

SUCCESSION PLANNING AND RETENTION POLICY



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DATE: 17/06/22

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1. PURPOSE OF POLICY

- (a) To regulate the succession and retention of staff in general and in particular those candidates that show potential, are in key positions, have scarce skills or who are from historical disadvantaged groups (Blacks, Women, Disabled, Chinese etc.).

2. OBJECTIVE OF POLICY

- (a) To create an ongoing supply of well trained, broadly experienced and well - motivated employees who are ready to step into key positions as needed.
- (b) 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.
- (c) To enable a flow of these candidates through various departments with the view of educating them into the culture and processes of the municipality.
- (d) To align the future staffing needs of the municipality with the availability of appropriate resources within the district municipality.
- (e) To define employees career path, which will help the municipality to train and retain a pool of suitably qualified employees.

3. SCOPE

- (a) This policy shall apply to all employees of the Municipality.

It excludes Section 56 and EPWP employees as regulated by Ministerial Determination of EPWP.

4. POLICY DEFINITION

All expressions used in this policy which are defined in the Employment Equity Act No.55 of 1998 as amended, shall bear the same meaning as in that Act and unless the contrary intention appears, words importing the masculine gender shall include the feminine.

5. LEGISLATIVE FRAMEWORK

- (a) Labour Relations Act 66 of 1995
- (b) Basic Conditions of Employment Act 77 of 1997
- (c) Employment Equity Act 55 of 1998 as amended

6. GENERAL POLICY PROVISIONS

6.1 The Mbhashe Local Municipality commits itself to:

- (a) Using the Employment Equity Plan which is consistent with the purpose of this policy.
- (b) Encouraging managers to allow the release of potential subordinates to other departments for multi skills in other functions.
- (c) Assisting supervisors to cope with any mentoring skills they may require in affording candidates the necessary exposure.
- (d) Keeping the job specific experience up to date as well as;
 - (i) Community work experience and achievements
 - (ii) Performance appraisal results
 - (iii) Special areas of expertise
 - (iv) Language
 - (v) Anything else that may benefit the municipality
 - (vi) Using the training and development policy as a means to achieve desired results of succession and retention.
 - (vii) Allowing candidates into different departments or sections for training and experience before they are needed.

6.2 Method or Strategy

6.2.1 Succession planning and retention as a dynamic process shall include some of the following elements:

- a) Preparing short term work plans
- b) Temporary tasks in other departments
- c) Transfer into other departments
- d) A mentor under a mentorship program
- e) Careful training exposure of various types (college, university, in house seminars, etc.)
- f) Ensuring that job descriptions are updated and clearly cover the specifications for the job.
- g) Determination of the key positions in the municipality
- h) Calling for expression of interests by potential/prospective candidates and follow the process of:
 - (i) Identifying the candidates/s:
 - (ii) Establishing aspirations of individuals by consulting and interviewing them.

6.2.2 The process has to be on annual basis.

6.3 Procedure

The procedure assumes that the overall responsibility for making the succession planning and retention a success lies with the Human Resources Department and Heads of departments.

6.3.1 Stage 1 - Identification of key positions

- (i) Senior Manager: Corporate services shall be required to engage the Heads of department in identifying key positions within the respective departments.
- (ii) These positions would normally be to select middle management positions and higher as well as specialist positions.
- (iii) Human Resource Manager shall ensure that the titles used are proper and correspond to those within the approved institutional organogram

6.3.2 Stage 2 - Job descriptions and identification of specifications

- i) The Human Resources section shall be required to ensure that the job descriptions of the positions are current and up to date and that job specifications are on file.
- ii) These would be similar to those required when embarking on recruitment/advertising). These details will be gleaned from a structured interview with the incumbent and verified by his/her supervisor.

6.4 Stage 3 – Replacement Plan for each position

- (i) The Human Resource Manager shall be required to identify candidates by consulting Heads of Department. Considering the background required as well as the skills needed for the job, careful consideration should be given to possible candidates.
- (ii) Using the Career Planning Review, much information would be gathered which would assist in identifying appropriate candidates.
- (iii) The Human Resource Manager has likewise the obligation to assess the employee's 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 need 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.

6.5 Stage 4 – Forecast Promotability

6.5.1. The Senior Manager: Corporate Services together with an all-inclusive selection committee shall then be required to:

- (i) Confirm or reject candidates based on their suitability and taking into consideration the objectives of the process.
- (ii) Finalize a list of immediately potentially qualified staff.
- (iii) Evaluate the key positions that do not have identified replacements, and
- (iv) Prepare action plans.

6.5.2 The selection committee shall draw a matrix of promotability as well as the direction for promotion .The use of sectoral organization charts will likewise serve as graphic examples in finalizing promotable people against organizational structure.

6.6. Stage 5 – Evaluate training /development/ experiential needs

- (i) The HR unit together with supervisor who would oversee the process or directly supervise the candidates are required to develop a suitable format for training taking into account possible budgetary constraints.
- (ii) The process is to be reviewed on an annual basis.

6.6 Institutional Climate Survey

- i) 1 The institution shall conduct periodic employee satisfaction survey with a view of finding out from the employees levels of their satisfaction regarding their benefits, jobs, opportunities for their career paths and mapping, management style and the whole work environment in general.
- ii) The institution shall monitor and evaluate improvement on any identified barriers that may defeat the purpose of this policy.

7. POLICY GOVERNANCE

Policy Governance

Policy Title	SUCCESSION PLANNING POLICY	
Policy Version		
<u>Role & Process</u>	<u>Responsible Individual Name and/or Date</u>	<u>Responsibility Accepted Signature</u>
<i>Senior Manager Corporate Services</i>	N.Nkuhlu	
Policy Custodian	N. Mahlati - Nkuhlu	
Policy Author		
LLF Consultation Date		
LLF Consultation Reference		
Council Approval Date		
Council Approval Reference		
<i>(UNIT) eg. Manager Human Resources</i>	N. Hanise	
Policy Approved		
Policy Inception Date		
Review Start Date		
Review Completion Date		
Legislative References		
Policy Review "Triggers"		
Comments		