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REPRESENTATION OF WOMEN IN SENIOR MANAGEMENT POSITIONS: DEPARTMENT OF ENVIRONMENTAL AFFAIRS AND TOURISM (DEAT)

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A research report submitted to the faculty of Management, University of Witwatersrand, in partial fulfilment of the Degree of Masters of Management, in the field of Public and Development Management

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ABSTRACT

South Africa jumped many huddles which at the beginning could be seen as impossible. This, thanks to the goodwill of many of our people irrespective of race, class and gender. However, there is still a long way to build a non racial non sexist South Africa. The notion of gender is under revision, they shift albeit slowly, but shift none the less.

The objective in choosing this topic is informed by the desire to contribute in the infancy stage in addressing the key challenges facing women managers in our country today. That is the inclusion of women in senior management in the Department of Environmental Affairs and Tourism (DEAT).

The research used interviews as a tool for data collection. For quality assurance researcher relied on a focus group. In addition, the researcher approached the topic using multiple sources of information to improve validity and reliability of this study.

The study revealed the slow inclusion of women in senior management positions in DEAT. Those who reach management positions find themselves deployed in junior management level namely Deputy Director's level. These women Deputy Directors constitute 50 percent of the entire management workforce. The number decreases as one move up the corporate ladder.

The results also showed that the majority of women are deployed in lower positions from level three to eight especially in administrative area. The study concludes by confirming the slow representation of women in senior management.

DECLARATION

I, Mmamakgotla Doris Rose Masenya Madlala, declare that this research report is my own, unaided work. It is submitted in partial fulfilment of the requirements for the degree of Master of Management development in the University of Witwatersrand, Johannesburg. It has not been submitted before for any degree or examination in any other university.

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MDR Masenya Madlala Date

DEDICATION

This work is dedicated to
all men and women striving to achieve gender equality in South Africa and the continent at large.

ACKNOWLEDGEMENTS

I first want to thank my supervisor Dr Zandamela for giving me the courage, wisdom and motivation to complete this study. Without his divine support this would not have been possible.

Secondly thanks must go to my family for their support and patience with me throughout these months of studying.

Heartfelt thanks to Dr Philips, Dr Jongi, Ms Lunchman and Mr Dlamini for their willingness to review this document. I am grateful and honoured to have such a distinguished group of professionals as my reviewers.

Special thanks to my work colleagues for sharing their knowledge and undivided time and support that shaped my research skills.

Thank you to the gender units of the following departments; the Presidency, Department of Public Service and Administration, Department of Labour, and DEAT management for availing themselves to take part in this study and share their experiences that enriched my knowledge in this field of study.

LIST OF ACRONMYS

ANC	African National Congress
AsgiSA	Accelerated and Shared Growth Initiative for South Africa
AU	African Union
BWA	Businesswoman's Association
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CEDPA	Centre for Development and Population Activities
CGE	Commission for Gender Equality
CODESA	Convention for Democratic South Africa
DEAT	Department of Environmental Affairs and Tourism
DG	Director General
DPSA	Department of Public Service and Administration
EEA	Employment Equity Act
EU	European Union
IBR	Grant Thornton International Business Report
IBEC	Irish Business and Employers Confederation
ILO	International Labour Organisation
GCIS	Government Communication Information System
JIPSA	Joint Initiative on Priority Skills Acquisition
MDG	Millennium Development Goals
NEPAD	New Partnership for Africa's Development
NGPF	National Policy Framework for Women's Empowerment and Gender Equality
PhD	Doctorate in Philosophy
PoA	Programme of Action

OSW	Office of the Status of Women
RDP	Reconstruction and Development Programme
RISDP	Regional Indicative strategic Development Plan
SADC	Southern African Development Community
SAMDI	South African Management Development Institute
SMS	Senior Management Services
SARDC	Southern African Research and Documentation Centre
StatsSA	Statistics of South Africa
UN	United Nations
UNIFEM	United Nations Development Fund for Women
USA	United States of America
WSP	Workplace Skills Plan

GLOSSARY OF TERMS

Department	Means Department of Environmental Affairs and Tourism
Glass Ceiling	it is invisible artificial barriers created by attitudinal and organisation prejudices, which stand between women in their rise to senior management positions, for example, employment rules, regulations.
Gender	gender refers to the social roles allocated specifically to men and women in particular societies and at particular time.
Gender equality	is the fair and just distribution of all means of opportunities and resources between men and women.
Gender mainstreaming	It recognises that most institutions consciously serve the interests of men and encourages institution to adopt a gender perspective in transforming themselves.

HoD	Head of national department or provincial administration or provincial department or organisational component as identified in Schedules 1 and 3 of the Public Service Act, 1994.
JIPSA	Is a body made up of representatives from government, business, and civil society groups as well as the higher education sector

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