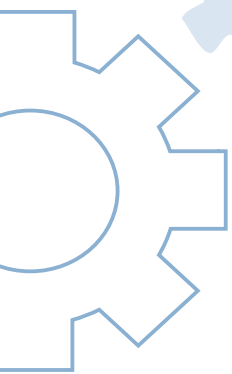


# **Invuselelo - The Revival**

## **The 2020/21 - 2024/25 Strategy**

### **“I am because you are”**







## THE EXECUTIVE AUTHORITY'S STATEMENT

The Commission for Conciliation, Mediation and Arbitration (CCMA)'s legislative mandate is derived principally from the Labour Relations Act, 1995 (Act No. 66 of 1995) [as amended] (LRA) that effectuates Section 23 of the Constitution of the Republic of South Africa, 1996 (the Constitution). The CCMA's mandate is to advance economic development, social justice, labour peace and the democratisation of the workplace, amongst others. The mandate of the CCMA is further extended by other statutes dealing with employment law. The CCMA, as a Schedule 3A public entity, as defined by the Public Finance Management Act, 1999 (Act No. 1 of 1999) (PFMA), is required to support national imperatives, such as those outlined in the National Development Plan (NDP) 2030, the Medium Term Strategic Framework (MTSF), and the Presidential Job Summit Framework, amongst others.

The CCMA has made a meaningful contribution towards labour market stability since its inception in 1996 and over the past five (5) years through the implementation of the outgone 2014/15 – 2019/20 Senz'umehluko Strategy, by effectively and efficiently implementing its legislated mandate of dispute resolution, enhancing and expanding employment security mechanisms, improving collective bargaining, intensifying dispute management and prevention (DMP) interventions and improving governance processes.

The Essential Service Committee (ESC), under the auspices of the CCMA, has also made progress in designating essential

and maintenance services. The ESC has assisted in negotiating minimum services and, where parties fail to conclude an agreement the ESC has determined the minimum service levels to be maintained during industrial action. The ESC continues to monitor the observance and implementation of designations and determinations.

The Imvuselelo – The Revival, the 2020/21 - 2024/25 Strategy, was developed after a review and consideration of the CCMA's legislated mandate and policy frameworks, as well as the current and projected global, regional and national factors facing the labour market, including opportunities and challenges presented by technological advancements. A review of the performance of the organisation over the period of the 2014/15 - 2019/20 Senz'umehluko Strategy was also taken into account.

I, as the Executive Authority of the CCMA, endorse the Imvuselelo – The Revival, the CCMA's 2020/21 - 2024/25 Strategy, and hereby commit to support its successful implementation.

Signature:

**Mr TW Nxesi, MP**

Minister of Employment and Labour



Through the Imvuselelo – The Revival, the 2020/21 – 2024/25 Strategy, the CCMA intends to respond to labour market needs, positively impacting the labour market for socio-economic growth and development of South Africa.

Signature:

**Mr Makhulu Ledwaba**

Chairperson of the CCMA Governing Body

## THE ACCOUNTING AUTHORITY'S ACCOUNT

The Imvuselelo – The Revival, the CCMA's 2020/21 - 2024/25 Strategy, gives effect to the CCMA's constitutional, legislative and policy mandates, outlines the medium- to long-term plans of the CCMA, with the primary goal of achieving labour peace and equity.

Despite the constant increase on year-on-year case referral, mainly as a result of the socio-economic environment of South Africa and expanded jurisdictions of the CCMA, budget cuts, inadequate staff resources and outdated technological infrastructure, the CCMA delivered successfully on its core and discretionary mandate over the period of the 2014/15 – 2019/20 Senz'umehluko Strategy. The Senz'umehluko Strategy was meant to expand the CCMA's position and role within the labour market beyond the primary focus on dispute resolution into a more proactive DMP.

The development of the Imvuselelo - The Revival, the 2020/21 – 2024/25 Strategy, was guided by the contextual environment in which the CCMA operates. The strategic and impact intent of the new strategy is achieving labour peace and equity. The CCMA aims to achieve this through three (3) pillars and five (5) programmes.



## THE ACCOUNTING OFFICER'S MESSAGE

The 2015/16 – 2019/20 Senz'umehluko Strategy has now come to an end, and in our view, we made a difference in the labour market as envisaged. The committed efforts of the CCMA facilitators in large-scale retrenchment processes ensured that the CCMA exceeded its job saving target by enabling parties to engage in processes to seek meaningful alternatives to job losses. Based on figures linked to actual referrals, of the 237 531 employees facing retrenchments in Section 189A large-scale retrenchment referrals over the period, 96 730 (41%) had their jobs saved.<sup>1</sup> The CCMA also experienced some measure of success by assisting parties in resolving their wage disputes without the assistance of a facilitator nor the need to refer the matter to statutory conciliation. In terms of promoting orderly and healthy labour relations, 646 public interest matters (Section 150) were resolved against a total of 773 public interest matters registered. An average of 73% settlement rate was achieved for these matters.

The turnaround time in conducting conciliations has reduced from 24 days per case to 23 days. Over this period, the number of pre-conciliations conducted increased by 38% from 20 990 to 28 921. The CCMA also maintained a conciliation settlement rate of disputes of above 70% for disputes referred to it.

As already mentioned, the 2014/15 – 2019/20 Senz'umehluko Strategy placed emphasis on intensifying Dispute Management and Prevention interventions to reduce conflict in the workplace and transform workplace relations. Notably, 58 capacity

building interventions on effective negotiation skills covering the Code of Good Practice on Collective Bargaining (COGP) and the Accord were delivered to Users during the financial years from 2016/17 to 2018/19<sup>2</sup>. In 2018/19 financial year, a total of five (5) capacity building interventions covering the COGP and the Accord were delivered to Bargaining Councils. For the two (2) year period between 2016/17 and 2018/19, a total of 28 strategically identified workplaces were identified in which transformation of workplace projects was conceptualised and delivered.

The CCMA facilitated the establishment of Workplace Participatory Structures in some workplaces in order to promote workplace democracy, co-operation and employee involvement at an individual workplace level through consultation and co-determination on issues aimed at improving working conditions and productivity. Furthermore, the CCMA successfully undertook Collective Bargaining Support Processes (CBSP), support processes (including pre, during and post wage facilitations), and balloting and verification exercises. Moreover, the CCMA facilitated collective bargaining improvement processes and pre-bargaining conferences to oversee any outstanding issues arising from wage negotiations that, if left unattended, may give rise to new disputes and constructively assist parties to prepare for their bargaining processes ahead. A Workplace Mediation Model was also introduced and implemented in a number of workplaces to provide those concerned with the opportunity to address workplace conflict that may give rise to disputes and assist parties to identify meaningful solutions to sustain working relationships.

During the 2014/15 – 2019/20 Senz'umehluko Strategy, the ESC managed to attain a number of key achievements. In terms of Section 71 of the LRA, the ESC conducted 23 investigations to determine whether the whole or part of a service is an essential service. Ten (10) of these investigations were conducted on the ESC's own initiative and 13 investigations were conducted based on referrals from parties.

In terms of Section 72, the ESC has to ensure that the Minimum Services Agreements (MSAs) are concluded, and where applicable, determine the minimums to be maintained during industrial action in sectors providing essential services. In this regard, the function of the ESC is to balance the right to strike with the need to ensure the delivery of essential services. To this end, the ESC identifies a number of institutions providing essential services with the aim to capacitate and help facilitate the conclusion of MSAs. These include municipalities, public service institutions, water boards, hospitals, social development centres and retirement homes. Over the past five (5) years, the ESC ratified and determined a total of 183 MSAs and Minimum Service Determinations (MSDs). With respect to Section 73

<sup>1</sup> These figures exclude statistics for the 4th of quarter of 2019/20 financial year

<sup>2</sup> The CCMA financial year commences on 1 April and ends on 31 March.



disputes, the ESC completed 43 cases from various sectors including old age homes. With respect to Section 75 cases, the ESC finalized seven (7) maintenance determinations in institutions, such as power plants and mining. From 2016 to date the ESC, as part of its communication and awareness strategy successfully introduced its stakeholder conference, which event has grown over the years and proved to be a very popular yearly event within the community that renders essential services.

During the 2014/15 – 2019/20 Senz'umehluko Strategy, two (2) conferences were successfully introduced to the labour market, namely the annual CCMA Labour Conference and the Shop Stewards and Union Officials Conference. The purpose of these engagements was, in the main, to promote social dialogue in the labour market, assisting the CCMA to connect and engage more with its Users and stakeholders. User and stakeholder feedback have suggested that these engagements are greatly valued for building knowledge and skills. In the 2020/21 financial year, these Conferences will be in their fourth instalments. The CCMA prides itself in adding value to the labour market in this regard.

Also, a means to get closer to Users and stakeholders, during the 2019/20 financial year, the CCMA successfully launched the CCMAConnect, the official CCMA mobile application, which enables Users to track their cases, complain or compliment the organisation. The CCMA looks forward to enhancing this mobile application, adding other functionalities to it.

In the last year of the 2014/15 – 2019/20 Senz'umehluko Strategy, the CCMA Youth in Labour Think Tank was conceptualised, in line with the Government's Youth Developmental Policy, informed by the NDP 2030. This platform provides the youth in the labour market (researchers/scholars/professionals/academics) with a platform to share experiences and challenges, but most importantly, conceptualise and test their ideas, with the CCMA playing a key role in incubating some of the ideas to operationalisation. This platform is part of the broader Corporate Social Responsibility (CSR) initiatives of the organisation. This initiative will be carried over by the Imvuselelo – The Revival, the 2020/21 – 2024/25 Strategy.

The CCMA also placed a great emphasis on its governance environment during this period, which is maturing quite progressively, with the Enterprise-Wide Risk Management being awarded a level 5.00 by the National Treasury. The CCMA also now has a fully established Compliance Management Function, which ensures that the CCMA complies to all relevant policies, legislation and best practice. Great emphasis was also placed on the ethics management, with a hybrid of anti-fraud and corruption activities being implemented, to ensure that the CCMA runs a clean administration.

The new five (5) year strategy is titled Imvuselelo – The Revival, the 2020/21 – 2024/25 Strategy. Imvuselelo is a Nguni word used in both isiZulu and in IsiXhosa, translated into “renewal” or “revival”. The strategic intent of this strategy is reviving the organisation internally, transforming it into a world-class, modern, optimised institution which is high-performing. The renewal of the organisation itself will enable the CCMA to deliver world-class service to its Users in the labour market and beyond. Organisational revival includes organisational re-configuration to respond to the changing needs of the labour market to enable the CCMA to improve its effectiveness and efficiency and have a greater impact. In this quest, the CCMA will need to equip itself with appropriate infrastructural and human resources capital to meet the requirements of the changing nature of work, whilst remaining relevant and accessible to vulnerable groups.

The year-on-year case referral of the CCMA's suggests a conflictual labour market. Many factors contribute towards this volatility, such as the socio-economic challenges of the country, which also include the triple crisis of unemployment, poverty and inequality. By renewing the organisation internally to better support the labour market proactively, timeously and appropriately through targeted DMP interventions, the Imvuselelo – The Revival, the 2020/21 – 2024/25 Strategy aims to revive the spirit of Ubuntu in the labour market, recognising that the underlying principles of Ubuntu are required to maintain labour market stability and peace, and reduce levels of conflict between employers and employees. Therefore, the slogan of Imvuselelo – The Revival, the 2020/21 – 2024/25 Strategy is appropriately titled “I am because you are”.

The CCMA's roadmap for the future is now complete and the exact route for the next five (5) years is described in this document. I would like to thank the Governing Body, the Executive Team, the Extended Executive Team, the various Committees that were established to assist with the new strategy development project, stakeholders and strategic partners, and all CCMA staff, for participation in the development of the Imvuselelo – The Revival, the 2020/21 – 2024/25 Strategy.

The focus will now shift from strategy development to strategy implementation. This requires translating the strategic intent into action, guiding everything the CCMA does in the next five (5) years.

Signature:



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**Mr Cameron Sello Morajane**  
Director of the CCMA



## THE EXECUTIVE: GOVERNANCE AND STRATEGY'S COMMENTARY

Considerable thought, care and effort went in the formulation of Imvuselelo – The Revival, the 2020/21 – 2024/25 Strategy. The development of the Imvuselelo – The Revival, the 2020/21 – 2024/25 Strategy, was guided by the contextual environment in which the CCMA operates, based on the theory of change. Furthermore, key stakeholders were engaged for input, the valuable inputs assisted to shape the future direction of the CCMA.

The development of the Imvuselelo – The Revival, the 2020/21 – 2024/25 Strategy, draws from the experiences learnt from the implementation of the 2014/15 – 2019/20 Senz'umehluko Strategy. The successes and shortcomings of the 2014/15 – 2019/20 Senz'umehluko Strategy were partly documented in the Mid-Term Impact Assessment Report, which was undertaken to track the extent to which the CCMA was achieving its intended objectives. The results from the Mid-Term Impact Assessment Report were further corroborated by inputs received from various experts within the CCMA, experts within the labour market and social partners. The Imvuselelo – The Revival, the 2020/21 – 2024/25 Strategy provides the CCMA with the opportunity to build on the achievements and successes of the 2015/16 – 2019/20 Senz'umehluko Strategy.

Key learnings and dimensions of the 2015/16 – 2019/20 Senz'umehluko Strategy implementation were translated into the Imvuselelo – The Revival, the 2020/21 – 2024/25 Strategy, to provide continuity between the old and the new.

The Imvuselelo – The Revival, the 2020/21 – 2024/25 Strategy is grounded on optimising the organisation, in order to ensure a high-performance institution which enhances labour market stability. Furthermore, strategy implementation and good governance has been prioritised, in order to enable the organisation achieve its strategic and operational objectives, whilst ensuring a clean administration.

In the context of the changes in the labour market, the CCMA must re-align itself appropriately to be able to proactively and timeously respond to the needs of the labour market. The name Imvuselelo – The Revival therefore articulates exactly what the CCMA will be focused on in the next five (5) years; the revival of the organisation to re-birth a world-class institution that will deliver quality and expeditious services to its Users and stakeholders. The 2020/21 to 2024/25 period places a greater emphasis on the transformational role that the CCMA intends to play in the labour market in advancing economic development through promoting labour stability and peace and advancing social justice.

In particular, the Imvuselelo – The Revival, the 2020/21 – 2024/25 Strategy contributes directly to eight (8) outcomes of the 13 in the NDP 2030 and all six (6) out of seven (7) priorities of the 2019 – 2024 MTSF. Further details are provided in later sections of this document in this regard. The 2020/21 – 2024/25 Imvuselelo has three (3) strategic pillars and five (5) programmes, each with linked initiatives and projects on how the intended outcomes and projects will be delivered to achieve the strategic intent of the strategy.

The Imvuselelo – The Revival, the 2020/21 – 2024/25 Strategy, is grounded on three strategic pillars, as follows:

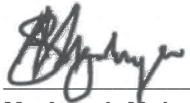
- Optimise the organisation;
- Enhance labour market stability; and
- Support strategy implementation and good governance.

Five (5) programmes were then developed based on these three strategic pillars. The five (5) programmes are as follows:

- **Programme One:** High performance institution;
- **Programme Two:** Proactive and relevant labour market intervention;
- **Programme Three:** Special interventions and support;
- **Programme Four:** Efficient and quality dispute resolution and enforcement services; and
- **Programme Five:** Effective strategy management and governance.

The strategic pillars and programmes that the CCMA has put in place are alive to resource allocation and the external and internal environment that the CCMA operates in. It is envisaged that the implementation of these programmes will substantially contribute towards the realisation of the desired strategic impact over the next five (5) years.

Signature:



---

**Ms Annah Mokgadinyane**

Executive: Governance and Strategy



# OFFICIAL SIGN-OFF

It is hereby certified that the CCMA's 2020/21 to 2024/25 Strategic Plan was developed by the Management of the CCMA, under the guidance of the CCMA Governing Body, and that it takes into account all policies, legislation and other mandates that apply to the CCMA. It accurately reflects the impact, outcomes and outputs which the CCMA will endeavour to achieve over the financial years of 2020/21 – 2024/25.

Signature:



**Annah Mokgadinyane**

Executive: Governance and Strategy

Signature:



**Kedibone Mashaakgomo**

Chief Financial Officer

Signature:



**Cameron Sello Morajane**

Accounting Officer

CCMA Director

**Approved by:**

Signature:



**Makhulu Ledwaba**

Representative of the Accounting Authority

Signature:



**Mr TW Nxesi, MP**

Minister of Employment and Labour

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# LIST OF ABBREVIATIONS

ACRONYM	DESCRIPTION
BBBEE	Broad Based Black Economic Empowerment
BCEA	Basic Conditions of Employment Act 75 of 1997
BCEAA	Basic Conditions of Employment Amendment Act 7 of 2018
BCM	Business Continuity Management
BRICS	Brazil, Russia, China and South Africa
BUSA	Business Unity South Africa
CCMA	Commission for Conciliation Mediation and Arbitration
CBSP	Collective bargaining Support Processes
CMS	Case Management System
CSR	Community Social Responsibility
DETAUWU	Democratised Transport and Allied Workers Union in South Africa
DMP	Dispute Management and Prevention
DP	Dispute Prevention
DP&T	Dispute Prevention & Training
DTI	Department of Trade and Industry
DR	Dispute Resolution
EDD	Department of Economic Development
EEA	Employment Equity Act 55 of 1998
ESC	Essential Services Committee
EXCO	Executive Committee
ERP	Enterprise Resource Planning

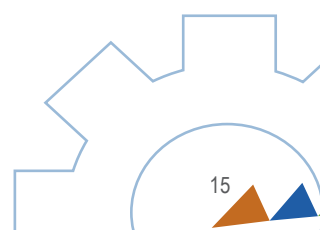
<b>FDI</b>	Foreign Direct Investment
<b>GDP</b>	Gross Domestic Product
<b>HR</b>	Human Resources
<b>IMF</b>	International Monetary Fund
<b>ICT</b>	Information and Communications Technology
<b>KPI</b>	Key Performance Indicator
<b>LRA</b>	Labour Relations Act 66 of 1995
<b>LRAA</b>	Labour Relations Amendment Act 8 of 2018
<b>MSA</b>	Minimum Services Agreement
<b>MSD</b>	Maintenance Service Agreements and Determinations
<b>MTEF</b>	Medium Term Expenditure Framework
<b>MTSF</b>	Medium Term Strategic Framework
<b>NDP</b>	National Development Plan
<b>NEDLAC</b>	National Economic Development and Labour Council
<b>NMW</b>	National Minimum Wage
<b>NMWA</b>	National Minimum Wage Act 9 of 2018
<b>NPC</b>	National Planning Commission
<b>NUMSA</b>	National Union of Metalworkers of South Africa
<b>PFMA</b>	Public Finance Management Act 1 of 1999
<b>PESTEL</b>	Political, Economic, Social, Technology, Environmental and Legal
<b>SAB</b>	South African Brewery
<b>SADC</b>	Southern Africa Development Community
<b>SCM</b>	Supply Chain Management



<b>SDSC</b>	Strategy Development Steering Committee
<b>SETA</b>	Sector Education and Training Authority
<b>SMME</b>	Small, Medium and Micro Enterprise
<b>STEM</b>	Science, Technology, Engineering and Mathematics
<b>SWOT</b>	Strength, Weakness, Opportunities and Threats
<b>TERS</b>	Temporary Employee/Employer Relief Scheme
<b>TLS</b>	Training Lay-off Scheme
<b>UIF</b>	Unemployment Insurance Fund
<b>WEF</b>	World Economic Forum
<b>ZHC</b>	Zero-Hour Contracts
<b>4IR</b>	Fourth Industrial Revolution

# GLOSSARY

ABBREVIATION	DESCRIPTION
BREXIT	Brexit is the withdrawal of the United Kingdom (UK) from the European Union (EU)
Capital Deepening	The process whereby the amount of capital per worker increases
Triple Crisis	South Africa has high and escalating levels of inequality, unemployment and poverty



# PART A

## OUR MANDATE



# 1. CONSTITUTIONAL MANDATE

Section 2 of the Constitution provides that the Constitution is the supreme law of the Republic, that law or conduct inconsistent with it is invalid, and that obligations imposed by it must be fulfilled. Section 39 of the Constitution states as follows:

“Interpretation of Bill of Rights

(1) When interpreting the Bill of Rights, a court, tribunal or forum—

- (a) must promote the values that underlie an open and democratic society based on human dignity, equality and freedom;
- (b) must consider international law; and
- (c) may consider foreign law.

(2) When interpreting any legislation, and when developing the common law or customary law, every court, tribunal or forum must promote the spirit, purport and objects of the Bill of Rights.”

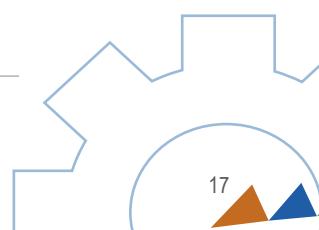
In addition, and in line with the purpose of the LRA, the CCMA is required to fulfil its functions in a manner that serves “to give effect to and regulate the fundamental rights conferred by section 23 of the Constitution of the Republic of South Africa, 1996”.

Section 23 of the Constitution provides that-

- Everyone has the right to fair labour practices;
- Every worker has the right;
- To form and join a trade union;
  - To participate in the activities and programmes of a trade union; and
  - To strike.
- Every employer has the right;
  - To form and join an employers’ organisation; and
  - To participate in the activities and programmes of an employers’ organisation.
- Every trade union and every employers’ organisation have the right;
  - To determine its own administration, programmes and activities;
  - To organise; and
  - To form and join a federation.
- Every trade union, employers’ organisation and employer have the right to engage in collective bargaining. National legislation may be enacted to regulate collective bargaining. To the extent that the legislation may limit a right in this Chapter, the limitation must comply with Section 36(1);
- National legislation may recognise union security arrangements contained in collective agreements. To the extent that the legislation may limit a right in this Chapter, the limitation must comply with Section 36(1);
- Section 36(1) of the Constitution provides that rights may be limited only in terms of law of general application to the extent that the limitation is reasonable and justifiable in an open and democratic society based on human dignity, equality and freedom, considering all relevant factors, including;
  - The nature of the right;
  - The importance of the purpose of the limitation;
  - The nature and extent of the limitation;
  - The relation between the limitation and its purpose; and
  - Less restrictive means to achieve the purpose<sup>3</sup>.

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<sup>3</sup>Section 23 of the Constitution



## 2. LEGISLATIVE AND POLICY MANDATE

### 2.1. LEGISLATIVE MANDATE

The CCMA's legislative mandate is derived principally from the LRA which gives effect to and regulates the fundamental rights conferred by Section 23 of the Constitution, as outlined above. The CCMA's legislative mandate is drawn from the purpose of the LRA itself, which is "to advance economic development, social justice, labour peace and the democratisation of the workplace." Section 115(1) of the LRA identifies the mandatory functions of the CCMA as follows:



FIGURE 1: THE CCMA'S MANDATORY FUNCTIONS



Section 115 (2) and (3) of the LRA set out the discretionary functions that enhance delivery of the CCMA mandate, while not replacing the delivery of the mandatory functions. The discretionary functions are as follows:



FIGURE 2: THE CCMA'S DISCRETIONARY FUNCTIONS

In 2018, the LRA was amended to include the following:

- To provide criteria for the Minister before the Minister is compelled to extend the collective agreement as contemplated in the Act;
- To provide for the renewal and extension of funding agreements;
- To provide for picketing by collective agreement or by determination by the Commission in terms of picketing regulations;
- To provide for the classification of a ratified or determined minimum service;
- To extend the meaning of ballot to include any voting by members that is recorded in secret;
- To provide for the independence of the registrar and the deputy registrar of the Department of Labour<sup>4</sup>; and
- To provide for the establishment of an advisory arbitration panel in an attempt to resolve industrial action where this is deemed to be in the public interest.

The CCMA also derives part of its mandate from specific provisions of the Employment Equity Act, 1998 (Act 55 of 1998) (EEA), in particular, Chapter II, which deals with prohibition of unfair discrimination. Section 10 of the EEA provides that the CCMA must-

- Conciliate any dispute referred to it in terms of EEA; and
- Arbitrate disputes that remain unresolved after conciliation according to the stipulations of EEA.<sup>5</sup>

Section 52 of the EEA provides that the CCMA must conciliate disputes relating to the interpretation and application of Part C (Protection of Employee Rights) of Chapter V (Monitoring, Enforcement and Legal Proceedings) of the EEA.

<sup>4</sup> Now referred to as the Department of Employment and Labour

<sup>5</sup> The CCMA has jurisdiction to arbitrate all disputes referred to it that relate to sexual harassment, and all other unfair discrimination disputes referred in terms of the EEA where the applicant earns below the BCEA threshold, or by agreement between the parties where the applicant earns above the threshold.

The mandate of the CCMA is also derived from Chapter Five (Termination of Services – severance pay) and Chapter Ten (Monitoring Enforcement Legal Proceedings) of the Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997) (BCEA), including the following:

- Conciliating and arbitrating any dispute relating to severance pay referred to it in terms of this Act;
- Arbitrating disputes that remain unresolved after conciliation according to the stipulations of this Act;
- Making compliance orders issued in terms of section 69 of the BCEA and written undertakings concluded in terms of section 68 of the BCEA arbitration awards for purpose of enforcement.
- Determining disputes relating to compliance orders through conciliation and arbitration.
- Determining claims for in terms of section 73A of the BCEA, that gives the right to any person who earns less than the BCEA threshold, to the CCMA a dispute concerning any failure to pay any amount owing to that person in terms of the BCEA, the National Minimum Wage Act, 2018 (Act No. 9 of 2018) (NMWA), a contract of employment, a sectoral determination or a collective agreement; and
- Conciliating and arbitrating disputes relating to the interpretation and application of Part C of Chapter Ten (Protection of Employees against Discrimination).

The CCMA also draws its mandate from the NMWA. The NMWA has as its purpose, the advancement of economic development and social justice by way of protection of employees from unreasonably low wages and improving wages of the lowest paid employees and furthermore, promoting collective bargaining and supporting economic policy. The NMWA states that the payment of the minimum wage is read into the employment contract as a term and condition of employment. It therefore cannot be changed unilaterally and can only be 'ignored' if the employee is offered a higher wage by way of agreement. Since the enactment of the NMWA on 1 January 2019, the functions of the CCMA have been expanded upon to adjudicate all labour related matters pertaining to the NMWA.

The legislative role of CCMA is to ensure enforcement and compliance with the NMWA. A worker/employee/Union may refer a dispute to the CCMA in terms of Section 73A of the BCEA. The NMWA and amendments to the BCEA seek to improve access to the judicial system for the working poor, in so doing reduce inequality in society and the huge disparities in income in the labour market.

## 2.2. POLICY MANDATE

### 2.2.1. NDP 2030

The CCMA also derives its mandate from the NDP 2030. Developed by the National Planning Commission (NPC) in 2012, the NDP 2030 aims to reduce inequality and eliminate poverty by 2030 and is grounded in six (6) pillars, which outline the objectives to be achieved by 2030. From the 13 outcomes of the NDP 2030, the CCMA aims to contribute towards eight (8) outcomes as depicted in Figure 3:



FIGURE 3: THE CCMA'S CONTRIBUTION TOWARDS THE NDP 2030 OUTCOMES

## 2.2.2. 2019 – 2024 MTSF

The Imvuselelo – The Revival, the 2020/21 – 2024/25 Strategy is also guided by the 2019-2024 MTSF, which is regarded as implementation and monitoring tool of the NDP 2030. In the attainment of the NDP 2030 goals, the 2019 – 2024 MTSF identifies seven (7) priorities for the five (5) year strategic period of which this Strategic Plan covers. For the 2020/21 to 2024/25 financial years, the CCMA will contribute towards the following MTSF priorities.

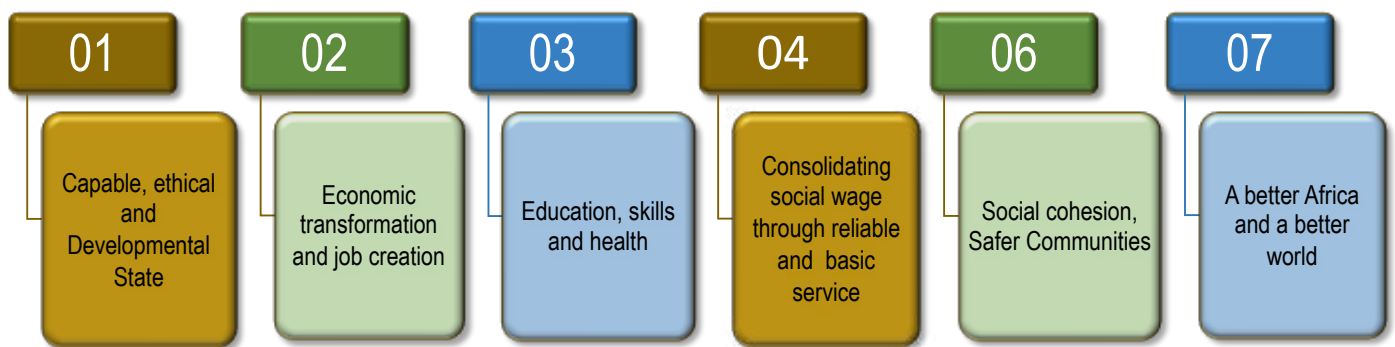


FIGURE 4: THE CCMA'S CONTRIBUTION TOWARDS THE MTSF PRIORITIES

## 2.2.3. PRESIDENTIAL JOB SUMMIT FRAMEWORK

### 2.2.3.1. CCMA/BUSA WEBTOOL FOR SMALL MEDIUM AND MICRO – SIZED ENTERPRISES (SMMEs)

The Department of Trade and Industry (the DTI) estimate the number Small Medium and Micro – Sized Enterprises (SMMEs) in South Africa at 2.8 million and their contribution to employment at 60%. However, starting and running a successful business remains a challenge, with many small businesses that have been started, facing a risk of failure. According to statistics, more than 50% of all start - ups and small businesses in South Africa fail within 24 months primarily due to inexperience of the business owner, limited access to funding and literacy.

During the 2015/16 financial year, the results of a study commissioned by Business Unity South Africa (BUSA), revealed that hiring and fulfilling legislative and fair employment practices proved to be a constraint for the effective establishment and management of SMMEs. The CCMA's statistics at the time suggested that 80% of referrals to the CCMA were disputes that arose from SMMEs.

This revelation led to the birth of the CCMA/BUSA SMME Labour Support Web Tool initiative – (<http://smelaboursupport.org.za/>), which is one of the Presidential Job Summit Framework projects.

The overall objective for the development of the Web Tool was for the CCMA and BUSA to collaboratively develop a free to use, self-service, web-based tool for SMMEs (or other interested Users) for the purpose of:

- Providing SMMEs with labour relations best practice and guidance free of charge;
- Improving employer and employee understanding of employment law in the SMME space;
- Improving SMME compliance of employment law;
- Reducing red-tape and the associated costs related to labour law advice for SMMEs; and
- Contributing to workplace stability and certainty in SMME workplaces.

This initiative is still ongoing. The CCMA and BUSA have and will continue to play an active role in this project, including:

- Conducting survey for SMMEs to determine needs and interests;
- Developing the Web Tool content including information sheets, templates and checklists;
- Web enabling the material with provision for indexing, on-line registration, communication and updating;
- Creating links of the Web Tool on both the CCMA and BUSA websites; and
- Market the Web Tool through the CCMA, BUSA and other employer and worker forums, and social media platforms;
- Providing further updates to the Web Tool content in line with case law and legislative changes; and
- Developing new material in collaboration with Productivity SA.

### 2.2.3.2 TEMPORARY EMPLOYEE/EMPLOYER RELIEF SCHEME (TERS)

The Training Layoff Scheme (TLS) was established in September 2009, to mitigate the impact of the 2008 global economic recession on job losses. The scheme therefore had the potential to be an effective mechanism to save jobs and assist businesses in distress. However, due to a number of challenges the delivery of the scheme was hindered and as a consequence its impact on CCMA job saving initiatives over the years has been minimal. The Presidential Job Summit Framework Agreement resulted in the reconstitution of the TLS in October 2018, which is known as the Temporary Employee/ Employer Relief Scheme (TERS) under the auspices of the CCMA. The CCMA is tasked with overseeing the full use administration of the TERS. The newly constituted Single Adjudication Committee is comprised of the CCMA, Economic Development Department (EDD), Productivity SA and Unemployment Fund (UIF). Expedited application processes for considering TERS applications and payment of the allowances are affected within a period of 26 days.

The CCMA has a dedicated focus to job saving and job preservation. Over the past five (5) years, the CCMA has set itself a target of saving 35% of jobs of employees facing retrenchment which has been consistently exceeded through innovative efforts of CCMA facilitators and parties in processes. As part of the job saving imperative the CCMA has developed what is termed a holistic approach to job saving that involves multi-partner engagements with the UIF, Productivity SA, EDD and various SETAS to ensure that all opportunities to assist businesses and workers in distress are explored.

The revised TERS has the potential to save jobs. Early indications are that it will provide much needed relief to employees and businesses in distress. It is anticipated that many jobs and businesses will be saved, and opportunities explored to turnaround businesses facing closure and re-skill and train workers that may be affected by retrenchment.

Since the composition of TERS, an increased number of workplace-based applications have been attended to that has offered quicker relief to both businesses and employees in distress that will further contribute to the CCMA job saving imperative mitigating the need to embark on large scale retrenchment processes.

The cumulative effect of jobs saved and employees staying in employment ensures more local consumption that cascades into all sectors that supports employment generating opportunities and business sustainability. Since the re-composition of TERS, for the period October 2018 to December 2019, the total number of employees due to benefit from the scheme is recorded at 868 at a total cost of R37 318 889.04 to the fund.

## 3. INSTITUTIONAL POLICIES AND STRATEGIES OVER THE NEXT FIVE (5) YEARS

The CCMA has prioritised the following key policies and strategies over the next (5) years:

- DMP Strategy and service delivery model;
- Dispute Resolution and Enforcement service delivery model;
- Information Technology and Communications (ICT) Strategy;
- Human Resources Strategy;
- Talent Management and Succession Planning; and
- Integrated Governance Strategy.



## 4. RELEVANT COURT JUDGEMENTS

A number of landmark judgements had also influenced CCMA processes and approach. Key to note are the following court judgements:

- **Labour Appeal Court (LAC)** judgment in *Lufil Packaging (Isithebe) v CCMA and others* (DA 8/2018) handed down on 13 June 2019. This judgment deals with who is eligible to be a Union member and may lead to more points in limine on representation being raised and on whether a particular Union will have locus standi to represent employees at the CCMA or at bargaining councils.
- **Constitutional Court** judgment in *Allan Long v SAB and others* (CCT 61/18); (2019) 40 ILJ 965 (CC); 2019 (5) BCLR 609 (CC); [2019] 6 BLLR 515 (CC) handed down on 19 February 2019. The Court held that there is no need for representations to be made by an employee before a precautionary suspension is implemented by an employer. This judgment should serve to reduce the number of unfair labour practice disputes to the CCMA and bargaining councils (in particular, the ULP dealing with unfair suspension of an employee or any other unfair disciplinary action short of dismissal).
- **Constitutional Court** judgment on derivative misconduct in *NUMSA obo Nganezi and others v Dunlop Mixing and Technical Services (Pty) Ltd and others* (CCT 202/18); 2019 (8) BCLR 966 (CC); (2019) 40 ILJ 1957 (CC); [2019] 9 BLLR 865 (CC) handed down on 28 June 2019. This judgment is widely reported and has fundamentally changed the manner in which derivative misconduct should be dealt with during strike action. The Court distinguished between the fiduciary duty and the duty to act in good faith and held that the duty to act in good faith is reciprocal. It further held that it would be wrong to use the duty to disclose as an easier means to dismiss employees, rather than dismissal for the actual participation in violent misconduct during strike action. This judgment also recognises the need for solidarity whilst on strike.
- **LAC** judgment in *Imperial Cargo (Pty) Ltd v DETAWU and another* (JA 164/2017) [2019] ZALAC 41; (2019) 40 ILJ 2499 (LAC) handed down on 13 June 2019, which judgment is reported. The supremacy of centralised bargaining was reinforced in circumstances where the Main Agreement of a Bargaining Council requires all substantive issues to be negotiated centrally.
- **LAC** judgment in *Pailprint (Pty) Ltd v NUMSA and others* (DA 18/2017) [2019] ZALAC 43; (2019) 40 ILJ 2047 (LAC), handed down on 13 June 2019. The Court set aside a previous finding that the employees had not breached the picketing rules when they had carried dangerous weapons during such picket. The Court also held that the disciplinary code of the employer equally applies to employees on strike and was not limited to on-duty conduct only. This judgment is therefore very important when dealing with misconduct during a picket.

# PART B

## OUR STRATEGIC FOCUS



# 1. GOAL

Towards labour peace and equity.

# 2. VISION

A world – class institution that promotes labour market stability, social justice and job security.

# 3. MISSION

To give effect to everyone's Constitutional rights and freedom.

# 4. VALUES

The core values and operating principles of the CCMA are outlined in the table below:

**TABLE 1: CORE VALUES AND OPERATING PRINCIPLES OF THE CCMA**

VALUES	OPERATING PRINCIPLES
Respect	- In the execution of our duties, to act with respect for all, valuing those whom we serve and those whom we work with
Excellence	- We continuously do our best in delivering on our mandate and in service to our people, executing our duties with a sense of urgency, professionalism and world-class quality
Accountability	- We hold ourselves responsible for our actions and the outcomes of our work - In being accountable, we are committed to each other and all we do, and take responsibility for our actions and our performance.
Diversity	- We act impartially without fear, favour or prejudice, objectively balancing the diverse needs of social partners, being honest and ethical in all we do, doing the right thing, even when no-one is looking
Integrity	- We act impartially without fear, favour or prejudice, objectively balancing the diverse needs of social partners, being honest and ethical in all we do, doing the right thing, even when no-one is looking
Transparency	- We work in a manner that is open, fair and transparent - Guided by our statutory obligations and commitment, we are open in our dealings with everyone we serve

## 5. STRATEGY DEVELOPMENT PROCESS

The following steps were the activities and the processes that were followed during the development of the Strategic Plan.



FIGURE 5: CCMA STRATEGIC PLAN DEVELOPMENT PROCESS

As already indicated, intelligence on the external and internal environment within which the CCMA operates has been taken into consideration in the development of this Strategic Plan. The following sections provide the context in which the initiatives have been planned for the 2020/21-2024/25 financial year.

As a start, the following figure depicts the situational analysis undertaken by the CCMA:

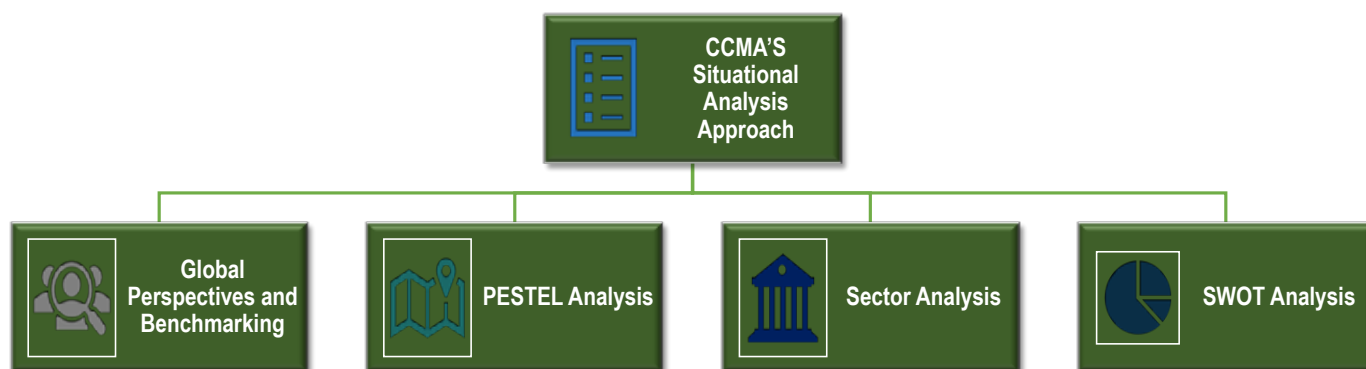


FIGURE 6: THE CCMA'S SITUATIONAL ANALYSIS APPROACH

## 5.1.EXTERNAL ENVIRONMENTAL ANALYSIS

The objective of the external environmental analysis is to ascertain how changes in the world of work impact on the CCMA's business operations and its overall trajectory. The external environment analysis is broken down into recent developments in the global economy and in the South African labour market, the medium- to long-term policy environment and the demand for CCMA services. The external analysis will conclude with an overview of the emerging priorities and opportunities.

### 5.1.1. RECENT DEVELOPMENTS IN THE GLOBAL ECONOMY

The global economy has entered a new era of a subdued growth. While growth is expected to stabilise in some emerging markets and developing economies, the overall economic momentum remains weak.<sup>6</sup> Africa, as a region, has been growing and is expected to continue growing over the next five years on average. Although South Africa is a developing nation, its average growth has been similar to some advanced economies and well below developing economies. According to the National Treasury, South Africa's growth forecast for 2024 remains the lowest at 1.6 percent compared to other developing economies.

There have been three distinct changes in the global economy as a result of weak economic growth. Firstly, an inversely correlated relationship has developed between economic growth and global debt. Total global debt is around 225% of world GDP higher than before the 2008 financial crisis. In 2017, more than 45% of low-income countries were at high risk of debt distress up from 1/3 in 2016.<sup>7</sup>

Secondly, there is a widening gap between public and private levels of capital. Public wealth is close to zero whilst private wealth is increasing. Third, a symptomatic outcome of the skewed distribution of wealth is the rise of the informal economy. Informal economies provide employment, livelihoods and income for millions of workers and business owners, hallmarked by emerging economies due to high levels of poverty and low levels of education. The informal economy in South Africa is relatively small compared with other developing or emerging economies but is nonetheless significant.

Varying levels of economic growth across economies have given rise to a distinct set of risks. These risks can be bracketed into: limited access to basic human rights, limited access to equality as a result of political freedoms and most significantly to the labour market, changes brought upon by the 4IR.

Increased tensions in the global trading environment, monetary policy normalisation in some advanced economies, continued uncertainty over Brexit and geo-political risks, weighed on the world economic environment. Consequently, the pace of expansion in the global economy slowed, albeit marginally, to 3.6% in 2018 (2017: 3.7%), and a further decline to 3.3% is anticipated by the International Monetary Fund (IMF) in 2019. The slowdown forecast by the IMF for the economies of China, the United States of America and within the European Union, does not bode well for South Africa's economic performance. Globally, the impact of weak economic growth is an increase in global debt, widening the gap between public-private wealth and the rise and growth of the informal economy.

<sup>6</sup> World Bank

<sup>7</sup> IMF Real GDP growth Annual percentage change 1980-2024

Society is on the precipice of change as a result of the Fourth Industrial Revolution (4IR). Driven by developed countries and tertiary sectors across economies, 4IR is fusing the biological, physical and technological spheres.<sup>8</sup> There are several radical and distinct modifications arising from the advancement of 4IR with deep-seated ramifications for the world of work. Firstly, global supply chains and third-party outsourcing is changing the organisation of work which has led to a “fissured workplace” and allowed companies to substantially reduce production costs. Secondly, telecommuting, co-working spaces, virtual teams, freelancing and online talent platforms are on the rise transcending the physical boundaries of the office or factory floor and redefining the boundary between one’s job and private life.<sup>9</sup> Third, low-skill, low-paying jobs as well middle-tiered white-collared workers are being replaced with system-related intelligence programmes.<sup>10</sup> The World Economic Forum (WEF) estimates that 65% of all currently available and identifiable jobs will become redundant and disappear. Fourth, there is an emergence of the gig-economy and Zero-Hour Contracts (ZHCs) This novel way of work is being driven by millennials who by 2020 and 2025 will account for 35% and 75% of the global workforce respectively.<sup>11</sup>

The challenge for developing economies will be their ability to remain competitive in a global economy where productivity, innovation and competitiveness rely on high level Science, Technology, Engineering and Mathematics (STEM) skills. There is a necessity to incentivise workers to upskill and gain high-level skills, particularly in emerging economies. Government, business, tertiary institutions and the individual him or herself, all have to ensure there are pertinent upgrades to traditional notions of education and training to ensure staff are abreast of novel advances in the labour market.

Cooperation with the SADC should benefit the South Africa and strengthen Africa’s position in global trading negotiations, because of increased growth, reduction in input costs, stimulated growth and employment among business and youth and the development of the secondary sector. Notwithstanding, the risks include, theft of intellectual property, depletion of natural resources and an absence of intercontinental labour regulation. As a member of BRICS (Brazil, Russia, India, China and South Africa) and with access to the New Development Bank, South Africa has received financial assistance of \$1.5bn with a pipeline towards a total of \$2.3bn to boost the economy. BRICS countries are easing visa regulations amongst each other. In 2016, visitors to South Africa from the BRICS nations supported an estimated 26,000 jobs.<sup>12</sup> Furthermore, easing visa regulations will also increase permeability of the workforce across BRICS regions and capacitate South Africa in the exchange of information and best practices with respect to digitalization and capital-intensive technologies in the wake of 4IR.

### 5.1.2. RECENT DEVELOPMENTS IN THE SOUTH AFRICAN LABOUR MARKET

South Africa is one of most inequitable countries in the world with the richest 20% accounting for more than 61% of overall consumption. The Gini-Coefficient stood at 0.69 in 2018 - the highest since 1994. South Africa’s unemployment rate remains high at 27,1% (2018) and this is particularly felt by the youth who by 2018 constituted 20.6 million / 35.7% of the total population and in the same reporting period formulated 38.2% of the unemployment rate. In 2015, more than 30.4 million South Africans / 55.5% of the population lived on less than R992 per person per month with the highest levels of poverty found amongst the African population.

A symptomatic outcome of the triple crisis is the rise of the informal economy. The rising informal economy is a hallmark of developing countries due to principally, the level of education and levels of poverty. Globally, when the level of education increases, the level of informality decreases. People who have completed secondary and tertiary education are less likely to be in informal employment compared to workers who have either no education or completed primary education. South Africa’s informal employment makes up roughly 1/3 (5 million) of total non-agricultural employment. In 2013, employing firms provided 850 000 paid jobs (almost double employment in the mining sector 450 000 in 2013).<sup>13</sup> As the size of informal economies increase, there is growing concern around a number of issues. Firstly, the ‘governance of work’ due to the need for the establishment of frameworks, norms and institutions to not only regulate work but regulate it effectively and ensure compliance to labour laws to protect both the employer and employee.<sup>14</sup> Secondly, owing to lack of regulation there is also a lack of protection for the workers and therefore social protectionist programmes need to be introduced. The institution of social protection programmes will have a systematic effect on the employer, employee and government itself. Annual increases of social protectionist services combined with the inability of employers to offer salary increases to employees will likely create conflict in the workplace as employees will demand higher salaries to meet

<sup>8</sup> NEDLAC Futures of Work, 2019

<sup>9</sup> WEF - The Future of Jobs Report 2018

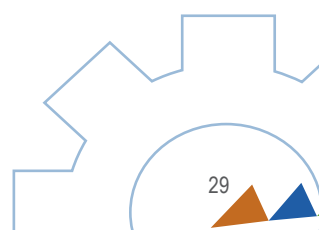
<sup>10</sup> NEDLAC Futures of Work, 2019

<sup>11</sup> Catalyst Website, 2018

<sup>12</sup> <https://www.pwc.co.za/en/press-room/japanese-desk/executive-directors--report-on-remuneration/tourism-from-bric-nations-.html>

<sup>13</sup> Informal Sector Employment: Policy Reflections

<sup>14</sup> ILO The Future of Work We Want: A Global Dialogue





rising expenses. This will also present a strain on government income as greater resources will need to be allocated to social development of vulnerable and lower-income groups.

In order to abate the triple crisis, stimulate the economy and meet the goals of the NDP 2030, President Cyril Ramaphosa has focused on job creation, attraction of FDI, inter-African trade, leveraging relations within BRICS and tapping into the benefits of 4IR.

South Africa is one of the world's largest producers and exporters of gold, platinum, and other natural resources. It has a well-developed financial, legal, communications, energy, and transport sectors as well as the continent's largest stock exchange. However, falling commodity prices, a weakening rand, weakening trade balances, an increasing budget deficit and debt burden, rising unemployment and poor policy implementation have slowed economic growth considerably. Having faced considerable headwinds, both of a domestic and global nature, the South African economy weakened markedly in 2018. South Africa's Gross Domestic Product (GDP) increased by only 0.8% in real terms, while the first quarter of 2019 saw GDP contract by 3.2%. The outcome of subdued economic conditions on the labour market is that businesses will be unable to give employees desired salary increases. As the world of work changes and work demands increase the association of increased output with limited remuneration will be an increasing cause of dissension in the workplace. This will more vividly be witnessed by businesses having to retrench employees to decrease overall costs. Retrenchments and limited labour absorption contribute towards poor economic performance which will exacerbate South Africa's 'triple crisis' of inequality, unemployment and poverty.

The primary sector (mining and agriculture) and secondary (construction and manufacturing) were previously the backbone of the South African economy largely due to the favourable weather conditions and mineral wealth. In recent years there has been a shift towards the tertiary sector as the driver of the economy. This is due to multifarious reasons in the form of globalisation, a more competitive operating environment, changing and unpredictable climatic conditions, increasing utility costs, changes in consumer preferences and increased policy uncertainty – the outcome of which has made it increasingly difficult and expensive to do business in South Africa. To surpass these challenges, businesses in these sectors have had to take advantage of technology through automation and mechanization of production processes in order to cut cost and better compete on a global scale and domestically. The ease of technological integration in the sectors has resulted in increased job cuts of low-skilled and low earning workers. The rise of SMME participation has diversified the service offerings and altered consumer spending.

### 5.1.3. THE MEDIUM TO LONG-TERM POLICY ENVIRONMENT

In line with the NDP's goal of raising employment to 24 million by 2030, President Cyril Ramaphosa, together with the NEDLAC, organised a Jobs Summit in October 2018.<sup>15</sup> Within that financial quarter, the number of employed persons increased by 149 000 to 16.5 million and the number of unemployed persons decreased by 70 000 to 6,1 million. FDI inflows are necessary to achieve the 5.4% (GDP) growth rate envisioned by the NDP and consequently the presidency aims at attracting "at least US\$100 billion" investment over the five (5) year period of 2018 – 2023.<sup>16</sup> The positive effects of increased FDI include training of workers, market development, financial inflow and technological and skills transfer. However, South Africa has to ensure it creates a business-friendly regulatory environment as well as stable macroeconomic and political conditions to attract investors.

In 2017/18 the government allocated R773 million to the CCMA. This was R94 million less than the R867 million received in the previous year. The grant is expected to decrease even further due to the shrinking government fiscus. In terms of the financial allocation by the CCMA, most funds were allocated to achieving the targets and indicators of the first Strategic Objective titled, 'Enhancing the labour market to achieve stability and growth'. In the 2015/16, 2016/17, and 2017/18 financial years, the allocation was R389 000 000, R788 000 000 and R829 000 000, respectively. The limited financial resources have negatively impacted the effective execution of strategy, caseload management and the sourcing of core talent, resulting in the high vacancy rate in 2018/19. The CCMA will have to explore other revenue-generating avenues for the sustainability of the organisation through leveraging internal strengths, minimising weaknesses.

### 5.1.4. PESTEL ANALYSIS

The following PESTEL table depicts the summarised external analysis and its impact on the CCMA:

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<sup>15</sup> NEDLAC website

<sup>16</sup> WEF Report

**TABLE 2: PESTEL ANALYSIS**

MARKET CONSIDERATION/TREND	CURRENT IMPACT	FUTURE IMPACT
POLITICAL		
Favourable perception of the CCMA by Government as they have escalated the stature of the CCMA.	Endorsement and passing of NMWA, BCEAA and LRAA by the National Assembly expanded the powers of the CCMA and increased the case load, however budget hasn't increased in line	CCMA may not be able to meet demand in terms of functions and case load
The South African political environment is often clouded by corruption, mismanagement, political intolerance, popular protests, and violence	Decline in labour peace and financial damage to businesses which may result in cost cutting and lead to job losses.	Increased potential for losses and labour market instability
Varying policy positions of different political parties on certain matters in the CCMA's jurisdictions	Exposes the CCMA to political tensions and possible attempts at interference	Increased review of CCMA awards and reputational damage
Inter-union rivalry	May affect labour peace and stability	Increased union rivalry in multi-union interest environments such as the mining sector and parastatals
ECONOMIC		
South Africa has been experiencing stagnant GDP growth and high levels of debt and unemployment	Decline in economic growth will reduce the demand for goods and services placing pressure on business and jobs.	Businesses will turn to cost cutting measures usually in the form of retrenchments and business failure will result in job losses
Increase in FDI	Expands the production set of the economy towards more sophisticated goods or introduces more advanced technology, thereby increasing the demand for skilled labour	Higher overall labour demand, higher wages for skilled labour, leading to a higher skill premium and increased average wages, and higher labour productivity
There has been a shift in the economic structure of South Africa, with less reliance on the primary sectors and an increased growth in the tertiary sectors	Sector shifts may result in mass unemployment similar to what is experienced in mining	Increase in retrenchments and unemployment as a whole
Growing informal economy	Increase in non-unionised workforce	Increase in case load and increase in number of organisations that require training and capacity building interventions.



MARKET CONSIDERATION/TREND	CURRENT IMPACT	FUTURE IMPACT
	SOCIAL	
High levels of inequality and poverty	Lack of transformed workplaces	Potential contributor to service delivery protests and increased vulnerability of workers in vulnerable sectors
The surge of millennials and women in the workplace	Demand for flexible work conditions	Potential impact on workplace policy and working conditions in the long term
High levels of unemployment	Increased social pressure on the employed to support unemployed relatives	May lead to increased demands by the working class for salary increase
	TECHNOLOGICAL	
41% of all work activities in South Africa are susceptible to automation	Policymakers need to determine the kinds of jobs and skills needed in the digital age	Increase the number of dismissal or retrenchment cases specifically for low-skilled workforce
There is potential for new job entrants and atypical working forms	Casualization of jobs reduce union membership	Virtual work options have the potential for lower wages and inequality
Developments in Information and Communications Technology (ICT) present opportunities to improve business process efficiency and enhance service delivery	Improved ability of CCMA to meet case load through efficient systems and processes	More effective dispute prevention enabled through predictive analytics
The popularity of social media to express dissatisfaction places pressure on the CCMA to deliver timely and impactful results	Understanding what the implications of the fourth industrial revolution on the CCMA and its impact on the labour market needs to be taken into consideration	CCMA's role in preparing for new jobs, preserving existing jobs (where possible) and facilitating alternative jobs whilst balancing the eminent technological transition
4IR-driven specialized and super specialized skills	Labour demand-supply mismatch	Increased retrenchments of low skilled workers
	ENVIRONMENT	
Climate change	Application of a precautionary principle in a working environment if there is a threat to human health	Implications on working conditions for some industries e.g. agriculture where workers may not be permitted to work in the presence of pesticides

MARKET CONSIDERATION/TREND	CURRENT IMPACT	FUTURE IMPACT
ENVIRONMENT		
Implementation and impact of land redistribution and restitution	Expropriation without compensation has the potential to result in disinvestment in agriculture and a decline in productivity and ultimately jobs	Potential increase in retrenchment cases
Electricity hikes	Accelerated job losses due to cost cutting measures to combat electricity costs	
LEGAL		
King IIII is mandatory for companies listed on the Johannesburg Stock Exchange from November 2017 and voluntary for all other companies	It serves to reduce violent strikes and hostility by requiring parties to have picketing rules before picketing and for ballots to be conducted prior to going out on strike.	CCMA has the opportunity to position itself as a leading advisor in application of LRA
Changes to the Labour Relations Act (LRA)	It reduces violent strikes and hostility by requiring parties to have picketing rules and for ballots to be conducted prior to strike action	No future impact, it will be business as usual
NIMWA	Several employers have failed to implement the minimum wage requirements	Increased case referral to the CCMA.

## 5.2. INTERNAL ENVIRONMENT ANALYSIS

The objective of the organisational environment is to give an understanding of how the organisation is structured and configured to deliver on the mandate of the institution and to explore other internal institutional factors which may impact on the organisation's ability to achieve its set outcomes. The following constitutive factors of the CCMA were analysed: organisational structure, organisational performance, operating model and the financial performance relative to dispute-resolution-based services.

### 5.2.1. THE CCMA'S SERVICE DELIVERY ENVIRONMENT

In the contextualising of the environment that the CCMA is operating in, the CCMA located itself within global, regional, national and sector imperatives were analysed. Methods of situational analysis used include strategic forecasting and scenario planning, benchmarking, and review of the CCMA's impact assessment reports, current statistical data and trends, as well as inputs from internal stakeholders and external analysis.

To give context to the operating environment in which the 2015/16 to 2019/20 Senz'umehluko Strategy was implemented, it is important to highlight that the South African economy experienced challenges that mainly emanated from constrained growth. The key defining features during this period were high unemployment levels, and changes in the legislative framework which together have a negative impact on the CCMA's operating environment. The CCMA caseload grew by 11% during the implementation period. Most individual cases were received from the retail sector, safety/private security sector and business/professional services sector. During the 2016/17 financial year and in response to the increase in the caseload, additional expenditure of seven percent (7%) from R332 million (2016/17) to R392 million (2017/18) - was incurred by the DMP function in an effort to empower users to resolve matters at plant level. These yielded results of a one percent (1%) reduction in total cases referred to the CCMA in the 2017/18 financial year.

For the 2018/19 financial year, a total of 193 732 cases were referred to the CCMA, compared to the 186 902 cases for the 2017/18 financial year, and the 188 449 of 2016/17. Between the 2017/18 and 2018/19 financial years, the case referral rate increased by three percent (3%). An average of 775 new cases were thus referred to the CCMA every working day during the 2018/19 financial year. The analysis further revealed that the CCMA can be more efficient and enhance its impact if it focuses on reconfiguring its business processes by adopting appropriate technology.

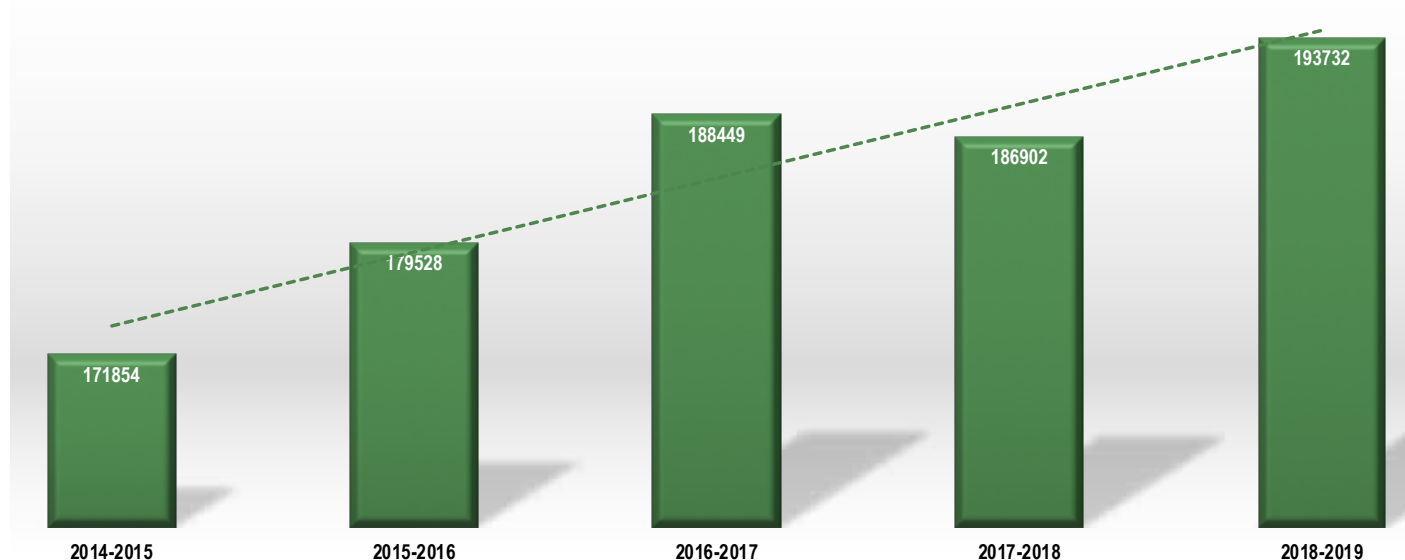


FIGURE 7: FIVE (5) YEAR CASE REFERRAL COMPARISON

The growth trajectory of the caseload is indicative of an increased effort by the CCMA in creating awareness of the organisation to meet its mandate of creating labour peace and ensuring that its services are accessible to the public. The legislative amendments in late 2018 also had a drastic impact on the CCMA case load. Between 2017/18 and 2018/19 the case load increased from 186 902 to 193 732 respectively. Despite this, the CCMA has managed to successfully deliver on its mandate.

Cases are referred to the CCMA either collectively or individually. Most collective cases come from sectors that have a high union density such as the mining sector. These sectors also have the highest number of low-skilled workers who are the most vulnerable to internal and external labour market changes. Most individual cases are received from the retail sector, safety/private security sector and business/professional services sector.

In the process of conciliation, mediation and arbitration, there are a large percentage of cases that do not get resolved as a result of appeals or incorrect submission of information, change in employer details and so forth. The CCMA has for the past three (3) financial years consistently had an average of 12% case carry-over, with 19 693 cases carried over in 2016/17, 18 695 cases in 2017/18, 19 266 in 2018/19 and 18 515 cases in 2019/20.<sup>17</sup> Over these four years, the CCMA had 76 169 cases that remained unresolved. The CCMA is a reputable and respected brand. It has a stellar record of high performance in resolving disputes that are in the public interest despite additional process requests, provides a dynamic environment and effectively implements legislated mandate.

### 5.2.2. CHALLENGES EXPERIENCED BY THE CCMA THE DEMAND FOR CCMA SERVICES

In taking into consideration the demand for CCMA services and the contextual environment, it is important for the CCMA to consider how it will respond to these demands and leverage on opportunities.

The limited financial resources have negatively impacted the effective execution of strategy, caseload management and the sourcing of core talent resulting in the high vacancy rate in 2018/19. Government grant is the main source of revenue for the CCMA and it constitutes over 97% of the Organisation's revenue. In 2017/18 the government allocated R773 million compared to R867 million in 2016/17 to the CCMA. The grant is expected to decrease even further in the future due to the 1% VAT increase. The budget allocation appears not to support the strategy. While the strategy is grounded in DMP, a large proportion of the budget was allocated to Dispute Resolution (DR), which negatively affected the delivery of the DMP related activities from an efficiency and effectiveness point of view.

The organisation is ineffectively configured to address the challenges posed by the operating environment. The current operating model is principally DR-driven in spite of the strategic direction being DMP-driven. This de-functionality has disenabled the CCMA from fruitfully achieving their goals and the associated impact in the labour market and strangled internal systems, processes and human and financial allocation to achieve overall organisational optimisation. There are numerous challenges that need to be addressed to ensure effective execution of CCMA's strategy. These include, but are not limited to, resources allocation and the optimal usage of same and optimised service delivery operating model.

There are human resource and financial constraints within the CCMA. A dwindling budget allocation coupled with a growing case load have made it difficult for the organisation to improve its effective service delivery. Macro-economic indicators forecast a further increase in case load and the enforcement of the NMWA and the BCEA expanded the functions of the CCMA. In the first nine (9) months of the 2019/2020 financial year had added nearly 17% to the CCMA case load which equates to nearly 30 000 additional cases due to the expanded jurisdiction. As the CCMA is an organisation which has at its core the accessibility of its services to its Users the CCMA needs to be cognisant of regional challenges such as ease of access to their services in a region, nature of cases coming from specific regions, demand for their services and other region-specific challenges when allocating resources for those regions.

The organisation is structured to support service delivery which is customer centric. However, there are integration issues within the structure and the organisation itself is severely stretched. Intra-organisationally, the delivery of DR and of DMP operate in silos resulting in a limited emphasis on DMP initiatives. Service delivery is also affected by limited inter-regional and inter-functional integration. This has a direct impact on the organisational culture and staff morale. Furthermore, employees require training that is tailored to both personal growth and market challenges.

<sup>17</sup> The 2019/20 cases were as at 31 December 2019 and the figure could be much higher (more than 12%) by the end of the financial year.

Business processes level one (1) and two (2) are documented and well-understood within the organisation. Level three (3) processes are not documented resulting in operational challenges and inefficiencies in case management. Furthermore, knowledge management processes and some key DMP process are not documented, inhibiting both performance and succession planning. In terms of ICT, the CCMA has inefficient and outdated systems that respond neither to the changing operating environment nor any aspects of 4IR. The case management system is linked to the national server posing problems for the Regions during ESKOM load shedding. The service has now been moved offsite in an effort to rectify the latter.

Similarly, the ESC faces the challenge of budgetary limitations that impact on maximum service delivery and impact. There was minimal structured collaborative partnership between the ESC and the CCMA, particularly where Section 150 interventions involve essential services. The ESC has a responsibility to promote effective dispute resolution in essential services, yet it is not its role to resolve disputes involving employees who perform essential services. For example, disputes arising in public health are dealt with by a Bargaining Council and as mentioned previously, Section 150 interventions are undertaken by commissioners appointed by the CCMA. Although some of the disputes were eventually resolved through co-operation between the CCMA Director and the Chairperson of the ESC, it is suggested that a more developed institutional approach would have worked better.

There is a subtle level of resistance against essential service law shown by employees. Whilst the creation of MSAs and MSDs by the legislature restores the right to strike to those employees who conduct essential and maintenance services and who did not previously enjoy the right to strike, some unions look beyond the rights created by minimum service agreements/determinations, and are more worried about the number of employees who can strike.

Taking into consideration the external and internal environment analysis, and in considering the strategic focus of the CCMA over the 2020 – 2025 period, it is important to determine the demand and context of CCMA services. The CCMA anticipates its caseload to grow by 25% as a result of the expanded jurisdictional mandate.

Over and above the anticipated growth rate in case referrals, the demand for various CCMA services, as reflected by the external analysis, is outlined as follows:

- The anticipated Job losses caused by socio-economic challenges resulting from stagnant economic growth;
- Mining, manufacturing and agriculture used to dominate the economic environment of South Africa. Tertiary sectors like financial services, which are not job intensive are driving growth;
- The need for the CCMA to reach and support vulnerable groups in rural and remote areas as vulnerability increases;
- It is becoming increasingly prudent for organisations and businesses to constantly re-skill and up-skill employees as digitisation and innovation become the drivers for success. This may result in increased caseload due to potential retrenchments;
- Standard employment contracts, including social protection benefits are being replaced with contract labour in a shift to a gig-based economy;
- The impact on demand for services based on the expanded jurisdiction provided by the NMWA and other employment law amendments; ;
- The South African tertiary sector (trade, government, financial services and private security) is one of the most advanced and sophisticated in the African continent with the growth and transformation of the financial services sector matching that of developed countries. Collectively the sector contributes the largest to GDP. However, this has not made the tertiary sector immune to job cuts as much as there has been a surge in new jobs and skillsets owing to the uptake of 4IR to maintain competitiveness, increase reach, increase profitability and output. Upskilling of workers in the tertiary sector is biased in favour of younger, highly skilled and more efficient workers. Private security is a booming industry, but owing to little labour law awareness and compliance, the place of work is non-compliant and disadvantages the employee;
- The advent of 4IR places the primary and secondary sectors at risk as businesses will look to digitisation and advanced technology to increase output while minimising costs. The CCMA will need to situate itself to proactively prevent potential large-scale retrenchments linked to the replacement of labour technology;
- Socio-economic challenges will continue to dominate in the next five (5) years as a result of stagnant economic growth; national building and social cohesion;
- Widening gap between the rich and poor affects /Inequality/ national building and social cohesion;
- Tensions likely to rise due to differences between millennials and older generations. Younger generations may not have the same linear job expectations as prior generations;
- It is becoming increasingly prudent for organisations and businesses to constantly re-skill and up-skill employees as digitisation and innovation become the drivers for success;
- It is also anticipated that labour will decline due to the changing nature of work with unions themselves gradually disappearing;

- It is also anticipated that labour will reposition itself at all costs to retain membership and its role in the labour market that could contribute to protracted wage disputes; and
- Standard employment contracts, including social protection benefits are being replaced with contract labour in a shift to a gig-based economy.

### 5.2.3 POTENTIAL OPPORTUNITIES

4IR has caused a shift towards specialization of spheres and tasks. These are newly created skills resulting from emerging technology where low-skill low-paying jobs and middle-tiered work are being replaced with the skills focused on an amalgamation of high Emotional Quotient and Intellectual Quotient as well as innovation, leadership and problem-solving. A novel outcome of 4IR has been the waning barriers of entry into business. Historically, the barriers to entry in the formal sector were difficult to breach, but owing to technological advancement, these barriers are weakening, and it has become increasingly easier for small and medium sized businesses to exist and prosper in a market once heavily monopolised.

The untoward effect of 4IR however is the increasing of South Africa's capital deepening the process whereby the amount of capital per worker increases. Internationally, South Africa is competing against countries with more competitive labour and total productivity costs. Locally, South Africans are increasingly competing against robots, automated systems, and machines that learn and are able to perform the same activities with higher efficiency and at lower cost.

At the one extreme the kind of work will be largely similar to the 20th century norm of full-time employment, with goods and services being produced and delivered in traditional ways. At the other end of the spectrum the mode of work will be via platforms, projects, gigs, and tours of duty, with goods and services being produced and delivered by new technologies such as artificial intelligence and personal devices.<sup>18</sup> In order to meet the new technological advances, the Department of Labour was renamed the Department of Employment and Labour to underscore and drive the criticality of job creation and the importance of transforming conditions of employment to create a labour market conducive for investment, economic growth, employment and decent work.<sup>19</sup> In achieving the objectives, the Minister is focused on equipping entities within the departments to prepare for greater integration with SADC; driving STEM education and digital literacy to equip the current and future workforce with the requisite skills to thrive in a new world of work and fostering intra-departmental collaboration as well as leveraging relationships in the public and private domain. To achieve these goals, there were pre-emptive changes to key labour legislations.

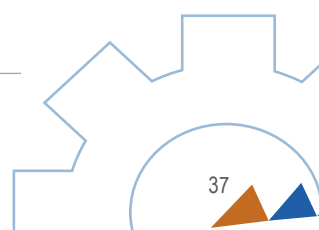
### 5.2.4. SWOT ANALYSIS

To support strategy development, the institution underwent a process of re-configuration to better position it to achieve its strategic intent. In so doing, following the analysis of the external environment, an internal review was conducted in order to ascertain whether the organisation has the capacity to deliver on its mandate.

A summary of the SWOT analysis is provided in table 3.

<sup>18</sup> NEDLAC Futures of Work in South Africa

<sup>19</sup> Minister Thulas Nxesi: Employment and Labour Department Budget Vote 2019/20





**TABLE 3: SWOT ANALYSIS**

STRENGTHS	WEAKNESSES
<b>Brand and reputation</b> <ul style="list-style-type: none"> <li>Increased awareness of the CCMA's constitutional mandate, services and products</li> <li>The CCMA brand is recognised and respected by the public and all stakeholders</li> </ul>	<b>Financial constraints</b> <ul style="list-style-type: none"> <li>CCMA's allocated grant is becoming insufficient to meet the competing needs of the CCMA and the high caseload</li> </ul>
<b>Skills</b> <ul style="list-style-type: none"> <li>World leader in dispute resolution</li> <li>CCMA employees have a diverse skill set and CCMA maintains a good retention of skills</li> </ul>	<b>Personnel capacity constraints/ lack of success planning</b> <ul style="list-style-type: none"> <li>Capacity constraints throughout CCMA</li> <li>Resource allocation needs to be reviewed</li> <li>Inadequate talent management and succession planning</li> <li>Employee placement and recruitment bias</li> </ul>
<b>High performance</b> <ul style="list-style-type: none"> <li>Legislated mandate is implemented effectively, meeting statutory requirements Performance in public interest disputes remains high</li> <li>The CCMA is resilient despite additional requests and dynamic environment</li> <li>Plays a positive role in ensuring good labour practices, collective bargaining processes and in promoting healthy labour relations</li> </ul>	<b>Weak performance management system</b> <ul style="list-style-type: none"> <li>It is more operational focused as opposed to strategic oriented.</li> <li>KPAs are too process driven and not impact driven.</li> <li>Performance indicators are more quantitative without impact measurement elements</li> </ul>
	<b>Lack of collaboration</b> <ul style="list-style-type: none"> <li>Lack of collaboration between some departments, however this is region specific.</li> <li>Some members of staff have a poor understanding of the strategy</li> </ul>
<b>Good training delivery capability</b> <ul style="list-style-type: none"> <li>The CCMA training and capacity building interventions are valued by the CCMA's Users and the public at large</li> </ul>	<b>Limited income generation</b> <ul style="list-style-type: none"> <li>Income generation has not been adequately pursued</li> <li>Existing income generating services of the CCMA are not adequately marketed</li> </ul>
<b>Competent personnel</b> <ul style="list-style-type: none"> <li>The culture of high performance, excellence and maximised service delivery is progressively being embedded in the organisation</li> </ul>	<b>Lack of technology integration</b> <ul style="list-style-type: none"> <li>Decentralised internal systems</li> <li>Case management systems disallow room for error</li> <li>Connection issues in some regions</li> </ul>

OPPORTUNITIES	THREATS
<b>Leveraging technology</b> <ul style="list-style-type: none"> <li>• Considering online conciliation</li> <li>• Developments in ICT to enhance service delivery and improve business efficiency and internal and external communications</li> <li>• Develop predictive tools to assist in forecasting potential conflicts within the South African labour market</li> </ul>	<b>Financial constraints</b> <ul style="list-style-type: none"> <li>• Insufficient budget poses a threat to the execution of the strategy, prohibits the full roll out of DM&amp;P programmes, disempowers the CCMA's attempts to digitise as well as introduce innovations, and paralyses the sourcing of critical talent</li> <li>• Introduction of the Employment Law Amendments and the National Minimum Wage Act (2018) will further exert pressure on the CCMA's current budget constraints</li> </ul>
<b>Playing a role in policies</b> <ul style="list-style-type: none"> <li>• Playing a role in pre and post retrenchment policies</li> <li>• Influence on the future Employment Law Amendments to the LRA (1995, as amended) and other policy interventions</li> </ul>	<b>Increased rate of referrals</b> <ul style="list-style-type: none"> <li>• Constant high referral rate received by the CCMA exerts pressure on CCMA business processes and poses a risk on the efficiency and effectiveness of the organisation</li> </ul>
<b>Enhancing and creating new partnerships</b> <ul style="list-style-type: none"> <li>• Develop International Relations partnerships</li> <li>• Strengthen partnerships across all industries</li> <li>• Existing partnerships provide the opportunity to enhance service delivery</li> <li>• Exploration of partnerships focused on survival mechanisms for retrenched workers</li> <li>• Working closely with the Unemployment Insurance Fund (UIF) to streamline the TLS to improve its efficiency and effectiveness</li> </ul>	<b>External stakeholder's threats</b> <ul style="list-style-type: none"> <li>• Risk of bargaining councils being rendered as ineffective which will increase case load</li> <li>• Media publish information on cases that will be referred to the CCMA has sight of these cases</li> <li>• Increased functions transferred to the CCMA without additional budget</li> </ul>
<b>Increasing accessibility</b> <ul style="list-style-type: none"> <li>• Usage of the DOL's infrastructure and the roll-out of mobile offices</li> <li>• Outreach material to be written and published in all official languages</li> </ul>	<b>Fourth Industrial revolution</b> <ul style="list-style-type: none"> <li>• Insufficient knowledge as to what the impact will be and when it will come into effect</li> <li>• Impact on the unemployment rate</li> </ul>
<b>Enhancing awareness</b> <ul style="list-style-type: none"> <li>• Optimise social media platforms in order to increase awareness of the CCMA mandate, services and products</li> </ul>	<b>Economic challenges</b> <ul style="list-style-type: none"> <li>• Global and local economic challenges</li> <li>• State of the economy may also impact negatively on budget availability</li> </ul>
<b>Enhanced services and enhanced training</b> <ul style="list-style-type: none"> <li>• Play a more proactive role in the Collective Bargaining</li> <li>• Customised Executive and Management Development Programme</li> <li>• Mandatory training in anti-corruption measures, value-based business/ business ethics</li> </ul>	<b>Lack of technology integration</b> <ul style="list-style-type: none"> <li>• Decentralised internal systems</li> <li>• Case management systems disallow room for error</li> <li>• Connection issues in some regions</li> </ul>



## 5.3. THE CCMA'S STRATEGIC INTENT

The strategic foundation of the Imvuselelo – The Revival, the 2020/21 – 2024/25 Strategy, which is the CCMA's overall business model, is set out in the diagram below:

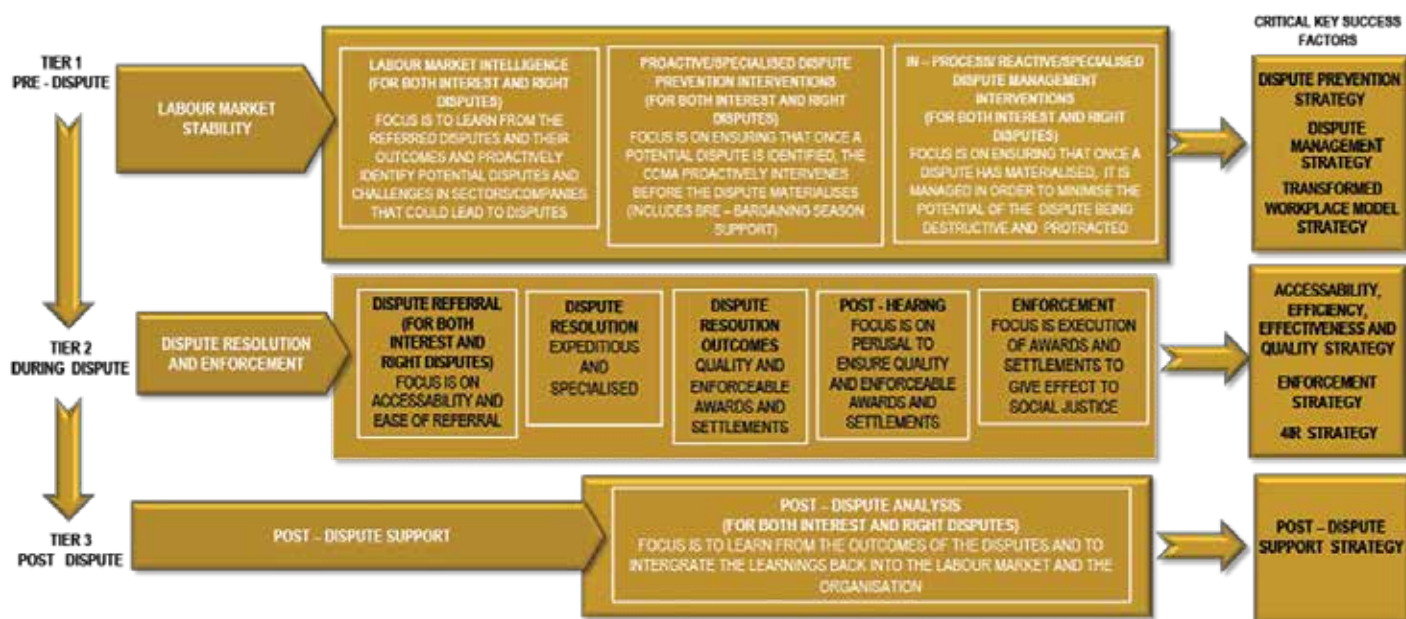


FIGURE 8: NEW STRATEGIC FOUNDATION

The CCMA strategic focus will be grounded on three (3) strategic pillars, which comprises optimising the organisation, enhancing labour market stability and supporting strategy implementation and good governance, as depicted by Figure 9.

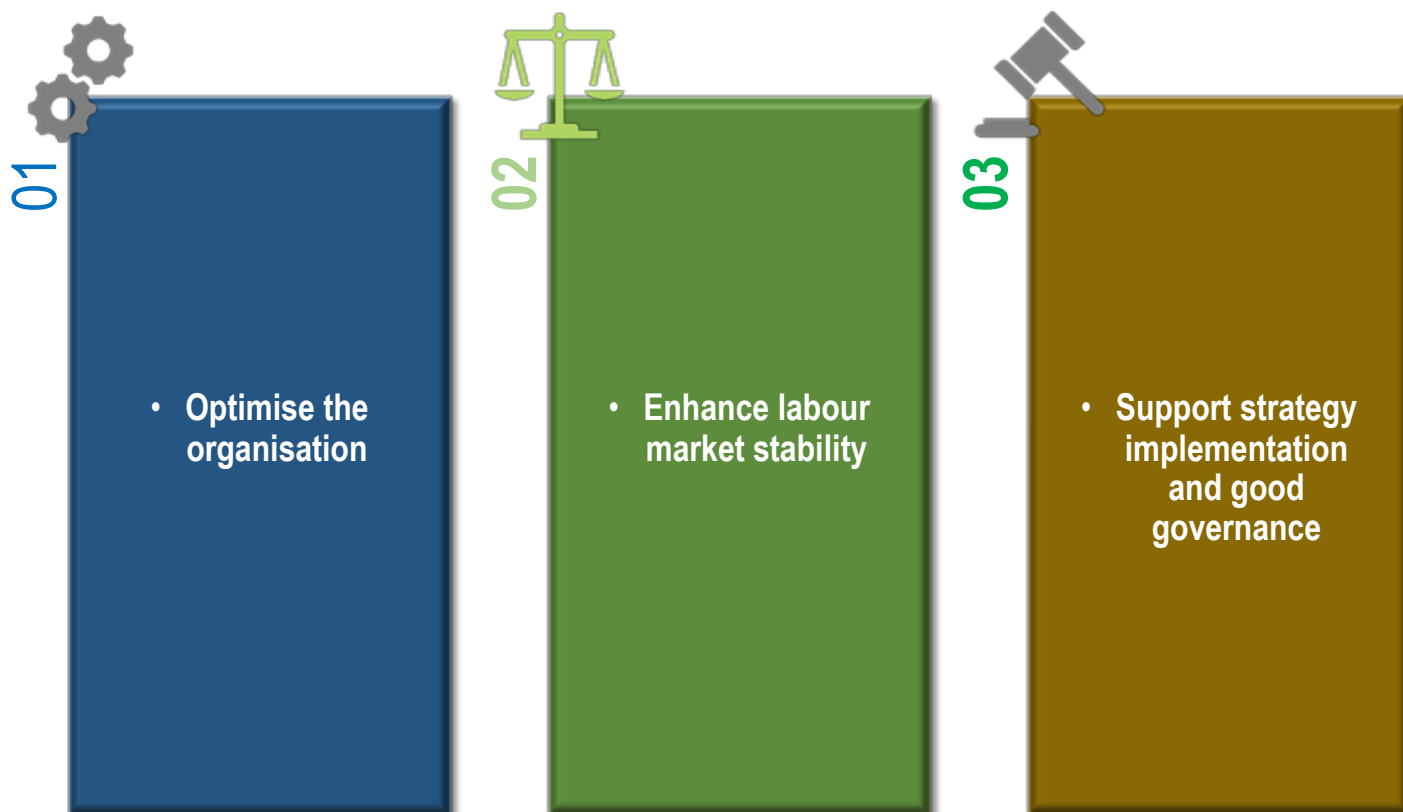


FIGURE 9: STRATEGIC PILLARS OF THE 2020/21 – 2024/25 IMVUSELELO STRATEGY

The three (3) strategic pillars guiding the work of the CCMA over the next five (5) years are explained as follows:

- 1. Strategic Pillar 1 - Optimise the organisation:** This pillar retains the internally focused strategic imperative of realising a high-performing organisation. This includes organisational configuration to respond to the changing needs of the labour market to enable the CCMA to improve its effectiveness and efficiency. The organisational structure must be purpose-fit to support the delivery of the strategy, with its staff being continuously supported and capacitated to deliver service excellence. Furthermore, the organisation will need to embrace technological advancement brought about by the 4IR, both as a dispute resolution organisation and as an employer. The CCMA will need to equip itself, via infrastructure and human resources, with the requisite skill set to meet the requirements of the changing nature of work, whilst remaining relevant and accessible to vulnerable groups.
- 2. Strategic Pillar 2 - Enhance labour market stability:** This pillar is concerned with the delivery of expeditious, quality, accessible and efficient dispute resolution and enforcement services, taking into account the new roles, jobs and employers and employees as a result of 4IR, FDI and SADC integration, amongst others. Furthermore, this strategic pillar supports the CCMA's attempts of stabilising the labour market through proactive and relevant labour market interventions. Leveraging on strategic forecasting and anticipatory risk, the CCMA will deploy anticipatory mechanisms for appropriate interventions aimed at DMP in order to stabilize the labour market. This strategic pillar is also focused on ensuring that a post-dispute-analysis is conducted in order to generate labour market intelligence and influence legislative reform, on democratization and transformation of workplaces. This pillar is also concentrated on democratization and transformation of workplaces. This strategic pillar also includes all special mediation interventions, advisory services, support and special projects, in support of national priorities.

There are two (2) service delivery models linked to this strategic pillar, as illustrated by Figure 10 and 11.

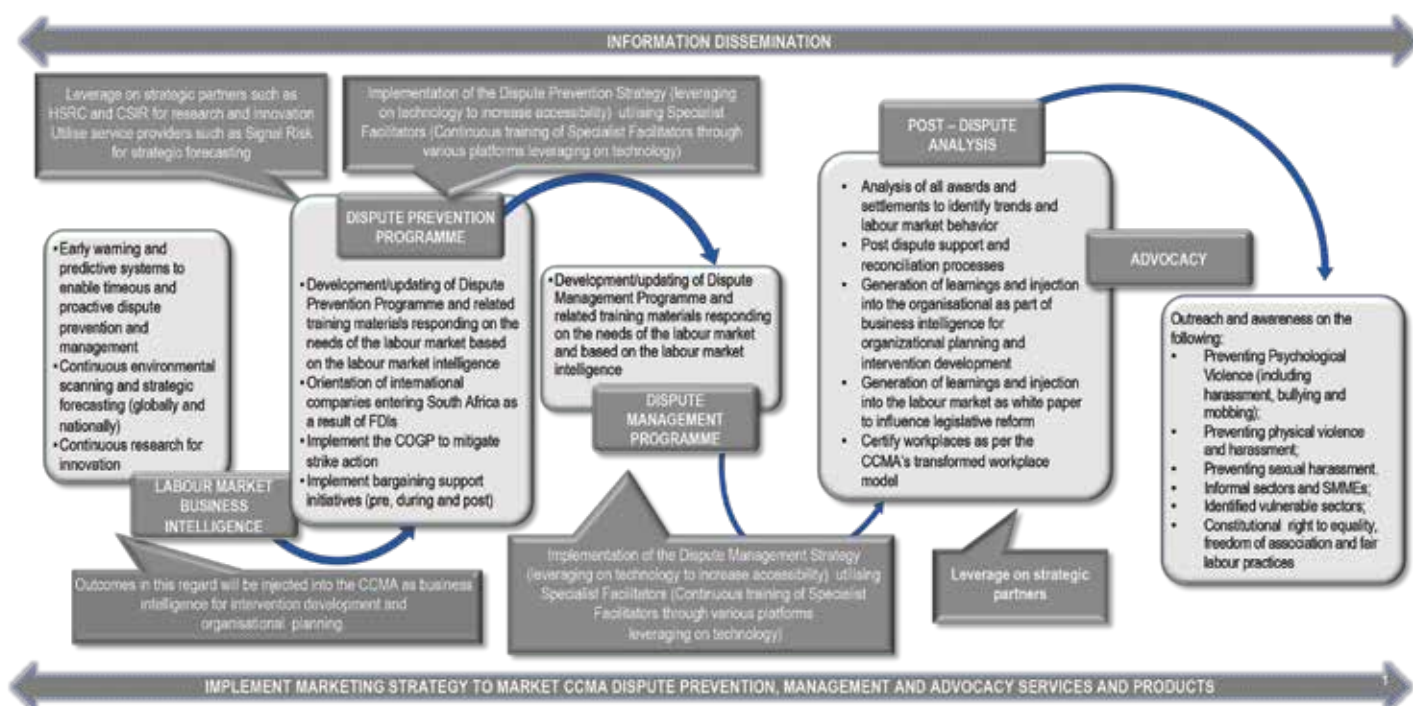


FIGURE 10: THE CCMA'S NEW DISPUTE MANAGEMENT AND PREVENTION MODEL

In support of the delivery of the second strategic pillar and the fourth and fifth programmes, the service delivery of the CCMA has been reviewed with focus now also on the importance of enforcement. Figure 11 demonstrates the new service delivery model of the Dispute Resolution and Enforcement of the Imvuselelo – The Revival, the 2020/21 – 2024/25 Strategy:

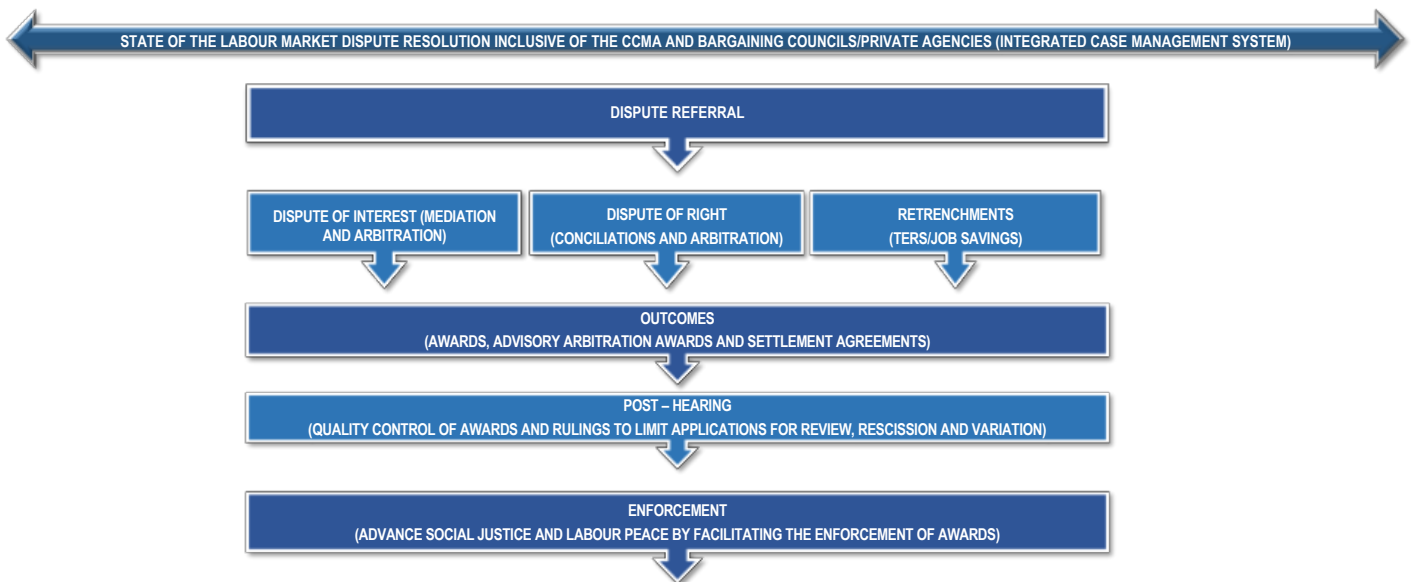


FIGURE 11: SERVICE DELIVERY MODEL: DISPUTE RESOLUTION AND PREVENTION

The interplay between the aforementioned business models is depicted by Figure 12:

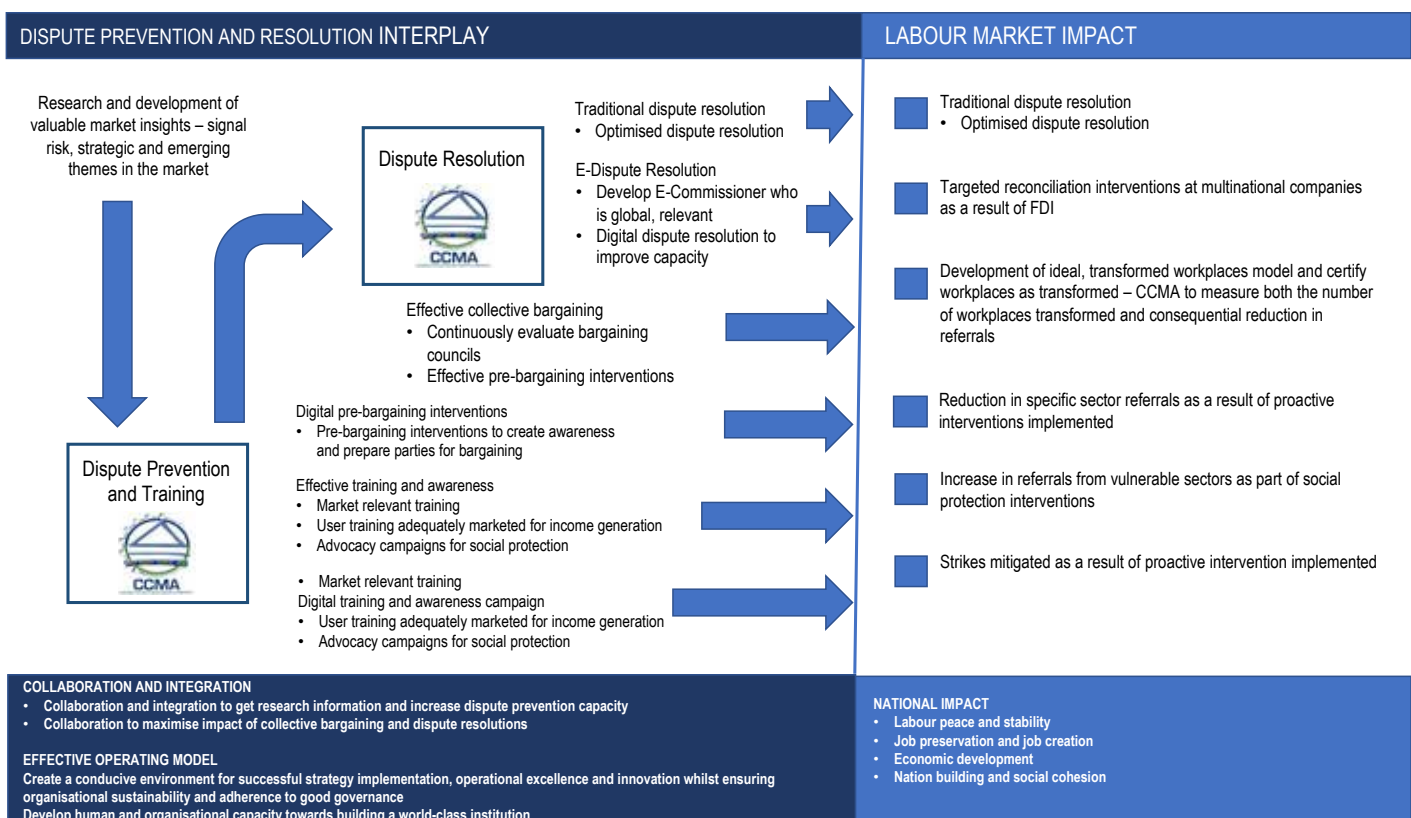


FIGURE 12: INTERPLAY BETWEEN DMP AND DISPUTE RESOLUTION AND ENFORCEMENT

**3. Strategic Pillar 3: Support strategy implementation and good governance:** Focus on supporting organisational service excellence to support the achievement of the strategic intent. It is important that the organisational priorities mirror service offerings and standards based on sound governance principles and in compliance with all applicable legislative and policy imperatives. In order to support strategy implementation and service excellence, strategic forecasting and anticipatory risk will be emphasised in order to ensure that proactive and relevant labour market interventions are delivered in a timeous manner, and that the CCMA is responsive to the needs of the labour market. Strategic partnerships and collaborations will be intensified for synergised efforts in solving common challenges and for greater impact. The building and sustaining of strategic alliances is in recognition of the fact that the solutions to the socio-economic challenges confronting the labour market often require more than one form of intervention and a combination of diverse knowledge and skills.

The operationalisation of the CCMA's strategic pillars will be delivered through five (5) programmes. Below is an illustration of the programmes and the associated statement of intent:

High performance institution	<ul style="list-style-type: none"> <li>• The CCMA, to successfully deliver on its objectives through a cohesive, well – structured organisation, in which people, processes and systems perform optimally. As a publically accountable entity, focus will continue to be on a clean administration and resource optimisation. Focus is the development of human and organisational capacity towards building a world-class institution. This requires a series of strategic human resource interventions aimed at attracting, developing and retaining talent. By its very nature, the CCMA is an information intensive organisation, requiring strong, reliable and integrated Information Management Systems, underpinned by the best in range IT platforms, leveraging on opportunities presented by the 4IR to sustain a high performing institution.</li> </ul>
Proactive and relevant labour market intervention	<ul style="list-style-type: none"> <li>• Through the implementation of the DMP Strategy to transform and build relations and capacity in the workplace</li> <li>• Respond timeously to labour market developments through focused proactive and reactive labour market interventions for successful dispute prevention and management and workplace transformation whilst promoting and supporting dialogue, democratization and best employment practices</li> </ul>
Special interventions and support	<ul style="list-style-type: none"> <li>• To be the mediatory and arbitration organisation of choice and support national imperatives of peace and stability to encourage socio - economic growth and development</li> <li>• The CCMA interventions through this programme are aimed at promoting dispute resolution through special mediation processes and soical dialogue</li> </ul>
Efficient and quality dispute resolution and enforcement services	<ul style="list-style-type: none"> <li>• Advance accessible, efficient and quality resolution and enforcement mechanisms, to sufficiently address the growing inequality in the labour market due to external factors changing the nature of work. A proactive approach to the advancement of social justice is required in order to adequately maintain social cohesion, contribute to labour peace and human advancement and progress.</li> <li>• The CCMA will focus on initiatives that will ensure increased and effective access to the CCMA in vulnerable areas and amongst vulnerable groups through collaboration with strategic partners and increased access point, as well as initiatives that will enhance the efficiency of service delivery, quality of settlements and enforceability of awards.</li> </ul>
Effective strategy management and governance	<ul style="list-style-type: none"> <li>• The continuous scanning of the organisation's internal and external operating environment through research and strategic forecasting, is core to successful strategy implementation and service delivery. This will result in the organisation's ability to forecast strategy effectiveness and proactively respond to changes.</li> <li>• To sustain the catalytic environment for successful strategy implementation and governance, within the changing organisational environment, the CCMA will also focus on initiatives that deploy risk and governance failure mitigation strategies through the development and implementation of an integrated governance, compliance and risk framework. Good governance ensures organisational integrity, operational excellence and enables the maintenance of partnerships and impactful implementation of the strategy.</li> </ul>

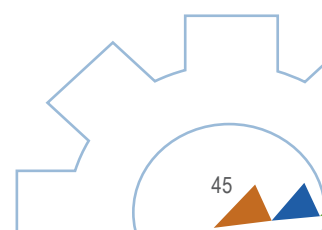
FIGURE 13: 2020/21 – 2024/25 IMVUSELELO STRATEGY PROGRAMMES NAMES AND PURPOSE

The following is a tabulation of the strategic initiatives planned per programme:

**TABLE 4: SPENDING TRENDS PER PROGRAMME**

PROGRAMME	PLANNED STRATEGIC INITIATIVES (SUB – PROGRAMMES)
High performance institution	<ul style="list-style-type: none"> <li>• Enhance financial viability for organisational sustainability</li> <li>• Improve organisational culture in a bid to make the CCMA an employer of choice</li> <li>• Improve employee turn-over rate</li> <li>• Concentrate on Talent and Succession Planning</li> <li>• Reform and modernise the organisation through technology</li> <li>• Implement internal programmes that support the environment and contributes to climate change initiatives</li> </ul>
Proactive and relevant labour market interventions	<ul style="list-style-type: none"> <li>• Implement targeted workplace interventions through DMP</li> <li>• Facilitate Collective Bargaining processes with strategically identified users</li> <li>• Facilitate social protection through dialogue, advocacy and outreach</li> <li>• Capacitate, train and build knowledge and skills in the labour market</li> <li>• Offer support and advisory services to the labour market as and when required</li> <li>• Promote democratisation and best employment practices in workplaces in order to transform workplaces</li> </ul>
Special interventions and support	<ul style="list-style-type: none"> <li>• Continue to support the Presidential TERS</li> <li>• Implement phase 2 of the CCMA/BUSA Web tool</li> <li>• ESC intervention requirements</li> </ul>
Efficient and quality dispute resolution and enforcement services	<ul style="list-style-type: none"> <li>• Comply with legislative prescripts in dispute resolution</li> <li>• Improve access to CCMA services</li> <li>• Improve the quality of service delivery</li> <li>• Intensify employment security measures</li> <li>• Better support to Bargaining Councils and Agencies</li> <li>• Implement the CCMA's Enforcement Strategy</li> <li>• Improve the effectiveness and efficiency of the ESC legislated mandate</li> <li>• Proactive intervention with the aim of promoting effective dispute resolution in essential services</li> <li>• Conclude the review of old designations</li> <li>• Ensure that assist parties, when negotiating Minimum Service Agreements (MSAs), would continue to direct parties to conclude MSAs when making new designations</li> <li>• Develop programmes and interventions to ensure protection of the vulnerable and promote accountable, aimed at promoting behavioural change amongst the role players in essential services</li> <li>• Create awareness to the beneficiaries of essential services, in order to promote accountability on the part of the providers of essential services.</li> </ul>

PROGRAMME	PLANNED STRATEGIC INITIATIVES (SUB – PROGRAMMES)
Effective strategy management and governance	<ul style="list-style-type: none"> <li>• Generation of business intelligence through continuous environmental scanning (strategic hindsight and foresight) to keep abreast of changing nature of work to enable appropriate response and impact by the organisation)</li> <li>• Embed good governance in order to protection of organisational value by mitigating governance failure, anticipate and respond to the changing contextual environment and legislative reforms and achieve a clean administration</li> <li>• Better anticipate strategic risks to enable the organisation to mitigate timeously</li> <li>• Ensure the organisation compliances to all applicable legislation and policies</li> <li>• Intensify strategic partnerships and alliances to support strategy delivery</li> </ul>





## 5.3.1 CAPACITY OF THE CCMA TO DELIVER ON THE MANDATE

### 5.3.1.1. FINANCE AND RESOURCE CONSIDERATION

The socio-economic challenges that are confronting the labour market, changes in legislation, and new dynamics presented by the fourth industrial revolution, necessitated that the CCMA reconsiders how it responds to labour market needs. Over the MTEF period, an estimated amount of R3.3 billion is budgeted and allocated to the execution of the CCMA mandate. Of this 55% of the funds is allocated to governance and administration, and 45% is allocated to the core business of the organisation. The budget allocation for each programme is outlined as follows:

#### **Programme 1: High performance institution**

This programme is allocated a budget of R 1.7 billion (50.9%), which will be mainly utilised to strengthen the human capital and ICT infrastructure. The improved ICT infrastructure will allow the organisation to provide services in an efficient and expeditious manner that will increase accessibility of the CCMA to its Users. In this regard, over the MTEF, the CCMA has allocated R189.2 million to embark on ICT initiatives such as procurement of the Enterprise Resources Planning (ERP) and enhancement of the Case Management System (CMS) and hardware refresh to improve the ICT environment. Furthermore, the CCMA is planning to enhance its mobile application aimed at proactively communicating with its employees and Users on matters which are of pivotal importance, whilst giving them access to the online library services and research surveys through a user friendly and an easily accessible platform. An amount of R964 million has been allocated for regional activities to enable efficient and effective services delivery to the labour market. The CCMA will also embark on activities to strengthen its human capital and retain talent over the five (5)-year period.

#### **Programme 2 and 4: Proactive and relevant labour market intervention and efficient and quality dispute resolution and enforcement services**

A budget of R1.4 billion (43.2%), has been allocated to advance access, proactive dispute prevention activities, efficient and quality dispute resolution and enforcement mechanisms for the organisation. This allocation is over the MTEF period. The CCMA will embark on proactive activities that are aimed at advancement of social justice. The CCMA will focus on initiatives that will ensure increased and effective access to the CCMA services amongst vulnerable groups and improve quality of settlements and enforceability of awards. A dispute prevention and management strategy will be rolled-out, as a means to prevent and manage disputes with the objective of promoting labour peace and stabilising the labour market. The Commission has allocated R1.3 billion, towards efficient and quality dispute resolution and enforcement services over the MTEF period. This amount is set aside for the compensation of 173 full-time commissioners, an estimated 565 part-time commissioners and 286 interpreters. The remainder is allocated for travel and subsistence and the hiring of venues for hearings across the country.

#### **Programme 3: Special interventions and support**

A budget of R39.5 million (1.2%) over the MTEF period, is allocated for national request on special mediation and arbitration intervention required. In an endeavour to addressing rising unemployment, the CCMA will continue to implement its Job Saving Strategy, which seeks to find meaningful alternatives to job losses.

#### **Programme 5: Effective strategy management and governance**

A budget of R156.5 million (4.7%) is allocated to governance, to enable successful strategy implementation, operational excellence, innovation and good governance over the MTEF period.

Table 5 depicts the expenditure trends per programme:

**TABLE 5: EXPENDITURE TRENDS PER PROGRAMME**

PROGRAMMES	AUDITED OUTCOME		APPROVED BUDGET	MEDIUM-TERM ESTIMATE		
<i>R thousand</i>	2017/18 R'000	2018/19 R'000	2019/20 R'000	2020/21 R'000	2021/22 R'000	2022/23 R'000
<b>PROGRAMME 1:</b> High Performance Institution (Administration)	447 909	485 811	500 814	537 036	566 755	587 518
<b>PROGRAMME 2:</b> Proactive and relevant labour market intervention	33 850	30 928	37 097	25 597	27 013	28 019
<b>PROGRAMME 3:</b> Special mediation interventions and support	8 290	8 477	16 399	12 550	13 245	13 738
<b>PROGRAMME 4:</b> Efficient and quality dispute resolution and enforcement services	365 862	424 781	395 490	429 591	453 351	470 238
<b>PROGRAMME 5:</b> Effective strategy management and governance	29 551	36 668	53 377	49 682	52 429	54 382
<b>TOTAL</b>	<b>885 462</b>	<b>986 665</b>	<b>1 003 176</b>	<b>1 054 457</b>	<b>1 112 792</b>	<b>1 153 896</b>

The table below depicts the expenditure trends per economic classification:

**TABLE 6: ECONOMIC CLASSIFICATION OVER THE MTEF PERIOD**

STATEMENT OF FINANCIAL PERFORMANCE	AUDITED OUTCOME		APPROVED BUDGET	MEDIUM-TERM ESTIMATE		
<i>R thousand</i>	2017/18 R'000	2018/19 R'000	2019/20 R'000	2020/21 R'000	2021/22 R'000	2022/23 R'000
<b>Revenue</b>						
Tax revenue	-	-	-	-	-	-
Non-tax revenue	<b>18 289</b>	<b>20 760</b>	<b>26 366</b>	<b>28 467</b>	<b>30 033</b>	<b>31 234</b>
Sale of goods and services other than capital assets of which:	<b>6 350</b>	<b>5 715</b>	<b>7 016</b>	<b>8 068</b>	<b>8 512</b>	<b>8 852</b>
<i>Administrative fees</i>	-	-	-	-	-	-
<i>Sales by market establishment</i>	-	-	-	-	-	-
<i>Other sales</i>	6 350	5 715	7 016	8 068	8 512	8 852
<i>Other non-tax revenue</i>	11 939	15 045	19 350	20 399	21 521	22 382
Transfers received	867 173	965 905	976 810	1 025 990	1 082 759	1 122 662



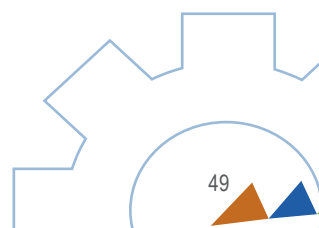
STATEMENT OF FINANCIAL PERFORMANCE	AUDITED OUTCOME		APPROVED BUDGET	MEDIUM-TERM ESTIMATE		
<i>R thousand</i>	2017/18 R'000	2018/19 R'000	2019/20 R'000	2020/21 R'000	2021/22 R'000	2022/23 R'000
<b>Total revenue</b>	<b>885 462</b>	<b>986 665</b>	<b>1 003 176</b>	<b>1 054 457</b>	<b>1 112 792</b>	<b>1 153 896</b>
<b>Expenses</b>						
<b>Current expenses</b>	<b>878 057</b>	<b>978 838</b>	<b>997 656</b>	<b>1 048 602</b>	<b>1 106 613</b>	<b>1 147 659</b>
<b>Compensation of employees</b>	<b>416 165</b>	<b>520 987</b>	<b>568 963</b>	<b>603 453</b>	<b>638 464</b>	<b>644 474</b>
Salaries and wages	313 097	312 593	484 949	514 346	544 270	549 393
Social contributions	103 068	208 394	84 013	89 107	94 194	95 081
<b>Goods and services</b>	<b>461 892</b>	<b>457 851</b>	<b>428 693</b>	<b>445 149</b>	<b>468 150</b>	<b>503 184</b>
Administrative fees	15 165	39 152	21 116	31 759	33 520	33 415
Advertising	-	1 458	692	734	774	785
Audit costs	2 546	3 707	3 272	3 470	3 661	3 713
Bank charges	246	75	80	85	90	91
Board costs	4 948	5 457	6 665	7 068	7 459	7 529
Bursaries (employees)	6 000	4 172	3 000	3 182	3 358	3 390
Catering: internal activities	1 092	1 431	767	3 168	3 343	3 379
Communication	22 879	20 077	16 308	17 296	18 248	18 505
Consultants	7 118	5 325	20 122	22 082	23 296	23 626
Inventory	-	-	-	857	904	917
Rentals	59 947	64 931	71 658	76 000	80 181	81 318
Legal fees	-	2 642	3 225	3 420	3 609	3 660
Printing and publication	3 985	5 287	10 602	11 221	11 839	12 005
Repairs and maintenance	14 552	5 294	16 243	839	885	898
Research and development	-	-	-	795	839	851
Training and staff development	14 965	12 441	17 974	20 097	21 207	21 438
Travel and subsistence	14 803	19 914	16 306	24 351	25 694	26 002
Other unclassified expenditure	293 645	266 487	220 662	218 723	229 244	261 666
<b>Depreciation</b>	<b>20 203</b>	<b>27 277</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Transfers and subsidies</b>	<b>7 405</b>	<b>7 827</b>	<b>5 520</b>	<b>5 855</b>	<b>6 179</b>	<b>6 237</b>
<b>Total expenses</b>	<b>885 462</b>	<b>986 665</b>	<b>1 003 176</b>	<b>1 054 457</b>	<b>1 112 792</b>	<b>1 153 896</b>

### 5.3.1.2. ORGANISATIONAL STRUCTURE AND HUMAN CAPITAL

The execution of strategy is dependent on the agility of the people. A well thought through macrostructure ensures that the CCMA obtains the right quality of human capital for effective implementation of strategy. Whilst the macrostructure will provide continuous effective and ethical leadership, due regard has been giving to key fiscus considerations.

The CCMA will continue to nurture and invest in its human capital and implement retention strategies that forms part of the Human Resource Strategy. A talent management and succession framework will play a pivotal role in ensuring bench strength, succession and pipeline talent development. A robust performance management characterized by quality deliverables and impact, rewards and recognition will be embedded in the culture of the CCMA. The CCMA will recruit for the future taking into account the 4IR, the gig economy and requirements for the jobs of the future. A move from traditional sourcing and selection to contemporary recruitment practices will be prioritised giving due regard to technology and other media platforms.

The organisation is structured in a manner to support the statutory mandate of the CCMA. The CCMA's macro-structure has been revised to purpose fit the strategy for successful implementation. The following illustration is the CCMA's macro-structure for the next five (5) years:



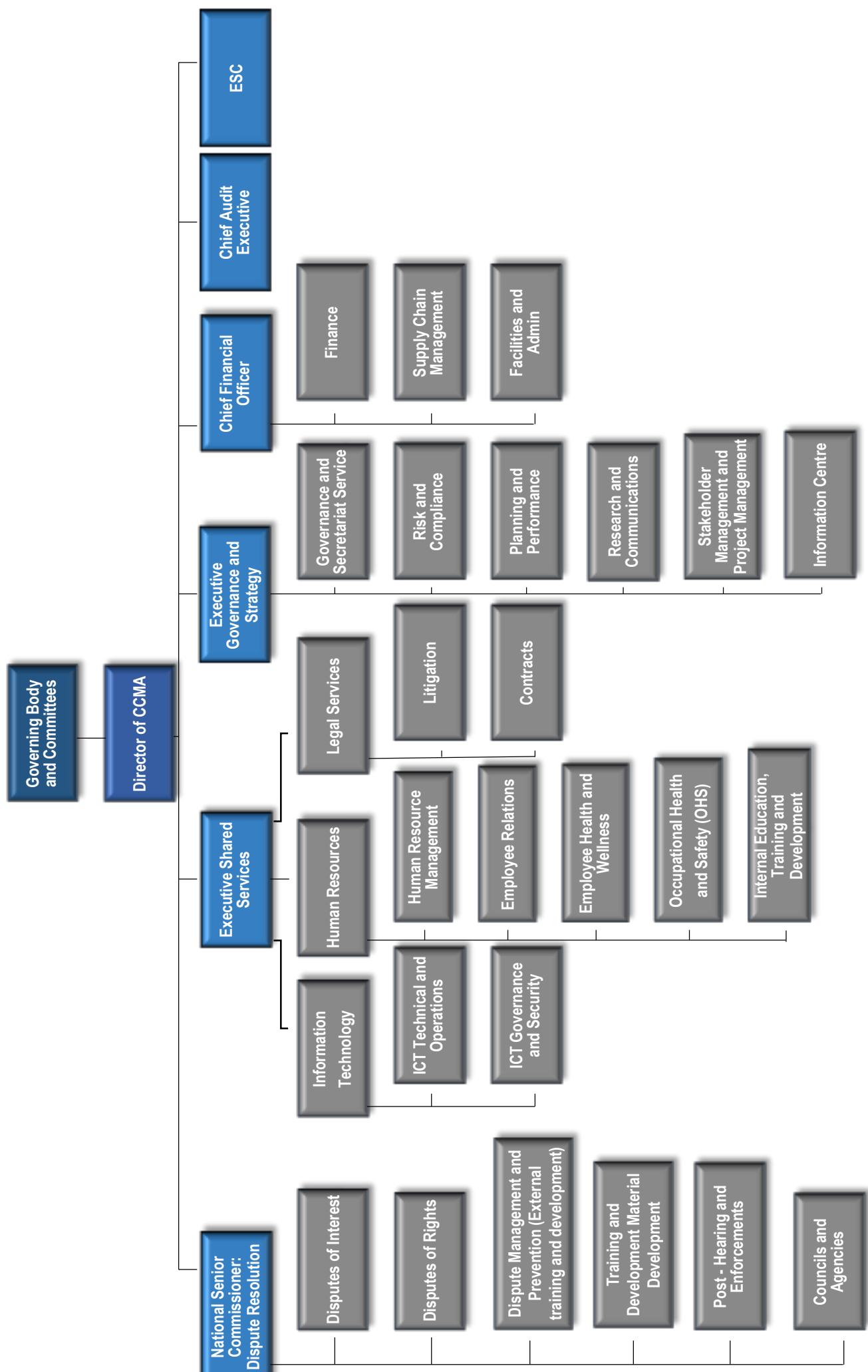


FIGURE 14: THE CCMA'S MACRO – STRUCTURE FOR 2020/21 – 2020/25 INVUSELELO STRATEGY

The CCMA also strives to meet Employment Equity (EE) targets. This is evidenced by management having an equal gender distribution and the overall number of female employees accounting for 55,43% of the organisation's total permanent employees. Furthermore, of the 960 permanent staff, 26 employees have disabilities. While the CCMA's seeks to promote equitable workplaces, the disability counts rank low due to organisational challenges in recruiting people with disabilities possessing the requisite professional requirements per the CCMA needs.

### 5.3.1.3. INFORMATION TECHNOLOGY

In the context of the new strategy, the CCMA is required to operate in an era where the organisation has to modernise its Information and ICT systems and adapt to global technological advancements. Therefore a revised ICT plan is essential for the purposes of ensuring smooth effective and efficient implementation of the CCMA Strategy for the next five years. The CCMA ICT Department plans to deliver on the following initiatives to deliver on the strategy:

**TABLE 7: ICT PROJECTS**

NO.	ICT INITIATIVE	DESCRIPTION
1	Wireless Solution	Deployment of wireless solutions to all CCMA offices for improved accessibility and service delivery.
2	Big Data Analytics Early Warning	Deploy the Labour Market Early Warning System to support business dispute prevention and management system
3	Video Conferencing Unified	Deploy video conference facilities to all CCMA offices to save on travelling costs for meetings; training and staff awareness programmes.
4	Data loss/leakage Prevention Solution	Unauthorised transmission of data from within the organisation to an external destination or recipient.
5	eLearning	Use e-learning for staff training purpose and staff awareness  The introduction of the queuing system at customer service Front desk with the intention to improve service delivery/ CCMA video playing service offered by CCMA at Front desk.
6	Kiosk deployed	Deployment of a customer service interface to enhance accessibility to the CCMA.
7	Robotic and AI Assessment	Deploy the e-Commissioner Project
8	CMS Re-engineering	Paperless Dispute Resolution System
9	New Forms of Work Platform	Development and implementation of Gig Platform work at the CCMA
10	Stable IT Infrastructure	Hardware Refresh and cloud computing
11	ERP Replacement	Replacement of ERP system to provide integrated system which will integrate (Finance, Procurement, Legal and HR) as well as integrate with CMS.
12	Enhance CCMA/Busa Webtool	Development and maintenance of the Web Tool to improve its usage by the targeted segment of the labour market.

### 5.3.2. THE CCMA'S GOVERNANCE AND LEGISLATIVE COMPLIANCE

The governance, risk and control mechanisms are continuously improving. There is a high level of compliance with legislative and policy requirements. Efforts are being made to ensure compliance with the B-BBEE legislation.

# PART C

## MEASURING OUR PERFORMANCE



# 1. CCMA'S PERFORMANCE INFORMATION

Over the next five (5) years, the CCMA endeavours to utilise its limited resources in the most effective and efficient manner in order to deliver on its mandate and achieve the intended impact in the labour market. The expectation over the next five (5) years is the full realisation of the intended impact of the strategy on the South Africa labour market. This is based on the premise that the current strategy takes an approach of resource optimisation for excellent service delivery. The organisational macro-structure has been reconfigured to align with the new strategy. Furthermore, the current strategy places emphasis on leveraging technology and partnerships in order to provide high quality services at the least possible cost. Targeted interventions, which gives priority to the most need and vulnerable sections of the labour is seen as an enabler for high impact results.

## 2. MEASURING THE IMPACT

### IMPACT STATEMENT:

Towards labour peace and equity

## 3. MEASURING OUTCOMES

TABLE 8: PROGRAMME 1: HIGH PERFORMANCE INSTITUTION

OUTCOME	OUTCOME INDICATOR	BASELINE	FIVE YEAR TARGET
1.1. Enhanced financial viability for organisational sustainability	1.1.1. Percentage of Net Surplus achieved	New indicator	1%
	1.1.2. Ratio of safety to cash margins achieved	New indicator	3 - 6 months of operating costs
1.2. Improved employee turn-over rate	1.2.1. Employee turn-over rate	4.22%	4.00%
1.3. Improved ICT Service quality	1.3.1. Employee satisfaction index based on ICT implemented	73%	90%

TABLE 9: PROGRAMME 2: PROACTIVE AND RELEVANT LABOUR MARKET INTERVENTION

OUTCOME	INDICATORS	BASELINE	FIVE YEAR TARGET
2.1. Improved workplace relations	2.2.1. Positive rating on the post intervention survey achieved	New indicator	60%
2.2. Effective essential services dispute management prevention	2.3.1. Positive rating on the post intervention surveys on essential services dispute management and prevention initiatives achieved	New indicator	70%

**TABLE 10: PROGRAMME 3: SPECIAL INTERVENTIONS AND SUPPORT**

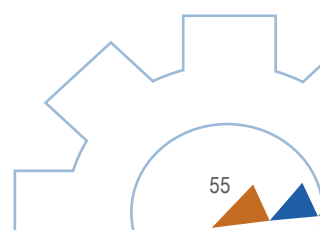
OUTCOME	INDICATORS	BASELINE	FIVE YEAR TARGET
3.1. Effective support to presidential projects	3.1.1. Percentage of TERS applications processed	New indicator	100%
	3.1.2. CCMA/BUSA Webtool project implemented	New indicator	100%

**TABLE 11: PROGRAMME 4: EFFICIENT AND QUALITY DISPUTE RESOLUTION AND ENFORCEMENT SERVICES**

OUTCOME	INDICATORS	BASELINE	FIVE YEAR TARGET
4.1 Improved service quality	4.1.1. User satisfaction index registered	New indicator	75%
4.2 Improved access to CCMA services	4.2.1. Number of Users who access CCMA services from identified sectors registered	New indicator	353 799
4.3 Improved compliance with arbitration awards	4.3.1. Percentage of Section 143 applications issued	New indicator	2%
4.4 Jobs saved	4.4.1. Percentage of jobs saved compared to employees likely to be retrenched (as per cases sent to the CCMA)	35%	35%
4.5 Reduced potential for industrial action	4.5.1. Percentage of mutual interest matters settled	60%	64%
4.6 Effective essential services dispute resolution	4.6.1. Compliance level with essential service/ maintenance designations attained	New indicator	50%

**TABLE 12: PROGRAMME 5: EFFECTIVE STRATEGY MANAGEMENT AND GOVERNANCE**

OUTCOME	INDICATORS	BASELINE	FIVE YEAR TARGET
5.1. Optimised governance level	5.1.1. Optimised governance level attained	New indicator	5.00





### 3.1.EXPLANATION OF PLANNED PERFORMANCE OVER THE NEXT FIVE YEARS

<b>PROGRAMME 1: HIGH PERFORMANCE INSTITUTION</b> <b>OUTCOME: 1.1. ENHANCED FINANCIAL VIABILITY FOR ORGANISATIONAL SUSTAINABILITY</b> <b>NDP CHAPTER: 13 AND 14</b> <b>MTSF PRIORITY: 1, 2, 5, 6 AND 7</b>			
<b>RATIONALE</b>	<b>CONTRIBUTION TOWARDS HIGH PERFORMANCE INSTITUTION</b>	<b>CONTRIBUTION TOWARDS MTSF</b>	<b>STRATEGIC INITIATIVES</b>
<p>Taking into consideration budgetary constraints as a result of National fiscus being under pressure. Year on year budget growth is below the average CPI. This affects the grant allocation for the CCMA on a year on year basis. Cost optimisation contributes towards the organisation's sustainability, allowing the CCMA to offer more with less.</p>	<p>It is envisaged that the ability of the CCMA to offer its services in a cost effective manner will have ripple effects on the labour market.</p>	<p>Its allows the CCMA to sustain the provision of its functions, which then translates into a sustained contribution towards the national government priorities as stipulated in the NDP MTSF. These are economic transformation and job creation; education, skills and health; social cohesion and safe communities; a capable, ethical and developmental state and a better Africa and World.</p>	<p>Allocate financial resources in a manner that prioritises service delivery and ensures organisational sustainability:</p> <ul style="list-style-type: none"> <li>• Strategic Budgeting by using annual budget projections to spend the financial resources on the critical activities of the organisation and set targets for additional revenue generation.</li> <li>• Cost Containment by optimising resources on the critical activities of the organisation.</li> <li>• Cash Flow Management by tracking the payment of bills within a specified time, and tracking the receipts of payments from the stakeholders.</li> <li>• Accurate Financial Reporting by improving policies and procedure for financial reporting.</li> <li>• Strategic Procurement by planning the organisation demand better and sourcing the organisation needs in the most cost effective and efficient manner.</li> </ul>

**PROGRAMME 1: HIGH PERFORMANCE INSTITUTION**  
**OUTCOME: 1.2. IMPROVED EMPLOYEE TURN-OVER RATE**  
**NDP CHAPTER 13 AND 14**  
**MTSF OUTCOME: 1, 2, 5, 6 AND 7**

RATIONALE	CONTRIBUTION TOWARDS HIGH PERFORMANCE INSTITUTION	CONTRIBUTION TOWARDS MTSF	STRATEGIC INITIATIVES
The ability of the CCMA to deliver on superior service and quality to the public resides mainly with its employees. It is envisaged that having a succession plan in place, effectively utilising the human potential, having engaged employees and focusing on employee retention will contribute substantially to the ability of the CCMA to deliver quality services.	A reduction in employee turnover is seen as a mechanism to preserve institutional memory, retain skilled employees and develop future leaders. Furthermore, employee retention enables the CCMA to maintain consistence in its service provision and cost saving in terms of recruitment and training of new employees. Developing a pool of trusted leaders and managers who together with staff facilitate the achievement of CCMA mandate.	This outcome will ensure that the CCMA contributes to lessening unemployment and has a skills development approach that ensures that staff have the authority, experience and capabilities to do the job.	<ul style="list-style-type: none"> <li>• Development of HR Strategy and related frameworks.</li> <li>• Customised training programmes aimed at career pathing and relevance to the CCMA.</li> <li>• A competent pool of successors through performance, training and development. Succession planning to be reflective in the micro-structure, with shadow positions.</li> </ul>

**PROGRAMME 1: HIGH PERFORMANCE INSTITUTION**  
**OUTCOME: 1.3. IMPROVED ICT SERVICE QUALITY**  
**NDP CHAPTER 13 AND 14**  
**MTSF OUTCOME: 1, 2, 5, 6 AND 7**

RATIONALE	CONTRIBUTION TOWARDS HIGH PERFORMANCE INSTITUTION	CONTRIBUTION TOWARDS MTSF	STRATEGIC INITIATIVES
Over the next five years, the CCMA thrives to be up to date with technological trends and to leverage on the opportunities presented by 4IR. In the main, the CCMA is geared towards the automation of its processes and to move towards paperless based processes.	The strategic implementation of ICT infrastructure and services should respond to the business requirements of the organisation. It is envisaged that proper systems will result in the streamlining of processes, allowing the CCMA to timeously and effectively respond to the needs of users. Improved ICT service quality results in an optimised organisation, which enhances the ability of the CCMA to provide quality services at a low cost to users.	An optimised CCMA enables it to effectively and efficiently fulfil its mandated and discretionary functions and its ability to contribute towards all the national priorities within its ambit.	<p>The CCMA will deploy effective and appropriate technology in order to improve effectiveness and efficiency through the following initiatives:</p> <ul style="list-style-type: none"> <li>• Enable seamless data access, sharing, and integration.</li> <li>• Create analytic capabilities to respond to emerging business needs.</li> <li>• Use data analysis and visualisation tools to inform and support decisions.</li> <li>• Ensure continuous availability of critical systems.</li> <li>• Mitigate the enterprise risk associated with data centre geographic location.</li> <li>• Evaluate safe, secure cloud computing options.</li> <li>• Upgrade or decommission legacy applications.</li> <li>• Provide CCMA authorised users with the capability to work in a mobile environment.</li> <li>• Optimise necessary applications to work on mobile devices.</li> <li>• Explore New Forms of Work Platform initiatives as part of lessening the cost of Case Disbursement and improve turnaround times.</li> <li>• Implement robotics in all client facing systems of CCMA.</li> </ul>

**PROGRAMME 2: PROACTIVE AND RELEVANT LABOUR MARKET INTERVENTION**

**OUTCOME: 2.1. ENHANCED DISPUTE MANAGEMENT AND PREVENTION**

**NDP CHAPTER: 3 AND 15**

**MTSF OUTCOMES: ECONOMIC TRANSFORMATION AND JOB CREATION; AND EDUCATION, SKILLS AND HEALTH**

RATIONALE	CONTRIBUTION TOWARDS HIGH PERFORMANCE INSTITUTION	CONTRIBUTION TOWARDS MTSF	STRATEGIC INITIATIVES
The CCMA places an emphasis on managing and preventing disputes in the workplaces	CCMA interventions in the workplace are aimed to promote orderly and healthy labour relations, thereby promoting labour market stability and advance economic development.	Achievement of this outcome by the CCMA contributes to the MTSF outcome of increased investment. Reduced work stoppages will result in higher productivity and in itself creates an enabling environment for investment. Protracted work stoppages as a result of industrial action are considered an impediment to investment. A reduction in referrals is an indication the CCMA interventions are effective in changing behaviour and attitude towards amicable dispute resolution in the workplace. This capacitation contributes to the MTSF outcome of education, skills and health.	<ul style="list-style-type: none"> <li>• Collective Bargaining Facilitation Processes conducted for strategically identified users.</li> <li>• Targeted workplace interventions through the CCMA's dispute management and preventative services.</li> </ul>

**PROGRAMME 2: PROACTIVE AND RELEVANT LABOUR MARKET INTERVENTION**

**OUTCOME: 2.2. IMPROVED WORKPLACE RELATIONS**

**NDP CHAPTER: 3 AND 15**

**MTSF OUTCOMES: ECONOMIC TRANSFORMATION AND JOB CREATION; AND EDUCATION, SKILLS AND HEALTH**

RATIONALE	CONTRIBUTION TOWARDS HIGH PERFORMANCE INSTITUTION	CONTRIBUTION TOWARDS MTSF	STRATEGIC INITIATIVES
<p>The CCMA places an emphasis on capacitating and empowering Users (organised labour, businesses and/or government) to resolve disputes on their own and minimising the reliance the CCMA to resolve disputes. Efforts to reduce referrals to the CCMA will assist in alleviating the pressure on its already constrained budget, and in so doing, free resources towards other labour market initiatives</p>	<p>CCMA interventions in the workplace are aimed to promote orderly and healthy labour relations, thereby promoting labour market stability and advance economic development.</p>	<p>Achievement of this outcome by the CCMA contributes to the MTSF outcome of increased investment. Reduced work stoppages will result in higher productivity and in itself creates an enabling environment for investment. Protracted work stoppages as a result of industrial action are considered an impediment to investment. A reduction in referrals is an indication the CCMA interventions are effective in changing behaviour and attitude towards amicable dispute resolution in the workplace.</p> <p>In achieving this outcome, the CCMA aims to deliver interventions that are aimed at capacitating employers and labour to manage disputes at the workplace. This capacitation contributes to the MTSF outcome of education, skills and health.</p>	<ul style="list-style-type: none"> <li>• Collective Bargaining Facilitation Processes conducted for strategically identified users.</li> <li>• Targeted workplace interventions through the CCMA's dispute management and preventative services.</li> </ul>

**PROGRAMME 2: EFFICIENT AND QUALITY DISPUTE AND ENFORCEMENT SERVICES**  
**OUTCOME: 2.3. EFFECTIVE ESSENTIAL SERVICES DISPUTE MANAGEMENT, PREVENTION AND RESOLUTION**  
**NDP CHAPTER: 11, 12 AND 15**  
**MTSF OUTCOMES: SOCIAL COHESION AND SAFE COMMUNITIES**

RATIONALE	CONTRIBUTION TOWARDS HIGH PERFORMANCE INSTITUTION	CONTRIBUTION TOWARDS MTSF	STRATEGIC INITIATIVES
The ESC aims to measure the impact of its success by changing the minds and behaviour of the labour market in essential services. This would be evidenced through better compliance with essential services law.	The ESC's focus on promoting effective dispute resolution, particularly in ensuring that the dispute resolution systems of sectors that render essential services, are effective in the enforcement of collective agreements will minimize the number of unnecessary strikes in essential services. Ultimately, this will contribute towards labour market stability.	The ESC has a mandate to look at the general public interest during strikes in essential services. This has proved to be a challenge by itself given that when employees in essential services go on strike, they potentially endanger the life, health and safety of the population. Interventions by ESC are required to change the minds and behaviour of employees in sectors providing essential services so that there is greater consideration of the public interest to mitigate potential danger to people's lives and thereby promoting social cohesion and safe communities.	<ul style="list-style-type: none"> <li>• Effective partnership between the ESC and the CCMA in terms of promoting effective dispute resolution and management within essential services.</li> <li>• The ESC will also engage relevant stakeholders like Nedlac to ensure that it makes the necessary input in legislative changes</li> <li>• Proactive interventions with the aim of successfully preventing disputes in essential services.</li> <li>• The ESC will engage Bargaining Councils that service essential services such as the Public Health and Social Development Sectoral Bargaining Council (PHSDSBC), South African Local Government Bargaining Council (SALGBC), and Safety and Security Sectoral Bargaining Council (SSSBC), among others. The engagements will be geared towards promoting an effective dispute resolution.</li> <li>• Reviewing of old designations to align with the current socio-economic environment.</li> <li>• The Committee will ensure that it is able to assist parties when they negotiate MSAs and MSDs and would continue to direct parties to conclude MSAs.</li> <li>• Engaging with its stakeholders to ensure that parties understand the need to put the public interest first when negotiating MSAs.</li> </ul>

**PROGRAMME 3: SPECIAL INTERVENTIONS AND SUPPORT**  
**OUTCOME: 3.1. EFFECTIVE SUPPORT TO PRESIDENTIAL PROJECTS**  
**NDP CHAPTER: 3 AND 15**  
**MTSF OUTCOMES: ECONOMIC TRANSFORMATION AND JOB CREATION**

RATIONALE	CONTRIBUTION TOWARDS HIGH PERFORMANCE INSTITUTION	CONTRIBUTION TOWARDS MTSF	STRATEGIC INITIATIVES
The overall objective for the development of the Web Tool was for the CCMA and BUSA to collaboratively develop a free to use, self-service, web-based tool for SMMEs.	Providing SMMEs with labour relations best practice and guidance helps with an enhanced employer and employee understanding in the SMME space. It is envisioned that this understanding will result in an improved SMME compliance of employment law, leading to workplace stability and certainty in SMME workplaces.	The attainment of workplace stability and certainty in SMME workplaces coupled with reducing red-tape and the associated costs related to labour law advice for SMMEs creates an enabling environment for job creation and growth in the country.	<ul style="list-style-type: none"> <li>• Surveying SMMEs to determine needs and interests;</li> <li>• Developing the Web Tool content including information sheets, templates and checklists; Web enabling the material with provision for indexing, on-line registration, communication and updating;</li> <li>• Creating links to the Web Tool on both the CCMA and BUSA websites; and</li> <li>• Launching the Web Tool through the CCMA, BUSA and other employer and worker forums, and social media platforms;</li> <li>• Providing further updates to the Web Tool content in line with case law and legislative changes;</li> <li>• Embedding the Web Tool to enhance early detection and building it in the preconciliation phase</li> <li>• Developing new material in collaboration with Productivity SA.</li> </ul>



**PROGRAMME 4: EFFICIENT AND QUALITY DISPUTE RESOLUTION AND ENFORCEMENT SERVICES**  
**OUTCOME: 4.1. IMPROVED SERVICE QUALITY**  
**NDP CHAPTER: 11, 12 AND 15**  
**NDP MTSF OUTCOME: ECONOMIC TRANSFORMATION AND JOB CREATION**

RATIONALE	CONTRIBUTION TOWARDS HIGH PERFORMANCE INSTITUTION	CONTRIBUTION TOWARDS MTSF	STRATEGIC INITIATIVES
<p>The effectiveness of the CCMA processes and procedures should result in improved quality of the services to the Users. Focusing on improving service quality will mean that the CCMA's process design is User oriented, aiming to enhance a better experience for Users while they are interacting with the CCMA. To achieve these outcomes, the focus will be more on ensuring expeditious resolution of disputes, leveraging on technology to expand outreach services, enhance efficiencies and ensure effective dispute resolution.</p>	<p>The CCMA's consideration of how the Users perceive the quality of its services is an indication of the organisation's commitment to the fulfilment of its legislative mandate of advancing social justice. The assumption inherent in this indicator is that when Users are satisfied with the service that they receive from the CCMA, social justice is achieved.</p>	<p>The achievement of social justice through CCMA services contributes to the national priorities of social cohesion, education, skills and health, and a better Africa and World</p>	<ul style="list-style-type: none"> <li>• Introduce strict monitoring mechanism to ensure that cases are conciliated within 30 days of first event.</li> <li>• Close monitoring of the submission of Arbitration awards within 14 days of the conclusion of the arbitration proceedings</li> <li>• Enforcements rendered</li> <li>• Quality of awards index</li> <li>• Settlement quality index</li> </ul>

**PROGRAMME 4: EFFICIENT AND QUALITY DISPUTE RESOLUTION AND ENFORCEMENT SERVICES**  
**OUTCOME: 4.2. IMPROVED ACCESS TO CCMA SERVICES**  
**NDP CHAPTER: 11, 12 AND 15**  
**NDP MTSF OUTCOME: SOCIAL COHESION AND SAFE COMMUNITIES**

RATIONALE	CONTRIBUTION TOWARDS HIGH PERFORMANCE INSTITUTION	CONTRIBUTION TOWARDS MTSF	STRATEGIC INITIATIVES
<p>Focusing on achieving this outcome entails creating awareness of the vulnerable groups in the society to encourage them to exercise their Constitutional right to fair labour practices. Increase in referrals from vulnerable sectors as part of social protection interventions is a reflection that the CCMA is successful in raising awareness on the relevant labour laws. Improving the understanding of CCMA processes and procedures to be taken by Users and Stakeholders assists in promoting Constitutional rights to fair labour practices.</p>	<p>Improved access to the CCMA services by the targeted vulnerable groups in the society is an indication that they are able to access justice.</p>	<p>Accessibility of the CCMA services by the vulnerable groups contributes to equity, social cohesion and safe communities.</p>	<ul style="list-style-type: none"> <li>• Implementation of Advocacy campaign plan</li> <li>• Dispute Prevention and Management capacity building initiatives</li> </ul>

**PROGRAMME 4: EFFICIENT AND QUALITY DISPUTE RESOLUTION AND ENFORCEMENT SERVICES**  
**OUTCOME: 4.2. IMPROVED ACCESS TO CCMA SERVICES**  
**NDP CHAPTER: 11, 12 AND 15**  
**NDP MTSF OUTCOME: SOCIAL COHESION AND SAFE COMMUNITIES**

RATIONALE	CONTRIBUTION TOWARDS HIGH PERFORMANCE INSTITUTION	CONTRIBUTION TOWARDS MTSF	STRATEGIC INITIATIVES
<p>Focusing on achieving this outcome entails creating awareness to the vulnerable groups in the society to encourage them to exercise their Constitutional right to fair labour practices. Increase in referrals from vulnerable sectors as part of social protection interventions is a reflection that the CCMA is successful in raising awareness on the relevant labour laws. Improving the understanding of CCMA processes and procedures to be taken by Users and Stakeholders assists promoting Constitutional rights to fair labour practices.</p>	<p>Improved access to the CCMA services by the targeted vulnerable groups in the society is an indication that they are able to access justice.</p>	<p>Accessibility of the CCMA services by the vulnerable groups contributes to equity, social cohesion and safe communities.</p>	<ul style="list-style-type: none"> <li>• Implementation of Advocacy campaign plan</li> <li>• Dispute Prevention and Management capacity building initiatives</li> </ul>

**PROGRAMME 4: EFFICIENT AND QUALITY DISPUTE RESOLUTION AND ENFORCEMENT SERVICES**  
**OUTCOME: 4.3. IMPROVED COMPLIANCE WITH ARBITRATION AWARDS**  
**NDP CHAPTER: 11, 12 AND 15**  
**MTSF OUTCOME: SOCIAL COHESION AND SAFE COMMUNITIES**

RATIONALE	CONTRIBUTION TOWARDS HIGH PERFORMANCE INSTITUTION	CONTRIBUTION TOWARDS MTSF	STRATEGIC INITIATIVES
Compliance with arbitration awards has become a strategic focus for the CCMA as a mechanism to protect vulnerable workers. Higher compliance with arbitration awards is an indication that social justice is delivered to the vulnerable groups in the labour market.	Advance social justice through assisting the vulnerable in the enforcement of arbitration awards.	This outcome seeks to protect the vulnerable groups from being prejudiced and seeks to ensure that their right to social justice is met through the assistance that they receive from the CCMA. This then contributes towards social cohesion and safe communities.	<ul style="list-style-type: none"> <li>• Effective mechanism to assist the vulnerable in the enforcement of arbitration awards.</li> <li>• Developing a CCMA enforcement strategy.</li> </ul>

**PROGRAMME 4: EFFICIENT AND QUALITY DISPUTE AND ENFORCEMENT SERVICES**  
**OUTCOME: 4.4. JOBS SAVED**  
**NDP CHAPTER: 3 AND 15**  
**MTSF OUTCOMES: ECONOMIC TRANSFORMATION AND JOB CREATION**

RATIONALE	CONTRIBUTION TOWARDS HIGH PERFORMANCE INSTITUTION	CONTRIBUTION TOWARDS MTSF	STRATEGIC INITIATIVES
Employment security through preservation of existing jobs is one of the CCMA's strategic priorities. The ability of the CCMA to ensure that job losses are kept to a minimum has a positive knock-on effect on reducing other socio-economic challenges such as inequality and poverty.	The job saving initiatives by the CCMA provides employment job security and looks at alternatives to retrenchments. The CCMA in the process ensures that the existing jobs and incomes are preserved. Economic development is promoted through maintenance of income levels, which maintains the demand for goods and services necessary to drive economic growth. Preserved incomes will also mean that those employees will maintain a decent livelihood, maintain their dignity and are able to attend to their basic needs.	This outcome is prioritised in line with the MTSF outcome of reducing unemployment levels in South Africa and economic growth of 1.6% in 2024. The CCMA has a dedicated to job saving and job retention in order to ensure that employment security is prioritised as a preferred outcome.	<ul style="list-style-type: none"> <li>• Prioritising Return to Work outcomes - is re-instatement and re-employment - as preferred outcomes in settled cases and arbitration awards.</li> <li>• The CCMA will optimise the opportunity so save jobs through the facilitation of large-scale retrenchment (section 189A) processes.</li> <li>• As part of its job saving imperative, the CCMA is now also responsible for the administration of the Temporary employee/ employer relief scheme (TERS) which prioritises work-based applications to participate in the scheme in order to mitigate the potential for retrenchments by assisting both employees and businesses in distress.</li> </ul>

**PROGRAMME 4: EFFICIENT AND QUALITY DISPUTE RESOLUTION AND ENFORCEMENT SERVICES**  
**OUTCOME: 4.5. REDUCED POTENTIAL FOR INDUSTRIAL ACTION**  
**NDP CHAPTER: 11, 12 AND 15**  
**MTSF OUTCOME: SOCIAL COHESION AND SAFE COMMUNITIES**

RATIONALE	CONTRIBUTION TOWARDS HIGH PERFORMANCE INSTITUTION	CONTRIBUTION TOWARDS MTSF	STRATEGIC INITIATIVES
<p>Focusing on the outcome of reduced potential for industrial action is of essence to the CCMA. Prolonged and violent work stoppages are counterproductive and have a negative impact on business sustainability and the income of workers which affects the South Africa labour market.</p>	<p>Prolonged and or violent industrial action may negatively affect productivity within the workplace. Improved productivity may lead to sustainable income levels that assists in reducing income inequality.</p>	<p>Achievement of this outcome by the CCMA contributes to the MTSF outcome of increased investment. Reduced potential for industrial action could result in higher productivity and in itself creates an enabling environment for investment. Protracted work stoppages as a result of industrial action are considered an impediment to investment. Therefore, the CCMA by focusing on reduced potential for industrial contributes towards creating an environment that is attractive for both local and foreign investors. Ultimately, this will translate into economic transformation and job creation. In achieving this outcome, the CCMA aims to deliver interventions at capacitating employers and labour to manage disputes at the workplace. Building capacity contributes to the MTSF outcome of education, skills and health.</p>	<ul style="list-style-type: none"> <li>• Collective Bargaining Facilitation Processes conducted with strategically identified users.</li> <li>• Targeted workplace interventions</li> <li>• Resolution of mutual interest matters</li> </ul>

**PROGRAMME 5: EFFECTIVE STRATEGY MANAGEMENT AND GOVERNANCE**  
**OUTCOME: 5.1. OPTIMISED GOVERNANCE LEVEL**  
**NDP CHAPTER: 13 AND 14**  
**MTSF OUTCOME: A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE**

RATIONALE	CONTRIBUTION TOWARDS HIGH PERFORMANCE INSTITUTION	CONTRIBUTION TOWARDS MTSF	STRATEGIC INITIATIVES
The CCMA provides its services to the public and is funded from National Treasury. It is imperative for the CCMA to be transparent, accountable and responsible. The achievement of this outcome suggests that priority will be given to ensuring full compliance with the legislation, enhance risk management, improved strategic management, and stronger internal controls.	Maintenance of a positive organisational reputation is also important to gain public trust and confidence so that Users are comfortable to access CCMA services in their endeavour to pursue social justice. Striving to achieve a clean audit is one of the mechanisms in which the CCMA can advance social justice.	The achievement of good governance enables the CCMA to effectively achieve its mandate in an ethical manner following a values-based approach. The CCMA will be one of those organisations that contribute to South Africa being a capable, ethical and developmental state.	<ul style="list-style-type: none"> <li>• Embed good governance in order to protection of organisational value by mitigating governance failure, anticipate and respond to the changing contextual environment and legislative reforms and achieve a clean administration.</li> <li>• Better anticipate strategic risks to enable the organisation to mitigate timeously.</li> <li>• Ensure the organisation compliances to all applicable legislation and policies.</li> </ul>



## 4. KEY RISKS AND MITIGATIONS

The below table depicts the key strategic risks that affect the CCMA's business strategy and core strategic outcomes. These risks were identified through a rigorous review of the CCMA's organisational business mandate and its ever-changing environmental landscape.

**TABLE 13: KEY RISKS AND MITIGATIONS**

OUTCOME	KEY RISK	IMPLICATIONS SHOULD THE RISK MATERIALISE	RISK MITIGATION
Enhanced financial viability	Insufficient funds to meet the competing operational needs of the CCMA	<ul style="list-style-type: none"> <li>• Inability to meet operational targets set, resulting in audit findings, reputational damage and failed business processes.</li> </ul>	<ul style="list-style-type: none"> <li>• Enhancement of the Expenditure Management Process (Revision of the threshold for the budget versus expenditure).</li> <li>• Motivation to request additional funding and surplus from National Treasury as and when there are environmental changes.</li> <li>• Review and implementation of the Financial Management Policy and standard operating procedures.</li> <li>• Development and Implementation of the Finance awareness roadshows for the embedding of financial processes and procedures. Conduct investigation on cost recovery of section 142 cases.</li> <li>• Capacity planning through regional reconfiguration. Investigate alternative staffing models to increase capacity without increased cost.</li> </ul>

OUTCOME	KEY RISK	IMPLICATIONS SHOULD THE RISK MATERIALISE	RISK MITIGATION
Improved employee turn-over rate	Resistance to restructuring or reorganisation of functions in line with the new organisational strategic direction.	<ul style="list-style-type: none"> <li>• Inadequately skilled employees, to work in an automated business process environment.</li> <li>• Inability to reduce wage bill/cut costs</li> <li>• High ratio of staff costs versus core business imperatives.</li> <li>• Inability to perform key functions in line with the new strategy</li> <li>• Inability to introduce innovative technological driven strategies within core business that will derive economic benefit and cost reductions.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a robust people change management plan that incorporates people placement, people development, staff engagement, and CCMA structure drivers.</li> <li>• Introduction of robust change management methodologies, through the appointment of a Change Management Service Provider.</li> <li>• Development and Implementation of the training plan aligned with the new skills set required for technologically driven processes.</li> </ul>
	Inability to attract and retain the required/critical skills and competence	<ul style="list-style-type: none"> <li>• Inability to discharge CCMA business operations effectively</li> <li>• Governance failures and organisational non-performance.</li> <li>• Post may become unfunded if not filled timeously.</li> </ul>	<ul style="list-style-type: none"> <li>• Approval and implementation of the promotion policy and review of the HR manual.</li> <li>• Introduction of new recruitment sources through the inclusion of other recruitment mediums/ platforms.</li> <li>• Approval and implementation of the talent management framework and succession plan.</li> <li>• Review job profiles for critical roles to ensure that skills and competencies are aligned to current and future required skills.</li> </ul>

OUTCOME	KEY RISK	IMPLICATIONS SHOULD THE RISK MATERIALISE	RISK MITIGATION
Improved ICT service quality	Increased exposure to cyber-attacks.	<ul style="list-style-type: none"> <li>• Business disruptions</li> <li>• Leakage of confidential information.</li> <li>• Financial losses</li> <li>• Theft of intellectual property and CCMA sensitive data</li> <li>• Hardware and software vulnerabilities</li> </ul>	<ul style="list-style-type: none"> <li>• Review and enhance security governance and operational structures.</li> <li>• Development of the Information, Communication and Technology security strategy and plan.</li> <li>• Review of the ICT security policy and SOPS</li> </ul>
	Outdated ICT systems that may result in failure to meet business strategic objectives.	<ul style="list-style-type: none"> <li>• Poor service delivery</li> <li>• Loss of productivity due to insufficient resilience and inefficient ways of optimising business imperatives.</li> <li>• Failure to capitalise on opportunities arising from the Fourth Industrial Revolution.</li> </ul>	<ul style="list-style-type: none"> <li>• Design and implementation of the business process re-engineering roadmap.</li> </ul>
	Unauthorised transmission of data from within the organisation to an external destination or recipient.	<ul style="list-style-type: none"> <li>• Leakage of confidential information</li> <li>• Phishing attacks</li> <li>• Data fraud and theft</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and implementation of a Data leakage plan and roadmap.</li> </ul>
	Inadequate Business Continuity Management (BCM) and Disaster Recovery solution processes.	<ul style="list-style-type: none"> <li>• The inability of the CCMA to recover from disruptions/disasters.</li> <li>• Business Failure.</li> <li>• Financial loss.</li> <li>• Lost Productivity.</li> <li>• Non-Compliance to legislative requirements.</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation and roll-out of the Disaster Recovery solution.</li> <li>• Funding for a permanent BCM resource.</li> <li>• Implementation of the approved BCM implementation plan and roadmap.</li> </ul>



# PART D

## TECHNICAL INDICATOR DESCRIPTIONS

# PROGRAMME 1: HIGH PERFORMANCE INSTITUTION

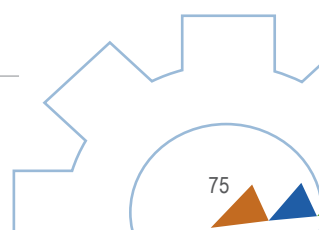
Indicator Title	1.1.1. Percentage of Net Surplus achieved
Definition	This indicator tracks the percentage of increase own revenue generation capacity and optimise operational costs
Source of Data	Audited Annual Financial Reports
Method of Calculation/Assessment	$\frac{\text{Total revenue} - \text{Total expenditure}}{\text{Total revenue}} \times 100$
Assumptions	This indicator aims to ensure that the organisation is optimising its financial resources annually to be able to deliver on its mandate
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Desired Performance	Improved Net Surplus
Indicator Responsibility	Finance Department

Indicator Title	1.1.2. Ratio of safety to cash margins achieved
Definition	This indicator tracks adequate financial resources to meet the organisation short term liabilities
Source of Data	Audited Annual financial reports
Method of Calculation/Assessment	Cash flows from operating activities / Total Revenue
Assumptions	Financial reports are reliable and accurate
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Desired Performance	Improved cash margin
Indicator Responsibility	Finance Department

<b>Indicator Title</b>	<b>1.2.1. Employee turn-over rate</b>
<b>Definition</b>	This indicator measures the proportion of the CCMA workforce that leaves the organisation in a given year and must be replaced. The indicator includes resignations, but excludes retirement, conversions, death, separation agreements, medical boarding and end of contract
<b>Source of Data</b>	Annual HR Reports
<b>Method of Calculation/Assessment</b>	$\frac{\text{Number of employees who left the CCMA}^{20}}{\text{Number of CCMA employees at the end of year} + \text{Number of employees who left}} \times 100$
<b>Assumptions</b>	Mechanisms for staff retention are put in place. There is enough budget to support Human Resourcing initiatives
<b>Disaggregation of Beneficiaries</b>	N/A
<b>Spatial Transformation</b>	N/A
<b>Desired Performance</b>	Improved employee turn-over rate
<b>Indicator Responsibility</b>	Shared Services Department

<b>Indicator Title</b>	<b>1.3.1. Employee satisfaction index based on ICT implemented</b>
<b>Definition</b>	This indicator measures the satisfaction level of CCMA employees in terms of the infrastructure and services provided by the ICT Department
<b>Source of Data</b>	User Satisfaction Reports
<b>Method of Calculation/Assessment</b>	Simple count
<b>Assumptions</b>	There is a fully functional system in place to track employee satisfaction Employees respond to satisfaction surveys
<b>Disaggregation of Beneficiaries</b>	N/A
<b>Spatial Transformation</b>	N/A
<b>Desired Performance</b>	Improved employee satisfaction level with ICT services.
<b>Indicator Responsibility</b>	Shared Services Department

<sup>20</sup> Less exclusions



## PROGRAMME 2: PROACTIVE AND RELEVANT LABOUR MARKET INTERVENTION

<b>Indicator Title</b>	<b>2.1.1. Positive rating on the post intervention survey</b>
<b>Definition</b>	The indicator measures the impact of the Dispute Management and Prevention intervention delivered to Users
<b>Source of Data</b>	Survey results
<b>Method of Calculation/Assessment</b>	All survey scores/number of survey responses
<b>Assumptions</b>	Users and Stakeholders will participate in the survey
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation</b>	N/A
<b>Desired Performance</b>	60% as per set target
<b>Indicator Responsibility</b>	Dispute Resolution Department

<b>Indicator Title</b>	<b>2.1.2. Positive rating on the post intervention surveys on essential services dispute management and prevention initiatives</b>
<b>Definition</b>	This indicator tracks the effectiveness of essential services dispute management and prevention initiatives. This will be determined by a positive rating on a survey conducted following the delivery of an intervention
<b>Source of Data</b>	Project plan Close-Out Report
<b>Method of Calculation/Assessment</b>	$\frac{\text{Rating score before intervention} - \text{Rating score after intervention}}{\text{Rating score before intervention}} \times 100$
<b>Assumptions</b>	There is enough budget to support essential services dispute management and prevention initiatives
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation</b>	N/A
<b>Desired Performance</b>	Improved dispute management and prevention processes
<b>Indicator Responsibility</b>	Essential Services Committee



# PROGRAMME 3: SPECIAL INTERVENTIONS AND SUPPORT

<b>Indicator Title</b>	<b>3.1.1. Percentage of TERS applications processed</b>
<b>Definition</b>	This indicator aims to track the processing of all TERS applications
<b>Source of Data</b>	TERS Reports Outcome Reports
<b>Method of Calculation/Assessment</b>	Simple count
<b>Assumptions</b>	There is cooperation from the identified Users and budget availability
<b>Disaggregation of Beneficiaries</b>	N/A
<b>Spatial Transformation</b>	N/A
<b>Desired Performance</b>	All TERS application to be processed as submitted to achieve set target
<b>Indicator Responsibility</b>	Dispute Resolution Department

<b>Indicator Title</b>	<b>3.1.2. CCMA/BUSA Webtool implemented</b>
<b>Definition</b>	This indicator aims to track the execution of the second phase of the CCMA/BUSA Webtool as per the Presidential Framework
<b>Source of Data</b>	CCMA/BUSA Webtool Project Plan CCMA/BUSA Webtool Reports
<b>Method of Calculation/Assessment</b>	Simple count
<b>Assumptions</b>	There is cooperation from the identified Users and budget availability
<b>Disaggregation of Beneficiaries</b>	N/A
<b>Spatial Transformation</b>	N/A
<b>Reporting Cycle</b>	Annually
<b>Desired Performance</b>	Full implementation of the project plan to achieve set target
<b>Indicator Responsibility</b>	Dispute Resolution Department

# PROGRAMME 4: EFFICIENT AND QUALITY DISPUTE RESOLUTION AND ENFORCEMENT SERVICES

<b>Indicator Title</b>	<b>4.1.1. User satisfaction index</b>
<b>Definition</b>	This indicator measures the satisfaction level of CCMA Users in terms of the quality of services they receive while interacting with the CCMA. The indicator tracks User satisfaction from the time a User makes inquiries, opens a case, and engages in one or more of the following: pre-conciliation, conciliation, arbitration, disputes of interests, awards enforcements and capacity building interventions, among others
<b>Source of Data</b>	User Satisfaction reports
<b>Method of Calculation/Assessment</b>	Simple count
<b>Assumptions</b>	There is a fully functional system in place to track User satisfaction Users respond to User satisfaction surveys
<b>Disaggregation of Beneficiaries</b>	N/A
<b>Spatial Transformation</b>	N/A
<b>Desired Performance</b>	Improved customer satisfaction
<b>Indicator Responsibility</b>	Dispute Resolution Department

<b>Indicator Title</b>	<b>4.2.1. Number of Users who access CCMA services from identified sectors</b>
<b>Definition</b>	This indicator aims to track and measure improved access to CCMA users
<b>Source of Data</b>	Accessibility Reports CMI Report
<b>Method of Calculation/Assessment</b>	Simple count
<b>Assumptions</b>	Demand for CCMA services that will lead to the need for increased CCMA services
<b>Disaggregation of Beneficiaries</b>	N/A
<b>Spatial Transformation</b>	N/A
<b>Desired Performance</b>	100% performance as targeted
<b>Indicator Responsibility</b>	Dispute Resolution Department

<b>Indicator Title</b>	<b>4.3.1. Percentage of section 143 applications issued</b>
<b>Definition</b>	This indicator tracks the number of section 143 applications that have been issued in relation to awards rendered in specific CCMA financial year
<b>Source of Data</b>	Case Management and Information Report
<b>Method of Calculation/Assessment</b>	$\frac{\text{Number of S143 applications issued}}{\text{Number of awards rendered}} \times 100$
<b>Assumptions</b>	There is enough resource allocation. Decrease in the caseload for the CCMA.
<b>Disaggregation of Beneficiaries</b>	N/A
<b>Spatial Transformation</b>	N/A
<b>Desired Performance</b>	Reduction in the number of awards not complied with
<b>Indicator Responsibility</b>	Dispute Resolution Department

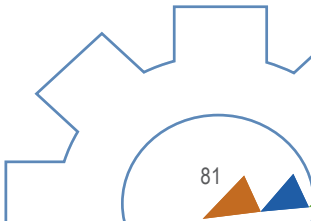
<b>Indicator Title</b>	<b>4.4.1. Percentage of jobs saved compared to employees likely to be retrenched (as per cases send to the CCMA)</b>
<b>Definition</b>	This indicator tracks and measure the percentage of jobs saved by the CCMA through Section 189A facilitations in relations to the total number of jobs identified for retrenchment in respect of large scale-retrenchment facilitations referred to the CCMA. This indicator contributes to alleviating unemployment by saving jobs of employees likely to be retrenched
<b>Source of Data</b>	LRA 7.20 Referral Forms Job Saving Statistics Collective Bargaining Reports
<b>Method of Calculation/Assessment</b>	$\frac{\text{Number of jobs saved of employees likely to be retrenched}}{\text{Number of employees likely to be retrenched in S189A matters}} \times 100$
<b>Assumptions</b>	Contributes to alleviating the triple crisis and economic development owing to the dedicated focus to save jobs in large scale-retrenchment referrals to the CCMA
<b>Disaggregation of Beneficiaries</b>	N/A
<b>Spatial Transformation</b>	N/A
<b>Desired Performance</b>	The CCMA subscribed to achieving 35% performance against set target for job saving in large scale retrenchment matters facilitated by the CCMA
<b>Indicator Responsibility</b>	Dispute Resolution Department

<b>Indicator Title</b>	<b>4.5.1. Percentage of mutual interest matters settled</b>
<b>Definition</b>	This indicator tracks and measures the percentage (%) of cases closed as settled with the number of cases heard and closed in respect of mutual interest disputes in order to advance labour market stability and promote economic development.
<b>Source of Data</b>	Case Management and Information Report Collective Bargaining Reports
<b>Method of Calculation/Assessment</b>	$\frac{\text{Number of mutual interest cases settled}}{\text{Number of mutual cases heard and closed}} \times 100$
<b>Assumptions</b>	Contributes to labour market stability owing to the dedicated focus to assist parties in section 150 matters dealt with by the CCMA
<b>Desired Performance</b>	The CCMA subscribe to achieving 60% performance against set target for mutual interest matters referred to the CCMA
<b>Indicator Responsibility</b>	Dispute Resolution Department

<b>Indicator Title</b>	<b>4.6.1. Compliance level with essential service/maintenance designations</b>
<b>Definition</b>	This indicator tracks the compliance level by essential services/maintenance designated entities
<b>Source of Data</b>	Monitoring reports on compliance
<b>Method of Calculation/Assessment</b>	$\frac{\text{Number of entities that have fully complied}}{\text{Number of entities have been monitored}} \times 100$
<b>Assumptions</b>	Full cooperation by entities that are designated during monitoring process Provision of accurate information by the parties involved when completing the compliance monitoring tool.
<b>Desired Performance</b>	Full compliance with the requirements of essential service/maintenance designations by all essential services designated entities
<b>Indicator Responsibility</b>	Essential Services Committee

# PROGRAMME 5: EFFECTIVE STRATEGY MANAGEMENT AND GOVERNANCE

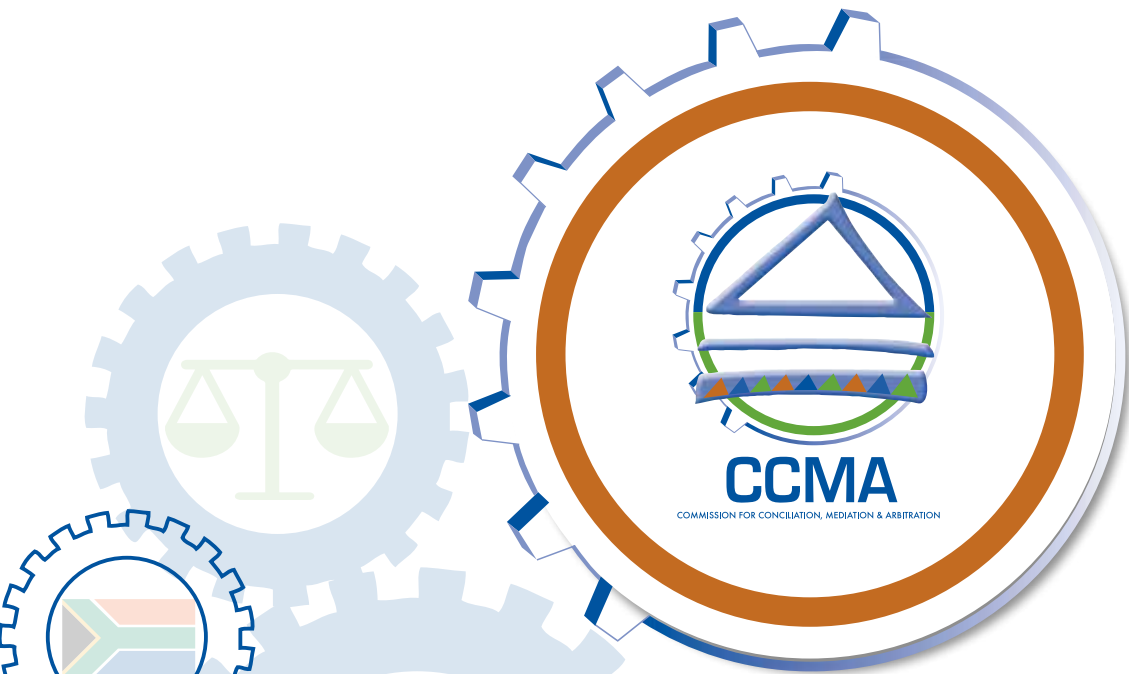
Indicator Title	5.1.1. Optimised governance level attained
Definition	This indicator tracks the implementation of governance (Governance, Risk and Compliance) plans in a bid to reach an optimised governance maturity level
Source of Data	Implementation Plans Implementation Reports
Method of Calculation/Assessment	$\frac{\text{Activities Achieved}}{\text{Activities Planned}} \times 100$
Assumptions	Sound implementation plans in place
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Desired Performance	Optimised governance level
Indicator Responsibility	Governance and Strategy Department











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