



MARULENG
SUCCESSION PLANNING
POLICY

2023/2024

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ACRONYMS AND ABBREVIATION

IDP – Integrated Development Plan

SDBIP – Service Delivery Budget Implementation Plan

HRD – Human Resource Development

EEP – Employment Equity Plan

EEC – Employment Equity Committee

MLM – Maruleng Local Municipality

DEFINITION OF TERMS

“Succession” planning refers to a process designed to ensure that the municipality identifies and develops a talent pool of employees through mentoring, training and job rotation to replace key employees upon termination.

1. PREAMBLE

The municipality shall establish the present and potential talent in a systematic way in order to fill the future positions.

The Municipality emphasizes the importance of continuity of management and leadership.

It shall ensure the smooth transition of authority in the case of the Managers and Directors from the municipality.

2. PURPOSE AND OBJECTIVES

2.1. To ensure that the municipality is prepared to support operation and service continuity when key employees leave their positions.

2.2. To ensure that more than one employee in a directorate is able to perform various duties.

2.3. To prepare a supply of suitably qualified and motivated employees for higher roles and responsibilities.

2.4. To comply with the legal requirements of the Employment Equity Act (EEA) that requires the appointment and advancement of suitably qualified persons from previously disadvantaged groups.

2.5. To ensure that individual goals are aligned with the goals of the overall municipality including the Integrated Development Plan (IDP), SDBIP and budget.

2.6. To provide stability in leadership and other critical positions to sustain a high-performing municipal service.

2.7. To help employees to realize their career plans and aspirations within the municipality.

2.8. To ensure the opportunity for timely corporate knowledge transfer.

3. SCOPE OF APPLICATION.

The policy applies to employees of the Municipality. The effective date of this policy shall be determined by the Council's approval.

4. LEGISLATION FRAMEWORK

(a) Constitution of RSA, Act no 108 as amended

(b) Labour Relations Act, no 66, 1995

- (c) Employment Equity Act, 1998
- (d) Basic Conditions of Employment Act, of 1997
- (e) Skills Development Act
- (f) Municipal Systems Act
- (g) Municipal Structures Act
- (h) South African Local Government Bargaining Council Agreements

5. ADMINISTRATION OF THE POLICY

5.1. PROCEDURE FOR COMPILING A SUCCESSION PLAN

The following steps must be followed:

Step 1

(a) Annually, each Director and the HRD official examine the organogram of the directorate to establish the following:

- (i) Posts which are likely to become vacant over the next five years because of retirements.
- (ii) Posts on the organogram which are already vacant and have funds provided for them on the annual estimates.
- (iii) Previously disadvantaged individuals and other employees within the directorate who can possibly be developed for more senior posts.
- (iv) Posts which require specialist technical or formal training for which there are presently no suitably qualified employees.

(b) Conduct workforce demographic analysis to identify risk areas.

(c) Conduct risk assessment.

Step 2

(a) The Director and Human Resource shall prepare a draft organogram of how the directorate structure should look over the next one to five years reflecting new posts that will be needed and any possible improvements to the current staff organogram.

(b) The needs of the directorate must be informed by the availability of funds.

(c) Set clear performance expectations.

(d) Conduct performance assessment.

(e) Conduct competency and/or position profiling

Step 3

(a) The Director and Human Resource shall in consultation with Employment Equity Committee (EEC) outline the names of possible employees within the directorate who shall be trained for senior, new, or posts likely to become vacant.

(b) Previously disadvantaged employees must be given preference where necessary to comply with the provisions of the Employment Equity plan (EEP) of the municipality.

(c) Keep record of information on which employees can be earmarked for possible occupation of higher posts.

Step 4

(a) Implement a competency development plan

Step 5

(a) Identify suitable training courses for the identified employees, in consultation with the employee.

(b) Inform the employee about all the benefits.

(c) Offer bursaries to employees who have potential and interest of occupying specialist posts which are expected to arise.

(d) Inform the employee that he/she is expected to deliver the performance outcomes required for the job.

Step 6

(a) The Director shall appoint the identified employee to act in the higher post when the present incumbent is on leave, in order to confirm his suitability.

(b) The Director establishes whether the employee has the ability to meet the performance standards set for the post.

Step 7

(a) Approach other municipalities for in-service training if MLM doesn't have a suitable training for the identified employee.

Step 8

(a) Allow the identified employee to work directly under a qualified employee within the municipality, who would be his/her mentor. This would enable him to acquire skills at limited cost.

6. POLICY CONTENTS.

The following guiding principles apply to succession planning:

- (a) Supports the fundamental values of the municipality.
- (b) Be conducted in accordance with the legal mandates.
- (c) Strikes a balance between the values and efficient use resources.
- (d) Aligned with current and future needs of the municipality's strategic plan.
- (e) Effective communication and transparency.
- (f) Ensure a consistent and equitable approach to competency-based selection and the principle of merit.

6.1. ROLES AND RESPONSIBILITIES.

6.1.1. Responsibility in Implementing Succession Planning

The responsibility for implementing succession planning and career pathing rests with management (more specifically departmental management), the Human Resources Department and the employees themselves. The trade unions should also play a supportive role in the process.

The responsibility for succession planning and career pathing should be seen as a partnership between these parties.

More specifically, the responsibilities of the partners in the succession planning and career pathing process are as follows:

6.1.2. Responsibilities of the municipality

- (a) Provide resources to promote the implementation of succession plan.
- (b) Establish and maintain structures, policies and procedures to facilitate succession planning within the municipality.

6.1.3. Responsibilities of Employees

- (a) Commit themselves to participation in training programs.
- (b) Learn and implement the skills acquired

6.1.4. Responsibilities of the Unions

- (a) Continuously encourage and motivate members to participate in training and development programs.
- (b) Play a supportive role in the implementation of Succession Plan.

(c) Assist with implementation of employment equity.

7. DEFAULT THE RESPONSIBILITIES

(a) An employee contravening this policy shall be subjected to disciplinary action.

(b) Any dispute arising from the interpretation of the policy relevant legislation shall prevail.

8. ADOPTION OF THE POLICY

The policy will be submitted for adoption before implementation.

9. INCEPTION DATE

The policy will be effective upon the adoption by the municipal council.

10. POLICY REVIEW

This policy shall be reviewed annually if a need might arise in terms of amended legislations.

11. ENQUIRIES

The Corporate Services will be responsible for all enquiries.

12. CONCLUSION

The correct implementation of Succession Planning and Career Pathing within a municipality will have great benefits for municipality and staff members. Municipality will always have suitably trained staff available and employees will feel that their employer is concerned about their careers and keen to train and develop them.

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