8% vs females = 46,1%
- Currently in the department males = 44%, reflecting under-representation by 5,8%
- Females are at 55,2%, reflecting an over- representation of 9,1%

Proposed Strategies:

- The department will focus on addressing under-representation and balance the overrepresentation

Year 1 / 2025/26

The advertisement will target following post: 58 posts:

- AF = 12
- AM = 8
- CF = 13
- CM = 5
- IF = 6
- IM = 4
- WF = 5
- WM = 5

Year 2 / 2026/27

The advertisement will target the following posts in this category: 149 posts

- AF = 17
- AM = 57
- CF = 16
- CM = 18
- IF = 8
- IM = 15
- WF = 4
- WM = 14

Year 3 / 2027/28

The advertisement will target the following posts in this category: 149 posts

- AF = 18
- AM = 62
- CF = 19

- CM = 16
- IF = 7
- IM = 15
- WF = 6
- WM = 6

Year 4 / 2028/29

The advertisement will target the following posts in this category: **149** posts

- AF = 21
- AM = 65
- CF = 15
- CM = 19
- IF = 5
- IM = 14
- WF = 7
- WM = 3

Year 5 / 2029/30

The department will target the following posts in this category: **145** posts

- AF = 22
- AM = 55
- CF = 17
- CM = 16
- IF = 6
- IM = 16
- WF = 7
- WM = 6

2.2.5 SEMI-SKILLED (Analysis)

Semi-Skilled	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
EAP	43,3	5,7	0,8	2,8	39,8	4,9	0,3	2,4	0	0	100%
Workforce Profile (value)	187	1	0	2	178	2	0	0	1	0	371
Workforce Profile (%)	50%	0,3%	0%	0,5%	48%	0,5%	0%	0%	0,3%	0%	100%
Gaps	+6,7%	-5,4%	-0,8%	-2,3%	+8,2%	-4,4%	-0,3%	-2,4%	0	0	

COMMENTS: Please provide observations and proposed strategies to address the under-representation of any group in order to achieve the numerical goals.

Observations / Analysis:

According to the Employment Active Population (EAP) the department

Over representation

- African males over-represented by 6,7%
- African females over-represented by 8,2%

Under-representation

- Coloured males under-represented by 5,4%
- Indian males under-represented by 0,8%
- White males are under-represented by 2,3%
- Coloured females under-represented by 4,4%

- Indian females are not represented
- White females are not represented

Proposed Strategies:

The department will focus on addressing under-representation and balance the overrepresentation

Year 1 / 2025/26

The advertisement will target following post: 58 posts:

- AF = 5
- AM = 4
- CF = 7
- CM = 4
- IF = 1
- IM = 3
- WF = 0
- WM = 0

Year 2 / 2026/27

The advertisement will target the following posts in this category: **149** posts

- AF = 38
- AM = 52
- CF = 13
- CM = 11
- IF = 2
- IM = 4
- WF = 6
- WM = 3

Year 3 / 2027/28

The advertisement will target the following posts in this category: **149** posts

- AF = 44
- AM = 50
- CF = 9
- CM = 13
- IF = 0
- IM = 1
- WF = 6
- WM = 6

Year 4 / 2028/29

The advertisement will target the following posts in this category: **149** posts

- AF = 45
- AM = 54
- CF = 8
- CM = 11
- IF = 0
- IM = 1
- WF = 5
- WM = 5

Year 5 / 2029/30

The department will target the following posts in this category: **145** posts

- AF = 43
- AM = 53
- CF = 9
- CM = 12
- IF = 0
- IM = 2
- WF = 5
- WM = 5

2.2.6 UNSKILLED (Analysis)

Unskilled	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	Male	Female	
EAP	43,3	5,7	0,8	2,8	39,8	4,9	0,3	2,4	0	0	100%
Workforce Profile (value)	96	0	0	0	112	2	0	0	0	0	210
Workforce Profile (%)	46%	0%	0%	0%	53%	1%	0%	0%	0%	0%	100%
Gaps	+2,7%	-5,7%	-0,8%	-2,8%	+13,2%	-3,9	-0,3%	-2,4%	0	0	

COMMENTS: Please provide observations and proposed strategies to address the under-representation of any group in order to achieve the numerical goals.

Observations / Analysis: (Designated)

According to the EAP targets:

Over-representation

- African male over-represented by 2,7%
- African Females are over-represented by 13,2%

Under-representation

- Coloured females under-represented by 3,9%
- Coloured males are not represented
- Indian males are not represented
- White males are not represented
- Indian females are not represented
- White females are not represented

Proposed Strategies:

The department will focus on addressing under-representation and balance the overrepresentation.

Year 1 / 2025/26

The advertisement will target following post: posts:

- AF = 0
- AM = 0
- CF = 0
- CM = 0
- IF = 0
- IM = 0
- WF = 0
- WM = 0

Year 2 / 2026/27

The advertisement will target the following posts in this category:

- AF = 0
- AM = 8
- CF = 4
- CM = 6
- IF = 0

- IM = 0
- WF = 1
- WM = 2

Year 3 / 2027/28

The advertisement will target the following posts in this category:

- AF = 0
- AM = 8
- CF = 3
- CM = 3
- IF = 2
- IM = 1
- WF = 2
- WM = 2

Year 4 / 2028/29

The advertisement will target the following posts in this category:

- AF = 2
- AM = 8
- CF = 2
- CM = 5
- IF = 0
- IM = 0
- WF = 2
- WM = 2

Year 5 / 2029/30

The department will target the following posts in this category:

- AF = 2
- AM = 8
- CF = 4
- CM = 3
- IF = 0
- IM = 1
- WF = 2
- WM = 2

2.2.7 EMPLOYEES WITH DISABILITIES (Analysis)

Employees with Disabilities (% of Total Workforce)	
A. 5-Year Sector Target (%)	3%
B. Total Workforce Profile of employees with Disabilities (value)	42
C. Total workforce of all the employees (Value)	1570
D. Total Workforce Profile of employees with Disabilities (%)	2,7%
COMMENTS: Please provide observations and proposed strategies to address the under-representation of employees with disabilities in order to achieve the 5-year sector target.	
Observations / Analysis:	
- The Departmental currently has a total number of 45 Persons with Disabilities which constitute 2.7% of the total workforce. - The department is below the 5-Year Sector target of 3% by 0,3%.	

Proposed Strategies:

- The department is planning to recruit Persons with Disabilities by end of 2030 to achieve and exceed 3% target.
- $109 / 2874 = 3.8\%$