POLICY : STAFF SUCCESSION PLANNING

1. PURPOSE

The purpose of this policy is to develop and maintain a staff succession plan and provide training and skills development to identified staff members in order to ensure that there is a pool of suitably qualified and appropriately experienced employees to be able to fill key positions in the Municipality when these becomes vacant.

2. SCOPE

This Policy applies to all the employees of the Overstrand Municipality.

3. STAFF SUCCESSION PLAN COMMITTEE

3.1.   A committee for each directorate entitled the Staff Succession Plan Committee for .... Directorate (hereinafter referred to as the Committee) is hereby established comprising of the following stakeholders:

- Municipal Manager
- Director: Management Services
- Relevant Director
- Relevant Manager (if applicable)
- Manager: Human Resources (Secretariat of committee)
- One representative from SAMWU
- One representative from IMATU

3.2.   The Committee is tasked to develop and maintain a plan called the Staff Succession Plan, which will provide guidance and oversight to the process supporting the Staff Succession Policy.

3.3.   The Committee must evaluate the performance of participants in the Succession Planning Programme and must report to the Executive Mayor from time to time.

4. SUCCESSION PLANNING PROGRAMME

4.1   **Identification of occupational areas and key positions for succession planning**

4.1.1   The Committee must identify and assess the Municipality's current and future projected needs in terms of staff and expected staff vacancies.

4.1.2   In the event of planned vacancies, e.g. retirement or when fixed term contracts expire, the Committee must endevour within the constraints applicable, that adequate staff for the municipality to function effectively and efficiently in the case of such planned vacancies is available.

4.1.3   When a post becomes vacant, the pool of employees who were identified and placed on the Succession Planning Programme and have obtained the required qualifications and skills will be able to apply for the post, however this will not necessarily guarantee employment in the position they are prepared for. All candidates will compete equally, that is, they will be subjected to the Municipality's normal recruitment and selection processes whereby is included, but not limited to the provisions of the Municipality's Employment Equity Policy and Employment Equity Plan as from time to time.

4.1.4   The Succession Planning Programme shall endeavour that there is a pool of suitably qualified and appropriately experienced employees who will be able to fill key positions when it becomes vacant as a result of expected or even unexpected changes.

4.2 **.   Implementation of the Succession Planning Programme**

4.2.1   The Committee must identify key positions within the Municipality that will be considered for inclusion in the Succession Planning Programme. The most important factor in identifying key positions must be the expected time when such positions will become vacant due to planned retirement or the

expiry of Fixed Term Agreements. Succession planning for unplanned vacancies should also be borne in mind.

4.2.2 For each of the key positions identified, the skills, competency and knowledge required for incumbents must be identified and qualifications and unit standards must be attached to such positions. The objective of the Committee must be to identify at least three candidates for each of the planned posts included in the Staff Succession Plan.

4.2.3 Employees must be invited to participate in the Succession Planning Programme by means of a notice and such applications must be submitted to the Department: Human Resources before or on the closing date specified in the notice.

4.2.4 The Committee must identify training requirements through a suitable tool for trainability assessment.

4.2.5 Training interventions, for purposes of the career development of the relevant employees, are to be identified and agreed upon with the relevant employees.

4.2.6 The Committee may refer specific candidates to the mentoring process (Project Grey Power) that may be applicable.

4.2.7 Participants must sign an agreement of understanding acknowledging the fact that the achievement of a qualification or skill will not necessarily guarantee employment in the position they are prepared for or for any other position.

4.3 **. Performance Evaluation**

4.3.1 Performance of participants in the Succession Planning   Programme must be evaluated annually by the Committee.

4.3.2 Feedback must be documented and placed on the relevant employee's file.

4.3.3   All the Municipality's Human Resources policies, as amended from **S 7 / 004**
time, shall apply at all times.

5. CUSTODIAN OF POLICY

The Custodian of the Succession Planning Policy is the Director: Management Services.

6. RECORDS

Records must be kept in the following format.

Description	Retained by	Retention period	Destroyed by
Personal Development Plan			
Minutes of Succession Plan Committee			
Records of training interventions per identified employee			

PERSONAL LEARNING PLAN

Name: _____

Directorate: _____

Department: _____

Manager: _____

Date: _____

Review Progress on Previous Learning Plan:

Development Needs for Current Position (From performance review discussion):

Short Term Career Goals (1-2 years):

Medium- Long Term Career Interests/ Goals (1-2 years):

Development Needs (Based on future success criteria requirements**):**

Consider technical skills, client relations, personal mastery, leadership, project management etc.

ANNEXURE 2

Learning Plan:

Complete the following, where applicable, with very specific learning objectives:

Learning Intervention	Specific Objectives	Accountability	Completion Date
Training Courses			
Conferences/ Seminars			
Further Study			
Project Experience			
New Work Experience			
Coaching/ Mentoring			
Reading/ Internet search			
Professional Leadership roles			
Other			

Comments by staff member:

Comments by Manager:

Comments by panel:

_____
Signature: Employee

_____
Signature: Manager

Succession Plan:

Location	Position	Incum=bent	Potential	Replace=ments-1 year	Replace=ments-3 years	Replace=ments-5 years	Com=ments

ANNEXURE 4

Success Criteria:

Competencies	Development Need	Proficient	Mastery	Comments
Other success criteria	Needs Improvement	Meets Requirements	Outstanding	Comments
Derailers	Problematic	Seldom Evident	Never Evident	

Policy Section	Human Resources
Current update	N/A
Previous review	N/A
Approval by Council	24 November 2010