

**SIYANCUMA  
MUNICIPALITY**

**PROMOTION AND  
SUCCESSION  
PLANNING POLICY**

## **1. OBJECTIVES OF THE POLICY:**

The objectives of this policy is primarily to ensure recruitments of suitable qualified personnel into higher positions at the Municipality in an equitable and consistent manner in order to eliminate unfair discrimination and to ensure equitable representation of designated groups in the workplace according to the demographics of the area.

## **PROMOTIONS**

### **2. ADVERTISING**

- (a) Once a position becomes vacant and resolved by the Council that it is necessary to fill it, the post must be advertised internally first.
- (b) An advert must reflect specific job requirements and a brief job profile attached to the post.
- (c) All applications should be made on the application form approved by the Council.
- (d) A Council Resolution number for filling of a particular post must be used as a reference number when the post is advertised internally.

### **3. PROCESSING OF APPLICATION FORMS RECEIVED:**

- (a) A personnel officer must receive and acknowledge the receipt of the forms on a proforma letter wherein it should be stated that if any applicant has not received any correspondence after three weeks of the receipt of the acknowledgement letter should take the application as unsuccessful.
- (b) The day after the closing date the forms must be examined by the Personnel officer who must ascertain which applicants meet the minimum requirements for the post and which do not.
- (c) Only employees who meet the minimum requirements can be selected for short listing, especially those from the designated groups in terms of the Employment Equity Act, 55 of 1998.
- (d) The Personnel officer must thereafter prepare a schedule for short listing process indicating details like Name, address, Gender, Race, Qualifications, Experience and any other important information and the schedule must be submitted to the Municipal Manager or relevant Manager.
- (e) Late applications will not be considered.

### **4. SELECTION AND INTERVIEWING PANEL:**

- (a) The Municipal Manager in consultation with the Mayor, selected Councillors (for that purpose) labour representatives and one personnel representative to constitute a selection and interviewing

panel for appointment of Heads of Departments and next level Managers (Level 1-3).

- (b) The selection and interviewing panel for junior posts will be constituted by the relevant Head of Department, three Councillors and personnel representatives. The Municipal Manager may sit on the panel as well.

## **5. SHORT LISTING:**

- (a) The selection and interviewing panel should agree on the criteria on which the pre-selection of suitably qualified candidates for interviews to be based on.
- (b) After the pre-selection the panel should shortlist candidates and ensures that a suitable venue and date for interviews is communicated to them.

## **6. ELIMINATION LIST**

- (a) All the applicants who are not short-listed will be put to the elimination list and reasons for elimination of each applicant must be recorded.

## **7. INTERVIEWS:**

- (a) All members of the panel should be given full details of the candidate being interviewed including his application forms, CV and qualifications.
- (b) The panel should agree on a fair and reasonable interviewing process including the parameters within which to ask question – i.e. they can use pre-planned questions to every candidate.
- (c) The panel should ensure that all candidates are accorded an equal opportunity and avoid questions which are racist, sexist or infringe the candidate's rights.
- (d) The Chairperson should commence by asking a technical question relevant to the job in order to ascertain the level of competence and knowledge of the job.
- (e) Other members may ask questions and it is advisable for the personnel representatives to ascertain the interpersonal relations in his/her questioning.
- (f) Each member of the panel, except for the observers (personnel and labour representatives), should give scores according to the specified elements in the score sheet and select three strong candidates and write a motivation for each.
- (g) The panel should on the basis of the motivation cited above, submit a complete report including its recommendation to the Council for final approval.
- (h) If the first candidate declines, number two must be considered and also if number two declines, number three must be considered but if number three declines it must be re-advertised.

## **APPOINTMENT:**

- (i) Once the Council Confirms the appointment of a candidate(s) a letter of appointment detailing conditions of service in terms of the Basic Conditions of Employment Act is addressed to the candidate(s).
- (ii) If the candidate has accepted the post it is important that the necessary orientation and induction course should be arranged for him /her.

## **EMPLOYEES ON MAXIMUM SALARY NOTCH:**

- (j) Employees who have reached the maximum salary notch on his/her current salary scale should be moved to the next post level.. In order for employees to qualify they should be on one salary for 5 years or more. Note that employees on salary level 1 to 3 are excluded from this adjustment.

## **SUCCESSION PLANNING**

### **8. COMMUNICATE POSSIBLE OPPORTUNITIES**

- 8.1 Inform employees of the possible job opportunities that are anticipated over the designated time period (e.g., next three years).
- 8.2 Communicate what key competencies are needed for those jobs. That is, what level of demonstrated skills and knowledge is management looking for in potential candidates for these jobs.
- 8.3 Inform employees of the succession planning process that the organisation intends to use. This is done in accordance to the Human Resources Strategy and pertains to plans such as bursary support, mentorship, special projects, limited job-rotation or advanced development programmes.

### **9. IDENTIFY INTERESTED EMPLOYEES**

- 9.1 Give employees the opportunity to indicate interest in possible job openings and willingness to participate in succession planning activities.
- 9.2 Clarify that participation in succession planning is not a guarantee of advancement. However, participation could help one's chances.

### **10. ASSESS COMPETENCY READINESS**

- 10.1 Assess individuals' readiness to assume possible job openings for which they have indicated interest.

- 10.2 Compare the employee's present competency level to that required of the anticipated opening. Identify competencies that need development to help ready the employee for that job or occupation.
- 10.3 It is advisable to use an assessment instrument that actively engages the employee as well as the supervisor in determining the employee's competency levels.
- 10.4 Competency and potential assessments must be done with assessment tools that are culture and gender sensitive and of which the integrity has been established.

## **11. PREPARE DEVELOPMENT PLANS**

- 11.1 Together with the employee, prepare an individual development plan that outlines specific activities that the employee engages in to develop needed competencies. Include a timetable with milestones for assessing progress.
- 11.2 The list of activities and timetable should be reflected in the employee's personal development plan.
- 11.3 In addition to individual plans, it may make sense to have a group development plan applicable to core competencies for a particular occupation level that all interested employees should participate in.

## **12. PROVIDE DEVELOPMENT OPPORTUNITIES**

- 12.1 Help the employee follow through with the development plan by setting up training options and providing realistic time to participate in the training activities indicated in the employee's development plan.
- 12.2 The employee should also take personal responsibility to take the initiative and seek out activities that will help develop the targeted competencies.
- 12.3 This display of initiative and follow through can show that the employee is serious about succession and may, in itself, be a key competency.

## **13. FORMALISE ELIGIBILITY**

- 13.1 Avenues to increase flexibility to formalize eligibility include:
  - 13.1.1 Use "until further notice" recruitment announcements so that employees can submit their application at any time

13.1.2 Use desirable, not minimum, qualifications (recognize prior learning)

13.1.3 Use the "in-training" program that allows bringing the employee in at a lower level with automatic advancement to the higher level

13.1.4 Use competency based classification structures

**APPROVED BY:**

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Mayor

**DATE APPROVED :**

**04 NOVEMBER 2010**

**RESOLUTION :**