



**labour**

Department:  
Labour  
REPUBLIC OF SOUTH AFRICA

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EEA13

**PLEASE READ THIS FIRST**



**DEPARTMENT OF LABOUR**

**PURPOSE OF THIS FORM**

Section 20 requires designated employers to prepare and implement an Employment Equity Plan which will achieve reasonable progress towards employment equity in the employer's workforce. An Employment Equity Plan must state-

- (a) The objectives to be achieved for each year of the plan
- (b) The affirmative action measures to be implemented as required by section 15(2);
- (c) Where under representation of people from designated groups has been identified by the analysis, the numerical goals to achieve the equitable representation of suitably qualified people from designated groups within each occupational level in the workforce, the timetable within which this is to be achieved, and the strategies intended to achieve those goals;
- (d) The timetable for each year of the plan for the achievement of goals and objectives other than numerical goals;
- (e) The duration of the plan, this may not be shorter than one year or longer than five years;
- (f) The procedures that will be used to monitor and evaluate the implementation of the plan and whether reasonable progress is being made towards implementing employment equity;
- (g) The internal procedures to resolve any dispute about the interpretation or implementation of the plan;
- (h) The persons in the workforce, including senior managers, responsible for monitoring and implementing the plan; and
- (i) Any other prescribed matter.

**TEMPLATE FOR EMPLOYMENT EQUITY PLAN  
(Section 20)**

**Employer Details**

Trade name: ROAD TRAFFIC INFRINGEMENT AGENCY

DTI Registration name: RTIA

PAYE/SARS No:750779912

EE Ref No: 812 750

Industry/Sector: TRANSPORT SECTOR

Province: GAUTENG

Tel No:087 285 0478

Fax No: 086 263 6504

Postal address: PO BOX 6341  
HALFWAY HOUSE  
1685

Physical address: WATERFALL EDGE B, HOWICK CLOSE.  
WATERFALL OFFICE PARK,  
BEKKER ROAD,  
MIDRAND

Province : GAUTENG

Name & Surname of the CEO/Accounting Officer : MR JAPH CHUWE

Email address: japh.chuwe@rtia.co.za

## 1. INTRODUCTION

Section 20 requires that a designated employer prepares and implements an Employment Equity Plan which will achieve reasonable progress towards employment equity. An Employment Equity Plan must state the following:

- a. The objectives to be achieved for each year of the plan should meet the SMART principle as follows:-
  - Specific
  - Measurable
  - Attainable
  - Relevant; and
  - Time bound
- b. Barriers and Affirmative Action Measures must be aligned with those indicated in the audit analysis (section 19(1)) and meet the following requirements:
  - Include time-frames in order to track progress in the implementation of these AA Measures;
  - These time-frames should be within the duration of the EE Plan (no "on-going" permitted) and
  - Include responsible persons to monitor the implementation of these AA Measures (not names of people but designations).
- c. The workforce profile, numerical goals and targets with exact time-frames according to the duration of the plan which must be accompanied by strategies to achieve them as informed by the findings in the audit analysis (as per section 19(2)).
- d. Non-numerical goals according to paragraph b above (no need to repeat the table)
- e. The duration of the plan which may not be shorter than 1 year or longer than 5 years (it must have a start and end date in terms of day, month and year).
- f. Procedures to monitor and evaluate the implementation of the plan ( which must state clear roles of stakeholders involved in the monitoring of the plan including time-frames when the monitoring takes place).
- g. Internal procedures to resolve any dispute about the interpretation or implementation of the plan (include the stakeholders involved in resolving the dispute and time-frames allocated for each step of the process)
- h. The persons in the workforce, including senior managers, responsible for monitoring and implementing the plan.
- i. Any other prescribed matter.

**NB: It is advisable that at least 6 months before the expiry of the EE Plan a designated employer should prepare a subsequent EE Plan (Successive EE Plan as required by Section 23)**

## DURATION OF THE PLAN

Section 20 indicates that the duration of the Employment Equity Plan may not be shorter than one year or longer than five years. The duration of the plan must have a specific start and end date, as reflected below:

01 October 2015 to 30 September 2017

## 2. OBJECTIVES FOR EACH YEAR OF THE PLAN

The objectives for each year of the plan, which should be specific, measurable, attainable, relevant and time bound, are reflected in the table below:

TIMEFRAMES (e.g.)		OBJECTIVES
YEAR 1	01 Oct 2015 to 30 Sept 2017	<ul style="list-style-type: none"> <li>• <b>Compliance to the Employment Equity Act:</b> The Executive Management of the Agency recognizes its obligations in terms of the EEA and understands the primary purpose of the legislation, is to advance transformation through the setting of time specific targets for achieving equity in all occupational levels</li> <li>• <b>Participation and Consultation:</b> The Agency will ensure participation of all relevant stakeholders. The process of developing the EE Plan shall be transparent and consultative.</li> <li>• <b>Equality and Equal opportunities:</b> Management is committed to the elimination of any form of direct or indirect unfair discrimination in any policy or practice and it is committed to review its policies and related procedures to ensure alignment with the stipulations of the Act.</li> </ul>



### 3. BARRIERS AND AFFIRMATIVE ACTION MEASURES

The barriers and Affirmative Action Measures identified in the EE analysis conducted must be included in the EE Plan. These measures must include time-frames to track progress in the implementation of the AA Measures. The time-frames must have specific dates and be within the duration of the EE Plan (no "ongoing" permitted). The designations of responsible persons to monitor the implementation of these AA Measures should be specified.

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)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)  (briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			
Recruitment procedures	■	■	■	Ineffective recruitment and selection practices which lead to non attainment of EE targets.  Inability to attract sufficient numbers of people from designated groups.	Conduct information sharing sessions with members of selection committees, EE Forum, MANCO and EXCO members on EE and numerical targets. Advertising efforts will be specific to address areas on under-representation.	SEM: Corporate Services
					1/10/2015	30/9/2017

**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)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)  (briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	TIME-FRAMES		RESPONSIBILITY  5 of 16 EEA13
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
Advertising positions	■	■	■	Advertising efforts /techniques are not vigorous and specific to attract applicants from designated groups.	Advertising efforts will be specific to address areas on under-representation.	1/10/2015	30/9/2017	SEM: Corporate Services SM:HR SM:Information Technology Head:Communication
Selection criteria	■	■	■	Panel members and or selection committees do not understand the impact the EE Plan achieving numerical goals and targets.	Recruitment and selection processes should be conducted fairly and without unfair discrimination. Panel members must be made aware of EE imperatives when decisions are made.	1/10/2015	30/9/2017	Registrar SEM: Corporate Services SM: Human Resources

**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)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)  (briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	TIME-FRAMES		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
Appointments	■	■	■	The Agency lacks a comprehensive orientation and induction programme	The Agency will conduct a job preview to facilitate the retention of employees from designated groups by effectively managing expectations before candidates accept positions. This will be done through inducting new employees properly and understanding their expectations of the Agency. An induction and orientation programme will be developed.	1/10/2015	30/9/2017	SEM: Corporate Services SM: Human Resources

<b>BARRIERS AND AFFIRMATIVE ACTION MEASURES</b>								
<b>CATEGORIES</b>	<b>Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice</b>			<b>BARRIERS (PLEASE PROVIDE NARRATION)  (briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)</b>	<b>AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)  (briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)</b>	<b>TIME-FRAMES</b>		<b>RESPONSIBILITY (Designation)</b>
	<b>POLICY</b>	<b>PROCEDURE</b>	<b>PRACTICE</b>			<b>START DATE</b>	<b>END DATE</b>	
Job classification and grading	■	■	■	The Agency is currently not providing equal pay for equal work or work of equal value.	The Agency to develop and implement a job classification and grading with the intention ensuring work of equal value which will impact the EE Plan by attracting and retaining suitable candidates.	1/10/2015	30/9/2017	SEM: Corporate Services SM: Human Resources
Remuneration and benefits	■	■	■	Remuneration policies and practices are not applied consistently.	The Agency will ensure that Remuneration policies and practices are applied without unfair discrimination on the basis of any one or combination of the prohibited grounds.	1/10/2015	30/9/2017	SEM: Corporate Services SM: Human Resources EXCO



**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)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)  (briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	TIME-FRAMES		RESPONSIBILITY (Designation)
				START DATE	END DATE	
Terms & conditions of employment	<input checked="" type="checkbox"/> POLICY <input checked="" type="checkbox"/> PROCEDURE <input checked="" type="checkbox"/> PRACTICE	The Agency is currently not conducting audits on terms and conditions of employment to identify any unfair direct or indirect discrimination policies and procedures.	The Agency will ensure that audits on terms and conditions of employment are done so that employees are not unfairly discriminated on their terms of conditions, access to benefits, facilities and services that are available to them.  Eligibility for benefits will not be determined on the basis of one or more of	1/10/2015	30/9/2017	SEM: Corporate Services SM:Human Resources

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)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)  (briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			
						6 of 16 EEA13
Work environment and facilities	■	■	■	Accommodation requirements not fulfilling the needs of some designated groups, especially disabled employees	The Agency is the process of contracting a service provider to attend to all contraventions in terms of the OHS Act. A new building that Agency is in the process of acquiring will be fully compliant and periodic reviews will be done	SEM: Corporate Services SM:Human Resources and SM:Facilities
Training and development	■	■	■	Training and developments needs are not adequately addressed for current employees as well as	The Agency will make efforts to continuously manage training needs of all employees as well as address gaps identified	SEM: Corporate Services SM:Human Resource All managers

**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)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)	TIME-FRAMES		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
				(briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	(briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)			
				training and development needs of new employees are not identified during the recruitment process.	during selection processes in a form of a training plan. This process must also be discussed during the induction process.			
Performance and evaluation	■	■	■	Discrimination in work assignments and performance measurement.	are required to perform and the standard to which this work must be produced.  Performance evaluation must not be punitive but rather facilitate setting clear objectives to ensure fairness and transparency in	1/10/2015	30/9/2017	SEM: Corporate Services SM:Human Resources All Managers

<b>BARRIERS AND AFFIRMATIVE ACTION MEASURES</b>									
<b>CATEGORIES</b>	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice	<b>BARRIERS (PLEASE PROVIDE NARRATION)</b>  (briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	<b>AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)</b>  (briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	<b>TIME-FRAMES</b>		<b>RESPONSIBILITY (Designation)</b>			
				<b>START DATE</b>	<b>END DATE</b>				
	<table border="1"> <tr> <td><b>POLICY</b></td> <td><b>PROCEDURE</b></td> <td><b>PRACTICE</b></td> </tr> </table>	<b>POLICY</b>	<b>PROCEDURE</b>	<b>PRACTICE</b>		<p>managing performance.</p> <p>The process must be aimed at providing opportunities for development and growth for employees from designated groups.</p> <p>The Agency to commit to a consistent and sustained performance management culture that may impact the integration and retention of employees from designated groups.</p>			
<b>POLICY</b>	<b>PROCEDURE</b>	<b>PRACTICE</b>							

**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)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)  (briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	TIME-FRAMES		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
Succession & experience planning	■	■	■	The unavailability of a talent management plan will negatively impact the implementation of the EE Plan due to the fact that people from designated groups may not be considered due to poor planning.	An audit of all practices that frame the culture of Agency will be conducted and measures to rectify where necessary will be taken.	1/10/2015	30/9/2017	SEM: Corporate Services SM: Human Resources All senior managers and Executives
Disciplinary measures	■	■	■	The Agency has not evaluating whether current disciplinary, grievance and dispute resolution procedures are conducive in dealing with unfair	Discipline and grievance procedures will be managed to avoid conflicts in the Agency and undermine employment equity achievements and	1/10/2015	30/9/2017	SEM: Corporate Services SM: Human Resources All senior managers

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)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)	TIME-FRAMES		RESPONSIBILITY (Designation)
				START DATE	END DATE	
		(briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	(briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)			
		discrimination and harassment.				
Retention of designated groups	<ul style="list-style-type: none"> <li>■</li> <li>■</li> <li>■</li> </ul>	There is no proactive efforts to retain employees from the designated groups.	The Agency aims at providing favourable terms and conditions of employment for employees to serve as an affirmative action measure to promote, attract and retain individuals from designated groups. However, justification must always be provided. HR Strategy that will identify measures for employee retention will	1/10/2015	30/9/2017	SEM: Corporate Services SM:Human Resources EXCO

**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)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)  (briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	TIME-FRAMES		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
					be developed.			
Corporate culture	■	■	■	Corporate culture, due to the growth phase the organisation is in, may not fully accommodate some designated groups. Long working hours and extensive travel shape the culture of the organisation currently.	The Registrar will take the lead in ensuring complete compliance to the EE Act in respect of implementing all affirmative action measures to deal with all barriers negatively impacting the implementation of the EE Act.	1/10/2015	30/9/2017	SEM:Corporate Services SM:Human Resources EXCO MANCO All employees
Reasonable accommodation	■	■	■	The Agency currently lacks facilities to accommodate for example people with	The Agency will ensure that the building is conducive to people with disabilities which will	1/10/2015	30/9/2017	SEM: Corporate Services SM: Facilities

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)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)	TIME-FRAMES		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
				(briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	(briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)			SM:Human Resources
HIV&AIDS prevention and wellness programmes	●	■	■	disabilities . This is a direct violation of the Employment Equity Act.  The Agency has no policy guidelines in relation to HIV/AIDS and related programmes.	The Agency will develop a policy on managing HIV/AIDSairly discriminated on the grounds of HIV and AIDS. The Code of Good Practice on key aspects of HIV/AIDS and employment in this aspect will be consulted.	1/10/2015	30/9/2017	SEM: Corporate Services SM:Human Resources
Assigned senior	■	■	■	No barrier.	Senior Manager:HR to ensure full compliance of	1/10/2015	30/9/2017	SM:Human Resources



**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)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION)  (briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	TIME-FRAMES		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
manager(s) to manage EE implementation								9 of 16 EEA13
Budget allocation in support of employment equity goals	■	■	■	No barrier.	Not applicable.		1/10/2015	30/9/2017 SEM: Corporate Services SM: Human Resources/ Finance
Time off for employment equity consultative committee to meet	■	■	■	No barrier.	The EE Forum is fully functional.		1/10/2015	30/09/2017 EE forum

#### 4. WORKFORCE PROFILE, NUMERICAL GOALS AND TARGETS

Workforce profile information is a snapshot of the workforce at a particular date and time, which is used below to conduct an analysis of the workforce and, at the same time, serve as baseline information for the setting of numerical goals and targets.

##### 4.1 SNAPSHOT OF THE CURRENT WORKFORCE PROFILE

The workforce profile snapshot tables used for the conducting of the analysis to inform this plan are used below as a baseline for the setting of numerical goals and targets for each year of the plan.

Workforce profile snapshot date                      1 November 2015

**Table 1: Snapshot of workforce profile for all employees, including people with disabilities**

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	3	0	0	1	3	0	0	0	0	0	7
Senior management	10	1	0	1	4	0	0	0	0	0	16
Professionally qualified and experienced specialists and mid-management	6	0	0	0	3	1	0	0	0	0	10
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	14	1	0	0	11	1	0	1	0	0	28
Semi-skilled and discretionary decision making	9	0	0	0	11	0	0	0	0	0	20
Unskilled and defined decision making	5	0	0	0	9	1	0	0	0	0	15
<b>TOTAL PERMANENT</b>	<b>48</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>42</b>	<b>3</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>96</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	<b>47</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>41</b>	<b>3</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>96</b>



## 4.2 NUMERICAL GOALS

Numerical goals must include the entire workforce profile, and **NOT** the difference that is projected to be achieved by the end of this EE Plan. Below are two tables on numerical goals, one covering all employees, including people with disabilities, and the other covering people with disabilities **ONLY**.

Start date: 1 October 2015

End date: 30 September 2017

### Numerical goals for all employees, including people with disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	3	0	0	1	3	0	0	1	0	0	8
Senior management	10	1	2	2	4	2	2	2	0	0	25
Professionally qualified and experienced specialists and mid-management	6	2	2	2	3	1	2	2	0	0	20
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	14	1	1	1	11	3	2	2	0	0	35
Semi-skilled and discretionary decision making	10	1	1	1	12	1	1	1	0	0	28
Unskilled and defined decision making	5	1	1	1	9	1	1	1	0	0	20
<b>TOTAL PERMANENT</b>	<b>48</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>42</b>	<b>8</b>	<b>8</b>	<b>9</b>	<b>0</b>	<b>0</b>	<b>136</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	<b>48</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>42</b>	<b>8</b>	<b>8</b>	<b>9</b>	<b>0</b>	<b>0</b>	<b>136</b>

Note: The targets have been developed by giving consideration to national and regional demographics on the Economically Active Population ( EAP). The Agency will review the plan on annual basis.



### 4.3 NUMERICAL TARGETS

Numerical targets must include the entire workforce profile, and **NOT** the difference that is projected to be achieved by the next reporting period. Below are two tables on numerical targets, one covering all employees, including people with disabilities, and the other only covers people with disabilities **ONLY**.

#### Numerical targets: Year 1

Start date: 1 October 2015      End date: 30 September 2016

#### Numerical targets for all employees, including people with disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	3	0	0	1	3	0	0	1	0	0	8
Senior management	10	1	2	2	4	2	2	2	0	0	25
Professionally qualified and experienced specialists and mid-management	6	2	2	2	3	1	2	2	0	0	20
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	14	1	1	1	11	3	2	2	0	0	35
Semi-skilled and discretionary decision making	10	1	1	2	11	1	1	1	0	0	28
Unskilled and defined decision making	5	1	1	1	9	1	1	1	0	0	20
<b>TOTAL PERMANENT</b>	<b>48</b>	<b>6</b>	<b>7</b>	<b>9</b>	<b>41</b>	<b>8</b>	<b>8</b>	<b>9</b>	<b>0</b>	<b>0</b>	<b>136</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	<b>48</b>	<b>6</b>	<b>7</b>	<b>9</b>	<b>41</b>	<b>8</b>	<b>8</b>	<b>9</b>	<b>0</b>	<b>0</b>	<b>136</b>

## Numerical targets for people with disabilities ONLY

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	0	0	0	0	0	0	0	0	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0	0	0	0	0	0	0	0	0	0	0
Semi-skilled and discretionary decision making	0	0	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making	1	0	0	0	1	0	0	0	0	0	2
<b>TOTAL PERMANENT</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	
<b>GRAND TOTAL</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>

### 5. PROCEDURES TO MONITOR AND EVALUATE THE IMPLEMENTATION OF THE PLAN

All the structures for monitoring and evaluating the progress of the plan should be specified with clear roles and responsibilities for the stakeholders involved including time frames when the monitoring takes place.

STAKEHOLDER	ROLE/RESPONSIBILITY	FREQUENCY
▪ Board	<ul style="list-style-type: none"> <li>▪ Evaluate</li> <li>▪ Advise</li> </ul>	<ul style="list-style-type: none"> <li>▪ Twice a year</li> </ul>
▪ Exco	<ul style="list-style-type: none"> <li>▪ Evaluate</li> <li>▪ Advise</li> </ul>	<ul style="list-style-type: none"> <li>▪ Quarterly</li> </ul>
▪ Manco	<ul style="list-style-type: none"> <li>▪ Evaluate</li> <li>▪ Advise</li> </ul>	<ul style="list-style-type: none"> <li>▪ Quarterly</li> </ul>
▪ HR	<ul style="list-style-type: none"> <li>▪ Evaluate</li> <li>▪ Monitor</li> <li>▪ Advise</li> </ul>	<ul style="list-style-type: none"> <li>▪ Monthly</li> </ul>
▪ Employment Equity Forum	<ul style="list-style-type: none"> <li>▪ Draft the EEP</li> <li>▪ Consult on the plan</li> <li>▪ Implement the plan</li> <li>▪ Publish the plan on the</li> </ul>	<ul style="list-style-type: none"> <li>▪ Quarterly</li> </ul>

**6. DISPUTE RESOLUTION MECHANISMS**

The dispute resolution mechanisms of the Agency will be complied with in respect of dealing with disputes arising from the interpretation and implementation of this Plan.

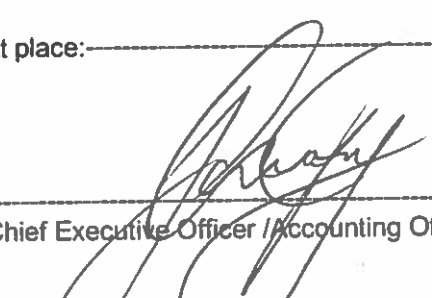
**7. SENIOR MANAGERS ASSIGNED TO MONITOR AND IMPLEMENT THE PLAN**

- MS LESEDI MAMPA.

**8. ANY PRESCRIBED MATTER CAN BE INCLUDED.**

- None.

**SIGNATURE OF THE CHIEF EXECUTIVE OFFICER/ACCOUNTING OFFICER**

<b>Chief Executive Officer/Accounting Officer</b>	
JAPHTA R. CHUWE	(full Name) CEO/Accounting Officer of
ROAD TRAFFIC INFRINGEMENT AGENCY	
hereby declare that I have read, approved and authorized this EE Plan.	
Signed on this 14	day of JANUARY
year 2016	
At place:	MIDRAND
	
Chief Executive Officer / Accounting Officer	