

**UNIVERSITY OF THE WITWATERSRAND, JOHANNESBURG**

**EMPLOYMENT EQUITY POLICY**

**A. PREAMBLE**

The University is committed to the goals of the Employment Equity Act 55 of 1998 which was enacted inter alia to achieve equity by:

- Promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination.
- Implementing affirmative action measures to redress disadvantages in employment as a result of past discrimination through apartheid.

The University believes that the achievement of employment equity and diversity both nationally and at institution level will contribute to the achievement of its mission, vision and strategic objectives.

**B. POLICY STATEMENT**

The University of the Witwatersrand will implement measures to ensure that we:

- Pro-actively and systematically address the legacy of apartheid wherever this is reflected within the University.
- Eliminate all forms of unfair discrimination and harassment.
- Create an enabling and empowering institutional culture that generates a sense of ownership and commitment for all employees.
- Ensure equal opportunity and fair treatment in all aspects of employment including recruitment, promotion, training and advancement.
- Improve the participation rate of members of designated groups in all jobs and at all levels where they are under-represented and thereby capitalize on the range of potential available to us.
- Encourage the development of a diverse workplace.

## **C. THE GENERAL PURPOSES OF THIS POLICY**

The purpose of this policy is to create a framework for the implementation of employment equity within an environment that values diversity and is committed to excellence.

## **D. OBJECTIVES**

This policy is one of the general measures, which include other policies and programmes, developed and implemented by the University:

- To implement measures and controls to eliminate unfair discrimination of any kind, including that based on race, gender and/or disability.
- To address the imbalances in the composition of the workforce with regard to race, gender and disability and to ensure adequate representation of the designated groups in all occupational categories and levels;
- to regularly monitor the institutional climate and implement remedial action to ensure that the climate is not alienating to the designated groups
- to facilitate the development of equitable human resource policies, procedures and practices that facilitate the achievement of employment equity; and
- to ensure that every staff member is treated with equal respect and concern.

## **E. IMPLEMENTATION OF THE POLICY**

In order to achieve employment equity the University will:

- Ensure that all University policies, practices and procedures promote equity, equal opportunity and diversity
- Ensure that in particular, recruitment and selection, promotion and training policies and procedures give effect to the objectives of the policy
- Provide human and financial resources necessary to implement and achieve the goals of the policy
- Develop faculty and divisional employment equity and staffing plans which shall include strategies and initiatives to increase designated group member representation in the unit and which identifies and addresses barriers to the advancement of designated groups.
- Develop a University employment equity plan which consolidates the unit employment equity plans
- Grant preference to appointable designated group candidates for vacant positions
- Implement search strategies to identify designated group candidates who are thereafter encouraged to apply for vacant positions
- Implement expedited processes to appoint identified appointable designated group candidates. See Annexure A
- Review, monitor and report on the achievement of equity for members of the designated groups.
- Ensure representivity in all decision making committees and structures in the University

## **F. RESPONSIBILITY FOR IMPLEMENTATION AND MONITORING**

The responsibility for implementing this policy and achieving the goals of the EE Plan will rest with the Senior Executive Team, Heads of Schools and Heads of Support Service Divisions. Responsibility for monitoring will rest in the first instance with these individuals, but progress will be regularly reviewed by the VC, the Director: Transformation and Equity and the Senior Director: Human Resources (HR).

The University Forum (UF) and Senate will receive bi-annual reports from the Director: Transformation and Equity (based on reports received from the units) on progress and problems in implementing this policy and achieving employment equity targets. The UF will, in accordance with the mandate of the Higher Education Act, advise Council.

The Director: Transformation and Equity will compile an annual progress report for the Department of Labour. This report will also inform the development of new strategies and principles in order to achieve employment equity objectives. This report may recognise a need to review this Employment Equity Policy.

## **G. COMMUNICATION**

- (a) Deans, Heads of Schools and Heads of Support Service Divisions, with the Director: Transformation and Equity, are responsible for communicating this policy, the EE Plan and any other programme designed for the accelerated development or advancement of persons from designated groups, to their employees.
- (b) As required by legislation, progress made in terms of the EE Plan will be communicated to all employees.

## **H. DISPUTE RESOLUTION**

All disputes or complaints which fall within the scope of this policy or the approved employment equity plans shall in the first instant be submitted to the Office of the Transformation and Equity for Investigation.

Depending on the outcome of the investigation, the Director of Transformation and Equity in consultation with the Office of Employee Relations may recommend one or more of the following:

- a) Mediation
- b) Lodging of grievance in terms of Employee Relations policy
- c) Lodging of complaint in terms of the Employee Relations Policy
- d) Disciplinary action if potential misconduct
- e) Suspension
- f) Amendment of relevant policy or plan

The Director Transformation and Equity shall provide a statistical analysis bi-annually to the Human Resource Committee regarding number of disputes referred to the office, the nature and the outcome.

## EE POLICY APPENDIX A

### EXPEDITED EQUITY APPOINTMENT PROCEDURES (see EE Policy S 2.2 c)

#### APPLICATION OF THESE PROCEDURES

These procedures will apply:

- a) for academic staff at Lecturer, Senior Lecturer. Associate/Adjunct Professor and Professorial level;
  
- b) for Support Service staff at grades 8, 7, 6 and 5;

where a suitably qualified member of the target designated groups as defined in the Employment Equity Act (from inside or outside the University) has been identified for a vacant post and, whose appointment would further progress towards the achievement of the units or University's equity objectives and targets.

#### PROCEDURE FOR ACADEMIC STAFF:

##### 1) Identification

Suitably qualified individuals may be identified at a number of levels, for example, by a head of school, a dean, a DVC or the VC. However, the request to implement the expedited equity appointment procedure will come formally from the dean of the faculty concerned, after consultation with the head of school. For academic staff who are not faculty based, the request will come from the head of the unit concerned.

##### 2) Request

The written request and motivation, with the CV of the candidate, written references for and expression of interest from the candidate, will be forwarded to the DVC (Academic) who will do an initial assessment of whether the application fulfills the criteria of this policy. If the application is a suitable one, he/she will refer the matter to the HR manager concerned.

##### 3) Screening process

The HR manager will convene a screening committee consisting of:

- a) In the case of appointment to lecturer/senior tutor level:
  - The Dean
  - The Head of School concerned
  - Two other academic staff members from the school concerned
  - One academic staff member from another school in the faculty, nominated by the Dean

- b) In the case of appointment to senior lecturer/principal tutor level
  - The DVC (Academic: Internal)
  - The Dean
  - The Head of School
  - Two other academic staff members from the school concerned
  - One academic staff member from another school in the faculty, nominated by the Dean
  
- c) In the case of appointment to adjunct/associate professor or professorial level
  - The VC
  - The DVC (Academic: Internal) or the DVC Research, as appropriate
  - A Senate member of Council
  - A Senate member in an appropriate discipline
  - An academic with expertise in the same field as the candidate (may be from inside or outside the University)
  - The Dean of the Faculty concerned (or nominee)
  - The Head of School concerned
  - A Dean from another Faculty (or nominee)

The screening committee will consider the request, interview the individual if necessary, evaluate him/her against the appropriate criteria (including evaluation of publications if necessary) and make a decision, which will be final. If the candidate has already been interviewed by a properly constituted selection committee as part of another recent (within the last year) process, and found to be appointable at the level and for a position requiring similar competencies as now proposed, the interview may be waived, but a screening process must still be conducted by the committee outlined above.

#### **4) Probation**

A candidate appointed to the continuous staff in terms of this procedure will follow the normal probation procedures towards confirmation.

### **PROCEDURE FOR SUPPORT SERVICE STAFF:**

#### **1) Identification**

Suitably qualified individuals may be identified at a number of levels. For Support Service Staff based in faculties, the formal request to implement the expedited equity appointment procedure will come from the dean of the faculty concerned, after consultation with the head of school. For Support Service staff outside of faculties, the formal request to implement the expedited equity appointment procedure will come from the Head of the division concerned. The request must be supported by the relevant SET portfolio holder.

#### **2) Request**

The written request and motivation, with the CV of, references for and expression of interest from the candidate, will be forwarded to the Director: Human Resources who will do an initial assessment of whether the application fulfills the criteria of this policy. If the application is a suitable one, he/she will refer the matter to the HR manager concerned.

### **3) Screening process**

The HR manager will convene a screening committee consisting of:

- a) For appointment at Grades 8 and 7
  - The Dean/ /Head of Division (Chair)
  - The Head of School/Department
  - 1 internal representative nominated by the head
  - 1 member from outside the unit concerned, nominated by the head
  
- b) For appointment at Grades 6 and 5
  - A DVC (chair)
  - The Dean/Head of Division
  - The Executive Director Human Resources
  - 1 internal representative nominated by the dean/head
  - 1 member from outside the unit concerned, nominated by the dean/ head
  - 1 suitably qualified person nominated by the chairperson

The screening committee will consider the request, interview the individual if necessary, evaluate him/her against the appropriate criteria and make a decision, which will be final. If the candidate has already been interviewed by a properly constituted selection committee as part of another recent (within the last year) process, and found to be appointable at the level and for a position requiring similar competencies as now proposed, the interview may be waived, but a screening process must still be conducted by the committee detailed above.

### **4) Probation**

A candidate appointed to the continuous staff in terms of this procedure will follow the normal probation procedures towards confirmation.