



## **HUMAN RESOURCE POLICY SUCCESSION PLANNING**

<b>Policy No: NLMHRED010</b>	<b>Effective Date: 01 April 2008</b>
<b>Approved:</b>	<b>Review Date: 01 April 2009</b>

Notwithstanding the review date herein, this policy shall remain effective until such time approved otherwise by Council and may be reviewed on an earlier date if necessary, subject to Labour Law Dispensation or operational requirements.

### **1. SCOPE**

This Policy must where applicable be read with the Career Planning, Employment Equity, Skills Development, Performance Management Policy and Recruitment policies.

This Policy is applicable to all employees of Ngwathe.

### **2. PREAMBLE**

Given the continuous changing face of employment and specifically the impact of Employment Equity and Affirmative Action measures on the local labour market, it is important that Ngwathe manages its staffing and recruitment strategy. It is further important that Ngwathe takes steps to ensure the retention of staff in general and in particular those employees that show potential, are in key positions, have scarce skills, or who are from Historically Disadvantaged groups.

### **3. OBJECTIVES**

- 3.1 To create an ongoing supply of competent, broadly experienced and well-motivated employees who are ready to step into key positions as needed from time to time without creating an expectation that the vacant post will automatically be filled by a particular candidate.
- 3.2 To prepare the integration of suitable candidates (especially individuals from historically Disadvantaged groups) into Ngwathe with positive goals established for them individually, but also for Ngwathe.
- 3.3 To enable a flow of these candidates through various departments with the view of training them on the culture and processes of Ngwathe.
- 3.4 To align the future staffing needs of Ngwathe with the availability of appropriate resources within Ngwathe.
- 3.5 To define employee career pathing, which will help Ngwathe to train and retain a pool of competent employees.

### **4. POLICY**

Ngwathe commits itself to:

- 4.1 Using the affirmative action and recruitment strategies that are consistent with the purpose of this policy.
- 4.2 Encouraging Line Managers to allow the release of candidate subordinates to other departments for multi skills in other functions / responsibilities.
- 4.3 Assisting Line Managers with mentoring skills they may require in affording candidates the necessary exposure in terms of this policy.

4.4 Keeping and updating the following:

4.4.1 Job specific, community work experience and achievements;

4.4.2 Performance appraisal results;

4.4.3 Special areas of expertise;

4.4.4 Anything else that may benefit Ngwathe.

4.5 Using staff performance management and relevant policies, which reinforce the purpose of this policy.

4.6 Allowing candidates into different departments or sections for training and experience before they are needed.

## **5. APPLICATION**

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

5.1 Assigning employees with the necessary potential and attributes to:

5.1.1 Preparing short-term work plans;

5.1.2 Temporary tasks in other sections;

5.1.3 Transfer into other departments;

5.1.4 A mentor under a mentorship program;

5.1.5 Careful training exposure of various types (college, in-house seminars, night school, bridging courses etc).

5.1.6 Appointment in acting or understudy capacity

5.2 Ensuring that Job Descriptions are updated and clearly cover the specifications for the job.

5.3 Determining of the key positions in Ngwathe.

5.4 Drafting of a replacement plan for each key position.

5.5 Calling for expression of interests by potential / prospective candidates 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 reviewed on an annual basis.

## **6. PROCEDURE**

The procedure assumes that the overall responsibility for making the Succession Planning a success lies with the Functional Departments and Line Directors and is supported by the Human Resource Department

6.1 Stage 1 – Identification of key positions

6.1.1 The Director: Corporate Services shall be required to engage the Heads of Departments in identifying key positions within the respective departments. These positions would normally be select middle management positions and higher as well as specialist positions.

6.1.2 The Director Corporate Services shall ensure that the titles used are proper and correspond to those formally adopted by Ngwathe.

6.2 Stage 2 – Job Descriptions and Identification of specifications

6.2.1 The Human Resources Section shall be required to ensure that the job descriptions of the positions are current and up-to-date and that specifications are on file. (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 immediate superior.

6.3 Stage 3 – Replacement Plan for each position

6.3.1 The Line Directors shall be required to identify candidates. Considering the background required as well as the skills needed for the job, careful consideration should be given to possible candidates.

6.3.2 Using the Line Manager's Career Planning Review, much information would be gathered which would assist in identifying appropriate candidates.

6.3.3 The Line Director has the obligation to assess the employee's needs by interviewing them at periodical intervals using the Individual Development Plan. 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 – Forecast promotability

6.4.1 The Municipal Manager shall then:

6.4.1.1 Confirm or reject candidates based on their suitability and taking into consideration the objectives of the process.

6.4.1.2 Finalise a list of immediately qualified and potentially qualified staff.

6.4.1.3 Evaluate the key positions that do not have identified replacements; and

6.4.1.4 Require relevant line Directors to prepare action plans:

#### 6.5 Stage 5 – Evaluate training / development /experiential needs

6.5.1 The HR Section together with the Skills Development Facilitator who would oversee the process or directly supervise the candidate(s) that 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.

## 7. STAKEHOLDER ANALYSIS

<b>Role</b>	<b>Responsibility</b>
Municipal Manager / Director Corporate Services (subject to its delegations if any)	
Council	
Line Manager	
Human Resources	
Labour Representatives	

## 8. AUTHORITY

Formulation Policy : Municipal Manager  
Authorisation Policy : Council  
Ownership and Maintenance Manager : Director Corporate Services