

CAREER AND SUCCESSION PLANNING POLICY

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1. BACKGROUND

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 incumbent upon the Municipality to take proactive steps to provide for the retention of staff in general and in particular those employees that have good potential. The consideration for succession planning should be applied to key positions, scarce skills and historically disadvantaged groups (Blacks, women and the people living with disabilities).

Succession Planning also serves to preserve the present and potential talent in the Municipality in a systemic way with a view of filling future positions effectively and quickly.

2. OBJECTIVES OF THIS POLICY

- 2.1 To create an ongoing supply of well trained, broadly experienced, well-motivated employees who are ready to step into key and critical positions as needed.**
- 2.2 To integrate desirable employees (especially individuals from historically Disadvantaged groups) into the Municipality with positive goals established for them individually, and also for the Municipality.**
- 2.3 To enable a flow of human capital through various departments with the view of integrating them into the organizational culture and corporate processes of the Municipality.**
- 2.4 To align the future staffing needs of the Municipality with the availability of appropriate resources within the Matatiele local Municipality.**
- 2.5 To establish positive goals for key personnel, which will give effect to their retention within the Municipality.**
- 2.6 To define employee career path, which will help the Municipality to train and retain a pool of suitably qualified employees for mutual gainful employment.**

3. APPLICATION OF THE POLICY

- 3.1 The policy shall apply to all Municipal employees.**

4. PRINCIPLES

The Matatiele local Municipality commits itself to:

- 4.1 Using the employment policy which is consistent with the purpose of this policy.**
- 4.2 Encouraging Managers to allow the release of potential subordinates to other departments for multi skills in other functions.**
- 4.3 Assisting Supervisors to obtain any mentoring skills they may require in affording employees the necessary exposure.**
- 4.4 Keeping the data on employee's work experience up-to-date including:**
 - 4.4.1 Community work experience and achievements;**
 - 4.4.2 Performance appraisal results;**

- 4.4.3 Special areas of expertise;
- 4.4.4 Language;
- 4.4.5 Anything else that may benefit the Municipality.
- 4.5 Using staff performance management and employment practices to reinforce the purpose of this policy.
- 4.6 Using the staff development policy as means to achieve desired results of the career/succession plan.
- 4.7 Allowing employees into different departments or sections for training and experience before they are needed.

5. METHOD OR STRATEGY

Succession/ Career Planning is a dynamic process and shall include the following elements:

- 5.1 Assigning employees with the necessary potential and attributes to:
 - 5.1.1 Short term and long term work plans.
 - 5.1.2 Temporary tasks in other sections;
 - 5.1.3 Multi- departmental tasks;
 - 5.1.4 A mentor under a mentorship program;
 - 5.1.5 Training and development opportunity.
- 5.2 Ensuring that Job Descriptions are updated and clearly cover the specifications for the job.
- 5.3 Determining of the key positions in the Municipality.
- 5.4 Drafting of a replacement/succession plan for each key or critical post.
- 5.5 Calling for expression of interests by potential/prospective employees and follow the process of:-
 - 5.5.1 Identifying the candidate/s;
 - 5.5.2 Establishing aspirations of individuals by consulting and interviewing them.
- 5.6 The process has to be on an annual basis.

6. PROCEDURE

The procedure assumes that the overall responsibility for making the Succession / Career Planning a success lies with the Corporate Services Department and General Managers.

- 6.1 Stage 1 - Identification of key positions
 - 6.1.1 The Human Resources Unit shall be required to engage the General Managers in identifying key positions within the respective departments. These positions would normally be selected from the middle management positions and higher as well as specialist positions.

- 6.1.2 The Manager: Human Resources shall ensure that the titles used are proper and correspond to those formally adopted by the Municipality.
- 6.2 Stage 2 - Job Descriptions and Identification of specifications
 - 6.2.1 The Human Resources Unit shall be required to ensure that the job descriptions of the position is current and up-to-date and that specifications are on file. (These would be similar to those required when embarking on employment processes). These details will be gleaned from a structured interview with the incumbent and verified by his/her supervisor.
- 6.3 Stage 3 - Replacement Plan for each position
 - 6.3.1 The Manager: Human Resources Management shall be required to identify employees by consulting General Managers as well as the Employment Equity Committee and Training & Development Committee.
 - 6.3.2 Using the Manager: Human Resources Management's Career Planning Review, much information would be gathered which would assist in identifying appropriate employees.
 - 6.3.3 The Manager: Human Resources Management has likewise the obligation to assess the employees needs by interviewing them at periodical 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.
- 6.4 Stage 4 - Evaluate training/development/experiential needs
 - 6.5.1 The Human Resources Management Unit together with the supervisor who would oversee the process or directly supervise the candidate / employee are required to develop a suitable format for training taking into account possible budgetary constraints.
 - 6.5.2 The process is to be reviewed on an annual basis preferably in November of each year.
- 7. COMMENCEMENT
 - 7.1 This policy will come into effect on the date of adoption by Council.
- 8. INTERPRETATION OF THIS POLICY
 - 8.1 All words contained in this policy shall have an ordinary meaning attached thereto, unless the definition or context indicates otherwise.
 - 8.2 Any dispute on interpretation of this policy shall be declared in writing by any party concerned.
 - 8.3 The Office of the Municipal Manager shall give a final interpretation of this policy in case of a written dispute.
 - 8.4 If the party concerned is not satisfied with the interpretation, a dispute may then be pursued with the South African Local Government Bargaining Council/ or Arbitration
- 9. PERMANENT/TEMPORARY WAIVER OR SUSPENSION OF THIS POLICY
 - 9.1 This policy may be partly or wholly waived or suspended by the Municipal Council on a temporary or permanent basis after consultation with Management and Trade Unions.
 - 9.2 Notwithstanding clause No. 9.1 the Municipal Manager may under

circumstances of emergency temporarily waive or suspend this policy subject to reporting of such waiver or suspension to Council and Trade Unions.

10. AMENDMENT AND/OR ABOLITION OF THIS POLICY

This policy may be amended or repealed by the Council after consultation with Management and Trade Unions.

11. COMPLIANCE AND ENFORCEMENT

11.1. Violation of or non-compliance with this policy will give a just cause for disciplinary steps to be taken.

11.2. It will be the responsibility of all Managers, Supervisors, Executive Committee and Council to enforce compliance with this policy.

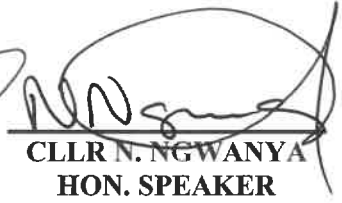
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MR. L. MATIWANE
MUNICIPAL
MANAGER



CLLR M. STUURMAN
ACTING HON.
MAYOR



CLLR N. NGWANYA
HON. SPEAKER