

Chief Albert Luthuli Municipality

*The transparent, innovative and developmental municipality
that improves the quality of life of its people*



Succession Planning Policy 2012

INDEX

Purpose of the policy	1
The Policy	1
1. Preamble	1
2. Definitions	1
3. Legal Framework	1
4. Scope and Application	1
5. Objectives	1
6. Policy Content	2
(1) What is needed to prepare succession planning and career pathing documents	2
(2) Procedure for compiling a succession planning document	2
(3) Purpose of the competency development plan	4
(4) Procedure for compiling a career pathing document	4
7. Implementation and monitoring	5
8. Communication	5
9. Policy review	5
10. Budget and resources	5
11. Roles and responsibilities	5
(1) Responsibilities of the council (management)	5
(2) Responsibilities of the unions	6
(3) Responsibilities of employees	6
12. Record keeping	6
13. Penalties	6
14. Dispute resolution	6

Policy Number:		Approval Date:	25 September 2012
Effective Date:	25 September 2012	Review Date:	September 2013

Notwithstanding the review date herein, this policy shall remain effective until such time approved otherwise by council and may be reviewed on an earlier date if necessary.

Purpose of the Policy

Chief Albert Luthuli Municipality aims to develop career paths for individual employees by assisting them in their careers, making them more enthusiastic about their jobs and therefore making them more productive. In this way, the individual skills may be utilised to achieve the goals of both the department as well as the organisation.

The Policy

1. Preamble

The correct implementation of succession planning and career pathing within a municipality shall have great benefits for the municipality and employees. The municipality shall always have suitably trained employees available and employees shall feel that their employer is concerned about their careers and keen to train and develop them.

2. Definitions

“succession planning” means making the necessary arrangements to ensure that suitably qualified people are available to fill posts which shall arise within any specific department over forthcoming years.

“career pathing” means ensuring that each employee’s potential is developed to its fullest extent and that there is a career mapped out for him/her in the municipal service. The aim shall be an attempt to train and develop the employee to the extent that he/she is able to reach the level of seniority to which he aspires and to be able to competently undertake the duties attached to that post.

All terminology not defined under section 2 of this policy shall bear the same meaning as in the applicable legislation.

3. Legal Framework

- (1) The Employment Equity Act, 1998 (Act No 55 of 1998)
- (2) The Skills Development Act, 1998 (Act No 97 of 1998)

4. Scope and Application

This policy applies to all employees of the municipality.

5. Objectives

The objectives of this policy are -

- (a) to ensure continuity of suitably trained employees in key posts for the future
- (b) to ensure that someone is always available to fulfil any particular job in the municipal service, even in the event of illness, resignation or death. More than one employee in a specific department shall always be able to do any particular job.

- (c) to comply with the legal requirements of the Employment Equity Act, 1998 which requires the appointment and promotion of suitably qualified persons from previously disadvantaged groups, to ensure proportional representation in all occupational categories and levels.
- (d) to ensure that training programs are undertaken in an orderly way and that employees do not simply attend training courses without a purpose. In this way training initiatives can be properly focused.
- (e) to develop career paths for individual employees to assist them in their careers, making them more enthusiastic about their jobs and therefore making them more productive. In this way, the individual skills may be utilised to achieve the goals of both the department as well as the organisation.
- (f) to assist the employee in meeting his/her performance goals. Individual goals shall be aligned with the goals of the overall department and the organisation, including the council's Integrated Development Plan (IDP) and budget. Succession planning and career planning shall furthermore, be aligned with all other human resources activities such as selection, training, performance management etc.
- (g) to establish a highly motivated work force which could lead to a decrease in employees turnover.

6. Policy Content

(1) What is needed to prepare succession planning and career pathing documents

The head of department, together with a human resources official (preferably the training officer) shall obtain the following:

- (a) The departmental organogram.
- (b) The skills audit results.
- (c) The performance appraisal forms for all of the employees within the department. Obtaining these forms necessitates the implementation of a performance management system (PMS) within the municipality. Municipalities are legally required, in terms of the Municipal Systems Act, to have a performance management system in place for senior employees. It is recommended that this system be applied to all employees within the municipality and the performance appraisal forms resulting from the implementation of the PMS are necessary to undertake succession planning.
- (d) The departmental estimates or employees budget.
- (e) The schedule showing the ages of current employees and dates of retirement. This can be obtained from the human resources section.
- (f) The job descriptions for all the posts in the department together with competency-based job outcomes for each post. These job outcomes shall comply with the format of the unit standards as prescribed by the national qualifications framework (NQF).

(2) Procedure for compiling a succession planning document

Once all of the information mentioned above has been obtained, it shall then be possible to compile a succession planning document. The following steps shall then be followed:

Step 1:

Each year, the head of department, together with the human resources official responsible for training and development, shall examine the organogram of the department to establish:

- (a) which posts are likely to become vacant over the next five years owing to retirements (from the schedule of ages of employees mentioned above). Provision shall also be made for cases of possible termination due to the resignations, deaths, dismissals etc;
- (b) which posts on the organogram are already vacant and have funds provided for them on the annual estimates;
- (c) which previously disadvantaged individuals and other employees within both the department and the municipality as a whole can possibly be groomed or developed for more senior posts (this information can be obtained from the skills audit);
- (d) which posts require specialist technical or formal training, eg university degrees and for which there are presently no suitably qualified internal employees.

Step 2:

The head of department, together with the human resources official, shall then prepare a draft organogram of how the departmental structure shall look over the next one to five years. This draft organogram shall reflect new posts that may be needed and any possible improvements to the current employees organogram.

(NOTE : Departmental heads shall bear in mind that there are limited funds available for new employees and a realistic assessment of future employees needs shall be made.)

Step 3:

The head of department shall then begin to “pencil in” the names of possible employees within the department who could be groomed for promotions for new posts or for posts becoming vacant as a result of retirements etc. Previously disadvantaged employees shall be given preference where necessary to comply with the provisions of the municipality’s employment equity plan.

Information on which employees can be earmarked for possible promotion can be obtained from the skills audit results and the performance appraisal forms.

Step 4:

A competency development plan, to improve the competency of identified employees shall then be implemented.

Where there are specialist posts which are expected to arise and which require formal qualifications, employees who have shown the necessary potential and interest shall be offered bursaries (subject to finance being available), or alternatively, generally be encouraged to register at a university of technology or university on a part-time or correspondence basis. All possible assistance and encouragement shall be provided to the employees.

Step 5:

Where additional informal training is necessary, suitable training courses shall be identified and arrangements made for the identified employees to attend. This shall be done in consultation with the employee concerned who shall be informed that shall he/she show promise, he/she shall stand a better chance of promotion. However, no promises shall be made.

It is important that the training courses which the employees are given cover all competencies and that, at the end of the course, the employee shall be able to deliver the performance outcomes required for the job.

Step 6:

Where on-the-job (or in-service) training is necessary, arrangements shall be made to allow the identified employee to act in the higher post when the present incumbent is on leave, in order to confirm his/her suitability. In this way, the head of department shall be able to establish whether the employee has the ability to meet the performance standards set for the post.

Step 7:

If no suitable in-service training within the municipality exists, some other municipalities can be approached to assist in this matter. Arrangements can be made to send the identified employees to other municipalities for limited periods, in order to obtain in-service training and experience by working with persons who are undertaking those duties. Some municipalities are prepared to assist in this matter, provided there is no cost implication for them.

Step 8:

Identified employees can also be allowed to work directly under a qualified employee within the municipality, who would be his/her mentor. This would enable him/her to acquire skills at limited cost.

(3) Purpose of the competency development plan

The purpose of the competency development plan mentioned under Steps 4 – 8 above is to improve the competency of the employees in order that future employees' needs are met. It is important that after undergoing the competency development process, employees are able to fully comply with the unit standards. This means, for example, that they shall be able to do all of the tasks set out in the example column of Annexure A.

(4) Procedure for compiling a career pathing document

Where employees have shown to be competent in their jobs (as identified from the Performance Appraisal forms) and where they display the necessary potential and aspirations, special career path documents shall be drafted for these employees. Other employees shall also not be overlooked and career paths for them shall also be determined, bearing in mind any limited aspirations or interest in promotion.

The following steps shall be taken in preparing a career pathing document:

Step 1:

Once per year, the head of department (preferably with the human resources official) shall hold a meeting with each employee in order to ascertain how great the employee's aspirations or ambitions are. The employee's past performance (as identified from the performance appraisal form) shall also be discussed, as well as any possible improvements that are needed and any additional training which is required.

Step 2:

It is important that the head of department is flexible in his/her view of the potential of an employee. The human resources representative can assist in maintaining objectivity in these cases. The employee's aspirations shall then be compared with his/her current performance and any improvements needed shall be set out.

Step 3:

If the employee is at a fairly junior level, and wishes to progress to higher levels, he/she shall be given every opportunity possible to develop the necessary skills. A possible career path document (an example is attached as Annexure B) shall be shown to him/her and he/she shall be informed that his/her progress shall depend entirely on his/her ability, enthusiasm, dedication and hard work in his/her job.

Step 4:

The document set out in Annexure A (as amended to suit the employee's particular career field) shall be personalised with the employee's name at the top. Meetings with the head of department and the human resources representative shall be held every year to discuss his/her progress and training and development needs.

Step 5:

Once the employee can prove by means of competency evaluation that he/she possesses the necessary skills and competence to perform the key tasks, he/she may then move to the next higher level of competency on his/her career path. In this way a career pathing document for each individual employee can be compiled.

7. Implementation and monitoring

The correct implementation of succession planning and career pathing within a municipality shall have great benefits for the municipality and employees. The municipality shall always have suitably trained employees available and employees shall feel that their employer is concerned about their careers and keen to train and develop them.

8. Communication

This policy, and related information pertaining to succession planning, shall be communicated to all employees and councillors using the full range of communication methods available to the municipality.

9. Policy review

This policy shall be reviewed annually and revised as necessary.

10. Budget and resources

Purchases and issues shall be controlled by each manager or his/her delegate as well as by the stores clerk, and managers shall budget as necessary.

11. Roles and responsibilities

(1) Responsibilities of the council (management)

- (a) The council shall accept the responsibility for the training and development of all its employees.
- (b) The council shall participate in skills training and development on all levels in the organisation and commit itself to the implementation and continuous participation in the succession planning and career pathing program.
- (c) The council (employer) shall make resources (financial and other) available in order to promote the implementation of succession planning and career pathing. Provision shall be made in the training budget of the municipality for this funding.

- (d) The council shall establish and maintain structures, policies and procedures (job enrichment, job rotation, job enlargement, special projects, career counselling, discussion groups, workshops, assessment centres) to facilitate succession planning and career pathing within the municipality.
- (e) The council shall support the development of each employee by availing/ creating the necessary resources, viz facilities, training personnel, transport, course materials and stationery as well as paid time-off for training.
- (f) The council shall, at its discretion, allow employees to repeat the training and development programs or part thereof, where the employee has not developed the required competency.
- (g) The council may decide, based upon fair criteria, which employees are suitable for specific training and development.

(2) Responsibilities of the Unions

- (a) The unions shall continuously encourage and motivate their members to participate in training and development programs.
- (b) The unions shall play a supportive role in the implementation of succession planning and career pathing, in particular in assisting with implementation of employment equity.

(3) Responsibilities of employees

- (a) Employees shall commit themselves to participation in training programs so that the process of training and development can succeed and be carried to its full extent.
- (b) It is necessary that employees make use of these programs in an enthusiastic manner by voluntary participation, continuous attendance, acceptance of responsibility for personal development, providing continuous positive input etc.
- (c) Employees shall accept the principle that age is of no importance in training and development.

12. Record keeping

All documentation and correspondence emanating from or related to this policy shall be kept on either personal and/or record files as dictated by the nature of issue.

13. Penalties

Non-compliance to any of the stipulations contained in this policy shall be regarded as misconduct, which shall be dealt with in terms of the Disciplinary Code.

14. Dispute resolution

The dispute resolution procedures as provided for in terms of the SALGBC dispute resolution procedures, shall be followed, where disputes arises in terms of this policy.

MUNICIPAL MANAGER

EXECUTIVE MAYOR

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2012