

CAREER SUCCESSION POLICY

2021/22

Summary

Given the ever changing face of employment and specifically the impact of Employment Equity and affirmative action measures on the local labour market, it is important that the municipality manages its staffing strategy.

It is important that the municipality takes steps to ensure the retention of staff in general and in particular those candidates that show potential, are in key positions, have scarce skills, or who are from historically disadvantaged groups (blacks, women and the disabled)

Succession planning also serves to establish the present and potential talent in the municipality in a systematic way with a view of filling future positions effectively and quickly.

Publication Date	
Review Date	September 2021
Related Legislation/Applicable Section of Legislation	<ul style="list-style-type: none"> • Labour Relations Act 1995 • Basic Conditions of Employment Act, 1997 • Constitution of the Republic of South Africa, 1996 • Public Service Act, 1994 • Municipal Systems Act 32 of 2000 • SALGBC Collective Agreements • Employment Equity Act 75 of 1995
Related Policies, Procedures, Guidelines, Standards, Frameworks	
Replaces/ Repeals (whichever is relevant, if any)	
Policy Officer (Name/Position)	MW MXEKEZO
Policy Officer (Phone)	040-6733095
Policy Sponsor (Name/Position)	

Department Responsible	Corporate Services
Unit responsible	Human Resources
Applies to	All Municipal Employees
Key Words	Career Succession Policy
Status	Reviewal
Council approval date	
Version	1

REVISION RECORD

Date	Version	Revision Description

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1. TITLE

Career Succession Policy

2. PURPOSE

- to create an ongoing supply of well trained, broadly experienced, well-motivated employees who are ready to step into key positions as needed
- to integrate desirable candidates (especially individuals from historically disadvantaged groups) into the municipality with positive goals established for them individually, but also for the municipality
- to enable a flow of these candidates through various departments with the view of educating them into the culture and processes of the municipality
- to align the future staffing needs of the municipality with the availability of appropriate resources within Ngqushwa Local Municipality
- to establish positive goals for key personnel, which will keep them in the municipality
- to define employee career path, which will help the municipality to train and retain a pool of suitably qualified employees

3. SCOPE

This policy will apply to all employees of the municipality

4. PROCEDURE DETAIL

4.1 PRINCIPLES

Ngqushwa Local Municipality commits itself to:-

- 4.1.1 using affirmative recruitment policy which is consistent with the purpose of this policy
- 4.1.2 encouraging Managers to allow the release of potential subordinates to other departments for multi skills in other functions
- 4.1.3 assisting Supervisors to cope with any mentoring skills they may require in affording candidates the necessary exposure
- 4.1.4 keeping the job specific experience up to date as well as:-
 - community work experience and achievements
 - performance appraisal results
 - special areas of expertise
 - language
 - anything else that may benefit the municipality
- 4.1.5 using staff performance management and promotion policies which re-inforce the purpose of this policy
- 4.1.6 using staff development policy as means to achieve desired results of the career/succession plan
- 4.1.7 allowing candidates into different departments or sections for training and experience before they are needed

4.2. METHOD OR STRATEGY

Succession planning as a dynamic process shall include some of the following elements:-

- 4.2.1 assigning employees with the necessary potential and attributes to:-
- preparing short term work plans
 - temporary tasks in other sections
 - transfer into other departments
 - a mentor under a mentorship program
 - careful training exposure of various types (college, in-house seminars, night school, bridging courses etc)
- 4.2.2 ensuring that job descriptions are updated and clearly cover the specifications for the job
- 4.2.3 determining of the key positions in the municipality
- 4.2.4 drafting of a replacement plan for each position
- 4.2.5 calling for expression of Interest by potential/prospective candidates and follow the process of:-
- Identifying the candidate(s);
 - establishing aspirations of individual by consulting and interviewing them
- 4.2.6 the process has to be on an annual basis

4.3 PROCEDURE

The procedure assumes that the overall responsibility for making the Succession Planning a success lies with Corporate Services Department and Directors

4.3.1 Stage 1: Identification of key positions

- The Director: Corporate Services shall be required to engage the Directors of Departments in identifying key positions within their respective departments. These positions would normally be select middle management positions and higher as well as specialist positions
- The Director: Corporate Services shall ensure that the titles used are proper and correspond to those formally adopted by Ngqushwa Local Municipality

4.3.2 Stage 2: Job descriptions and identification of specifications

- The Human Resource Section shall be required to ensure that job descriptions of the positions are current and up to date and that specifications are on file. (These would be similar to those required when embarking on recruitment/advertising). These details will be gleaned from a structured Interview with the incumbent and verified by his/her supervisor.

4.3.3 Stage 3: Replacement plan for each position

- The Director: Corporate Services shall be required to identify candidates by consulting Heads of Departments. Considering the background required as

well as the skills needed for the job, careful consideration should be given to possible candidates

- Using the manager's career planning review much information would be gathered which would assist in identifying appropriate candidates
- The Director: Corporate Services has, likewise the obligation to assess the employee's needs by interviewing them at periodically intervals. This would give one some understanding as to whether the expectations, background, skills and qualifications would fit the needs of the position being considered and whether indeed the employee would be interested in pursuing higher office, embarking on possible training and development initiatives and other associated activities

4.3.4 Stage 4: Forecast promotability

The Director: Corporate Services together with an all-Inclusive Selection Committee shall then be required to:-

- confirm or reject candidates based on their suitability and taking into consideration the objectives of the process
- finalize a list of immediately qualified and potentially qualified staff
- evaluate the key positions that do not have identified replacements
- prepare action plans
- The Selection Committee shall draw a matrix of promotability as well as the direction for promotion. The use of sectoral organisation charts will likewise serve as graphic examples in finalising promotable people against organisational requirements

4.3.5 Stage 5: Evaluate training/development/experiential needs

- The HR Section together with the Supervisor who would oversee the process or directly supervise the candidate are required to develop a suitable format for training taking into account possible budgetary constraints.
- the process is to be reviewed on an annual basis

4.4 WAIVING OF THE POLICY AND THE IMPLEMENTATION PROVISIONS

This policy may be partly or wholly waived in consultation with the labour representatives, Trade Unions

4.5 COMMUNICATION

Circulars, messages and notices on notice boards will be utilized in order to inform all employees of the availability of the policy. Copies of the policy will also be distributed to the parties that took part in the consultation process

5. ROLES AND RESPONSIBILITIES

Role	Authority
<ul style="list-style-type: none"> • Create, evaluate, review and adopt the Career Succession Policy 	Council
<ul style="list-style-type: none"> • Implement and enforce this policy • Establish and control the administration necessary to fulfil this policy, and report efficiently and regularly to the Committee in this regard. 	Municipal Manager
<ul style="list-style-type: none"> • Ensure that there is compliance with the Career Succession Policy 	Director Corporate Services

6. MONITORING, EVALUATION AND REVIEW

A report detailing the progress with the implementation of the Succession Planning Policy with specific reference to achievement of this policy has to be compiled every year by the person with the responsibility for implementation and monitoring. The policy must be made available to all consulting parties for perusal and comment and must be circulated to all staff members by means of circulars, notices and notice boards.

7. DEFINITIONS AND ABBREVIATIONS

Term	Meaning
Council	Ngqushwa local municipality and includes the Executive Committee or any officer employed by the Council, acting by virtue of any power vested in the Council
Recruitment	means the activities undertaken in the Corporate Services Department in order to attract sufficient job candidates who have the necessary potential, compliances and traits to fill job needs and to assist the municipality in achieving its objectives
Vacant post	means a position that is in the approved establishment plan, which is vacant as a result of resignation, death, retirement, dismissal, demotion, promotion, transfer or medical boarding

Succession planning	means an activity undertaken to ensure that there are available and suitably qualified candidates to fill future vacant posts
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8. SUPPORTING DOCUMENTS

None

9. REFERENCES

None

10. APPENDIX

None

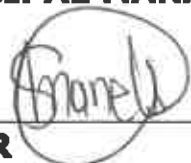
11. ADOPTION AND APPROVAL OF THE POLICY BY COUNCIL

This policy is adopted and approved by the full Ngqushwa Local Municipality Council for implementation



MUNICIPAL MANAGER

22/08/2022
DATE



MAYOR

30/08/2022
DATE