Employment Equity plan
2015 - 2020

1. Introduction

In terms of the Employment Equity Act (Act 55 1998) promulgated in 1998 South African employers are required to develop Employment Equity (EE) plans. These plans have to apply for periods not shorter than one year and no longer than five years. The purpose of the Act is to assist employers to achieve equity by promoting equal opportunity and fair treatment in its employment practices. The Act seeks to eliminate unfair discrimination and to promote the use of affirmative action measures. Since the promulgation of the Act, the University of Cape Town (UCT) has developed and implemented five EE Plans. This plan is for the period April 2015 – March 2020.

The current EE Plan for the institution has been compiled using information drawn from the individual EE Plans put together by all Faculties and PASS departments.

2. Developing the Plan

Given the University's challenges in filling academic posts and the relative success the University has achieved in making its administrative staff more representative, the development of this Plan has focused on increasing the number of academic staff in designated groups.[1]

2.1 The Employment Equity Plan for academic staff is based on the following:

- Data on undergraduate enrolment: In undergraduate programmes the intention in the University is that student numbers will remain fairly constant over the period. This means that the University will not be creating new Academic or Pass staff positions in most faculties.

- Data on Post-Graduate Enrolment: In postgraduate programmes most faculties will grow over this period and will require new staff/positions. It is expected that this growth will be required at the senior academic level.

- Increases in On-line learning provision in the Continuous Professional Development environment: this will require new resources (specifically in EBE).

- Vacancies: Retirements in the Academic and PASS staff respectively will be relatively low. The estimated resignation rate which, calculated from historical data, will be between 1-4% overall over the 5 year period. (Note with the exception of Commerce which anticipates 25% resignation over the five year period.)

- Statistical Data Pools: Estimated numbers of suitably qualified persons for academic positions in the University are based on statistical data pools. Such data bases include the Higher Education Management Information System (HEMIS) which provides data on all graduates nationally, Higher Education Academic Data Analysis (HEADA) which provides data on all

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[1] Refer to Barriers to achieve the goals (EE) for further discussion on the challenges to achieving employment equity later in this document.

academics currently in universities nationally, professional bodies such as Health Professionals Council South Africa (HPCSA), South African Nursing Council etc.

- Promotion Rates: Some faculties estimated promotion rates, whilst other considered this too uncertain to predict. Where used, the assumption is that academics will progress by rank within a five year period. It is also assumed that at each rank a proportion of staff would have reached their appropriate level and will not be promoted further.

3. Numerical targets

The numerical goals and targets are set out below as per the sectors. Tables 1 and 2 provide data for academics, Tables 3 and 4 for PASS staff in faculties and Tables 5 and 6 for PASS staff in UCT Departments. The most important data pool for recruitment above the lecturer level is the HEADA data and this is presented on page 7.

Academics	Total no. of posts	Year	Male									No classif.	Female								No classif.	Foreign Nationals			
			African		Coloured		Indian		White			A		C		I		W			Male		Female	
			No.	%	No.	%	No.	%	No.	%	No	No.	%	No.	%	No.	%	No.	%	No	No.	%	No.	%
Professor	242	2015	5	2	5	2	14	6	110	45	1	0	0	2	1	1	0	44	18	1	55	23	4	2
	256	2020	12	5	9	4	17	7	93	36	1	4	2	5	2	4	2	57	22	1	45	18	8	3
Associate Professor	245	2015	7	3	17	7	8	3	60	24	0	4	2	6	2	6	2	67	27	0	49	20	21	9
	257	2020	10	4	26	10	7	3	55	21	0	7	3	13	5	6	2	67	26	0	44	17	22	9
Senior Lecturer	391	2015	8	2	13	3	15	4	96	25	2	10	3	18	5	9	2	120	31	1	71	18	28	7
	412	2020	16	4	25	6	19	5	99	24	2	17	4	25	6	13	3	110	27	1	59	14	26	6
Lecturer	414	2015	16	4	25	6	7	2	61	15	1	20	5	54	13	25	6	131	32	0	40	10	34	8
	442	2020	31	7	33	7	14	3	61	14	1	31	7	58	13	29	7	127	29	0	30	7	27	6
Disability	9	2015 2020	0	0	0	0	0	0	4	0	0	0	0	1	0	0	0	1	0	0	2	0	1	0
Total (2015)	**1292**		**36**	**3**	**60**	**5**	**44**	**3**	**331**	**26**	**4**	**34**	**3**	**80**	**6**	**41**	**3**	**362**	**28**	**2**	**215**	**17**	**87**	**7**
Total (2020)	**1367**		**69**	5	**93**	7	**57**	4	**308**	23	**4**	**59**	4	**101**	7	**52**	4	**361**	26	**2**	**178**	13	**83**	6

The table below provides a breakdown of academic staff by rank and generic black and white population group.

Table 2: Percentage breakdown of Academics by black and white groups at UCT

Academics	Year	All black	%	White	%	Foreign Nationals	%	Total
Professor	2015	27	11	154	64	59	25	240
	2020	51	20	150	59	53	21	254
Associate Professor	2015	48	20	127	52	70	29	245
	2020	69	27	122	47	66	26	257
Senior Lecturer	2015	73	19	216	56	99	26	388
	2020	115	28	209	51	85	21	409
Lecturer	2015	147	36	192	46	74	18	413
	2020	196	44	188	43	57	13	441
Disability	2015-2020	1	13	5	63	3	38	8
Total (2015)		**296**	**23**	**689**	**54**	**302**	**23**	**1286**
Total (2020)		432	32	669	49	261	19	1361

Tables 3: Aggregated data for PASS Staff in Faculties Table

Occupational Levels	Pay Classes	Total number of Posts	Year	Male African No.	%	Coloured No.	%	Indian No.	%	White No.	%	No classif. No.	Female A No.	%	C No.	%	I No.	%	W No.	%	No classif. No.	Foreign Nationals Male No.	%	Female No.	%
Top management	PC13PG1	0	2015	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		0	2020	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Senior management	PC13PG2, PC13PG3	4	2015	0	0	0	0	0	0	2	0	0	0	0	0	0	0	0	1	0	0	1	0	0	0
		4	2020	0	0	1	0	0	0	1	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0
Professionally qualified, mid-management	PC13PG4, PC13PG5, PC12	42	2015	0	0	4	10	4	10	9	21	0	2	5	1	2	2	5	12	29	0	5	12	3	7
		50	2020	4	8	8	16	4	8	7	14	0	4	8	5	10	3	6	8	16	0	4	8	3	6
Skilled technical, academically qualified, junior management	PC11, PC10, PC09, PC08	607	2015	20	3	85	14	5	1	55	9	0	28	5	170	28	31	5	130	21	2	30	5	51	8
		615	2020	37	6	93	15	9	1	46	7	0	47	8	175	28	33	5	101	16	2	27	4	45	7
Semi-skilled and discretionary decision making	PC07, PC06, PC05, PC04, PC03	523	2015	30	6	111	21	1	0	6	1	0	63	12	232	44	9	2	46	9	0	6	1	19	4
		554	2020	48	9	109	20	5	1	7	1	0	76	14	232	42	13	2	40	7	0	6	1	18	3
Unskilled and defined decision making	PC02, PC01	0	2015-2020	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Disability		4		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total (2015)		**1176**		**50**	**4**	**200**	**17**	**10**	**1**	**72**	**6**	**0**	**93**	**8**	**403**	**34**	**42**	**4**	**189**	**16**	**2**	**42**	**4**	**73**	**6**
Total (2020)		**1223**		**89**	**7**	**211**	**17**	**18**	**1**	**61**	**5**	**0**	**127**	**10**	**412**	**34**	**50**	**4**	**149**	**12**	**2**	**38**	**3**	**66**	**5**

Table 4: Percentage breakdown of PASS Staff in Faculties by race at UCT

Occupational Levels	Pay Classes	Year	All black	%	White	%	Foreign Nationals	%	Total
Top management	PC13PG1	2015	0	0	0	0	0	0	0
		2020	0	0	0	0	0	0	0
Senior management	PC13PG2, PC13PG3	2015	0	0	3	75	1	25	4
		2020	2	50	1	25	1	25	4
Professionally qualified, mid-management	PC13PG4, PC13PG5, PC12	2015	13	**31**	21	50	8	19	42
		2020	28	56	15	30	7	14	50
Skilled technical, academically qualified, junior management	PC11, PC10, PC09, PC08	2015	339	56	187	31	81	13	607
		2020	394	64	149	24	72	12	615
Semi-skilled and discretionary decision making	PC07, PC06, PC05, PC04, PC03	2015	446	85	52	10	25	5	523
		2020	483	87	47	9	24	4	554
Unskilled and defined decision making	PC02, PC01	2015	0	0	0	0	0	0	0
		2020	0	0	0	0	0		0
Disability		2015	0	0	0	0	0	0	0
		2020	0	0	0	0	0	0	0
TOTALS		**2015**	**798**	**68**	**263**	**22**	**115**	**10**	**1176**
		2020	**907**	**74**	**212**	**17**	**104**	**9**	**1223**

Table 5: Aggregated PASS Departments Staff Table

Occupational Levels	Pay Classes	Year	Male								Female								Foreign Nationals				TOTALS
			African		Coloured		Indian		White		African		Coloured		Indian		White		Male		Female		
			No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
Top management	PC13PG1	2015	0	0	0	0	0	0	1	100	0	0	0	0	0	0	0	0	0	0	0	0	1
		2020	0	0	0	0	0	0	0	0	1	50	0	0	1	50	0	0	0	0	0	0	2
Senior management	PC13PG2, PC13PG3	2015	1	3	5	16	1	3	8	26	0	0	0	0	3	10	11	35	2	6	0	0	31
		2020	2	7	6	21	0	0	1	3	1	3	0	0	4	14	15	52	0	0	0	0	29
Professionally qualified, mid-management	PC13PG4, PC13PG5, PC12	2015	5	4	24	19	2	2	40	31	4	3	12	9	3	2	30	23	6	5	3	2	129
		2020	14	10	25	19	2	1	35	26	9	7	12	9	4	3	25	19	6	4	2	1	134
Skilled technical, academically qualified, junior management	PC11, PC10, PC09, PC08	2015	37	7	96	17	11	2	60	11	50	9	167	30	19	3	100	18	16	3	9	2	565
		2020	47	9	99	18	12	2	50	9	59	11	164	30	16	3	83	15	13	2	8	1	551
Semi-skilled and discretionary decision making	PC07, PC06, PC05, PC04, PC03	2015	40	12	87	26	1	0	4	1	56	17	121	37	2	1	15	5	0	0	5	2	331
		2020	56	17	89	26	0	0	4	1	60	18	109	32	3	1	12	4	0	0	5	1	338
Unskilled and defined decision making	PC02, PC01	2015	0	0	0	0	0	0	1	100	0	0	0	0	0	0	0	0	0	0	0	0	1
		2020	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Disability		2015	0	0	1	17	0	0	1	17	0	0	3	50	0	0	1	17	0	0	0	0	6
		2020	0	0	1	20	0	0	0	0	0	0	3	60	0	0	1	20	0	0	0	0	5
TOTALS		2015	83	8	213	20	15	1	115	11	110	10	303	28	27	3	157	15	24	2	17	2	1064
		2020	119	11	220	21	14	1	90	8	130	12	288	27	28	3	136	13	19	2	15	1	1059

Table 6: Percentage breakdown of PASS Departments Staff by race at UCT

Occupational Levels	Pay Classes	Year	All black	%	White	%	Foreign Nationals	%	Total
Top management	PC13PG1	2015	0	0	1	100	0	0	1
		2020	2	100	0	0	0	0	2
Senior management	PC13PG2, PC13PG3	2015	10	32	19	61	2	6	31
		2020	13	45	16	55	0	0	29
Professionally qualified, mid-management	PC13PG4, PC13PG5, PC12	2015	50	39	70	54	9	7	129
		2020	66	49	60	45	8	6	134
Skilled technical, academically qualified, junior management	PC11, PC10, PC09, PC08	2015	380	67	160	28	25	4	565
		2020	397	72	133	24	21	4	551
Semi-skilled and discretionary decision making	PC07, PC06, PC05, PC04, PC03	2015	307	93	19	6	5	2	331
		2020	317	94	16	5	5	1	338
Unskilled and defined decision making	PC02, PC01	2015	0	0	1	100	0	0	1
		2020	0	0	0	0	0	0	0
Disability		2015	4	67	2	33	0	0	6
		2020	4	80	1		0	0	5
TOTALS		**2015**	**751**	**71**	**272**	**26**	**41**	**4**	**1064**
		2020	**799**	**75**	**226**	**21**	**34**	**3**	**1059**

Academic staff: targets and figures were derived from a process involving each faculty where targets were set for each occupational category (Professor, Associate Professor, Senior Lecturer, and Lecturer) and Disability[2]. The statistical data pools referred to in 2.1 were used as tools to inform the targets for what proportion of vacancies at each level in each faculty could be filled by people from the various designated groups.

PASS departments: for skilled, senior and middle management; statistical data pools were used to determine targets while for semi and unskilled workers, economically active population (EAP) data was used.

4. Barriers to achieve the goals

Currently, the situation in regard to academic staff demography remains a challenge, mitigated somewhat by a significantly better situation amongst PASS staff especially in the Pay Class 5-12.

- **Barrier 1 - Size of the pool of black academics**

The key challenge is in the Academic domain. This is due to the small pool of mid-level black academics that are available in the next five years for recruitment to more senior positions. This becomes more critical at Associate Professor and Professor Levels. Within the designated groups, the challenge of attracting females, compared to African, Coloured academics, is somewhat easier. The aforementioned challenge however is not unique to UCT. When looking at the University's Comparator universities, the race profile of academic staff is very similar to that of UCT's.

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[2] This indicates all those academic staff employed by the university who are persons living with disabilities.

Table 7: Academic staff by race and gender in comparator institutions

Institution Active Type	Rank Of Staff Member Desc	Male					Male Total	Female					Female Total	Foreign Nationals		
		African	Coloured	Indian	White	No Information	%	African	Coloured	Indian	White	No Information	%	Male	Female	Fn Total
Traditional Universities	Professor	6%	3%	4%	46%	1%	60%	2%	2%	2%	17%	0%	22%	16%	2%	18%
	Associate professor	6%	3%	3%	36%	0%	49%	2%	1%	3%	24%	0%	30%	16%	5%	21%
	Senior lecturer	9%	3%	3%	26%	0%	42%	7%	2%	3%	29%	0%	40%	12%	6%	18%
	Lecturer	13%	4%	4%	15%	0%	36%	11%	5%	6%	27%	0%	50%	9%	5%	14%
University Total		**10%**	**3%**	**4%**	**26%**	**0%**	**44%**	**7%**	**3%**	**4%**	**25%**	**0%**	**39%**	**12%**	**5%**	**17%**
Comprehensive universities (ie. Including ones merged with technikons)	Professor	12%	2%	2%	46%	0%	62%	3%	0%	1%	24%	0%	28%	8%	1%	10%
	Associate professor	16%	1%	3%	28%	0%	49%	8%	2%	2%	27%	0%	38%	10%	3%	13%
	Senior lecturer	18%	2%	4%	25%	0%	49%	11%	1%	3%	27%	0%	42%	8%	2%	9%
	Lecturer	27%	2%	2%	13%	0%	43%	23%	2%	4%	19%	0%	49%	6%	2%	8%
Comprehensive Total		**21%**	**2%**	**3%**	**22%**	**0%**	**48%**	**15%**	**2%**	**3%**	**23%**	**0%**	**43%**	**7%**	**2%**	**9%**
Grand Total		**13%**	**3%**	**3%**	**25%**	**0%**	**45%**	**10%**	**3%**	**4%**	**25%**	**0%**	**41%**	**11%**	**4%**	**15%**

Source: Higher Education Data Analyser Portal Peer Data Sharing module and is available here: http://www.heda.co.za/indicatordashboard/default.aspx

(See Table 9 Below for a list of Traditional and Comprehensive Universities)

Table 8 : Percentage breakdown of academics by race at traditional universities and comprehensive institutions

Academics		% All black	%white	% Foreign Nationals
Professor	Traditional Universities	19%	63%	18%
	Comprehensive	21%	70%	10%
Associate Professor	Traditional Universities	19%	60%	21%
	Comprehensive	32%	55%	13%
Senior Lecturer	Traditional Universities	26%	55%	18%
	Comprehensive	39%	52%	9%
Lecturer	Traditional Universities	43%	42%	14%
	Comprehensive	61%	32%	8%

Table 9: List of Institutions by Type

Institution Active Type	Institution Active Abbreviation
Traditional Universities	North West University
	Rhodes University
	University of Cape Town
	University of Fort Hare
	University of Free State
	University of Limpopo
	University of Free State
	University of Pretoria
	University of Stellenbosch
	Witwatersrand University
	University of the Western Cape
Comprehensive	Nelson Mandela Metropolitan University
	University of Johannesburg
	The University of South Africa (UNISA)
	University of Venda
	University of Zululand
	Walter Sisulu University

In 2015 the proportion of black (African, Coloured and Indian) staff at UCT is 23% in relation to the total number of academics in the University. This is 8% lower than the national average for traditional universities (31%) based on the HEADA data. By 2020, it is estimated that there will be a 9% percentage point increase (effectively a 33% increase on current numbers) in this figure bringing the total percentage of black academic staff at UCT to 32%. In 2015 UCT has a total of 54% of white Academic staff which is (2%) higher than the national average for the traditional universities (52%). It is estimated that by 2020, white academic staff UCT will constitute 49% of the total number of academics at the institution. This is a 5% decrease from the figure in 2015. If the rate of transition continues at the same pace into the future, one might predict that in fifteen years (about 2030) there will be more black academic staff than white.

- **Barrier 2**

  UCT has a high staff retention rate which demonstrates loyalty and continuity for the university but in terms of transformation, this challenges the ability of the university to achieve EE through shifting the demographic profile of its staff. High retention rates restrict movement and a change in the number of staff of all race groups within the university. The challenge is compounded by the small number of new posts that might become available in the future.

- **Barrier 3**

  Recruiting graduates into doctoral studies and then into academic careers has been difficult (see also Barrier 5 which is related). The difficulty is primarily due to the small number of academic posts that become available and competition with industry and other professional paths such as law, commerce etc.

- **Barrier 4**

  The perception that the university does not reflect a culture of inclusivity presents a barrier in attracting potential staff from designated groups. Note that in spite of this barrier, the rate of resignation of black staff is not high. Exit interviews do not explicitly indicate the presence of significant "push factors".

- **Barrier 5**

  Our perceptions particularly amongst black and women staff are that the university does not do enough to nurture and develop their careers. Concerns have been expressed about the fairness and transparency of ad hominems promotions processes. The extent to which the ad hominems' process is in fact unfair requires further review and will need to be addressed as soon as possible.

5. Affirmative Action Measures

- **Measure 1**

  Review and redesign development programmes, and increase the efforts to recruit staff from the designated groups into a systematic career planning and development process. This will include:
  1) New academics practitioners programme (NAPP)
  2) Emerging Researcher Programme (ERP)
  3) Programme for Emerging Researchers (PERC)

- **Measure 2**

  At the point where Selection Committees have identified an employment equity candidate (EE) with strong potential, who was not the successful candidate, the Faculty may recommend appointing such a candidate to a supernumerary post on a 3 year basis. When the faculty identifies a potential EE staff member but does not have an existing post, then applications can also be made to the special Vice Chancellor's EE fund for a two year appointment; and thereafter the post be incorporated into the General Operating Budget (GOB). This will be expanded, at least doubling the number of such posts and extending this to lower academic ranks. This strategy also applies to strategic PASS posts.

- **Measure 3**

  There will be a review of the composition of all ad hominem promotions committees to ensure representativity. The criteria for ad hominem promotions within each faculty will be reviewed, to ensure there are no inherent biases with respect to black and women candidates.

- **Measure 4**

  In specific discipline and or faculties, such as EBE and Health Sciences, industry or government–supported organisations will be approached to support additional EE-type positions financially as part of the industry–transformation agenda (e.g. Mining Qualifications Authority).

- **Measure 5**

  Develop the pipeline for future academic staff by recruiting SA black and post-graduate students. This will require specific fundraising initiatives.

- **Measure 6**

  Academic posts which become vacant due to retirements should be filled at the lowest academic level practical for the department, so as to improve the probability of filling these with EE candidates. Attention should be paid to developing a pipeline for progression through the ranks.

- **Measure 7**

  Creating and promoting an affirming, positive environment that is inclusive and owned by all. This also contributes to retaining staff who are currently in the minority.

- **Measure 8**

  The development of policy to encourage PASS staff to further their careers. The *Employer of Choice* project will go a long way in assisting staff to develop a career path and to enhance their skills.

6. Monitoring of Progress

- EE forms part of the Dean and Executive Director's key performance area (KPA) and will therefore be an item of evaluation in the annual performance appraisal.

- Each HOD will be required to discuss the progress on the relevant department's EE targets on a regular basis with Dean or Executive Director.

- All departmental EE targets will be monitored at Selection Committees and on a continuous basis by Transformation Committees. The Transformation Committee, which also plays a 'watch dog role' will review progress on targets at the Dean's Advisory Committee and the Faculty Board and relevant structures in PASS departments.

- All Selection Committees have an EE rep serving on them to ensure that awareness is raised and dialogue developed on both the short and long term employment equity objectives of the department/faculty/research unit during every phase of the selection process.

- EE targets and progress made is reported annually to the Department of Labour.

- Climate Surveys will be conducted at regular intervals.

- 360 degree performance assessment of HODS will assess the extent to which they ensure an inclusive environment for their staff.

- Regular interaction and feedback will be solicited from structures representing the experience of black academic staff.