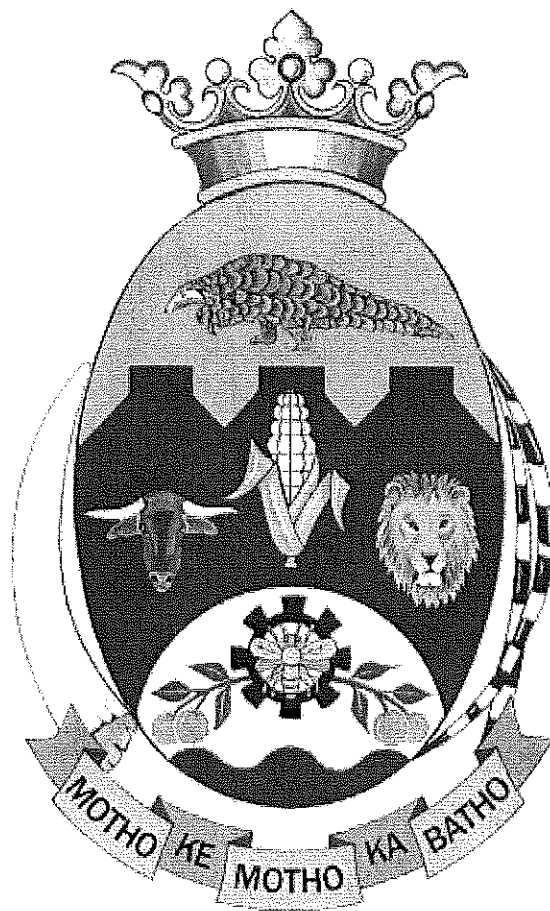


# LEPELLE-NKUMPI LOCAL MUNICIPALITY

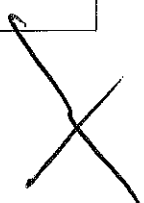


## SUCCESSION PLANNING AND CAREER DEVELOPMENT POLICY

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## 1. PREAMBLE

- 1.1 Lepelle- Nkumpi municipality has realized a need to continuity and sustainability to its Human resources for the benefit of its workforce and service delivery. It is important that the Municipality takes steps to ensure the retention/ replacement 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).
- 1.2 Succession Planning is a process of identifying and developing people with the potential to fill scarce and critical positions in the Municipality.

## 2. DEFINITIONS

- 2.1 **“Succession Planning”** means a process whereby a municipality ensures that employees are recruited and developed to fill key roles.
- 2.2 **“Career pathing”** means a process of identifying and developing people with the potential to fill scarce and critical positions in the Municipality

## 3. LEGISLATIVE FRAMEWORK

- 3.1 Employment Equity Act 55, 1998
- 3.2 Performance Management Policy
- 3.3 Employment Equity Plan & Targets
- 3.4 Training and Development Policy
- 3.5 Skills Development Act 97, 1998
- 3.6 Bursary Policy (when applicable)
- 3.7 Integrated Development Plan
- 3.8 Labour Relations Act, 1995
- 3.9 The Constitution of SA
- 3.10 SALGBC Collective Agreements
- 3.11 Municipal Systems Act

## 4. SCOPE OF APPLICATION

- 4.1 This policy applies to all employees of the municipality with the exclusion of the Municipal Manager and the Managers reporting directly to the Municipal Manager in terms of the Municipal Systems Act as amended.

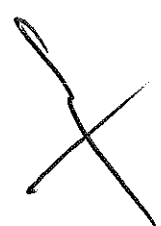
## 5. PURPOSE OF THE POLICY

- 5.1 To create an ongoing supply and retention of well trained, broadly experienced, well-motivated employees who are ready to step into key positions as needed.
- 5.2 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.

- 5.3 To enable a flow of these candidates through various departments with the view of educating them into the culture and processes of the Municipality.
- 5.4 To align the future staffing needs of the Municipality with the availability of appropriate resources within the Municipality.
- 5.5 To establish positive goals for key personnel, this will keep them in the Municipality.
- 5.6 To define employee career path, which will help the Municipality to train and retain a pool of suitably qualified employees.
- 5.7 To establish a retention strategy that will deal with the promotion of staff based on their readiness or their level of skills and knowledge acquired.

## **6. PRINCIPLES UNDERPINNING SUCCESSION PLANNING AND CAREER DEVELOPMENT**

- 6.1 The purpose of succession planning is to ensure that LNM is adequately staffed in order to meet its future needs and that appointments are made which provide development opportunities for key employees;
- 6.2 Whilst not providing guaranties, succession planning is meant to provide an indication of possible successors to critical positions within LNM in the short, medium and long term. It also provides the basis for ensuring that suitable plans are implemented timeously to prepare people for future roles within the organisation;
- 6.3 The succession planning process should be preceded by the talent analysis process which includes the determination of skills inventories and a pool of candidates of future development. The recruitment and selection methodologies for the succession planning programme should be guided by the Skills Development Officer and other applicable policies;
- 6.4 The succession planning process will take the form of placing the targeted of identified candidates through:
  - i. Structured job rotation;
  - ii. Secondments;
  - iii. Shadowing;
  - iv. Career pathing;
  - v. Lateral transfers;



- vi. Mentoring programmes;
- vii. Skills training;
- viii. Leadership development;
- ix. Ongoing monitoring and assessment etc.

## **7. REQUIREMENTS AND PREPARATION FOR SUCCESSION AND CAREER PATHING**

**7.1** The Head of Department, together with Human Resource Officer (preferably Training Officer) should obtain the following:

- a) Departmental organogram
- b) Skills audit report
- c) Performance appraisal forms for all the staff within the department. (Obtaining these forms necessitates the implementation of a Performance Management system within the municipality are legally required in terms of the Municipal Systems Act to have a performance management system in place for Senior Managers. It is recommended that this system be applied to all staff members within the municipality and the Performance Appraisal forms resulting from the implementation of the Performance Management System are necessary to undertake succession planning)
- d) Municipal salary budget
- e) Schedules showing the ages of the current staff and dates of retirement.
- f) Job descriptions for all the posts in the department together with competency-based job outcomes for each post. These job outcomes must comply with the format of the unit standards as prescribed by the National Qualifications Framework (NQF)

### **7.2 PROCESSES FOR SUCCESSION PLANNING**

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

#### **7.2.1 STEP 1:**

The Head of Department and the Skills Development facilitator must on an annual basis examine the organogram of the department to establish:

- (a) Which post are likely to become vacant over the next five years owing to retirements (from the schedule of employees mentioned above). Provision should also be made for cases of possible termination due to the resignations, deaths and dismissals etc.

- (b) Which posts on the organogram are already vacant and have funds provided for them on an annual budget.
- (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 specialized technical or formal training, e.g. university degrees and for which there are presently no suitably qualified internal staff members

## 7.2.2 STEP 2

- 7.2.2.1 The Head of Department should prepare a draft organogram of how the departmental structure should focus over the next to five years. This draft organogram should reflect new posts that will be needed and any possible improve the current staff organogram.

**(NB: Departmental heads must bear in mind that there are limited funds available for new staff members and a realistic assessment of future staff needs must be made)**

## 7.2.3 STEP 3

- 7.2.3.1 The Head of Department should identify the names of possible employees within the department who could be groomed for promotions for new posts or posts becoming vacant as a result of retirements etc.
- 7.2.3.2 Previously disadvantaged employees must be given preference where necessary to comply with the provisions of the Municipal Employment Equity plan.
- 7.2.3.3 Information on which employees can be earmarked for possible promotion can be obtained from the Skills Audit reports and the Performance Appraisal forms

## 7.2.4 STEP 4

- 7.2.4.1 A competency development plan, to improve the competency of identified employees must then be implemented.
- 7.2.4.1 Where there are specialist posts which are expected to arise and which require formal qualifications, employees who have shown the necessary potential and interest should be offered bursaries (subject availability of funds), or alternatively generally be encouraged to register at a Technikon or University on a part time or correspondence

basis. All possible assistance and encouragement must be provided to the employees.

### **7.2.5 STEP 5**

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

**7.2.5.2** 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 must be able to deliver the performance outcomes required for the job.

### **7.2.6 STEP 6**

**7.2.6.1** Where on the job (in service) training is necessary, arrangements should 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 suitability. In this way, the head of Department will be able to establish whether the employee has the ability to meet the performance standards set for the post.

### **7.2.7 STEP 7**

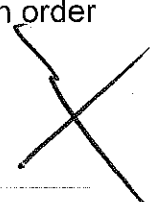
**7.2.7.1** If no suitable in service training within the municipality exists, some local / district municipalities can be approached to assist in this matter. Arrangements can be made to send the identified employees to other municipalities for limited periods, in order to obtain in service training and experience by working with persons who are undertaking those duties.

### **7.2.8 STEP 8**

**7.2.8.1** The 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 to acquire skills at limited cost.

## **7.3 PURPOSE OF THE COMPETENCY DEVELOPMENT PLAN**

**7.3.1** The purpose of the competency Development Plan mentioned under steps 4-8 above is to improve the competency of the employee in order that future staff needs are met.



7.3.2 It is important that after undergoing the competency development process, staff members are able to fully comply with the unit standards.

#### **7.4 PROCEDURE FOR COMPILING A CAREER- PATHING**

7.4.1 Where staff members have been 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 should be drafted for these employees. Other staff should also not be overlooked and career paths for them should also be determined, bearing in mind any limited aspirations or interest in promotion.

7.4.2 **The following steps should be taken in preparing a career-pathing document:**

##### **7.4.2.1 STEP 1:**

Once per year, the Head of Department (with the Skills Development officer) SDF should hold a meeting with each member of staff in order to ascertain the employee's interest and commitment. The employee's past performance (as identified in the Appraisal form) should also be discussed, as well as any possible improvements that are needed and any additional training which is required.

##### **7.4.2.2 STEP 2**

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

##### **7.4.2.3 STEP 3**

If the employee is at a fairly junior level, and wishes to progress to higher levels, he/she must be given every opportunity possible to develop the necessary skills. The interested employee will be required to complete career path document and his/ her progress will depend entirely on his/her ability, enthusiasm, dedication and hard work in his/her job.

##### **7.4.2.4 STEP 4**

The document set out in Annexure A (Career path) should be personalized with the employee's name. Meetings with the Head of



Department and the Skills Development facilitator should be held every year to discuss his/ her progress and training and development needs.

**7.4.2.5 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.

**8. IMPLEMENTATION AND MONITORING**

8. The municipality has a responsibility to make resources available in order to promote the implementation of succession planning and career pathing. Provision must be made in the training budget of the municipality for this funding

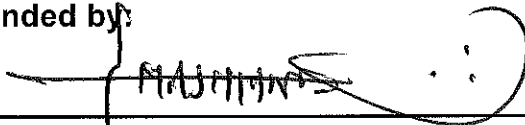
**9. POLICY REVIEW**

This policy will be reviewed and amended on an annual basis or each time any Act or condition of service or other agreements deem it necessary

**Document Name: SUCCESSION PLANNING AND CAREER DEVELOPMENT POLICY**

Reviewed on 2017-05-30

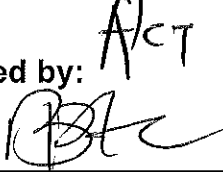
Recommended by:



Date: 2017-05-30

**S.O MASHIANE (MUNICIPAL MANAGER)**

Approved by:



Date: 2017-05-30

**B NTSOANE (SPEAKER)**

**RESOLUTION NUMBER:** 7.2.4.05/ 2016/2017

