

CJA TELECOMMUNICATIONS (PTY) LTD

**EMPLOYMENT EQUITY
SUCCESSION PLAN**

For the period

1 FEBRUARY 2015 - 31 JANUARY 2018

Introduction

CJA Telecommunications (Pty) Ltd has actively pursued a transformation process in order to achieve compliance with the Employment Equity Act No.55 of 1998.

In terms of legislation, **CJA Telecommunications (Pty) Ltd** has implemented an Employment Equity Succession Plan to ensure transformation in line with legislation and the company's commitment to internal employment of its employees.

The Employment Equity Succession Plan represents the critical link between our current workforce profile and possible barriers in employment policies and procedures, and the implementation of remedial steps to ultimately result in improved employment equity in the workplace.

The company submitted the following reports during JANUARY 2015 to the Department of Labour:

- Employment Equity Report - EEA2 including **CJA Telecommunications (Pty) Ltd's** workforce profile, core operation functions and support functions by occupational level, recruitment, promotions, terminations, skills development, numerical goals targets and
- Employment Equity Report - EEA4 including **CJA Telecommunications (Pty) Ltd's** income differentials statement and reasons for the disparities in remuneration within the various occupational levels.

Definitions

Any expressions used in the Employment Equity Succession Plan and which is defined in the Employment Equity Act, No 55 of 1998, will have the same meaning as in the Act:

- **The Act** means the Employment Equity Act, No 55 of 1998;
- **Black people** is a generic term which means Africans, Coloureds, Indians and Chinese;
- **Designated employer** means **CJA Telecommunications (Pty) Ltd**;

- **Designated groups** means black people, women, and people with disabilities;
- **Director General** means the Director General of the Department of Labour;
- **Dismissal** has the meaning assigned to it as in section 186 of the Labour of Relations Act;
- **Dispute** includes an alleged dispute;
- **Employee** means any person who receives or is entitled to receive any remuneration from **CJA Telecommunications (Pty) Ltd**, including Temporary Employment Service employees who has been working at **CJA Telecommunications (Pty) Ltd** for a period of more than 3 months, but excluding independent contractors and
- **Workplace** means the place where the employees of the employer work.

CJA Telecommunications (Pty) Ltd is committed to ensure continuing transformation in order to achieve employment equity.

The Employer undertakes to keep a copy of this Plan for a period of 3 years from its date of expiry. **CJA Telecommunications (Pty) Ltd** further undertakes to comply with all the provisions of the Act, and in particular, section 21, 25 and 27 of the Act in terms of its duty to report and duty to inform.

PREPARATION

Assigned Responsibility

The person, who will be responsible for the continued monitoring and implementation of the Plan as the Senior Employment Equity Manager for **CJA Telecommunications (Pty) Ltd**, will be Zirk Janssen.

Communicating, Awareness and Training

Though the implementation and communication of **CJA Telecommunications (Pty) Ltd's** Employment Equity Succession Plan, **CJA Telecommunications (Pty) Ltd** will ensure that employees, managers and stakeholders will be aware of the content and application of the Employment Equity Act and anti-discrimination issues.

CJA Telecommunications (Pty) Ltd will continue to ensure that communication, training and awareness takes place by:

- Assigning one or more senior managers to Employment Equity and providing the assignee(s) with the necessary authority, responsibility, time and budgetary allowances;
- Electing an Employment Equity Committee who will be representative of the various occupational levels and categories that will be responsible for giving stakeholders feedback with regard to Employment Equity;
- Displaying a summary of the Employment Equity Act in areas visible to **CJA Telecommunications (Pty) Ltd's** employees;
- Ensuring that managers and employees are aware of the content and application of the Employment Equity Act, either through awareness programs or employment equity training;
- Ensuring that all stakeholders are aware of their obligations and the importance of their participation in the Employment Equity process and
- Developing and communicating an Employment Equity Strategy which will focus on positive outcomes such as the efficient utilization of all human resources and the creation of a diverse and productive workforce.

Consultation

In order to develop and sustain **CJA Telecommunications (Pty) Ltd's** Employment Equity Succession Plan and to further implement affirmative action measures, **CJA Telecommunications (Pty) Ltd** will have quarterly meetings and regular consultations with their Employment Equity Committee.

The Committee will convene quarterly meetings in order for employee representatives to meet with the employer to discuss relevant information.

In order to do this, **CJA Telecommunications (Pty) Ltd** agrees to disclose to the consulting parties all relevant information that will allow those parties to consult effectively.

Employees of **CJA Telecommunications (Pty) Ltd** will be informed of matters requiring consultation by way of notice boards and / or e-mail or by any other suitable means.

Consultation is vital for the successful implementation of this Employment Equity Succession Plan.

Matters requiring consultation may include:

- The business environment of **CJA Telecommunications (Pty) Ltd** and information regarding the industry that **CJA Telecommunications (Pty) Ltd** functions in;
- Demographic information relating to the regional, local and national economically active population;
- Anticipated growth in **CJA Telecommunications (Pty) Ltd** and possible appointments and promotions of suitably qualified people from designated groups, either internally or externally;
- Anticipated reduction in **CJA Telecommunications (Pty) Ltd** 's workforce and issues pertaining to staff turnover and
- The degree of representation of designated employees in the various occupational levels and occupational categories in **CJA Telecommunications (Pty) Ltd**'s workforce.

Diversity Measures

CJA Telecommunications (Pty) Ltd recognises that it must, in order to achieve employment equity in terms of the Act, continually implement diversity measures for people from designated groups.

These measures are designed to ensure that suitably qualified people from designated groups have equal employment opportunities and are equitably represented in all occupational categories and levels in the workforce of **CJA Telecommunications (Pty) Ltd**.

These measures will include:

- Measures to identify and eliminate employment barriers, which adversely affect people from designated groups;
- Measures designed to further diversity in the workplace based on equal dignity and respect of employees;
- Making reasonable accommodation for people from designated groups in order to ensure that they enjoy equal opportunities and are equitably represented in the workforce of **CJA Telecommunications (Pty) Ltd**;
- Measures to ensure the equitable representation of suitably qualified people from designated groups in all occupational categories and levels in the workforce and

- Retaining and developing people from designated groups and to implement appropriate training measures consistent with the Skills Development Act 97 of 1998.

For the purpose of this Employment Equity Succession Plan, a person may be suitably qualified for a job as a result of any one of, or any combination of that person's formal qualifications, prior learning, relevant experience or the capacity to acquire, within a reasonable period of time the ability to do the job.

This does not preclude **CJA Telecommunications (Pty) Ltd** from excluding a person on the basis of an inherent requirement of the job.

CJA Telecommunications (Pty) Ltd undertakes not to make any decision concerning any employment policy or practice that would establish an absolute barrier to the prospective or continued employment or advancement of people who are not from designated groups.

Analysis

The purpose of the analysis is to assess all employment policies, practices, procedures and the working environment in order to determine the extent of under- representation of employees from the designated groups in **CJA Telecommunications (Pty) Ltd's** workforce.

The Company is continuously involved in conducting a comparative analysis of current employment policies and practices including, but not limited to the following:

- Remuneration and benefits;
- Recruitment procedures;
- Advertising for positions
- Selection criteria
- Appointments;
- Performance and evaluation systems;
- Promotions;
- Succession and experience planning and
- Training.

IMPLEMENTATION

Objective

The objective of this Employment Equity Succession Plan is to maintain and improve on progress towards employment equity in the workplace.

A new set of numerical goals and numerical targets have been determined allowing **CJA Telecommunications (Pty) Ltd** to achieve the equitable representation of suitably qualified people from designated groups, within each occupational category and level in the workforce (Refer to table below).

Workforce profile:

See below a snapshot of the workforce profile as at JANUARY 2015.

A= Africans
C= Coloureds
I= Indians and
W= Whites

OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONALS		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
TOP MANAGEMENT	0	0	0	1	1	0	0	1	0	0	2
SENIOR MANAGEMENT	0	0	1	3	1	1	0	1	0	0	7
MIDDLE MANAGEMENT	0	0	0	4	0	0	0	0	0	0	4
JUNIOR MANAGEMENT	3	0	0	7	0	0	0	1	0	0	11
SEMI-SKILLED	8	0	0	0	0	0	0	2	0	0	10
UNSKILLED	4	0	0	0	2	0	0	0	1	0	7
TOTAL PERMANENT	15	0	1	15	4	1	0	4	1	0	41
TEMPORARY EMPLOYEES	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	15	0	1	15	4	1	0	4	1	0	41

See below a snapshot of the workforce profile of people with disabilities as at January 2015.

A= Africans
C= Coloureds
I= Indians and
W= Whites

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
MIDDLE MANAGEMENT	0	0	0	0	0	0	0	0	0	0	0
JUNIOR MANAGEMENT	0	0	0	0	0	0	0	0	0	0	0
SEMI-SKILLED	0	0	0	0	0	0	0	0	0	0	0
UNSKILLED	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	0	0	0	0	0	0	0	0	0	0	0
TEMPORARY EMPLOYEES	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	0	0	0	0	0	0	0	0	0	0	0

Numerical goals:

Indication of numerical goals that **CJA Telecommunications (Pty) Ltd** project to achieve for total number of employees, including people with disabilities, at the end of our current employment equity plan in terms of occupational levels.

A= Africans
C= Coloureds
I= Indians and
W= Whites

OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONALS		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
TOP MANAGEMENT	0	0	0	2	2	0	0	0	0	0	4
SENIOR MANAGEMENT	1	0	0	1	0	1	0	1	0	0	3
MIDDLE MANAGEMENT	0	0	0	8	0	2	0	1	0	0	11
JUNIOR MANAGEMENT	8	1	0	10	0	0	0	0	0	0	19
SEMI-SKILLED	48	1	0	18	4	1	1	5	0	0	78
UNSKILLED	22	0	0	1	0	3	1	2	0	0	29
TOTAL PERMANENT	79	2	0	40	6	7	2	8	0	0	144
TEMPORARY EMPLOYEES	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	79	2	2	40	6	7	2	8	0	0	144

See below an indication of numerical goals that **CJA Telecommunications (Pty) Ltd** project to achieve for total number of people with disabilities.

A= Africans
 C= Coloureds
 I= Indians and
 W= Whites

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
MIDDLE MANAGEMENT	0	0	0	0	0	0	0	0	0	0	0
JUNIOR MANAGEMENT	0	0	0	0	0	0	0	0	0	0	0
SEMI-SKILLED	0	0	0	0	0	0	0	0	0	0	0
UNSKILLED	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	0	0	0	0	0	0	0	0	0	0	0
TEMPORARY EMPLOYEES	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	0	0	0	0	0	0	0	0	0	0	0

Numerical targets:

An indication of the numerical targets that **CJA Telecommunications (Pty) Ltd** project to achieve for the total number of employees, including people with disabilities, for the following reporting term in terms of occupational levels.

A= Africans
 C= Coloureds
 I= Indians and
 W= Whites

OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONALS		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
TOP MANAGEMENT	0	0	0	2	2	0	0	0	0	0	4
SENIOR MANAGEMENT	0	0	0	1	0	1	0	1	0	0	2
MIDDLE MANAGEMENT	0	0	0	8	0	2	0	1	0	0	11
JUNIOR MANAGEMENT	8	0	0	9	0	0	0	0	0	0	17
SEMI-SKILLED	47	0	0	18	4	1	0	4	0	0	74
UNSKILLED	21	0	0	0	0	3	0	2	0	0	26
TOTAL PERMANENT	76	0	0	38	6	7	0	7	0	0	134
TEMPORARY EMPLOYEES	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	76	0	0	38	6	7	0	7	0	0	134

See below an indication of the numerical targets that **CJA Telecommunications (Pty) Ltd** project to achieve for the total number of people with disabilities

A= Africans
 C= Coloureds
 I= Indians and
 W= Whites

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
MIDDLE MANAGEMENT	0	0	0	0	0	0	0	0	0	0	0
JUNIOR MANAGEMENT	0	0	0	0	0	0	0	0	0	0	0
SEMI-SKILLED	0	0	0	0	0	0	0	0	0	0	0
UNSKILLED	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	0	0	0	0	0	0	0	0	0	0	0
TEMPORARY EMPLOYEES	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	0	0	0	0	0	0	0	0	0	0	0

In addition to the above, **CJA Telecommunications (Pty) Ltd** will take into account:

- The outcomes of the planning process;
- The particular circumstances of **CJA Telecommunications (Pty) Ltd** and
- The broader business strategy of **CJA Telecommunications (Pty) Ltd**.

The objectives will be achieved through continued focus on:

- Elimination of unfair discrimination and affirmative action measures (also refer to **CJA Telecommunications (Pty) Ltd** Affirmative Action and Non-discrimination Policy);
- Managing and valuing of diversity and
- Equalising opportunities.

Duration of Plan

This Employment Equity Succession Plan will have a duration of 3 years from 1 February 2015 - 31 January 2018 after the plan will be revised and further developed if needed.

The duration of the plan will allow **CJA Telecommunications (Pty) Ltd** to make reasonable progress towards achieving employment equity.

Timetable

Broadly, **CJA Telecommunications (Pty) Ltd** aims to achieve their numerical goals for the following reporting term.

In order to maintain these goals the following policies and procedures will be maintained and monitored on an ongoing basis to identify possible barriers to employment equity:

Barriers to Employment Equity	Target Implementation Date	Responsible person
Recruitment procedures	Ongoing	Zirk Janssen
Advertising positions	Ongoing	Zirk Janssen
Selection Criteria	Ongoing	Zirk Janssen
Appointments	Ongoing	Zirk Janssen
Job Classification and grading	Ongoing	Zirk Janssen
Remuneration and benefits	Ongoing	Zirk Janssen
Terms and condition of employment	Ongoing	Zirk Janssen
Job assignments	Ongoing	Zirk Janssen
Work environment and facilities	Ongoing	Zirk Janssen
Training and development	Ongoing	Zirk Janssen
Performance, evaluation and appraisal procedures	Ongoing	Zirk Janssen
Succession and experience planning	Ongoing	Zirk Janssen
Disciplinary measures	Ongoing	Zirk Janssen
Dismissals	Ongoing	Zirk Janssen
Transfers	Ongoing	Zirk Janssen
Promotions	Ongoing	Zirk Janssen
Corporate culture	Ongoing	Zirk Janssen
HIV/AIDS education and	Ongoing	Zirk Janssen
Prevention programs	Ongoing	Zirk Janssen

Budget

An annual budget will be allocated to the effective drafting and continued implementation and monitoring of the Employment Equity Succession Plan. This budget will include the cost of necessary resources to maintain and recruit the necessary manpower in order to achieve the main objectives of the Employment Equity Succession Plan.

These resources could include, but will not be limited to:

- Human Resources related costs;
- Election costs;
- Costs related to meetings of the Employment Equity Committee;
- Information sharing;
- Recruitment costs related to acquiring the necessary manpower in order to achieve the main objectives of the Employment Equity Plan;
- Information Systems;
- Training;
- HIV/AIDS awareness training and
- Payroll reporting system.

Communication

The Employment Equity Succession Plan will be available to all employees.

Dispute Resolution Procedure

An attempt will be made to resolve all disputes at the lowest possible level. Senior management will be informed of any dispute / grievance pertaining to employment equity and unfair discrimination.

Qualitative Assessment

The following employment policies and practices were identified as possible **barriers** to the implementation of the Employment Equity Succession Plan within the workplace of **CJA Telecommunications (Pty) Ltd** in that they may:

- Contribute to the under representation or under utilisation of Employees from designated groups;
- Contribute to the lack of affirmation of diversity in the workplace and
- Adversely affect persons from designated groups.

Possible barriers to the implementation of employment equity include, but are not limited to:

Training and development

A workplace skills plan is / will be developed.

Performance and evaluation systems

A performance appraisal system will be implemented in CJA Telecommunications (Pty) Ltd.

HIV/AIDS education and prevention programmes

Formal HIV education and prevention programmes will be implemented.

Affirmative action measures to overcome barriers to employment equity:

Appointments

Internal appointments should not be stopped especially if such an appointment prevents a person from a designated group being placed in a new position. Managers should be advised that internal placements should be prioritised and personnel encouraged to advance internally.

Job classification and grading

A job grading exercise of all current employees needs to take place in order to ensure that the job classifications are consistent.

Training and development

A workplace skills plan will be implemented and will be also aimed at persons from designated groups and shall include, where possible

- structured training and development programmes;
- learnerships and
- accelerated training for new recruits.

Successions and experience planning

A formal succession and experience planning program needs to be implemented which will target employees from designated groups. This program will be linked to the company's performance appraisal system and where appropriate to the training and development program.

MONITORING

Evaluating Process

The Employment Equity Act specifies that there needs to be procedures in place, which can be used to monitor and evaluate the implementation of the plan and whether reasonable progress is being made towards implementing employment equity.

Monitoring and evaluating of the implementation of the plan will be the responsibility of the assigned Employment Equity Manager.

The Employment Equity Committee will meet on a regular basis to assess whether reasonable progress is being made towards implementing employment equity.

Should unsatisfactory progress emerge, the Employment Equity Succession Plan will be reviewed and revised through consultation process. All records of the process will be kept for a period of three years and the Employment Equity Succession Plan will be communicated to all employees.

Quantitative Assessment

Numerical Goals

When planning and developing this Employment Equity Succession Plan (and updating the numerical goals) the following factors will be taken into account:

- The degree under representation of designated groups in each occupational group;
- The availability of qualified people in designated groups within the employer's workforce and the South African workforce;
- The anticipated growth or reduction of the employer's workforce during the period covered by the numerical goals and
- The anticipated turnover during the same period.

CJA Telecommunications (Pty) Ltd aims to meet the revised targets (to be met for the following reporting term).

Specific attention will be given the appointment and promotion of people from designated groups, utilising the appropriate policies, practices and procedures,

which are consistent with **CJA Telecommunications (Pty) Ltd's** affirmative action program.

Where under-representation has been identified, a strategy consistent with this Employment Equity Succession Plan is to be developed to target and recruit persons from designated groups, both internally and externally in order to redress these imbalances.

Retention Measures

CJA Telecommunications (Pty) Ltd is intent on retaining people from designated groups, taking into account the Company's commitment to implementing Employment Equity within the workplace as well as resources that have been utilised and budgeted for.

Retention strategies are to be considered and would include the promotion of a diverse organisational culture as well as continuous communication and feedback utilising the current established consultative forums.

These results will be regularly monitored to ensure that people from designated groups are retained; thereby ensuring that **CJA Telecommunications (Pty) Ltd** meets the requirements of the Employment Equity Act and strive to attain its own numerical goals.

Pay Gaps

CJA Telecommunications (Pty) Ltd will strive to minimize any pay gaps between workers in the same job categories doing the same work.

Thus done and signed at _____ on this _____ day of January 2015.

Signed

Full names: _____

Designated: _____

Signed

Full Names: _____

Designated: _____