



UMTSHEZI MUNICIPALITY

SUCCESSION PLANNING

POLICY

Res. 451.09.14

Purpose

To ensure replacements for key job incumbents in executive, management, technical, and professional positions in the municipality. This policy covers middle management positions and the above mentioned positions in uMtshezi Municipality.

Desired Results

The desired results of the succession planning program are to:

- Identify high-potential employees capable of rapid advancement to positions of higher responsibility than those they presently occupy.
- Ensure the systematic and long-term development of individuals to replace key job incumbents as the need arises due to deaths, disabilities, retirements, and other unexpected losses.
- Provide a continuous flow of talented people to meet the municipality's management needs.
- Meet the municipality's need to exercise social responsibility by providing for the advancement of protected labour groups inside the uMtshezi Municipality.

Procedures

The succession planning program will be carried out as follows:

1. In July of each year, the Corporate Services Director will arrange a meeting with the Municipal Manager to review results from the previous year's succession planning efforts and to plan for the present year's process.
2. In February top managers will attend a meeting coordinated by the Director: Corporate Services in which:
 - A. The Municipal Manager will emphasize the importance of succession planning and review the previous year's results.
 - B. The Director: Corporate Services will distribute forms and establish due dates for their completion and return.
 - C. The Director Corporate Services will review the results of a computerized analysis to pinpoint areas of the Municipality in which predictable turnover, resulting from retirements or other changes, will lead to special needs for management talent.
 - D. The results of a computerized analysis will be reviewed to demonstrate how successful the organization has been in attracting protected labour groups into high-level positions and to plot strategies for improving affirmative action practices.
3. In October the forms will be completed and returned to the Municipal Manager. If necessary, a follow-up meeting will be held.
4. Throughout the year, the Director Corporate Services will periodically visit top managers to review progress in developing identified successors throughout their areas of responsibility.
5. As the need arises, the database will be accessed as a source of possible successors in the organization.

Tools necessary for implementing succession planning

- Personal development plan will be developed for all employees at immediate positions to middle management
- It must be reviewed on quarterly basis so as to establish the gaps and provide means to mend them through e.g. academic training, coaching, mentoring and on the job trainings.
- For employees to be earmarked, she / he must satisfy his Director and the Municipal Manager of exceptional performance in his / her current position.

CONFIDENTIALITY POLICY

Purpose:

To define confidential information and the requirement for protecting this information during and after each employee's association with the Municipality.

Principles:

Confidential information is defined as any information or material not generally available to the general public, generated, collected or used by the employer that relates to its operations, strategies, know-how, data, names or any contracts or prospective contracts the Municipality may have, documentation of the Municipality or its employees. This includes information marked as "confidential" or which the employee otherwise knows is confidential. If there is any doubt whether information is confidential, the employee should assume it is confidential and treat it as such, unless officially notified otherwise.

The employer expects each employee:

- to have a personal responsibility to protect confidential information entrusted to him/her or to which he/she are otherwise exposed. As a result, each employee must be cognisant not to disclose any confidential information to anyone outside the Municipality, except when authorized. No employee should ever use confidential information for personal gain or advantage.
- when he/she leaves the employ of the employer, to return to Human Resources Section all materials acquired during their period of employment
- not to disclose any information even after a period of twelve (12) months of their disassociation with the Municipality
- not to provide information or communicate on any information with regard to recipients of grants (confidential or personal information), names of grantees or beneficiaries, names and confidential particulars of donors, amounts of money donated to the Municipality by respective donors, both current and potential.

Council-Res No. 167.6.07 dd 13 June 2007

HARASSMENT / BULLYING POLICY

Employers may be liable for failure to deal effectively with harassment/ bullying. Liability may arise from the duty at common law to provide a safe place of work and maintain mutual trust or confidence, or by virtue of a claim for constructive dismissal in the event of inadequate protection from the employer in terms of the Labour Relations Act. Victims may also have protection when drawing attention to potential health and safety hazards which are not appropriately dealt with by employers. The Employment Equity Act further prohibits sexual harassment in the workplace and places a duty on employers to prevent this form of discrimination from occurring at work.

The employer's liability is in addition to any civil liability of those causing the harassment. Proof of an employer taking measures to prevent harassment avoids liability. In this regard, the existence of a policy and procedure is very important.

Company Policy on Harassment / Bullying:

It is becoming increasingly important to eliminate harassment / bullying and to create a supportive environment where employees have the right to carry out their work free from harassment / bullying. All complaints need to be taken seriously and investigated promptly, and all parties involved are to be treated with respect. Victimisation as a result of an employee raising a complaint is not to be tolerated and is to be treated as harassment / bullying and subject to disciplinary action. Employees are to be protected from victimisation or discrimination for assisting in an investigation.

Policy Statement - Harassment / Bullying

It is UMTSHEZI MUNICIPALITY's policy to provide a supportive workplace where employees have the right to be free from all forms of harassment/bullying.

UMTSHEZI MUNICIPALITY guarantees the right of all employees to work in an environment, which is free from all types of harassment / bullying.

A complaint of harassment / bullying may, following investigation, lead to disciplinary action. UMTSHEZI MUNICIPALITY's disciplinary procedures will be followed.

Definition of harassment / bullying

Persistent offensive, abusive, intimidating, malicious or insulting behaviour, or abuse of power, carried out by an individual or group either directly or indirectly, which makes the recipient feel upset, threatened, humiliated or vulnerable, or undermines their self-confidence and which may cause them to suffer stress.

Harassment / bullying may take subtle or insidious forms, which gradually wear a person down over a period of time. Very often harassment/bullying takes place where there are no witnesses and the victim is afraid to make a complaint because they fear they may not be believed or that the harassment/bullying may get worse. In some cases, witnesses to incidents of harassment / bullying may be afraid to come forward because they fear that they may become victims themselves.

Bullying / harassment is generally defined not necessarily by its intention but by the impact of the behaviour on the recipient.

Forms of harassment / bullying

Harassment / bullying can include verbal, gesture or physical bullying, exclusion or extortion. It can be sexual, ageist, sectarian or social in form or undertone, or it can offend because of a person's disability.

Effects of harassment and bullying

Effects on the Victim

Research shows that individuals who are constantly bullied lose their self-confidence, their self-esteem and are at an increased risk of suffering stress. Stress is associated with a range of ill-health effects.

The long-term exposure to harassment / bullying can have serious effects on an individual's health. This could include resignation in order to avoid contact with the bully, or absenteeism, which in turn can have a detrimental effect on the person's career. In severe cases it can include nervous breakdown, heart attack or even suicide.

Effects on the Municipality

Individuals working in a climate of fear and resentment do not perform to their capabilities. The adverse effects of harassment / bullying may result in increased absenteeism, employee turnover, low morale or poor performance levels. There is also the possibility of negative publicity for the Municipality or for the individuals involved, if the situation becomes a legal matter.

What can you do if you are being harassed / bullied

If you think that you are being harassed / bullied at work you should seek advice from any of the following contact people :

- Supervisor / Manager
- Human Resources
- Any Director within the Municipality
- A colleague who can represent you

You have the right to have your case dealt with in a confidential manner. No action will be taken without your agreement. Counselling will be available.

In general, it is recognised that the majority of incidents can be solved amicably between the parties involved.

Specific actions you may take

1. Log all incidents of harassment / bullying. Record dates, times and full details of the incident.

2. Write down your feelings at the time and what your own response was.
3. If you feel confident enough, speak to the bully and make it clear that their behaviour is unacceptable and ask them to stop. If you cannot do this verbally, then do so in writing. Keep copies of any correspondence.
4. Refer to any of the contact people listed above.
5. Determine if there were witnesses to the harassment / bullying.
6. If possible avoid being alone with the bully.

Procedures

There are two procedures for dealing with cases of alleged harassment /bullying, one informal, the other formal. Individuals should familiarise themselves with the procedures below. Any of the people who are listed as contact people can advise you on both procedures. If you decide to follow the Informal Procedure but the problem persists, the complaint can then be dealt with under the Formal Procedure.

The Informal Procedure

If an incident occurs which offends you, it may be sufficient to explain clearly to the person engaging in such behaviour that it is unacceptable. In circumstances where this is too difficult or too embarrassing to do on your own, you should seek support from one of the people on the contact list. If you are in any doubt as to whether a type of behaviour is harassment or bullying, do not hesitate to seek advice from one of the contact people, on an informal and confidential basis.

Many incidents of harassment / bullying can be dealt with effectively in an informal way, as often the harasser may be unaware of the effect their behaviour is having on others.

The Formal Procedure

Your formal complaint should be made to your supervisor , manager or manager at the next level on an official grievance form. This must be outlined in writing detailing the nature of the complaint. Your chosen contact person can help you to do so. However, you have the right to initiate a formal complaint without reference to a contact person. If your contact person is also the manager who would normally investigate the incident, you should make the complaint to the manager at the next level, to ensure fairness.

UMTSHEZI MUNICIPALITY will make every effort to ensure complete confidentiality will be observed by everyone involved while the complaint is being investigated.

There will be an independent investigation carried out by the manager who will set down a timetable for investigation. The manager may request personnel from outside your area to assist in the fact finding investigation. You will be interviewed, as will the alleged harasser. Separate interviews will be conducted. Your contact person will provide help and support during this process if you wish. The investigation will be thorough, impartial and objective. It will be carried out with sensitivity and with due respect for the rights of both the complainant and the alleged harasser.

The complainant and the alleged harasser will have the right to be accompanied at all interviews. The alleged harasser will be given full details of the nature of the complaint and will be given the opportunity to respond. Every effort will be made to ensure that meetings are conducted sensitively.

Strict confidentiality should be maintained throughout the investigation into the allegation. Where it is necessary to interview witnesses, the importance of confidentiality will be emphasised.

At the completion of the investigation a report will be prepared which will include the nature and details of the complaint, the response of the alleged harasser, the results of the investigation and the conclusion. A copy will be provided to both the complainant, the alleged harasser and Human Resources Unit.

If the report concludes that harassment / bullying did take place, the harasser will be subject to a formal interview and the complaint will be treated as a disciplinary matter using UMTSHEZI MUNICIPALITY's disciplinary procedure.

However, in some circumstances the use of the disciplinary procedure may not be appropriate. In such cases the outcome could result in training, counselling and a period of monitoring and appraisal. If the period of appraisal is not satisfactory, then the disciplinary procedure can be invoked.

There will be the right to appeal a decision using UMTSHEZI MUNICIPALITY disciplinary procedure.

Nothing in the informal or formal procedure can overrule an employee's statutory rights. As there are time limits involved in taking a statutory claim, the individual should seek advice regarding such limits.

Implementing & Monitoring this Code

All employees have a duty to ensure that their working environment is free from harassment / bullying. Specific responsibility applies to supervisors, managers and those with particular responsibility for human resources to implement the provisions of this code and to monitor the policy to ensure that it is effective.