

THEMBISILE HANI LOCAL MUNICIPALITY



SUCCESSION PLANNING AND CAREER PATH POLICY

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INTRODUCTION

Succession planning is one of the most important instrument that can be utilized in the retention, creation and consolidation of pool of skilled people in a municipality readily available in the event a vacant post exist due to factors such as ageing, resignation, movement and death

DEFINITIONS

“Coaching” refers to a process of capacitating and supporting employees on an ongoing basis to meet the desired performance outcomes of efficiency effectiveness.

“Competencies” means the requisite skills, qualification, knowledge, ability or potential required of an employee to fill a particular position.

“Career pathing” means ensuring that each staff member's potential is developed in its fullest and that there is a career mapped out for him/her in the municipal services.

The aim being to develop the employee to the extent that he/she is able to reach the level of seniority he/she aspire for and competently undertake the duties attached to that post.

“Succession planning” means ensuring suitably qualified people are available to fill post which will arise within any specific department over forthcoming years.

“Employee” shall refer to a member of Thembisile Hani Local Municipality.

“Key position” shall refer to a position which there is scarcity of the skills in the country and if vacant may impact negatively on the municipality’s short, medium and long term objectives. The negative impact may relate to finance, project execution, logistics or administration and will ultimately have negative impact on communities.

“Potential candidates” refers to the persons in and outside of the municipality.

All terminology not defined in this clause shall bear the same meanings as in the applicable legislation.

LEGAL FRAMEWORK

The Constitution of the Republic of South Africa (Act 108 of 1996)

Employment Equity Act (Act 55 of 1998)

The skills Development Act (Act 97 1998)

Municipal Systems Act (32 of 2000)

Municipal Finance Management Act

OTHER DOCUMENTS

The Thembisile Hani Local Municipality’s Human Resource Development Strategy.

SCOPE AND APPLICATION

This policy applies to all employees of the Thembisile Hani Local Municipality.

OBJECTIVES

1. To meet the constitutional and legislative mandate of the municipality by availing the necessary skills, knowledge and competencies for the betterment of local communities.
2. To fulfil the changing needs of the municipality.

3. To ensure the retention of organizational memory which may be lost as the results of departures, ageing, resignation and death
4. To ensure that someone is always available to fill any particular job or position in the Municipality which maybe as a results of illness, resignation or death, meaning that more than one staff member in a department should always be able to do any particular job
5. To meet the legislative prescripts of Equity and the Skills Development Act.

PRINCIPLES

The municipality strategic plan, the medium term and service delivery and budget implementation plan should inform the succession, recruitment and promotion policies.

Succession planning must aspire to meet the objectives of the Thembisile Human Resource Development Strategy.

The ultimate objective must be that there “must never be an empty space or vacuum”

The plan should facilitate the retention, attraction and movement of talent within the sub-district and province.

It should place the municipality as catalyst for developmental local government.

The succession policy should ultimately result in a plan for future fulfilment of the key positions taking into consideration factors such as designated group and other related factors.

The policy should be at harmony with Human Resource policies such as retention, bursary policy, promotion policy, recruitment and selection policy and performance management policy.

POLICY CONTENT

Individuals with the potential, interest and enthusiasm should be identified.

Key position should be identified and clearly defined.

The principles of continuity should be retained.

Relevant capacity building programmes in line with strategic objectives of the municipality must be identified.

A system of performance management and appraisal be established and be adopted as required in terms of the Systems Act 32 of 2000.

There should be a skills bank in the municipality.

There should be schedules showing the age of current staff and retirement dates.

Job descriptions for all posts together with competency job outcomes for each post be undertaken.

Forecasting of resignations, retirement and movement of employees.

Attraction of required skills through various means including targeted recruitment through the granting of bursaries with certain conditions attached.

Collaboration with other Thembisile local municipalities with the intention of assisting and capacitating each other.

PROCEDURE

The identification of potential candidates should be take cognizance of the following:

1. The basis of identification to be guided by the Equity Act
2. The process should be objective and merit based
3. The active involvement of employees in the process
4. A worksheet and nomination forms for succession planning to be developed by the municipality
5. Self-identification and the expression of interest to be encouraged, provided the self-interest or expression is in line with the broader human development strategy and informed by strategic objectives of developmental local government
6. Succession planning may involve the following:
 - Job assignment

Job rotation

Formal training

Retention and storage of institutional knowledge

Acting in higher positions when the incumbent is on leave

7. Identification of highly critical and specializes fields
8. Arrangement may be made with other municipalities to send the identified candidates to those municipalities for limited period to acquire knowledge and skills under the mentorship of qualified person
9. In preparing a career pathing document for individuals the following should be taken into consideration:

Once per annum the head of the department should hold meeting with every staff member to ascertain how great the employees aspirations and ambitions are, the performance of the employee and advice be given on the improvements required

The performance of the employee must be compared with his or her aspirations and ambitions

Every employee, particularly those at lower level should be given every opportunity to develop the necessary skills and capabilities

The career pathing document should be personalized and kept in the file of that employee

Annual reviews should be done on the progress and training needs of the employee

10. The Municipality should have a clear organisational design based on the long term objectives of the Sub-district
11. Skill audit to be done and reviewed annually
12. Municipal estimates of staffing for the next three years be done in line with the the employment equity plan
13. Schedule showing the current ages of the staff and retirement dates be compiled

SUCCESSION PLANNING PROCESSES

1. The human resources department in collaboration with other departments should examine the organogram of the Municipality to establish the following:

- a. Which posts are likely to be vacant over the next five years owing to factors such as retirement, termination due to resignations, deaths, dismissals and other factors
 - b. Which post are already vacant
 - c. Which individuals in particular from the designated groups should be groomed or developed for more senior posts
 - d. Which posts require specialists technical or formal training such as University degrees of which there are presently no suitably qualified internal staff
2. The Municipal Manager should then prepare a draft organogram of how the Municipal structure should look like over the next one to five years, this should reflect new posts that will be needed and any possible improvement to the current structure
 3. A competency development plan to improve the identified staff should then be implemented
 4. Where there are specialists posts which are expected to arise and which requires formal qualifications, employees who have shown potential or interests should be offered bursaries or any other available assistant and encouragement
 5. Where on job training is required, arrangements should be made to allow the identified employee to act in the higher post when the present incumbent is on leave
 6. Other local Municipalities can approached to assist in the event there is no suitable in service training in the Sub-district Municipality

CAREER PATHING PROECESS PLANNING

1. Where staff members have shown to be competent in their jobs and display the necessary potential, career path documents should be drafted for those employees
2. Annually the manager concerned should hold a meeting with each staff member to ascertain the employee's aspirations. The employee's past performance should also be discussed, possible improvement and training needs
3. The relevant manager should be objective and it is preferable that a neutral human resource manager meet with the employee

4. If the employee is at a junior and wishes to progress to a higher level, the employee must be given every opportunity to develop the necessary skills. A career path document should be developed together with the employee
5. If the employee proves to be competent, measured by the career path document, the employee should then be able to move to a higher level of competency testing

ROLES AND RESPONSIBILITIES

1. The Municipality

The council must avail resource for successful implementation and oversees the training and development of the employees.

2. The Local Labour Forum

The local labour forum should guide in the content and review of the policy, In the event of different interpretation of policy the LLF should serve as an arbiter,

The LLF should submit policy decisions to the mayoral committee for approval by council.

3. The Mayoral Committee

The mayoral committee recommends the policy for approval by council.

4. Human Resource Section

Work force analysis,

Tailor made training and capacity building programmes,

The development of the individual career pathing document,

Assist in the identification of potential candidates

5. The Municipal Manager and Managers Accountable to him/her

Assist in the identification of potential candidates

Oversees the development and implementation of the policy

Approves learning plans

Managers to ensure adherence in their section and in the evaluation and review of the plan,

Labour Relations to monitor the implementation of the plans as per the approved policy.

6. The Organizing Labour

The organizes labour to encourage and motivate their members to participate in training and development programmes

7. The Transversal Unit and Youth Desk

The transversal unit and the youth desk to input on the policy development and review,

To see to it that their sectoral interests are fairly accommodated taking into consideration the applicable legislation, policies and procedures.

8. Employees

All the employees should understand the policy, own it and promote it.

9. The Private Sector

The private sector should be engaged and the intentions of the policy be made known to them

The private sector should be encouraged to contribute in any manner they can towards the achievements of the objectives of the policy as the success of the policy will be positively impact on their businesses because of the improvement in the infrastructure and services.

10. The Education Sector

The municipality should create partnerships with the education sector so that the knowledge and skills in the private sector can benefit the municipality and in turn have a positive impact in the community.

RECORD KEEPING

The skills bank, career pathing documents, schedules of ages of current staff, retirement dates, institutional knowledge and other related documents to be kept and reviewed annually

REVIEW

The policy and procedures should be reviewed on an annual basis

NON COMPLIANCE AND BREACH

Non-compliance and breach to any stipulation contained in the policy must be regarded as misconduct which will be dealt with in terms of the disciplinary code

1. POLICY APPROVAL

Approved by Municipal Council on the 23rd of May 2024 and signed by the Municipal Manager

DocuSigned by:

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DJD Mahlangu

6/5/2024

Date