

UMZIMVUBU LOCAL MUNICIPALITY



UMZIMVUBU
— LOCAL MUNICIPALITY —

SUCCESSION PLANNING POLICY

33

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1. BACKGROUND

The UMZIMVUBU LOCAL MUNICIPALITY recognizes that Succession Planning is a continuous process than a onetime event and hence, intends to put in place this Policy that aligns talent management with the said objective and endeavors to mitigate the critical risks such s vacancy, readiness and transition risk.

2. OBJECTIVES OF THIS POLICY

2.1 To identify and create a talent pool of high potential personnel, who can be considered for appointment in Municipality positions and to groom them to assume such roles in the institution, whenever the need arises.

2.2 To ensure timely and high quality replacements for those personnel who are currently holding positions in the municipality and Senior Management levels.

2.3 To ensure that the institution is not affected on account of interruptions caused due to superannuation or voluntary retirement or resignation or death or permanent incapacitation or sudden exit of any member of the Municipality or Senior Management or any other employee covered under this Policy.

3. APPLICATION OF THIS POLICY

3.1 This policy is applicable to the employees of UMZIMVUBU LOCAL MUNICIPALITY

4. DEFINITIONS AND ABBREVIATIONS

TERM	DESCRIPTION
Legislation	Skills Development Act 29 of 1998
	Employment Equity Act 55 of 1998
	Labour Relations Act 65 of 1995
	Constitution of the Republic of South Africa
Mentor	An employee who has been selected to supervise or accelerate the integration of the candidate successor to the organisation
Candidate successor	An employee selected in terms of the criteria in this policy below
Suitably qualified person	A person who meets the requirement in terms of the Employment
	Equity by offering one or more or any combination of the following:
	Formal qualification
	Prior learning
	Relevant experience, or
Capacity to acquire, within a reasonable time, the ability to do the job.	
Designated groups	Black people, women and people with disabilities
Dispute	Any dissatisfaction that has arisen as a result of the implementation of the plan
Employee	A person employed by Umzimvubu Local Municipality

Representative Trade Union	South African Municipal Workers Union (SAMWU) and Independent Municipal and Allied Trade Union (IMATU)
Employer	Umzimvubu Local Municipality
Stakeholders	Recognized trade unions and employees
Key position	A position at Umzimvubu Local Municipality filled by a person that exerts strategic decision-making influence that is critical to achieve the organisations objectives/purpose.
Competencies	The knowledge, skills and attitudes possessed by or acquired by a particular person referred to
EEP	Employment Equity Plan
IDP	Integrated Development Plan

5. THE PROCESS

5.1. IDENTIFICATION OF POSITIONS FOR SUCCESSION PLANNING

Head of Departments should in consultation with Human Resources identify targets to be aligned to key positions for succession planning purposes by following these steps:

- 5.1.1. Brief those involved in the process such as managers, supervisors, representatives from the Human Resource Department and member of the EE Committee, about the purpose and what outcomes to expect from the plan.
- 5.1.2. Identify key positions as a result of predictable and unpredictable changes.
- 5.1.3. Categorisation of the positions as follows:
 - 5.1.3.1. Critical level A - Critical - needs urgent occupation
 - 5.1.3.2. Critical level B – Important to be filled
 - 5.1.3.3. Critical level C – Necessary – to be occupied at some stage
 - 5.1.3.4. Critical level D – Variable – can be occupied at a reasonable time
- 5.1.4. Complete a work profile of each position outlining:
 - 5.1.4.1. The duties of each position
 - 5.1.4.2. The qualifications required and those of the incumbent
 - 5.1.4.3. Competency requirement for each position
- 5.1.5. Submit outcomes in 5.1.2 and 5.1.3 to organisational Employment Equity Committee and Human Resources Department for consideration and comments.

5.2 PROCESS FOR THE SELECTION OF CANDIDATE SUCCESSORS

Selection of candidate successor/s is as follows:

- 5.2.1. Formulate the role and functions of mentees / candidate successors
- 5.2.2. Select the mentees.
- 5.2.3. Determine the availability and willingness of mentees to participate.
- 5.2.5. Agree on the candidate successor/mentor ratio.

5.3 EVALUATION OF CANDIDATE SUCCESSOR/S SKILLS AND EXPERIENCE

The evaluation of the candidate successor/s or mentees skills and experience will be done in relation to Performance Management System (individual performance contracts). This will entail among others, how well they match/s up with position requirements, based on the following success factors:

- 5.3.1. The candidate/s are personally involved and participate in developing and maintaining an environment for quality and excellence in the organisation.
- 5.3.2. The candidate/s integrates quality values into day to day leadership, management and

- supervision.
- 5.3.3. The candidate/s works to extend the organisation's quality leadership to the stakeholders.
 - 5.3.4. The candidate selects processes and maintains quality information for planning and Day to-day management.
 - 5.3.5. The candidate selects and applies quality related competitive comparison for quality planning evaluation and improvement.
 - 5.3.6. The candidate collects, analyses and uses data to support the organisation Objectives as outlined in the IDP.

5.4 PROCESS FOR THE SELECTION OF MENTORS

The mentor/s are identified by the relevant department managers from division/department in line with the Employment Equity and Skills Development Committee requirements. The departmental manager under the guidance of the human resource department incorporates the following steps:

- 5.4.1. Formulates the role and functions of mentor/s
- 5.4.2. Determines the number of suitable mentors available.
- 5.4.3. Compiles a shortlist of potential mentors available.
- 5.4.4. Determines the availability and willingness of mentors to participate.
- 5.4.5. Agrees on the candidate successor/mentor ratio.
- 5.4.6. Selects the mentor/s

5.5 CRITERIA FOR SELECTION OF MENTORS

- 5.5.1. Willingness to commit time and emotion to the mentoring relationship
- 5.5.2 The period of employment within the organisation should be for a minimum of six (6) months or more
- 5.5.3 Mentor must be a direct supervisor to the mentee/candidate successor
- 5.5.4 To be competent in the core skills required for mentorship.

5.6 DEVELOPMENT OF MENTOR/S

The selected mentor/s will also be trained before or during the mentorship programme in:

- 5.6.1. Mentoring skills
- 5.6.2. Facilitating and coaching techniques
- 5.6.3. Guidance and attitudes to candidate successors.

5.7 CANDIDATE SUCCESSOR/S DEVELOPMENT PLAN

A Development Plan is developed by the relevant line managers and the Human Resources department. The purpose of this Plan is to equip the candidate/s with knowledge, skills and experience as needed to perform competently and proficiently. This plan will illustrate the following:

- 5.7.1. Knowledge, skills and experience needed.
- 5.7.2. Areas needing improvement in present position.
- 5.7.3. New projects/assignments/positions to prepare for future position.
- 5.7.4. Other planned development experience
- 5.7.5. Describe how the success of developmental experiences will be evaluated.

5.8 COMMUNICATION OF THE PLAN

5.8.1. Employees should be made aware and informed of:

- 5.8.1.1. The contents and application of the plan and to prepare them for their participation and consultation.
- 5.8.1.2. Legislation relevant to the plan.
- 5.8.1.3. The proposed process to be followed by the employer.
- 5.8.1.4. The advantages to employees through participation in the process.
- 5.8.1.5. The advantages to management through participation in the process.
- 5.8.1.6. The need for the involvement of all stakeholders in order to promote positive outcomes.

5.9 IMPLEMENTATION OF THE PLAN

5.9.1 Communicating the Plan to the departmental employees and managers to get maximum participation.

5.9.2 A training budget in relation to the plan be put in place

5.9.3. Implementing training programmes.

5.9.4. Continuous monitoring of the progress for early interaction.

5.10 MONITORING AND EVALUATING THE PLAN

The relevant mentor/s in consultation with the training department introduce/s and maintain/s the following:

5.10.1. Keep record of the plan – maintain learner achievement records as basis to monitor progress.

5.10.2. Implement one or more mechanisms to monitor and evaluate the implementation of the plan.

5.10.3. Evaluate progress and structure at regular intervals.

5.10.4. Report on the progress to various stakeholders through management reports

5.10.5. Where progress is unsatisfactory in terms of the plan, review and revise the plan through the consultation process with the training department.

6. DISPUTE RESOLUTION

Internal procedures for resolving disputes about the interpretation and implementation of the plan should be utilised and agreed upon.

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 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/ 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

- 10.1 This policy may be partly amended or repealed by the Council after consultation and interaction 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.

APPROVAL OF THE POLICY

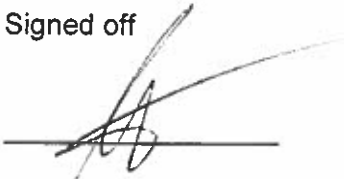
The Municipal Council has approved this policy and amendments thereof.

AUTHENTICATION

The amendments of the policy and or the new policy was adopted by the Council on the 23/01/2020

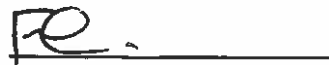
As per Council Resolution number 015/19/20

Signed off



Mr. G.P.T. Nota

Municipal Manager



Cllr. N.F Ngonyolo

Speaker of the Council