



RESTRICTED

LIMPOPO
PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

DEPARTMENT OF AGRICULTURE

DATE : 07 November 2011
TO : Head of Department
FROM : Special Programmes
SUBJECT : PROPOSED STRATEGY ON HOW WOMEN ON MANAGEMENT LEVELS WILL BE EMPOWERED TO OCCUPY HIGHER LEVELS
REFERENCE : 9/4/1

1. BACKGROUND

South Africa's definition of and goals towards achieving gender equality are guided by a vision of human rights which incorporates acceptance of equal and inalienable rights of all women and men. This ideal is fundamental tenant under the bill of Rights of the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996). It emerged from a long period of struggle for a democratic society that respects and promotes the rights of all its citizens irrespective of race, gender, class, age, disability etc (Bill of Rights, Section 9.1 to 9.4). The South African National Policy Framework for Women's Empowerment and Gender Equality attempted to ensure that the process of achieving Gender Equality is at the very centre of transformation process in South Africa within all the structures, institutions, policies, procedures, practices and programmes of government, its agencies and parastatals, civil society and private sector.

The Skills Development Act of 1998, encourage employers to use the workplace as an active learning environment, provide employees with opportunity to acquire new skills and improve productivity in the workplace and the competitiveness of the employees.

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2. SITUATION ANALYSIS (WHERE ARE WE AS THE DEPARTMENT)

The department of Agriculture has a total number of 3 851 employees of which 2 392 are males and 1 459 are Females. From post level 8 up to 15 the department has 1 063 males and 511 females. The department continues to be male dominated both in terms of the total number of the workforce and the total number of trainings offered. Annexure A in the document gives a departmental status in terms of the total number of employees as per staff establishment as at July 2011 and Annexure B gives a summarised picture of women in management starting from the lower level of management which is level 8 to the highest level as per staff establishment. For the purpose of this strategy, a breakdown into females in management levels is done as follows. Annexure C indicates the Qualification analysis of employees as at 2010.

1. Annexure A :DEPARTMENTAL STATUS T AS AT JULY 2011

The alphabets "A", "C", "I", "W", "M" and "F" and D used in the tables have the following corresponding meanings and must be interpreted as "Africans", "Coloureds", "Indians", "Whites", "Males", "Females" and Disability respectively)

Occupational Level	Male				Female				Disability		Total				G. Total M / F	Disability %
	A	C	I	W	A	C	I	W	M	F	M	%	F	%		
HoD (15)	1	0	0	0	0	0	0	0	0	0	1	100	0	0	1	0%
SGM (15)	1	0	0	0	0	0	0	0	0	0	1	100	0	0	1	0%
GM's (14)	4	0	0	0	2	0	0	1	0	0	4	57%	3	43%	7	0%
SM's (13)	19	0	0	2	11	0	0	0	1	0	21	66%	11	34%	32	3.1%
Managers(12)	82	0	0	7	44	0	0	1	1	2	89	66%	45	34%	134	2.2%
Managers(11)	20	0	0	4	9	0	0	2	0	0	24	69%	11	31%	35	0%
D Manager(10)	138	1	1	8	108	0	0	4	2	1	148	57%	112	43%	260	1.1%
D Manager(09)	52	0	0	2	34	0	1	0	2	0	54	61%	35	39%	89	2.2%
Level 08	614	0	0	9	288	0	0	6	17	6	623	68%	294	32%	917	3.0%
Level 07	164	0	0	1	172	0	1	2	2	2	175	51%	175	49%	340	2%
Level 06	90	0	0	1	73	0	0	2	1	2	91	55%	75	45%	166	2%
Level 05	113	0	0	0	49	0	0	0	2	0	113	70%	49	30%	162	1%
Level 04	84	0	0	1	47	0	0	0	4	2	85	64%	47	36%	132	5%
Level 03	762	1	0	0	491	0	0	0	12	6	763	61%	491	39%	1254	1%
Level 02	210	0	0	0	111	0	0	0	18	7	210	65%	111	35%	321	8%
TOTAL	235	2	1	35	143	0	2	18	62	28	239	62%	145	38%	3851	2.3%
OVERALL %	2392 / 62%				1459 / 38%				90 / 2.3%		2392 / 62%		1459 / 38%		3851	

2011-2012 STRATEGY ON HOW WOMEN ON MANAGEMENT LEVELS WILL BE EMPOWERED TO OCCUPY HIGHER LEVELS

Annexure B: Women on management level

Level 8	Level 9-10	Level 11-12	Level 13	Level 14
294	147	56	11	3

Annexure C: Qualification analysis of employees

Qualification	Male	Female	Total
Less than Matric	1059	595	1654
Matric and Certificate	241	163	404
Diploma	636	252	888
Degree & B-tech	270	191	461
Honours	129	83	212
Masters	59	28	85
Phd	5	1	6

Most of women in the above levels are experiencing management skill shortage due to lack of exposure to those fields. There are few who have Masters and Honours degree in their field of specialisation. More over majority of them lack management skills simply because the department was in the past prioritising men over women as was the case in South African history. With the introduction of Employment Equity Act and Affirmative Action Policy women should be empowered in as far as management positions are concerned. This strategy will ensure that women in management position are prepared to occupy higher levels. In the context of this strategy, women empowerment approach will tend to focus more on bridging skills gap wherein skills development of these women in management levels will be a necessary pre-condition towards occupying higher levels.

3. OBJECTIVES

Lack of proper skills and training opportunities are some of the factors that hamper the recruitment, selection and empowerment of women in the public service.

2011-2012 STRATEGY ON HOW WOMEN ON MANAGEMENT LEVELS WILL BE EMPOWERED TO OCCUPY HIGHER LEVELS

4. COMPONENTS OF THE STRATEGY

4.1. Training and Development

- ✓ 60% bursary allocations should be given to women to further their studies particularly those on lower management levels.
- ✓ Women shall be encouraged to apply for bursaries
- ✓ Preference shall be given to women at levels 7-12
- ✓ Development programmes shall be based on the requirements and competencies of identified posts.
- ✓ Introduce learning network among women employees at levels 7-12
- ✓ Identified and develop mentors from women MMS should be assigned to all level 9-10 to coach and mentor them
- ✓ 20% of female staff to be placed on accelerated management development programme particularly middle management levels.
- ✓ Identify and develop mentors from women at SMS to be assigned to all level 11-12 to coach and mentor them.
- ✓ All women at SMS to go for developmental assessment test to identify their skills gap. After the identification of skills gap on these women workshops should be organised to deal effectively with the findings of the competency assessment tests. These competency assessment tests should be extended to all MMS in order to organise relevant workshops for them.
- ✓ Programmes like MAP (Management Advance Programmes) should be used as a tool to address skills gap which had been identified by Competency Assessment Tests.
- ✓ Programmes like AMDP (Advanced Management Development Programs) should target most women managers (from level 9 upwards) as a way of developing their skills and competencies and preparing them for senior management positions.
- ✓ Some women at SMS and MMS managers to be referred to KHAEDU programmes which are offered by PALAMA in order to expose them to the challenges that government is experiencing when coming to service delivery.

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- ✓ Female managers to attend development trainings during Women months particularly during manager's week.

RECRUITMENT AND RETENTION

4.2 A TEMPLATE ON THE COMPONENTS OF THE STRATEGY

ACTIVITY	TARGET	RESPONSIBILITY	TIME FRAME
Bursary Allocation on women	30% lower Management, 20% Middle Management, 10% SMS	HRD	2012-2016
Assigning Mentors on women	MMS managers to be assigned to level 9-10, SMS levels to be assigned to level 11-12 women	HRD	2012-2016
Competency testing	Women managers on level 11-12 to undergo developmental competency training	HRD	2012-2016
MAP	These program should target women managers from level 8-12	HRD	2012-2016
AMDP	These program should target women on level 11-13	HRD	2012-2016
KHAEDU PROGRAM	Women on MMS and SMS levels	PALAMA	2012-2016
LEADERSHIP DEVELOPMENT WORKSHOP	Women from level 8-14	HRD	2012-2016
WOMEN DEVELOPMENT WORKSHOP	All women in management	Special Programs	Managers Week in August of every year

5. MONITORING AND EVALUATION

Special Programs sub-branch will on monthly basis conduct audits to check if trainings are taking place but also to evaluate the impact of the trainings through bilateral with the employees and again with their supervisors. Monitoring and Evaluation sub-branch will also play a significant role in the monitoring and evaluation of the managers who had undergone trainings.

6. WHERE DOES LDA WANT TO BE IN THE NEXT FIVE YEARS

“The most valuable asset of the 20th century company was its production equipment. The most valuable asset of 21st century company is its knowledge workers and their productivity” (Drucker, 1999). From these quotation we should reach a logical conclusion which point out the importance of developing women in management because the outcome will be

- Training and development will improve individual, team and organization performance
- Competency development is critical to succession and retention initiatives
- This will also build a culture of learning to the workforce which is a national priority.

This strategy should be able to address the following key issues in the next five years:


- Shortage of qualified women on management level
- Women managers who have never been assigned with their mentors
- Women who has never undergone development competency assessment to identify skills gap
- Women who have never attended leadership trainings would benefit through the implementation of the strategy.

7. CONCLUSION

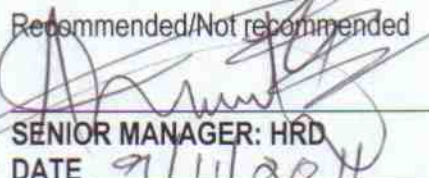
Human Resource Development should prioritise women who are in management positions in their trainings as a way of empowering and preparing them to occupy senior positions in the public service. Massive training programmes for women should be lined up for 2011, 2012/13 financial years so that more women in the management positions can be empowered and be prepared to occupy higher positions. Monitoring and evaluation will be conducted continuously on monthly and quarterly basis. By the end 2014 this department

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should be having a readily available pool of women on management level who can be suitable candidates for any higher level of management position.



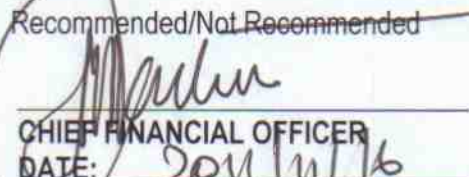
SENIOR MANAGER: SPECIAL PROGRAMMES
DATE: 2011/11/08

Recommended/Not recommended



SENIOR MANAGER: HRD
DATE: 9/11/2011

Recommended/Not recommended



GENERAL MANAGER: HRM
DATE: 2011-11-14

Recommended/Not Recommended


CHIEF FINANCIAL OFFICER
DATE: 2011/11/16

Recommended/Not recommended


HEAD OF DEPARTMENT
DATE: 17/11/2011

Approved/Not approved


MEMBER OF THE EXECUTIVE COUNCIL
DATE: 22/11/2011