

PRESENTATION

**PROMOTION OF WOMEN IN SENIOR
MANAGEMENT POSITIONS**

2017/11/21

ILCM CONFERENCE 14-17

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INTRODUCTION

- STATS SA (2015) provide some indicators that relate to employment security and labour force participation, South Africa has made some notable progress since 1996. Employment rates for females have slightly increased but it is marginal and it remains lower than the employment figures for males.
- South Africa scores poorly when it comes to the number of women in senior management roles. New research shows that women hold 28% of senior management roles in businesses with only 3% having a female CEO. This is 5% lower than the global average of 8% with 31% of SA companies having no women in senior management positions (Business report/ 20 June 2017/ 12:47/ staff reporter).
- Comments by the management development expert at the UCT Graduate School of Business (GSB), Jenny Boxall, conversations with industry leaders have revealed that while many companies have women in junior and middle management roles, these individuals are often not put forward for promotion as they are deemed to be “not ready”.

BACKGROUND - CONTEXTUAL

As I reflect on the issues of women emancipation/ promotion, we are in fact talking very specifically about:

- Mainly, the employment of women in senior management positions
- The promotion of women in key decision making structures in the administration of local government;
- A workplace that is free of discrimination, harassment and violence against women;
- A workplace that protects and advances the rights of women; and
- The centrality of women in making decisions that have a direct bearing on their socio-economic condition as women;
- The workplace that develops and allow women to lead.

LEGISLATIVE BACKGROUND – IS IT ABOUT DISCRIMINATION?

(Constitution of SA, Chapter 2)

- Everyone is equal before the law and has the right to equal protection and benefit of the law;
- Equality includes the full and equal enjoyment of all rights and freedoms. To promote the achievement of equality, legislative and other measures designed to protect or advance persons or categories of persons, disadvantaged by unfair discrimination may be taken;
- The state may not unfairly discriminate directly or indirectly against anyone on one or more grounds, including race, gender, sex, pregnancy, marital status, ethnic or social origin, colour, sexual orientation, age, disability, religion, conscience, belief, culture, language and birth;
- Discrimination on one or more of the grounds listed in the subsection above is unfair, unless it is established that the discrimination is fair” (South Africa. Constitutional law, 1996: 7 - 39).

LEGISLATIVE BACKGROUND – IS IT ABOUT DISCRIMINATION

Employment Equity Act No. 55 1998

- The Employment Equity Act was introduced to correct past injustices, unfair discrimination and other inequitable laws and practices that transpired in the labour market.
- The aim of the act is to encourage the Constitutional right of equality; eliminate unfair discrimination in employment; ensure implementation of employment equity; and achieve a diverse workforce that represents all citizens of the Republic of South Africa (Employment Equity Act, No 55 of 1998). In South African law the designated groups are represented by Black people, women and people with disabilities

SADC GENDER AND DEVELOPMENT PROTOCOLS – ARTICLE 12 REPRESENTATION.....States parties shall endeavour that by 2015, at least 50% of decision making positions in the public and private sectors are held by women including the use of affirmative action measures as provided for in article 5. (August, 2008 – SA is signatory)

LEGISLATIVE BACKGROUND

The case of The Republic of Ireland.... (Buckley and Hoffman, 2015)

- The introduction of the so-called 'marriage bar' in 1932 further limited female employment opportunities as this formally excluded married women from 'employment in the public service and the administrative system'. Women working in the 'civil service, health and local authorities' were forced to resign their jobs upon marriage (Galligan, 1998, p. 30). **Changing attitudes and the influence** of the EU (then known as the European Economic Community) led to the 'expansion of Irish women's employment and political opportunities' in the 1970s (Gardiner, 1999, p. 38). The marriage bar was lifted in 1973 and the Employment Equality Act was introduced in 1977. This Act prohibited discrimination in most areas of employment based on gender or marital status.

THE PROBLEM

- The problem is the promotion of women to senior management position and specifically to municipal manager positions;
- The unfavourable conditions surrounding the appointment / appointed women in senior managerial positions;
- The non-compliance with legislation on EEA and SADC protocols in ensure equality and advancement of women in the workplace

AIMS AND OBJECTIVES

- To make a recommendation on the enforcement of 50% representation of women in municipal manager positions and specifically senior managers

DATA COLLECTION

- Document review – reports from COGTA (14/11/2017), STATS SA, HRSC, Journal articles, SADC Protocols, Legislation
- Discussions with few women senior managers

CONTRIBUTING FACTORS TO WOMEN ABSENCE IN LEADERSHIP

Studies have identified three main contributing factors to women's absence in leadership in the workplace, discussed below (Prof Jane Rarieya, 2015 – HSRC)

- **Structure of leadership paths and positions in organisations**

Men's predominance in positions of organisational power, coupled with their well established professional and social / political network patterns, provide them with greater access to information and support. Women often have difficulty breaking into this support system.

- **Perception of women leaders**

Traditional societal gender stereotypes pose a fundamental challenge to women in leadership. There is a mismatch between the qualities traditionally associated with leaders and those traditionally associated with women. Assertive and authoritative behaviours that people link with leadership tend not to be viewed as typical or attractive in women. What is deemed assertive in a man appears abrasive in a woman. Thus, women face trade-offs between competence and likability

CONTRIBUTING FACTORS TO WOMEN ABSENCE IN LEADERSHIP

- **Women leaders' self-perception**

Many women also internalise societal stereotypes and these create a psychological glass ceiling. They consider themselves less qualified for leadership positions. This lesser sense of entitlement discourages them from engaging in assertive, self-promoting behaviours and from taking risks, which are key leadership traits.

Further, some women in leadership develop what is often referred to as a 'queen bee syndrome.' They consider their title and status a culmination of an individual struggle, and therefore do not support their female juniors' ascent to leadership.

FEMALE REPRESENTATION IN BUSINESSES

South Africa scores poorly when it comes to the number of women in senior management roles. New research shows that women hold 28% of senior management roles in businesses with only 3% having a female CEO. This is 5% lower than the global average of 8% with 31% of SA companies having no women in senior management positions.

(Business report/ 20 June 2017/ 12:47/ staff reporter)

FEMALE REPRESENTATION AT SENIOR MANAGEMENT LEVEL 2012 AND 2014 – PUBLIC SECTOR

POSITION	2012	2014
DIRECTOR	39.6	41.3
CHIEF DIRECTOR	34.7	38.8
DDG	34.8	37.6
DG	24.6	26.2

Source: Personnel and salary system (PERSAL) DPSA, 2012 and 2014

GENDER REPRESENTATION OF MUNICIPAL MANAGERS IN SA -2014

MALES	FEMALES
87.73	12.27

Source: Yes Media, STATS SA
and SALGA 2014

THE CASE OF KZN PROVINCE - MMS

District municipality	Female municipal managers	Male municipal managers	TOTAL MUNICIPALITIES	% FEMALES
Ugu	1		5	20
Umungundlovu	2		9	22
Uthukela	1		4	25
Harry Gwala	1		5	20
Umzinyathi		5	5	0
Amajuba		5	5	0
Zululand		6	6	0
Umkhanyakude		5	5	0
King Cetshwayo		6	6	0
Ilembe		5	5	0
Ethekwini		1	1	0
TOTAL	5	33	56	% occupied posts - 13%
TOTAL				% of all posts – 8.9%

18 Positions are either vacant/ acting/ secondment

THE CASE OF KZN MUNICIPALITIES - SMS

District municipality	Total Senior Managers	Males	Females	% Females
Umgungundlovu	37	26	11	29.7
Uthukela	22	17	5	22.7
Umzinyathi	21	19	2	9.5
Amajuba	19	15	4	21.05
Zululand	26	25	2	3.8
Umkhanyakude	28	24	4	14.2
King Cetshwayo	31	22	9	29.3
Ilembe	27	26	1	3.7
Harry Gwala	26	15	11	42
Ugu	20	12	8	40
Ethekwini	4	3	1	25
	262	204	58	22%

COGTA, UPDATED
14/11/2017

WOMEN CHALLENGES GENERALLY

Adhoc discussions were conducted with few senior managers within KZN municipalities

- Discrimination
- Sexual harassment
- Pull her down syndrome (by women)
- Inconducive environment
- Failure to agree to corrupt proposals
- Lack of development opportunities in line with the Act, EEA 1998
- Institutional and organisational challenges beyond their control
- Bullying

RECOMMENDATIONS

1. On-going support and development through leadership programmes, mentorship and coaching. Competence assessments for developmental purposes and a clear plan of action
2. Enforcement of - 50% of Municipal manager positions should be occupied by women and same should apply to other senior management positions
3. Succession planning coupled with development-
 - The promulgation of Local Government Regulations on appointment and conditions of employment for Senior Managers (17 January 2014) – Section 6 Annex A, Competence framework for Senior Managers.
 - **Competence achievement levels – Superior.** A Senior Manager with a comprehensive understanding of local government operations, critical in shaping the strategic direction and change. This Senior manager is deemed to be highly competent and should be earmarked for leadership programmes and succession planning. First preference women.

CONCLUSION



NELSON MANDELA
"The greatest glory in
living lies not in failing,
but in rising every time
we fail"

2017/11/21

