

Feedback: Bargaining Forum - 30 March 2021

Policies

The employer tabled the following policies in the special bargaining forum:

Succession Management Policy

Since this policy was introduced in 2015 it was never reviewed. The objective of the policy is to build capable and effective digital and/or digitally aware skills in both the core and support functions; to identify key positions to be filled by internal candidates as and when they become vacant; to ensure continuity and be able to deliver on the Digital Strategy.

SITA Grievance Policy and Procedure

The last time this policy was reviewed was in 2015, the reasons for the review is to promote sound labour relations in the workplace, i.e., consistency, transparency, and fairness in the handling of workplace challenges by employees. The review will also assist in handling grievances promptly and avoid unnecessary disputes.

Working from Home Policy

This a new policy and the objective is to provide a flexible working environment that contributes to a positive work-life balance. It increases flexibility in attending personal commitments and responsibilities. It saves traveling costs and time to and from home. It also saves office space costs for the employer.

The policies could not be attached owing to the SITA server that does not allow for this. The policies are available on the PSA website. Members are requested to provide inputs to Velucia Maluleke at Velucia.maluleke@psa.co.za by not later than **9 April 2021**.

Members will be updated on developments.

GENERAL MANAGER

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SITA work from home policy

Version: 1.0
Date: March 2020
Doc No: eCHCM-00092

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Doc no: eCHCM-00092

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Contributors

- (a) Makgopelo Mkhwanazi
- (b) Alva Speksnijders

References

- (a) SITA Strategic Plan 2020 - 2024.
- (b) This document supports the following SITA policies and strategies:
- (c) Integrated Corporate Performance Management Policy
- (d) Remuneration Philosophy and Policy
- (e) Conditions of Service Policy
- (f) Contractor Policy
- (g) Employer of Choice Strategy
- (h) Leave Policy
- (i) SITA Grievance Policy
- (j) SITA Disciplinary Policy
- (k) OHSACT Policy
- (l) SITA Information and Communication Technology
- (m) SITA Wellness Policy
- (n) SITA Internal IT policy
- (o) SITA ISS policy
- (p) SITA Code of Conduct
- (q) Conflict of Interest policy
- (r) Gifts and Hospitality policy

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Approval

The signatories hereof, being duly authorised thereto, by their signatures, hereto authorise the execution of the work detailed herein, or confirm their acceptance of the contents hereof and authorise the implementation/adoption thereof, as the case may be, for and on behalf of the parties represented by them.

Anize van Zyl

Date

Makgopelo Mkhwanazi

Date

Alva Speksnijders

Date

Executive Caretaker: Mr. L. Keyise

Amendment history

Revision	Date	Change request	Change comment
1.0	2020-07-02	New document	First release

Drafting tools

Document body text: Microsoft Word.

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1. Policy Name

SITA "Work from Home Policy".

2. Authorisation

The SITA Chief Executive Officer (CEO) is mandated to promulgate this policy.

3. Policy statement

SITA aspires to become an Employer of Choice within the ICT industry and to promote work-life-balance from a wellness point of view. To this end SITA will, from time to time, review its practices to ensure alignment with best demonstrated people practices - in order to remain competitive and relevant. Accordingly, the SITA has deemed it fit, based on a best practice review, to introduce a policy to govern the practice of working from home.

It is necessary to have effective governance for the work from home requirements within SITA. The following principles underpin this policy.

- (a) Working from home does not constitute a condition of employment.
- (b) The policy may be withdrawn at SITA's discretion – based on operational requirements of the business.
- (c) The decision to grant approval for employees to work from home shall be based on the criteria set out in clause 7 below.
- (d) The above decision as mentioned in (c) shall be granted in a fair and transparent manner in the best interests of SITA.
- (e) Any single approval to work from home does not automatically warrant continuous and or ongoing approval for further instances to work from home.
- (f) This arrangement shall not be used as a substitute for working from the office (i.e. working from home is not a permanent alternative for working from the office).
- (g) The policy shall not result in discrimination of any employee benefit enjoyed by the employee prior to the approval of a work from home arrangement.
- (h) Working from home must not disrupt provision of services to the clients that would normally be provided had the employee been working from the office.
- (i) Working from home can also be initiated by SITA in the case of health and safety or other emergency conditions.

4. Scope and Application

This policy:

- (a) Is applicable to all SITA permanent and fixed term contracted employees.
- (b) Does not apply to learners or interns.
- (c) May be amended at any time without prior notice subject to consultation with the representative trade union/s.
- (d) Does not grant any additional rights to those to whom it applies to, inter alia, those read in conjunction with the employment contract.

5. Rationale

The rationale for a substantive policy on working from home is to support SITA's strategic endeavour of becoming an Employer of Choice in the ICT industry. SITA operates in a dynamic and robust industry where the survival of the business is integrally related to how well skills can be attracted and retained.

A review of people practices has determined that the well-entrenched ICT industry is generally amicable to a work from home practice insofar as it is governed through formal policy and managed in a prudent and value-adding manner. The practice is regarded as having benefits for the employee (i.e. mostly an improved work life balance) and the organisation (i.e. mostly engendering employee work life balance and improving productivity, trust between employer and manager, and managing performance and resistance) in addition to attracting and retaining the best talent. This adds to the creation of a new organisational culture in a digital era.

The practice of permitting employees to work from home affords employees and SITA the benefits listed under:

Table 1 – Benefits of Work from Home Practice

Employee	SITA
A flexible working arrangement that contributes to a positive work life balance.	A flexible working arrangement that contributes to the attraction and retention of a talented workforce.
Reduced commuting time from home to work and back affording more time that can be dedicated to work deliverables.	Reduced commuting time from home to work and back affording an increase in the time dedicated to completion of work tasks / project / critical deliverables.
Increased flexibility in attending to personal commitments and responsibilities.	Increased staff appreciation, loyalty and productivity.
Building trust, integrity, and contributing to the SITA brand.	Sustained business growth and customer service and retention.
Employees can decide how best to design and manage work spaces created in their homes.	Cost saving as the number of permanent offices can be reduced, saving on rent, etc.

The purpose of this policy is thus to–

- (a) Outline the definition, rationale and benefits for the work from home practice.
- (b) Define the principles that will underpin the work from home practice.
- (c) Clarify the process to be followed to enable working from home.
- (d) Define the approvals required to work from home.
- (e) Guide the handling of grievance and disciplinary matters arising from the application of this policy.

6. Principles

The work from home practice will:

- (a) Support the continuous efforts towards SITA becoming a high-performance organisation and an employer of choice, in the digital economy.
- (b) Be implemented and managed in a manner that demonstrates fairness, transparency and equity.
- (c) Always emphasise employee attraction, motivation and retention.
- (d) Be responsive to changing organisational needs.
- (e) Promote a results-oriented focus.
- (f) Reflect alignment with business unit priorities.
- (g) Streamline resources to support a digital culture and employee experience.
- (h) Be consistent with and promote the SITA values of Customer Centricity, Innovation, Integrity, Agility, Collaboration and Empathy.

7. Policy Implementation Process

Line managers and employees shall bear in mind that the successful implementation of the work from home practice is contingent on the following important requirements:

- (a) The work from home practice is fundamentally based on a relationship of trust between line manager and employee.
- (b) Line managers are ultimately accountable for the performance of their direct reports whether the performance of their duties takes place on-site or off-site.
- (c) Employees are still responsible for the maintenance of timesheets for the duration that they work from home.
- (d) Employees that have been granted permission to work from home are still expected to work the normal working hours (i.e. 8 hours per day) as per their contract of employment, with a focus on delivery. These hours can be flexible as long as the time spent on work amounts to 8 hours per day, and as long as the employee makes themselves available in terms of their customer/service providers core working hours.
- (e) Employees authorised to work from home should always be available to come to the office as and when requested by the line manager. The employee can be requested to come to the office without prior notice, however reasonable travel time should be allowed.
- (f) The normal leave policy that applies whilst working at the office will also apply whilst working from home.
- (g) An arrangement to work from home has to be underpinned by a commitment to complete the work outcomes within the agreed timeframe and according to the agreed standard of delivery.
- (h) Remote work will not change salary, benefits, compensation, vacation or other benefits.
- (i) Remote work creates no additional overtime requirements, and unauthorized remote work overtime will not be compensated unless expressly authorized by the employee's line manager.
- (j) Confidential governmental and SITA information remains confidential and shall not be compromised in any way.

Commented [AS1]: EXCO member to:
Condition of Policy requires pre-agreed overtime objectives.
Therefore the normal policy must be observed in this regard.

- (k) The employee must take reasonable precautions to protect SITA’s equipment and resources from loss, theft or damage, applying the same standards of care in the home office or alternative workspace as when regularly working at a company office.
- (l) In the event of loss or theft, the employee must report the incident to his or her line manager and SITA Internal IT within 24 hours – refer to the SITA Internal IT policy in this regard.
- (m) The work from home practice will be implemented in accordance with the high- level implementation outlined under Table 2.

Table 2 – High Level Implementation guidelines

Step	Process
1.	<p>Approval Criteria</p> <p>Applications for working from home will be considered by the direct line manager who shall make a determination on the merits of each request.</p> <p>The following criteria shall guide line managers in considering employees for working from home:</p> <ul style="list-style-type: none"> (a) The operational nature of the work output required from the employee during the period that she works from home. (b) Whether the work output required can be concluded without the need for the employee to meet with internal / external clients on-site. (c) Whether it is appropriate for the deliverable to be completed offsite. (d) Whether the work output can be conducted without incurring undue costs for SITA and or the employee (for example, travel, mobile connectivity, printing, etc.). (e) Whether the work output can be monitored and managed so as to ensure that the output is indeed delivered according to acceptable standards and within the <u>requested work from home time period</u>. (f) The merits of the motivation to work from home. (g) The impact of granting such a request on other direct reports and or team members. (dependencies) (h) Operational requirements. (i) The merits of the employees’ personal circumstances as detailed in the motivation from the employee. (j) <u>The duration of the request (i.e. the request will only be entertained for immediate to short term), that is, for a maximum of three (3) months per annum.</u> (k) The work from home agreement shall encompass and clearly stipulate the following: <ul style="list-style-type: none"> i. The physical home address the employee will be working from. ii. The resources available in terms of the employee being able to carry out his/her duties at home. iii. The deliverables with specific timelines during the work from home period. iv. The employee’s telephonic and / mobile contact details. v. The need for security, cyber security and ensure measures are in place to safeguard the SITA information assets. (l) Where the request is initiated by the line manager the employee will take the above variables into account in reaching a decision to work from home. (m) Employees who are granted permission to work from home may still be able to engage with external clients at the client or SITAs premises where applicable. (n) Where employees do not have the necessary IT tools, e.g. a laptop, the request to work from home cannot be granted.
2.	<p>Record keeping</p> <p>The employee engages her line manager for permission to work from home for a defined period of time.</p> <ul style="list-style-type: none"> (a) This is a formal discussion between the employee and line manager. (b) The Work from Home (WFH) Agreement form will be completed by the employee and approved by the line manager

Commented [AS2]: EXCO member to note:
This stipulation enables SITA employees to grow in their level of maturity to work from home.

Step	Process
	<p>(c) This engagement may be initiated by the line manager if operational circumstances so dictate.</p> <p>(d) HCM & EPMO shall keep track of the employees who work from home via timesheet tracking and provide a report on a monthly basis.</p> <p>The line manager takes a decision and informs the employee thereof as follows:</p> <p>(a) The line manager decision must be placed on record in the form of a Work from Home (WFH) Agreement signed by the line manager and employee (Refer Annex B).</p> <p>(b) In the instance where the employee is aggrieved, the current grievance process will be followed.</p> <p>(c) Where the request is initiated by the line manager the employee will take the decision and advise the line manager thereof.</p>
3.	<p>Rejection of application to work from home</p> <p>Where the line manager rejected the employee's request the employee will continue to report for duty on-site and to execute her/his duties. If the employee disagrees with decision made to decline working from home, the employee still must continue to report for duty on-site while the employee, if they so choose, decide to appeal the decision.</p>
4.	<p>Conditions agreement to work from home:</p> <p>Where an employee has been granted permission to work from home the employee will conform to the conditions agreed to in relation to:</p> <p>(a) Employees must note that other than disaster management situations, during normal business periods, an employee is only allowed a maximum of 3 months per annum to work from home.</p> <p>(b) The start date for the work from home arrangement.</p> <p>(c) The end date for the work arrangement.</p> <p>(d) A contact number and SITA email address where the employee can be reached during normal business hours during the work from home arrangement and are to be clearly detailed in the WFH Agreement. These arrangements may range from diverting the staff member's SITA work phone number to their home phone number or mobile phone, limiting client contact to email, and the screening of calls by another work colleague if appropriate and/or practicable. The suitability of these arrangements will be determined on the basis that service delivery will not be adversely affected. The staff member's home contact details will remain confidential and will not be provided to other people unless the staff member has agreed in advance.</p> <p>(e) Hours of work - the staff member and Supervisor should have a clear and detailed understanding of the hours to be worked, including any flexible working hours arrangement, which forms part of the WFH Agreement.</p> <p>(f) Staff who are normally required to complete timesheets on the SITA ERP time and attendance system. This must clearly record the hours worked together with the specific work-deliverables / project milestones that were agreed with the line manager whilst working from home.</p> <p>(g) A turnaround time for the employee to return to the office should operational circumstances necessitate this.</p> <p>(h) The nature and standard of the work output required during the work from home arrangement.</p> <p>(i) If a staff member has an accident or sustains an injury whilst undertaking home-based work, the staff member is required to report the injury or illness to their Supervisor.</p> <p>(j) Staff members are solely responsible for checking whether working from home has any impact on any existing insurance arrangements they may have, including public liability or equipment covered by their own home contents insurance, and any obligations they may have to notify their insurer that their home is to be used for work purposes.</p> <p>(k) Staff undertaking home-based work are required to follow the same processes for notifying of absences (e.g. sick leave, annual leave, completion of timesheets, performance management, etc.) that are set out in the relevant approved policies.</p> <p>(l) Where home-based work arrangements are feasible for a staff member with managerial responsibility, the approved arrangements should ensure that the staff member concerned is accessible to staff and that a minimum of at least 15 days per month of the staff member's work time</p>

Commented [AS3]: LABOUR FEEDBACK:
 Item not accepted. Is this a policy or rather a directive if it is a non-renewable aspect. Labour proposes that this would be an input as a "long-term" policy, taking into consideration dynamics, e.g. load shedding impact and work tools.
Labour Proposal: remove the period clause.

BF Resolution: Employer to amend and send the policy to Labour for further consultation.

Commented [AS4]: EXCO members to note the maximum WFH period is 3 months per months (other than during disaster management situations, e.g. COVID

Commented [AS5]: EXCO members to note:
 The time and attendance must be completed. However, prior to the employee starting the period to WFH, the line manager and employee must first agree on the work / project deliverables which will be reviewed for completion when the employee returns to work. Also refer to (h) below.

Step	Process
	<p>is spent at SITA premises.</p> <p>(m) In the interest of promoting co-operative and collaborative working relationships, it is essential that a reasonable amount of the staff member’s work time is spent at SITA premises.</p> <p>(n) Consideration should be given to the staff member’s suitability to work at home. The staff member must be able to work as efficiently and effectively as if the staff member was at SITA premises. Relevant factors in assessing this will include:</p> <ul style="list-style-type: none"> (i) Demonstration of self-motivation, time-management and organisational skills. (ii) Capacity to work independently. (iii) A proven record of satisfactory work performance. and (iv) Work ethic patterns and general attitude to work. <p>(o) Any request for extension or continuation in a WFH Agreement, will be based on the staff member’s satisfactory demonstration of these factors.</p> <p>(p) Staff are to:</p> <ul style="list-style-type: none"> (i) Take reasonable precautions to protect SITAs information and assets. (ii) Comply with the arrangements outlined in the WFH Agreement. (iii) Deliver on agreed work outcomes on a consistent basis. (iv) Participate in team meetings and relevant learning and development activities on the work premises. and (v) Monitor and review the home-based work arrangements on a regular basis as recorded in the WFH Agreement. (vi) Where the employee has acceded to a line manager request to work from home the employee will submit to the conditions agreed to - as stipulated above.
5.	<p>Employee’s Home Workspace Requirements:</p> <p>(a) The employee must provide a suitable work environment that allows them to perform all job requirements.</p> <p>(b) Before working from home, the employee shall complete the WFH checklist to indicate whether the home-based worksite has the necessary equipment to be productive at home. Refer Annex ‘C’.</p> <p>(c) An employee who requests to work from home must be aware of the basic health and safety requirements as per Annex ‘D’ to be duly able to apply these principles on behalf of his/her employer as far as practically possible.</p> <p>(d) In the event that the home-based work environment does not contain all the equipment necessary to undertake the role or specific tasks from home and/or does not meet the minimum work requirements, a WFH Agreement will not be entered into or it will be terminated.</p> <p>(e) SITA will not approve requests from employees to remove the company’s office furniture to the home office whilst working from home.</p> <p>(f) The cost of any utilities to perform home-based work is the expense of the staff member. The need and cost of any consumables (e.g. stationery) must be discussed and agreed to prior to any home-based work commencing. Where costs are incurred (e.g. data), the employee can discuss with SITA and line manager before incurring the costs and facilitate a solution as per SITA data/voice policy. Employees working from home can refer to the SARS regulations regarding tax deductions in this regard.</p> <p>(g) Staff members are also responsible for any loss or damage to their own equipment or assets and SITA IT policies will govern any insurance cover for computer work tools.</p> <p>(h) SITA’s confidential documents or materials taken from company offices must be kept in a designated work area and handled with the same level of security as within the company office:</p> <p>(i) All documents should be available online on the SITA servers. however, if documents or materials are required to be in a locked drawer/cabinet in the company office, then the same is required at the remote worker’s designated work area.</p> <p>(j) The same level of company policies regarding disposal of sensitive printed documents applies to an employee’s workspace.</p> <p>(k) The employee must take precautions to ensure that monitor screens and/or printed materials with sensitive data (such as health records, customer personal information or financial data) are not visible to others.</p>

Commented [AS6]: EXCO members to note:
 (a) This is the only way in which the employer/line manager can monitor have control over the productivity of the employee at home and to prevent scenarios where employees claim after the fact that they experienced a ‘work tools’ problem. Therefore the 1 (n) stipulation above that “Where employees do not have the necessary IT tools, e.g. a laptop, the request to work from home cannot be granted.”

Commented [AS7]: The OHS Officer contacted the DOL Inspector to query whether the employer remains liable for the employees’ health and safety at home during a WFH arrangement. The response was that where an employer provides the permission for the employee to work from home, the employer remains liable.

The checklist is a guideline – and part of the education to employees’ as to the OHS requirements. It demonstrates that the necessary education of health and safety requirements were discussed with the employee who will have to apply such principles in his/her home workspace as far as practically possible.

Step	Process
	<p>(l) The employee should ensure that the physical attributes of the employee's home office conform to basic safety standards.</p> <p>(m) The employee must make arrangements for additional home insurance requirements, public liability etc. and confirm accordingly with his manager.</p>
6.	<p>Contact with an employee</p> <p>a) A line manager will maintain regular contact with an employee who has been granted permission to work from home.</p> <p>b) This will be done on the first and last working day of the work week whilst the work from home arrangement is in process to ensure that the employee settles in to working on her deliverables and is concluding such deliverables as agreed.</p> <p>c) Any further contact is at the discretion of the line manager and dependent on the duration of the work from home arrangement and the nature of work output required by the business.</p>
7.	<p>Work output / deliverables</p> <p>a) The manager and employee shall be actively engaged in day-to-day performance management.</p> <p>b) Where the work output is found to be below standard or to have deviated from the set expectations the line manager will deal with such shortcoming(s) through the normal performance management process.</p> <p>c) On return to the office the line manager and employee will formally review the work deliverables completed during the work from home arrangement. This will take place no later than the day on which the employee returns to work.</p> <p>d) Undesirable instances contravening SITA policies will detract the line manager from approving / requesting future work from home arrangements and may lead to disciplinary action.</p>
8.	<p>Employee conduct:</p> <p>The employee working from home is expected to hold high professional standard of ethics and must:</p> <p>(a) Display conduct with a level of professionalism commensurate with the work they are performing.</p> <p>(b) Provide status updates in the format and at the level of frequency agreed with the line manager.</p> <p>(c) Be available to customers and co-workers by phone, email and any other agreed-upon communications mode within the hours agreed on with his or her line manager — unless the employee is already scheduled for other activities.</p> <p>(d) Respond to phone, voicemail and text messages within the time agreed with his or her line manager.</p> <p>(e) Attend all scheduled team or customer meetings by phone, video conference or in person, as required.</p> <p>(f) Complete timesheets on a weekly basis.</p> <p>(g) Understand that the working from home is a undertaking based on a relationship of trust and integrity between SITA and the employee.</p> <p>(h) Adhere to the SITA Code of Conduct, and live the SITA values of Customer Centricity, Innovation, Integrity, Agility, Collaboration and Empathy.</p>
9.	<p>Work-Related Injuries / Injury on duty</p> <p>(a) The employee will be covered by workers' compensation fund for job-related injuries that include slip, trip and fall occurring while remote working. Employee should take every precaution to ensure their own safety at home, as is the case when they are at work.</p> <p>(b) The Compensation for Occupational Injuries and Diseases Act, No 130 of 1993 (COIDA) provides for</p>

Step	Process
	compensation for disablement caused by occupational injuries or diseases sustained or contracted by employees in the course of their employment, or for death resulting from such injuries or diseases.
10.	<p>Security and Confidentiality</p> <p>Employees must ensure the same, if not a greater, level of security for all company network and data access. physical documents. and any personal, health, customer information or otherwise sensitive information that might be displayed on a home office computer screen.</p> <p>All employees must:</p> <ul style="list-style-type: none"> (a) Adhere to SITA's Information security and remote-access policies. (b) Follow SITA's policy regarding the storage location of electronic data. (c) Follow SITA's policy regarding the use of personally owned devices. for example, laptops, smartphones or tablets, to access SITA's networks and data. (d) Ensure that remote-access communications and stored data cannot be read by unauthorized parties, including a worker's family members or visitors. (e) Guard against sensitive data being viewed on monitor screens — in the home office or while traveling.
11.	<p>Health and safety considerations</p> <ul style="list-style-type: none"> (a) Regardless of whether an injury occurs in the normal workplace or in a residential workplace during the execution of work outputs - any work-related injury or illness while working from home must be reported to the line manager as soon as possible. Such instances will be subject to the existing occupational health and safety policies and directives applied at SITA. (b) SITA would also apply the policy in emergency health situations that may affect multiple people and as per the guidance of the official sources of South Africa (e.g. NICD, DOH, etc.) to ensure business continuity. (c) In the event that an employee contracts a communicable disease/virus at home, they have to alert their manager as well as the SITA Wellness team.
12.	<p>Grievances and Discipline</p> <p>The following pertains to this policy:</p> <ul style="list-style-type: none"> (a) Approval of a work from home arrangement is ultimately at the discretion of the line manager. (b) In the event that an employee's request to work from home is rejected and the employee can prove a case of unfairness or discrimination the employee is at liberty to lodge a grievance according the SITA Grievance Policy. (c) In instances where a line manager believes that an employee has grossly misused the work from home policy, and the trust relationship in this regard, the line manager may institute disciplinary action according to the SITA Disciplinary Policy. (d) Zero tolerance will be applied for misrepresentation and contravention of this policy.

8. Policy Implementation promulgation

This policy will be communicated to all SITAzens upon promulgation. Communication will be done by means of Corporate Communication and road shows, as well as an extensive change management programme. SITA Varsity will be utilised for awareness and information sharing.

Corporate Strategy and Planning division is responsible for the implementation of this policy to ensure that all policy development and approval adheres to the policy provisions.

9. Non-compliance

In instances where a line manager believes that an employee has grossly misused the work from home policy, and the trust relationship in this regard, the line manager may institute disciplinary action according to the SITA Disciplinary Policy.

Zero tolerance will be applied for misrepresentation and contravention of this policy

10. Policy Maintenance

The policy maintenance will be based on formative programme evaluation of the WFH practices based on frequent feedback through the interaction of the Business Partners in the business (with both line management and employees) to diagnose how effectively or efficiently the programme influences individual and group performance. The evaluation criteria will be outcomes based, namely: changes in productivity, absenteeism and employee turnover.

11. Review Period

This policy is subject to review every two years. A trend analysis of policies that reach the approval/ rejection and implementation will be conducted and outcomes will be used as input on policy amendments.

12. Applicability to other Policies

This policy guides the employees' work from home requirements and changes to this policy may have an impact on HCM, ISS and Internal IT policies within SITA. For a list of these policies, refer to page 2 of this document.

13. Applicability to Facility Management

This policy will apply automatically in the case of any of the SITA offices close down due to lease agreements that expire and alternative accommodation cannot be found immediately.

14. References

This document supports the following SITA policies and strategies:

1. SITA Strategic Plan 2020 - 2024.
2. Integrated Corporate Performance Management Policy
3. Remuneration Philosophy and Policy
4. Conditions of Service Policy
5. Contractor Policy
6. Employer of Choice Strategy
7. Leave Policy
8. SITA Grievance Policy
9. SITA Disciplinary Policy
10. OHSACT Policy
11. SITA Information and Communication Technology
12. SITA Wellness Policy

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- 13. SITA Internal IT policy
- 14. SITA ISS policy

15. Disaster Management

In case of a National Disaster (e.g. a pandemic) or a SITA site specific disaster, Business Continuity Plans will apply, together with specific regulations as provided by the South African Government under the Disaster Management Act.

During such times, psychosocial support will continue to be available and accessible, via a confidential, professional and caring employee wellness programme, which offers support that helps to manage emotional and psychological wellbeing, family and social life, work related matters, physical wellbeing, legal and financial matters.

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Annex A: Abbreviations and definitions

A.1 Abbreviations

Term	Definition
SITA	State Information Technology Agency
WFH	Work From Home
OHS	Occupational Health and Safety

A.2 Definitions

Term	Definition
The work from home practice	The work from home practice is defined as an alternative work arrangement that permits employees to work from home towards the completion of agreed work tasks or project deliverables insofar as the completion of such outputs do not require an employee to be physically engaged with internal and or external clients at SITA premises.

Annex B: Work from Home Agreement (WFH)

APPLICATION			
Employee Name:			
Employee Number:			
Contact details of Employee (whilst working from Home):			
Home Number: _____ Cellphone Number: _____			
Division:			
Department:			
Name of Supervisor:			
Contact details of Supervisor:			
Office Number: _____ Cellphone Number: _____			
Name of employee:		Date of request:	
Position Title & Grade:		Division, Department:	
Home Address:			
Designated home based work environment:	<i>(specify work area in the home e.g. Study)</i>		
Supporting documents			
The following may be required for this Working from Home Agreement to be reviewed:			
WHAT	HOW		
Complete the Home-based OHS Assessment Checklist.	<input type="checkbox"/> The employee completes and attaches the <i>Home-Based Work OHS Assessment Checklist</i>		
Determine tasks, and supervision, training and equipment required to safely work from home.	<input type="checkbox"/> The employee and supervisor complete the <i>Work Arrangements</i> section (included in this agreement document) <input type="checkbox"/> If applicable, the employee attaches any extra risk assessment documentation, refer <i>Risk Management processes</i>		
Outline schedules, contact and reporting arrangements.	<input type="checkbox"/> The employee and manager/supervisor complete the <i>Communication Arrangements</i> section (included in this agreement document)		
Communication Arrangements	<input type="checkbox"/> The employee and manager/supervisor must complete the arrangements to ensure effective communication happens, this includes: contact details for the employees; how often the employee is expected to "check-in" and attendance for any on-site meetings as may be required for		

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		the team to function effectively.	
Determine who/what needs to be notified		<input type="checkbox"/> The manager/supervisor completes the <i>Notification Requirements</i> section (included in this agreement document)	
Is the employee approved to work from home?		<input type="checkbox"/> Yes	<input type="checkbox"/> No – Briefly state the reason(s) why the employee is not allowed to work from home.
Working From Home Arrangement – Start Date		End date:	Maximum term 3 month(s) per annum
Routine OHS inspection of home office		To be conducted by the employee every approved WFH occurrence:	
Manager / Supervisor	Name		
	Signature	Date	
Contact	Office Phone number:	Cell Phone Number:	
Employee declaration			
I, _____ (name of employee), agree that all information provided in this agreement is true and accurate in providing a home workplace that is safe and without risk to my health. I agree to comply with all requirements in this agreement and as well as all relevant SITA policies and procedures.			
Employee signature		Date:	
RECOMMENDED: Line Manager Signature		Date:	
APPROVED: HEAD OF DEPARTMENT -		Date:	

Commented [AS8]: EXCO must note that other than disaster management situations, during normal business periods, an employee is only allowed a maximum of 3 months per annum to work from home.

Commented [AS9]: EXCO to note the employee is required to confirm that the home workplace that is safe and without risk to his/her health

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Annex C: Checklist for Minimum Tools of Trade for home-based worksite

The following equipment is required for a home-based worksite:

- (a) Landline and/or cellphone in working order.
- (b) VPN access.
- (c) Digital signature or ability to print and scan documents.
- (d) Ergonomically sound seating, lighting and writing or typing surfaces.
- (e) Laptop/desktop computer in working order.
- (f) Internet connection (e.g. WiFi, ADSL, Fiber, 4G, etc.).
- (g) Stationary (e.g. pen, paper).
- (h) Adequate noise control to ensure clear telephone and video conference calls to colleagues and customers.
- (i) Adequate privacy provisions, ensuring that family or house members do not have access to confidential SITA materials.
- (j) Freedom from distractions and interruptions that might affect workplace performance.

Annex D: OHS Checklist

Checklist Guidance Information

This checklist is designed as a guide for employees to assess their home office environment. This guide has been developed to align with OHS legislative requirements and Ergonomic best-practice. Employees should be aware of all relevant legislative provision covering health and safety matters related to the workplace whilst working from home. With the help of this checklist an employee would need to assume the responsibility for their own health and safety whilst working at home (outside of SITAs official premises).

This should be used as a guide only and it is recommended that professional assistance be sought for assessment of identified issues or uncertainties. It is recommended that the checklist be retained by the employer and employee as a record that the OHS requirements discussion was held between the line manager and the employee.

Home Office Layout	Yes	No
1. Is the layout of the work area suitable for the tasks?		
2. Is there sufficient area in which to work?		
3. Is potential for interruption of work minimized?		
4. Are walkways clear and clutter-free?		
Electrical equipment	Yes	No
1. Are switches and plugs in good condition?		
2. Are all electrical cords and appliances safely secured?		
3. Are plugs overloaded?		
4. Are appliances earthed or double insulated?		
Environmental Conditions	Yes	No
1. Are floors level and no trip hazards (i.e. cables/mats/rugs)?		
2. Is there no excessive noise in the work area?		
3. Are there appropriate handrails on any stairs?		
4. Is there adequate ventilation and/or room temperature control (i.e. Air-con / heating)?		
5. Are there adequate lighting levels for the tasks?		
6. Is glare and reflection properly controlled?		
7. Are there any tripping hazards?		
Emergency Exits and Security	Yes	No
1. Is access to the exit reasonably direct?		
2. Is path to exit sufficiently wide and allows unimpeded passage?		
3. Is the work environment secured?		
4. Has communication procedure been established between employee and employer?		
5. Are emergency contact details known and visible?		
Chairs and Desks	Yes	No
1. Does the chair have adequate lumbar support?		
2. Is the chair in good condition?		
3. Does the chair move easily on floor?		
4. Is the work surface at an appropriate height (approximately elbow height in sitting or standing)?		

Commented [AS10]: EXCO members must note the comments next to item 5. **Employee's Home Workspace Requirements (on pg 10 of 20)**

The employee would need to assume responsibility for his/her health and safety whilst working from home. However, the Employer remains liable as per the OHS Act as confirmed by the DOL Inspector.

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5. Is there is adequate room for legs underneath work surface?		
6. Is there sufficient space for work tasks and equipment?		
7. Are frequently used items within easy reach when seated (i.e. No excessive trunk flexion is required)?		
Equipment	Yes	No
1. Is the computer monitor approximately an arm lengths away from user?		
2. Is the monitor in centre of field of vision and the computer monitor level equal to eye level?		
3. Does the keyboard position allow for neutral (flat) wrist position when typing?		
4. Does the keyboard to user distance allow user to relax shoulders with elbows close to the body?		
Comments		

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SITA Grievance Policy and Procedure

Version: 02.00

Effective Date: 2020-10-15

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Title: SITA Grievance Policy and Procedure

No: eSISS-00016 electronically assigned

Author/originator: Gladys Makondo, gladys.makondo@sita.co.za

Approval

The signatories hereof, being duly authorised thereto, by their signatures, hereto authorise the execution of the work detailed herein, or confirm their acceptance of the contents hereof and authorise the implementation/adoption thereof, as the case may be, for and on behalf of the parties represented by them.

Executive: HCM (Ms. M Mkhwanazi)	Date
Executive Caretaker (Mr. L Keyise)	Date
Acting Chairman (Mr. O Shelembe)	Date

Amendment history

Revision	Date	Change proposal	Change comment
1.0	2009-07-31	New document	First release
2.0	2021-02-04	compliance	Reviewed by Reuben Motsinoni

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Tables

- Table 1 – Responsibilities
- Table 2 – Related Policies

1. Name of Policy

Name of this Policy is “the SITA Grievance Policy and Procedure”

2. Policy Owner

The Executive responsible for Human Capital Management is the owner of this policy. .

3. Policy Statement

SITA recognises that any employee who has a grievance arising in course of the employment relationship with SITA has the right to bring such grievance to the attention of management and to have such grievance considered and adjudicated. SITA undertakes to resolve all employee grievances in a reasonable, fair and speedy manner.

Unresolved grievances may be damaging to the morale of employees and the effective operation of SITA. A Grievance policy and procedure is necessary to eliminate the possibility of any detrimental effects arising out of unresolved grievances. This Grievance Policy aims to ensure that all communication channels are open and receptive, and that all employees have an adequate opportunity to express their grievances. It further aims to ensure that grievances are resolved timeously and fairly by adopting a problem-solving approach and implementing any appropriate corrective action necessary.

This policy gives guidance to and provides a framework for all employees and SITA to deal with grievances raised effectively, and at the earliest possible stage.

4. Scope and Application

- a) This policy applies to all SITA employees inclusive of FTCs, Learners and Interns. However, other grievances may be dealt with by soliciting assistance of an external conciliator/mediator subject to agreement by both parties.
- b) This policy may not be invoked in any matter pertaining to performance management policy/system or any policy which has a clear outlined dispute resolution or appeal process.

5. Rationale

The purpose of this grievance policy is to:

- a) promote sound labour relations in the workplace, i.e. consistency, transparency and fairness in the handling of workplace problems and complaints;
- b) establish a systematic, structured communications channel by means of which employees or a group of employees can bring grievances to the attention of management;
- c) ensure that all employees are afforded a channel to express their dissatisfaction without the fear of victimisation;
- d) make a process available in which employees and their supervisors/managers can develop and maintain a relationship of openness and trust;

- e) ensure that all employees' grievances are afforded attention irrespective of the position they may hold;
- f) empower employees with a platform to be able to raise issues of dissatisfaction with the employer; and
- g) protect the reputation of SITA.

6. Objectives

The objective of the Grievance Policy and Procedure will only be achieved if it functions effectively and is properly utilized. In light of the above, SITA is committed to ensuring that:

- a) Employees are aware of the opportunity to express grievances;
- b) Employees feel free to express their grievances without the fear of victimization or intimidation or prejudice to their employment relationship;
- c) Employees are encouraged to use the procedure, but also warned not to abuse it with false grievances; and
- d) Sensitive grievances are dealt with privately, and confidentiality of information is maintained.

SITA in accepting this policy and procedure undertakes to do the following:

- a) The resolution of all grievances timeously;
- b) Recognizing the employees right to be represented by a fellow employee if he/she wishes to do so;
- c) Ensuring that Management handles grievances with the Human Capital Management acting in an advisory capacity;
- d) Creating an environment in which an employee may lodge a grievance without fear of being victimized or prejudiced;
- e) Ensure that all grievances are handled in a confidential manner; and
- f) Ensure that each step in the procedure shall be subject to the stipulated time limits, unless otherwise determined by the parties through mutual agreement.

7. Principles

- a) Using this policy will not prejudice an employee's future employment prospects; records or written evidence of the matters raised under this policy will not be unreasonably used after the problem is resolved;
- b) Any SITA employee has the right to raise a grievance relating to their employment or working conditions;
- c) Individuals are encouraged to resolve any grievances on an informal basis. However, if unsuccessful, the employee could follow the formal procedure for grievance and complaints;
- d) An employee lodging a grievance in terms of this policy is entitled to representation (co-employee, shop steward and/or a representative of recognised trade union), provided such person agrees to represent the aggrieved employee.;
- e) If the grievance concerns a group of employees, the group should nominate two (2) employees to act on its behalf;
- f) No recognised union representative should be victimised or prejudiced for representing any employee during a grievance process;

- g) Each step in the policy shall be subject to stipulated time limits. It is, however, accepted that these time limits may be varied by mutual agreement or in relation to the availability of a person involved in the process;
- h) In determining adherence to time limits, this should be calculated by excluding the first day and including the last day;
- i) The parties must adhere to the time limits set out in this policy, unless they agree to extend them;
- j) A grievance must be lodged with the company within 30 days from the date on which the employee becomes aware of the act or omission, which adversely affects him/her. Any grievance not reported within 30 days from the date on which the employee becomes aware of the act or omission, which adversely affects him/her, shall be considered in exceptional circumstances subject to a condonation application (with reasons for late lodging), provided that it is reported no later than 60 days from the date on which the employee becomes aware of the act or omission, which adversely affects him/her;
- k) When considering a condonation application, the seriousness of the grievance raised, i.e. sexual harassment, victimisation, discrimination, the nature and the extent of the conflict/discontent will be considered (This should be dealt with in terms of the applicable policies);
- l) Line managers at all various levels must consider every grievance lodged and make genuine attempts to resolve the grievance;
- m) A grievance must, where possible, be handled by the immediate supervisor of the aggrieved employee. Other managers or external conciliators/ mediators may assist in facilitating a resolution to the problem;
- n) All grievances must be in writing and signed by the aggrieved employee before submitting to the immediate supervisor;
- o) The persons hearing the grievance, in all stages, should keep a record regarding the handling of the grievance and the outcomes, such records should be forwarded to Human Capital Management Resources / Employee Relations Department;
- p) The aggrieved employee should be informed of the progress of his/her grievance within five working days of lodging the grievance. The grievance should be acknowledged by the manager adjudicating it within 2 working days and the aggrieved employee should be informed about the current status of the grievance;
- q) Electronic recordings must be used for grievance hearings at all stages;
- r) In the event that there is no progress, the employee should refer the grievance to the next step in terms of this policy; and
- s) Unless agreed to by SITA and the employee, if the grievance is not addressed / heard within 30 days of it being lodged (time frame for declaring dispute with CCMA will depend on the nature of the dispute), the employee may refer the matter to the CCMA. Depending on the seriousness of the grievance lodged the procedure may change where the grievance may commence on the last stage in terms of the grievance procedure;
- t) .When disciplinary or incapacity action is being instituted against an employee, that employee is not allowed to lodge a grievance about an incident to which the disciplinary or incapacity action refers.

8. Procedural Steps

8.1 Group of Employees

Where a group of employees is directly involved in a grievance, they should follow the following steps:

8.1.1 Stage One

- 1) The group must nominate a representative of two (2) employees among themselves or the group may request a union representative to represent them;
- 2) The employees should put their grievance in writing;
- 3) The Line Executive must meet the group within ten (10) working days from the receipt of the grievance; and
- 4) Unless SITA and the employee agree, the grievance shall be resolved within 30 days, given the seriousness of the grievance, its complexity and necessary investigation and consultation.

8.1.2 Stage Two

- 1) If the group, through its representative, is not satisfied with the outcome, the grievance should be referred to the next level of authority; and
- 2) If the aggrieved group is still dissatisfied with the outcome, the group may refer the matter to the Commission for Conciliation, Mediation and Arbitration (CCMA).

8.2 Individual Employees

8.2.1 Stage One

- 1) The aggrieved employee should first report the grievance to the direct Supervisor/Manager (or his designate), provided it is not against the Supervisor/Manager, in writing within thirty (30) working days after the incident and submit another copy to the HCM / ER Department;
- 2) The Supervisor/Manager (or his designate) must endeavour to resolve the grievance and communicate the outcome to the employee within ten (10) working days of the receipt of the written grievance;
- 3) Once a decision has been issued by the Supervisor/Manager (or his designate) and the aggrieved employee feels that the matter is not resolved satisfactorily, the employee has the right to escalate the grievance to Stage 2 within ten (10) working days and such decision should be stated in the form for both the employee and the Supervisor/ Manager to sign;
- 4) Where an employee is aggrieved by his/her immediate supervisor, the employee should approach the next reporting level (Stage 2) of his/her immediate supervisor directly for the purpose of resolving the grievance; and
- 5) Any decision taken must be reported to HCM, in writing, within five (5) days by the immediate supervisor.

8.2.2 Stage Two

- 1) An unresolved grievance should be escalated to Stage 2 within ten (10) working days and such decision should be stated in the form for both Employee and Manager to sign;
- 2) If the grievance remains unresolved, or five (5) working days have lapsed, the employee may refer the grievance to the Line Executive;
- 3) Any decision taken must be reported to HCM, in writing, within five (5) working days by the immediate supervisor.

8.2.3 Stage Three

- 1) Unresolved grievance should be escalated to Stage 3 within ten (10) working days and such decision should be stated in the form for both Employee and Manager to sign;
- 2) If the grievance remains unresolved, or five (5) working days have lapsed, the employee may refer the grievance to the next level of authority; and
- 3) If, in the event the aggrieved employee is still dissatisfied with the outcome, the employee may refer the matter to the Commission for Conciliation, Mediation and Arbitration (CCMA).

9. The Role of HR/ER in the Grievance policy and Procedure process

- a) The effective handling of grievance is a line management function.
- b) The HCBP/ER department is available to assist line management and employees to ensure correct procedures are followed. ;
- c) The Wellness department should ensure that support is provided to the employee where required;
- d) The HCM/ ER department should ensure that disciplinary actions and procedures are applied consistently, fairly and are in conformity with this Grievance policy and procedure;
- e) The HCM / ER department is responsible for record-keeping of grievance and disciplinary procedures;
- f) The HCM / ER department is responsible for the facilitation of formal grievance hearing by:
 - i. Facilitating the appointment of a Chairperson of the grievance hearing, an Investigating Officer and Initiator.
 - ii. Preparing venue, providing tape recording, etc.
- g) The HCM / ER department should:
 - i. Ensure that the policy is communicated to all employees.
 - ii. Train line management and supervisors on the policy.

10. Non-Compliance

Non-compliance to this policy constitutes a breach and the non-compliant employees may be subjected to disciplinary actions / sanctions as stipulated in terms of the SITA Disciplinary Code.

11. Review

This policy will be reviewed at least every 3 years or earlier where required to respond to organisational needs and/or relevant legislative changes.

12. Amendments

The employer reserves the right to make amendments to the policy as may be necessary from time to time. Any such amendments will only be implemented after proper consultation with employees or a duly recognised trade union.

13. Compliance

Any employee who does not adhere to the conditions stipulated herein may be subjected to Disciplinary action in terms of the SITA Disciplinary Code.

14. Responsibility

Table 1 – Responsibilities

Responsibility	Responsible Party
Implementation	Employee Relations and HR
Compliance	All SITA employees
Monitoring and Evaluation	Lead Consultant: Employee Relations
Development and/or Review	Senior Manager: ER and Wellness Employee Relations Team
Interpretation and Advice	Employee Relations Team

15. Performance Indicators

Resolution of the grievance within stipulated time frames.

16. Applicability to Other Policies

Table 2 – Related Policies

Related Policy	Relationship (recall, support, relevant)
Disciplinary Code and Policy	Relevant
SITA Employment Conditions	Relevant
SITA code of conduct	Relevant
SITA delegation of authority	Relevant

17. Quality Records

- a) All grievances shall be recorded on the ER Case Management Tool by the HCBPS and Employee Relations section.
- b) Documents filed in the personal file of an employee at the HR department.
- c) Copies made available to employee representative or Union.

Annex A: **Abbreviations, Terms and Definitions**

A.1 Abbreviations

CCMA	Commission for Conciliation, Mediation and Arbitration
HR	Human Resources
SITA	State Information Technology Agency
HCM	Human Capital Management
ER	Employee Relations

A.2 Terms and definitions

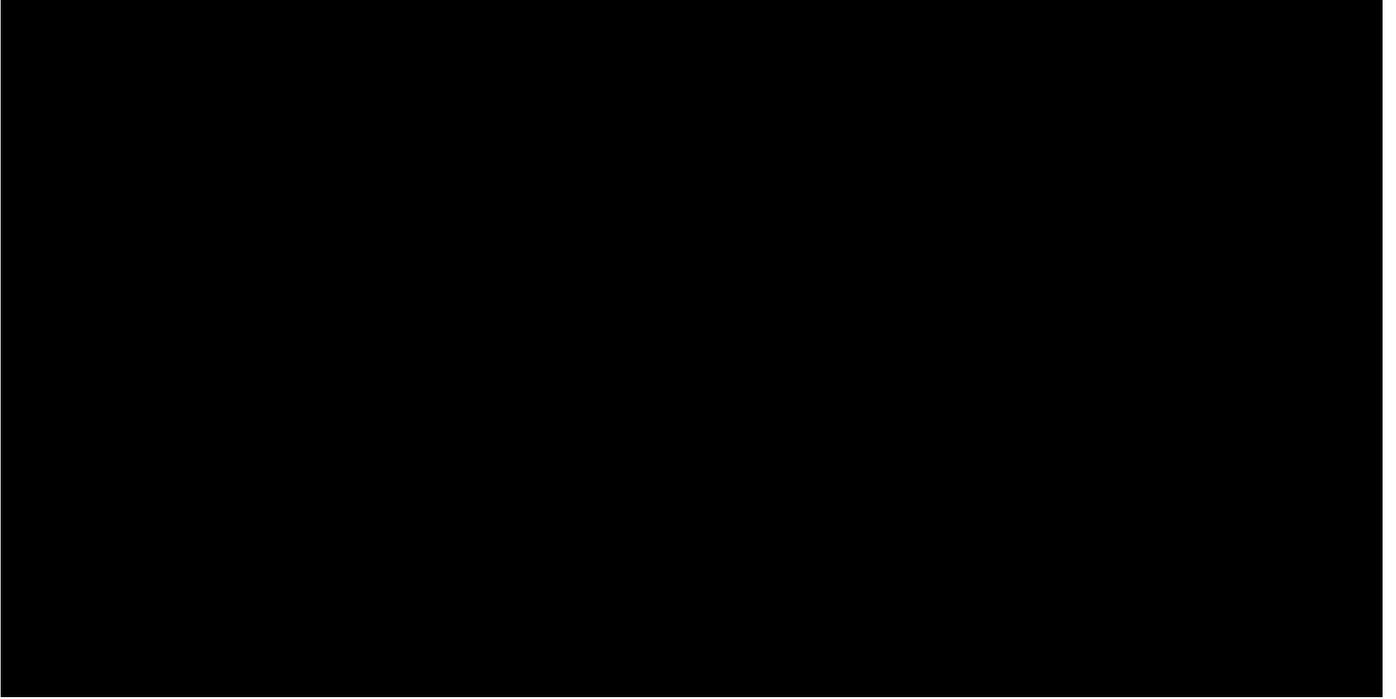
Unless the context of this document indicates otherwise in this Grievance Policy and Procedure, words denoting the masculine gender also include the feminine gender and any reference to the singular shall include the plural and vice versa.

The following word definitions shall apply:

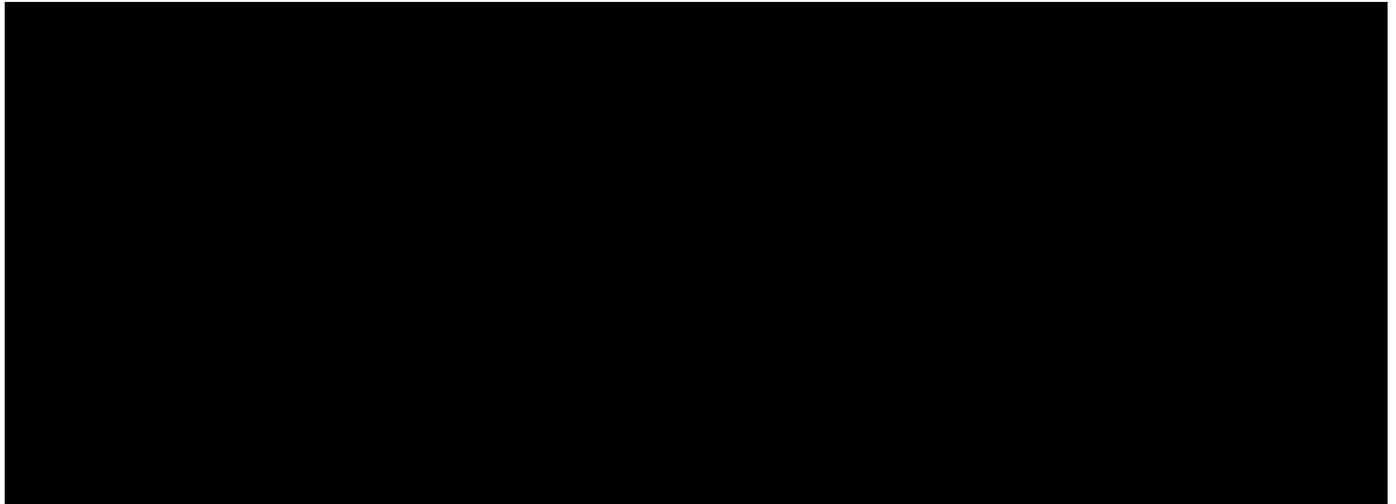
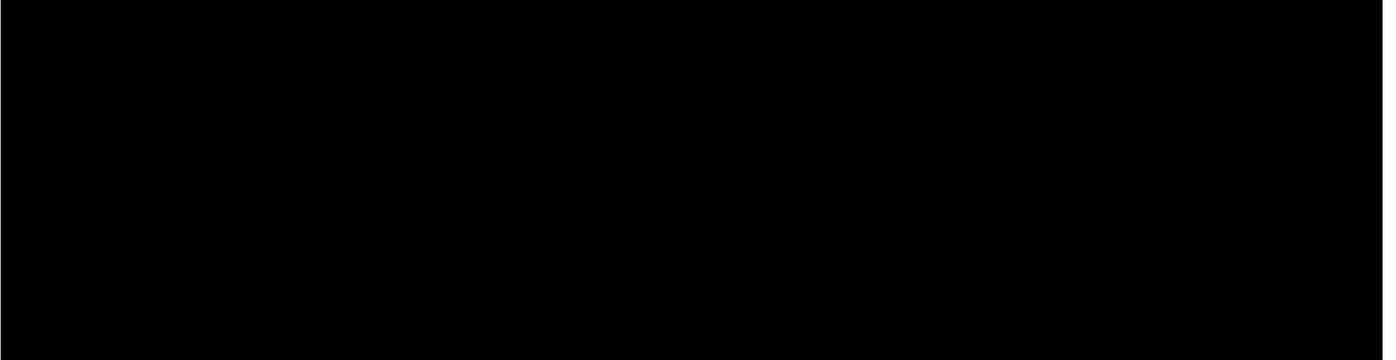
Term	Definition
Mild Grievance	This type of grievance does not involve a dispute of facts or require that evidence be lead to understand the nature of the grievance. The superior can easily ascertain the nature of the problem and that he/she is capable of resolving the grievance without assistance. For example an employee lodges a complaint about the unclean state of the toilet facilities. In this instance the superior is required to follow the Informal Grievance Investigation Procedure.
Serious Grievance	This type of grievance revolves around a dispute of facts and further evidence or witness testimonies may be necessary to understand the nature of the grievance. Alternatively, the superior does not feel he/she is capable of resolving the grievance without assistance. For example, one employee claims another employee hit him during their lunch break. In this instance the grievance must be channelled through the formal Grievance Hearing Procedure.
Sensitive Grievance	The sensitive grievance may include grievances about discrimination, sexual harassment and other forms of harassment, victimisation etc. In this instance the grievance must be channelled through the formal Grievance Hearing Procedure.

Grievance Procedure

STATE INFORMATION TECHNOLOGY AGENCY GRIEVANCE FORM



COMPLAINANT



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Witnessed by: Signature: _____ Date: _____

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SITA Grievance Policy and Procedure

Version: 02.00

Effective Date: 2020-10-15

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No: eSISS-00016 electronically assigned

Author/originator: Gladys Makondo, gladys.makondo@sita.co.za

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- c) Individuals are encouraged to resolve any grievances on an informal basis. However, if unsuccessful, the employee could follow the formal procedure for grievance and complaints;
- d) An employee lodging a grievance in terms of this policy is entitled to representation (co-employee, shop steward and/or a representative of recognised trade union), provided such person agrees to represent the aggrieved employee.;
- e) If the grievance concerns a group of employees, the group should nominate two (2) employees to act on its behalf;
- f) No recognised union representative should be victimised or prejudiced for representing any employee during a grievance process;

- g) Each step in the policy shall be subject to stipulated time limits. It is, however, accepted that these time limits may be varied by mutual agreement or in relation to the availability of a person involved in the process;
- h) In determining adherence to time limits, this should be calculated by excluding the first day and including the last day;
- i) The parties must adhere to the time limits set out in this policy, unless they agree to extend them;
- j) A grievance must be lodged with the company within 30 days from the date on which the employee becomes aware of the act or omission, which adversely affects him/her. Any grievance not reported within 30 days from the date on which the employee becomes aware of the act or omission, which adversely affects him/her, shall be considered in exceptional circumstances subject to a condonation application (with reasons for late lodging), provided that it is reported no later than 60 days from the date on which the employee becomes aware of the act or omission, which adversely affects him/her;
- k) When considering a condonation application, the seriousness of the grievance raised, i.e. sexual harassment, victimisation, discrimination, the nature and the extent of the conflict/discontent will be considered (This should be dealt with in terms of the applicable policies);
- l) Line managers at all various levels must consider every grievance lodged and make genuine attempts to resolve the grievance;
- m) A grievance must, where possible, be handled by the immediate supervisor of the aggrieved employee. Other managers or external conciliators/ mediators may assist in facilitating a resolution to the problem;
- n) All grievances must be in writing and signed by the aggrieved employee before submitting to the immediate supervisor;
- o) The persons hearing the grievance, in all stages, should keep a record regarding the handling of the grievance and the outcomes, such records should be forwarded to Human Capital Management Resources / Employee Relations Department;
- p) The aggrieved employee should be informed of the progress of his/her grievance within five working days of lodging the grievance. The grievance should be acknowledged by the manager adjudicating it within 2 working days and the aggrieved employee should be informed about the current status of the grievance;
- q) Electronic recordings must be used for grievance hearings at all stages;
- r) In the event that there is no progress, the employee should refer the grievance to the next step in terms of this policy; and
- s) Unless agreed to by SITA and the employee, if the grievance is not addressed / heard within 30 days of it being lodged (time frame for declaring dispute with CCMA will depend on the nature of the dispute), the employee may refer the matter to the CCMA. Depending on the seriousness of the grievance lodged the procedure may change where the grievance may commence on the last stage in terms of the grievance procedure;
- t) When disciplinary or incapacity action is being instituted against an employee, that employee is not allowed to lodge a grievance about an incident to which the disciplinary or incapacity action refers.

8. Procedural Steps

8.1 Group of Employees

Where a group of employees is directly involved in a grievance, they should follow the following steps:

8.1.1 Stage One

- 1) The group must nominate a representative of two (2) employees among themselves or the group may request a union representative to represent them;
- 2) The employees should put their grievance in writing;
- 3) The Line Executive must meet the group within ten (10) working days from the receipt of the grievance; and
- 4) Unless SITA and the employee agree, the grievance shall be resolved within 30 days, given the seriousness of the grievance, its complexity and necessary investigation and consultation.

8.1.2 Stage Two

- 1) If the group, through its representative, is not satisfied with the outcome, the grievance should be referred to the next level of authority; and
- 2) If the aggrieved group is still dissatisfied with the outcome, the group may refer the matter to the Commission for Conciliation, Mediation and Arbitration (CCMA).

8.2 Individual Employees

8.2.1 Stage One

- 1) The aggrieved employee should first report the grievance to the direct Supervisor/Manager (or his designate), provided it is not against the Supervisor/Manager, in writing within thirty (30) working days after the incident and submit another copy to the HCM / ER Department;
- 2) The Supervisor/Manager (or his designate) must endeavour to resolve the grievance and communicate the outcome to the employee within ten (10) working days of the receipt of the written grievance;
- 3) Once a decision has been issued by the Supervisor/Manager (or his designate) and the aggrieved employee feels that the matter is not resolved satisfactorily, the employee has the right to escalate the grievance to Stage 2 within ten (10) working days and such decision should be stated in the form for both the employee and the Supervisor/ Manager to sign;
- 4) Where an employee is aggrieved by his/her immediate supervisor, the employee should approach the next reporting level (Stage 2) of his/her immediate supervisor directly for the purpose of resolving the grievance; and
- 5) Any decision taken must be reported to HCM, in writing, within five (5) days by the immediate supervisor.

8.2.2 Stage Two

- 1) An unresolved grievance should be escalated to Stage 2 within ten (10) working days and such decision should be stated in the form for both Employee and Manager to sign;
- 2) If the grievance remains unresolved, or five (5) working days have lapsed, the employee may refer the grievance to the Line Executive;
- 3) Any decision taken must be reported to HCM, in writing, within five (5) working days by the immediate supervisor.

8.2.3 Stage Three

- 1) Unresolved grievance should be escalated to Stage 3 within ten (10) working days and such decision should be stated in the form for both Employee and Manager to sign;
- 2) If the grievance remains unresolved, or five (5) working days have lapsed, the employee may refer the grievance to the next level of authority; and
- 3) If, in the event the aggrieved employee is still dissatisfied with the outcome, the employee may refer the matter to the Commission for Conciliation, Mediation and Arbitration (CCMA).

9. The Role of HR/ER in the Grievance policy and Procedure process

- a) The effective handling of grievance is a line management function.
- b) The HCBP/ER department is available to assist line management and employees to ensure correct procedures are followed. ;
- c) The Wellness department should ensure that support is provided to the employee where required;
- d) The HCM/ ER department should ensure that disciplinary actions and procedures are applied consistently, fairly and are in conformity with this Grievance policy and procedure;
- e) The HCM / ER department is responsible for record-keeping of grievance and disciplinary procedures;
- f) The HCM / ER department is responsible for the facilitation of formal grievance hearing by:
 - i. Facilitating the appointment of a Chairperson of the grievance hearing, an Investigating Officer and Initiator.
 - ii. Preparing venue, providing tape recording, etc.
- g) The HCM / ER department should:
 - i. Ensure that the policy is communicated to all employees.
 - ii. Train line management and supervisors on the policy.

10. Non-Compliance

Non-compliance to this policy constitutes a breach and the non-compliant employees may be subjected to disciplinary actions / sanctions as stipulated in terms of the SITA Disciplinary Code.

11. Review

This policy will be reviewed at least every 3 years or earlier where required to respond to organisational needs and/or relevant legislative changes.

12. Amendments

The employer reserves the right to make amendments to the policy as may be necessary from time to time. Any such amendments will only be implemented after proper consultation with employees or a duly recognised trade union.

13. Compliance

Any employee who does not adhere to the conditions stipulated herein may be subjected to Disciplinary action in terms of the SITA Disciplinary Code.

14. Responsibility

Table 1 – Responsibilities

Responsibility	Responsible Party
Implementation	Employee Relations and HR
Compliance	All SITA employees
Monitoring and Evaluation	Lead Consultant: Employee Relations
Development and/or Review	Senior Manager: ER and Wellness Employee Relations Team
Interpretation and Advice	Employee Relations Team

15. Performance Indicators

Resolution of the grievance within stipulated time frames.

16. Applicability to Other Policies

Table 2 – Related Policies

Related Policy	Relationship (recall, support, relevant)
Disciplinary Code and Policy	Relevant
SITA Employment Conditions	Relevant
SITA code of conduct	Relevant
SITA delegation of authority	Relevant

17. Quality Records

- a) All grievances shall be recorded on the ER Case Management Tool by the HCBPS and Employee Relations section.
- b) Documents filed in the personal file of an employee at the HR department.
- c) Copies made available to employee representative or Union.

Annex A: **Abbreviations, Terms and Definitions**

A.1 Abbreviations

CCMA	Commission for Conciliation, Mediation and Arbitration
HR	Human Resources
SITA	State Information Technology Agency
HCM	Human Capital Management
ER	Employee Relations

A.2 Terms and definitions

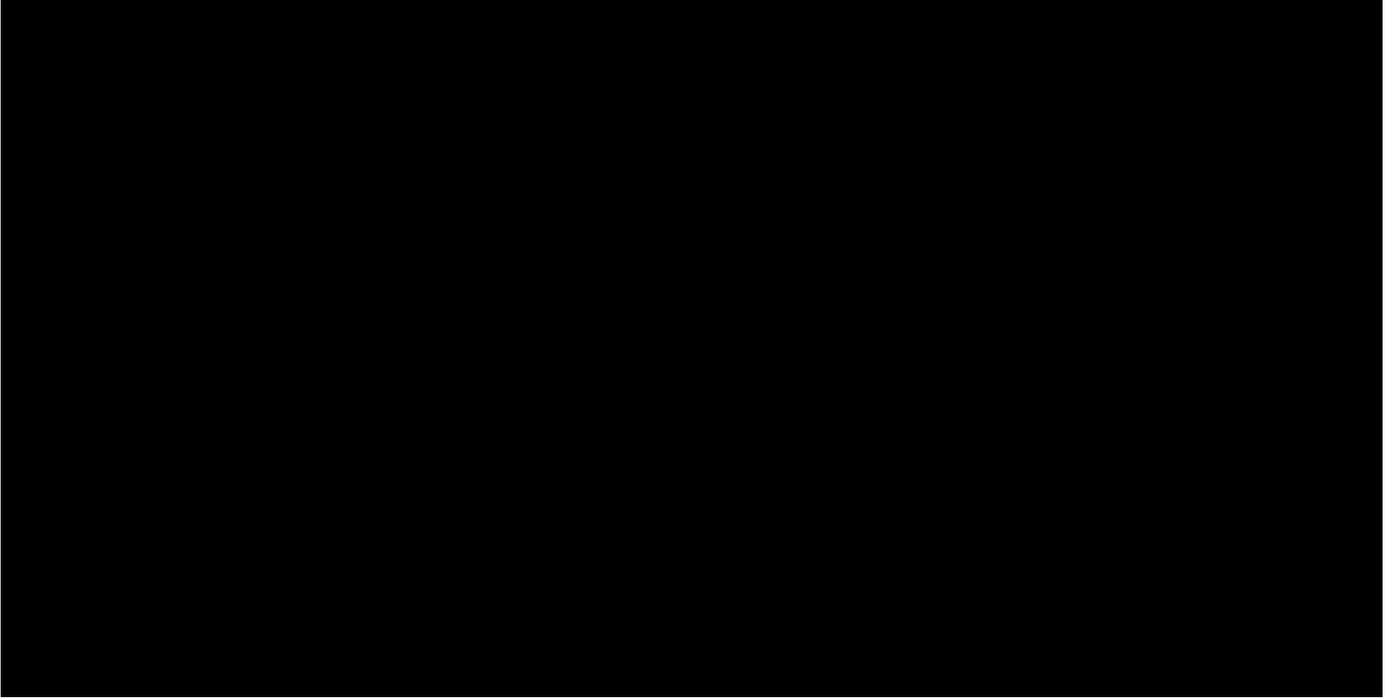
Unless the context of this document indicates otherwise in this Grievance Policy and Procedure, words denoting the masculine gender also include the feminine gender and any reference to the singular shall include the plural and vice versa.

The following word definitions shall apply:

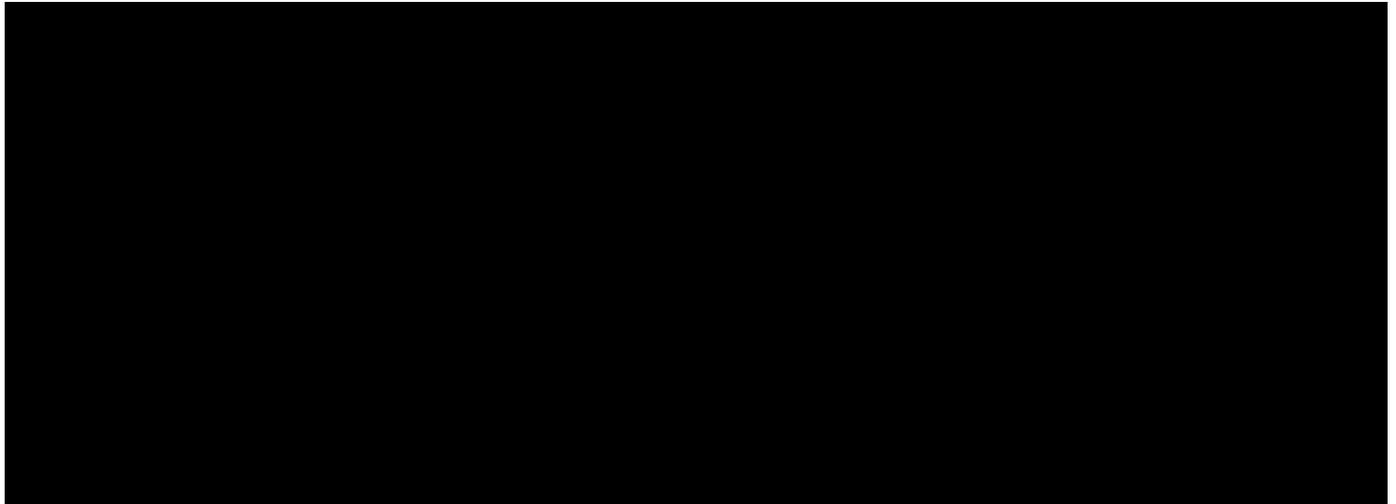
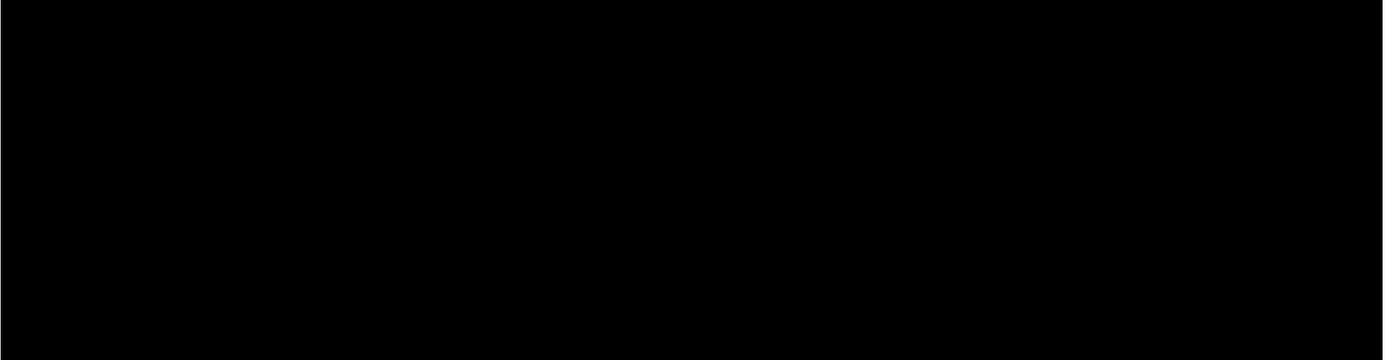
Term	Definition
Mild Grievance	This type of grievance does not involve a dispute of facts or require that evidence be lead to understand the nature of the grievance. The superior can easily ascertain the nature of the problem and that he/she is capable of resolving the grievance without assistance. For example an employee lodges a complaint about the unclean state of the toilet facilities. In this instance the superior is required to follow the Informal Grievance Investigation Procedure.
Serious Grievance	This type of grievance revolves around a dispute of facts and further evidence or witness testimonies may be necessary to understand the nature of the grievance. Alternatively, the superior does not feel he/she is capable of resolving the grievance without assistance. For example, one employee claims another employee hit him during their lunch break. In this instance the grievance must be channelled through the formal Grievance Hearing Procedure.
Sensitive Grievance	The sensitive grievance may include grievances about discrimination, sexual harassment and other forms of harassment, victimisation etc. In this instance the grievance must be channelled through the formal Grievance Hearing Procedure.

Grievance Procedure

STATE INFORMATION TECHNOLOGY AGENCY GRIEVANCE FORM



COMPLAINANT



Witnessed by: Signature: _____ Date: _____

No	Policy Provision	Current Provision	Proposed Amendment
	Policy Name	Succession Management Policy	Succession Management Policy
	Policy Owner	The Executive Corporate Services is mandated to promulgate this policy	The Executive responsible for Human Capital Management is the owner of this policy
	Policy Statement		<p>The rapid technological advances and the advent of the Fourth Industrial Revolution provides a significant opportunity for SITA to play a critical role in enabling government to achieve the National Development Plan 2030 vision. It poses new challenges for SITA in terms of maintaining stability within the organization as well as the ability to attract, develop and retain skills compatible and supportive of its strategy. Succession Management is regarded as a key lever in managing talent and ensuring that key leadership and technical competencies are nurtured and readily available. This policy provides an approach and guidelines on succession management to ensure that SITA has the right skills to be able to deliver on its strategic objectives. The main purpose of this policy is to –</p> <ol style="list-style-type: none"> a) continuously define future leadership and technical competency requirements; b) identify succession candidates; c) assess, develop and retain succession candidates in order to ensure continuity for leadership and critical positions; d) ensure an internal pool of competent employees who can occupy key leadership and critical positions; e) contribute to the achievement of SITA’s Digital Strategy through having a clearly defined succession management policy and process.
	Rationale	<p>As one of the key talent management interventions, succession management will give effect to the Employer of Choice Strategy by thoroughly outlining a systematic process for identifying key positions within SITA and creating an internal leadership and technical talent pipeline. The succession management policy and framework supports SITA’s efforts around building core capability to have identified key positions filled by internal candidates as and when they become vacant. The SITA talent management strategy dictates that we attract, acquire and retain the best talent. Succession management is one intervention that enables this strategic intent.</p> <p>Succession management is an integral part of the human capital strategy which benefits both the employee (growth and development) and SITA (realising SITA goals through retaining the right skills and building future leadership and technical capability).</p>	<p>Succession management is an integral part of the Human Capital Strategy 2020 – 2024 and as one of the key talent management interventions enables the ICT Skills Growth (Digital Transformation Skills Development and Retention) and Leadership Transformation pillar of the HCM strategy by thoroughly outlining a systematic process for identifying key positions within SITA and creating an internal leadership and critical technical talent pipeline. The succession management policy and framework supports SITA’s efforts of building capable and effective digital and/or digitally aware skills in both the core and support functions to have identified key positions filled by internal candidates as and when they become vacant to ensure continuity and be able to deliver on the Digital Strategy.</p>

	Principles	<p>The principles guiding succession management are as follows:–</p> <ul style="list-style-type: none"> a) a methodical process to ensure continuity for key leadership positions b) the identification of individuals within the organization who possess key skills and attributes; c) the planned nurturing and development of identified successors; d) alignment with the career aspirations, values and preferences of employees pursuing key leadership and technical roles and the strategic needs of the organization; e) prepare and support identified candidates to execute current and future business strategies; f) diversify the leadership and technical bench for a variety of future roles; g) support the continuous efforts towards SITA becoming a high-performance organisation and an employer of choice; h) embody fairness, transparency and equity with due regard to arbitrary discriminatory factors such as race, language, age, gender, sexual orientation, religion, culture and political affiliation; and i) be responsive to changing organisational needs 	<p>The principles guiding succession management are as follows:–</p> <ul style="list-style-type: none"> a) balanced approach that blends objectivity and empathy; b) a methodical process to ensure continuity for key leadership positions; c) a people-intensive and objective process with tools and process that support that; d) the identification of individuals within the organization who possess key skills and attributes; e) the planned nurturing and development of identified successors; f) alignment with the career aspirations, values and preferences of employees pursuing key leadership and critical roles and the strategic needs of the organization; g) prepare and support identified candidates to execute current and future business strategies; h) diversify the leadership and critical skills bench for a variety of future roles; i) enable the ICT Skills Growth (Digital Transformation Skills Development and Retention) and Leadership Transformation pillar of the HCM strategy intended to support SITA's Digital Strategy; j) embody fairness, transparency and equity with due regard to arbitrary discriminatory factors such as race, language, age, gender, sexual orientation, religion, culture and political affiliation; and k) be responsive to changing organisational needs.
	Scope and application	<p>This policy –</p> <ul style="list-style-type: none"> a) is only applicable to SITA permanent employees and fixed term contractors; b) may be amended at any time subject to consultation; and c) does not grant any additional rights to those to whom it applies to. 	<p>This policy –</p> <ul style="list-style-type: none"> a) is applicable to SITA permanent employees and fixed term contractors; b) may be amended at any time subject to consultation; and c) does not grant any additional rights to those to whom it applies to.
	Criteria for the identification of succession candidates	<p>The identification of candidates shall at all times take into consideration the following criteria:</p> <ul style="list-style-type: none"> a) The employee has been appointed permanently for an uninterrupted period of 12 months or more within SITA; b) The employee has been nominated by line management and has been identified through the talent management system, as being a 	<p>The identification of candidates shall at all times take into consideration the following criteria:</p> <ul style="list-style-type: none"> a) The employee has been appointed for an uninterrupted period of 6 months or more within SITA; b) The employee has been nominated by line management and has been identified through the talent management system, as being a

		<p>suitable succession candidate;</p> <p>c) The employee has completed the talent assessment process and is found to be suitable for succession purposes in terms of a combination of performance, potential and learning agility;</p> <p>d) The nominated employee meets the minimum requirements as per the SITA 9 Box metrics as per the talent management system and may be subjected to further assessments i.e. psychometric tests, competency assessment, role plays and further reference checks (criminal, citizenship, qualifications and credit checks) where necessary; and</p> <p>e) Employees that are acting in vacant higher positions for periods over three months; shall automatically qualify for inclusion into the succession pool subject to clause a, b, c and d above being met.</p>	<p>suitable succession candidate;</p> <p>c) The employee has completed the talent assessment process, and is found to be suitable for succession purposes in terms of a combination of performance, potential and learning agility;</p> <p>d) The selected employee meets the minimum requirements as per the SITA 9-Box matrix of the talent management system and has successfully gone through the assessment and selection process;</p> <p>e) Employees that are acting in vacant higher positions for periods over three months shall automatically qualify for inclusion into the succession pool subject to clause a, b, c and d above being met.</p>
	<p>The integration of succession management with the Talent Sourcing and Retention Policy</p>	<p>Vacant positions</p> <p>a) SITA may, at the discretion of the Chief Executive Officer, “reinforce” certain positions to be filled by candidates in the succession pool. This may be done for positions that are classified as critical or scarce and in situations where a lot of investment has been made on potential successors;</p> <p>b) Identified candidates in the succession pool may be made aware of vacant advertised positions that are in line with achieving their objectives as stipulated in their succession plans thus, line managers should ensure that no expectation is created that they will be appointed into the advertised posts;</p> <p>c) In instances where the succession candidate is not suitable for the position, other candidates who also met the criteria will be considered and the recruitment process will continue;</p> <p>d) In instances where a potential successor(s) has/have been identified and matched against more than one vacancy/job profile he or she may be allowed to compete for both positions following the normal recruitment process based on the set criteria;</p> <p>e) The responsible line manager shall in conjunction with the Consultant: Career Management and Succession Planning track and keep record of all potential successors and their succession plan metrics;</p>	<p>a) The positions earmarked for succession shall always be advertised internally first in order to afford the candidates on the succession management program an opportunity to apply;</p> <p>b) Identified candidates in the succession pool may be made aware of vacant advertised positions that are in line with achieving their objectives as stipulated in their succession plans. Thus, line managers should ensure that no expectation is created that they will be appointed into the advertised posts;</p> <p>c) In instances where the succession candidate is not suitable for the position, other candidates who also met the criteria will be considered and the recruitment process will continue;</p> <p>d) In instances where a potential successor(s) has/have been identified and matched against more than one vacancy/job profile he or she may be allowed to compete for both positions following the normal recruitment process based on the set criteria;</p> <p>e) The responsible line manager shall in conjunction with the Consultant: Career Management & Succession Planning and Human Capital Business Partner track and keep record of all potential successors and their succession profiles;</p> <p>f) Through the talent management process, succession candidates will be afforded the opportunity to shadow other jobs for developmental purposes and as prescribed by their succession plan in conjunction with their Personal Development Plan (PDP); and</p> <p>g) Candidates that have been identified to the Succession pool shall adhere to the Learning & Development policy in relation to the developmental work-back clause.</p>

		<p>f) Through the talent management process, succession candidates will be afforded the opportunity to shadow other jobs for developmental purposes and as prescribed by their succession plan in conjunction with their PDP; and</p> <p>g) Candidates that have been identified to be part of the succession pool shall adhere to the training and development policy in relation to the developmental work back clause.</p>																												
Process		<table border="1"> <thead> <tr> <th data-bbox="577 432 674 464">Step</th> <th data-bbox="674 432 1014 464">Process</th> <th data-bbox="1014 432 1330 464">Responsibility</th> </tr> </thead> <tbody> <tr> <td data-bbox="577 464 674 564">1</td> <td data-bbox="674 464 1014 564">Identify key leadership and technical positions across the business.</td> <td data-bbox="1014 464 1330 564">Line Executive</td> </tr> <tr> <td data-bbox="577 564 674 665">2</td> <td data-bbox="674 564 1014 665">Identify competencies for key leadership and technical positions.</td> <td data-bbox="1014 564 1330 665">Assigned OD Specialist</td> </tr> <tr> <td data-bbox="577 665 674 766">3</td> <td data-bbox="674 665 1014 766">Determine the possibility of these key positions being vacant in the short to medium term.</td> <td data-bbox="1014 665 1330 766">Line Executive</td> </tr> <tr> <td data-bbox="577 766 674 927">4</td> <td data-bbox="674 766 1014 927">Identify potential successors for key leadership and technical positions that could become vacant in the short to medium term.</td> <td data-bbox="1014 766 1330 927">Line Executive</td> </tr> <tr> <td data-bbox="577 927 674 1027">5</td> <td data-bbox="674 927 1014 1027">Have a succession management discussion with potential successors.</td> <td data-bbox="1014 927 1330 1027">Line Executive</td> </tr> <tr> <td data-bbox="577 1027 674 1091">6</td> <td data-bbox="674 1027 1014 1091">Assessment of identified potential successors</td> <td data-bbox="1014 1027 1330 1091">OD – Assessment Unit</td> </tr> <tr> <td data-bbox="577 1091 674 1192">7</td> <td data-bbox="674 1091 1014 1192">Develop succession management plans (SITA, business unit and individual)</td> <td data-bbox="1014 1091 1330 1192">Sourcing and Development</td> </tr> <tr> <td data-bbox="577 1192 674 1256">8</td> <td data-bbox="674 1192 1014 1256">Implement the succession management plans.</td> <td data-bbox="1014 1192 1330 1256">Succession candidate</td> </tr> </tbody> </table>	Step	Process	Responsibility	1	Identify key leadership and technical positions across the business.	Line Executive	2	Identify competencies for key leadership and technical positions.	Assigned OD Specialist	3	Determine the possibility of these key positions being vacant in the short to medium term.	Line Executive	4	Identify potential successors for key leadership and technical positions that could become vacant in the short to medium term.	Line Executive	5	Have a succession management discussion with potential successors.	Line Executive	6	Assessment of identified potential successors	OD – Assessment Unit	7	Develop succession management plans (SITA, business unit and individual)	Sourcing and Development	8	Implement the succession management plans.	Succession candidate	<p>Before the succession management process can be implemented the following needs to be set up and in place:</p> <p>(a) Identify critical positions</p> <p>(i) Key positions will need consideration of:</p> <ul style="list-style-type: none"> • individual employees in key positions that are leaving the organisation, i.e. retirements and employees in leadership positions; • review of each business function and strategic area, focusing on what new capabilities will be needed to deliver on the digital strategy; and • high impact critical roles that will affect the stability and continuity of the organisation if they were to become vacant. <p>(ii) Employees with high potential: High potential employees in the organisation will need to be identified using the 9-box performance/potential grid.</p> <p>(b) Identify the key competencies: For each position identified above, the leadership and technical competencies required should be identified. These are job-specific competencies required for each position as follows:</p> <p>(i) Knowledge;</p> <p>(ii) skills;</p> <p>(iii) abilities; and</p> <p>(iv) characteristics.</p> <p>(c) Consider employment equity, skills development and BBBEE targets: The succession management plan needs to incorporate and take cognisance of other key HCM-related plans and strategies.</p>
Step	Process	Responsibility																												
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8	Implement the succession management plans.	Succession candidate																												

			<p>(d) Identify mentors and coaches: The effective transfer of knowledge is imperative for the success of the succession process; thus mentors and coaches should be selected carefully. This should take into consideration that not everyone is able to mentor and coach effectively, despite their expertise. It is also important that mentors are fully committed to the process and their mentorship function should be included in their individual performance contracts. Upon identification and acceptance, mentors and coaches will be trained to assist them in coaching and mentoring effectively. Retirees should be the first considerations as mentors.</p> <p>(e) Identify methods of assessment: For all positions identified, assessments that are going to be used to identify and select candidates and evaluate their progress through the succession process should be identified. The assessments should be science-based and evidence-supported, producing accurate and valid results. The assessments are necessary to objectively evaluate readiness, competencies and skill of potential succession candidates. Each tool used should indicate areas of strength and developmental gaps to be effective. The following tools will be utilised:</p> <ul style="list-style-type: none">(i) leadership assessments for positions on job grade D-level and above;(ii) technical assessments for all technical positions; and(iii) interview panel – a formal interview where potential succession delegates are rated and the interviews are documented for future reference. <p>(f) Identify methods of training and development: A combination of training methods will be used to develop the succession candidates:</p> <ul style="list-style-type: none">(i) Formal learning programmes: This will include all learning initiatives that require a learner to follow a structured learning programme with specific measurable objective and outcomes leading to a qualification or certificate.
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			<p>(ii) Informal learning programmes: These are unstructured programmes that encourage ongoing learning and promote a continuous culture of learning within the organisation. They form the most critical type of learning in the workplace, intended to improve the employee's competencies without any structured learning programme.</p> <p>(g) Specify timeframes:</p> <p>(i) Succession planning at its core is about preparing an organisation for the future; however, the common mistake that many organisations make is to build their succession processes around the needs of their current roles and not what those roles should look like in the future. Succession planning timeframes thus differ from position to position and also at the different levels. Based on the readiness of succession candidates, a succession plan can run between one to five years and may be up to ten years for executive positions. A typical succession plan cycle will consist of the following:</p> <ol style="list-style-type: none"> (1) period of learning; (2) period of performance; and (3) sustainability period. <p>(ii) Succession plan timeframes should be specified and address the following:</p> <ol style="list-style-type: none"> (1) the commencement and end date of the development cycle; (2) training cycles; (3) appraisal periods and intervals; and (4) assessment dates, duration of assignments and projects. <p>(h) Integrate succession management with policies and procedures: Succession management is aimed at providing continuity in the leadership and critical skills pipeline and to develop a deeper capacity for leadership and performance. However, to implement an integrated and effective succession management</p>
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			<p>process there first needs to be an explicit link between the succession process and other policies and processes. Thus, to ensure the success of succession management it needs to be integrated with other policies and processes, including recruitment, performance management, recognition and reward and training and development. This will ensure retention of candidates to minimise the risk of investing in employees who then leave the organisation prematurely.</p>
	<p>Succession management implementation</p>	<p>The identification of candidates shall at all times take into consideration the following criteria:</p> <ul style="list-style-type: none"> a) The employee has been appointed permanently for an uninterrupted period of 12 months or more within SITA; b) The employee has been nominated by line management and has been identified through the talent management system, as being a suitable succession candidate; c) The employee has completed the talent assessment process and is found to be suitable for succession purposes in terms of a combination of performance, potential and learning agility; d) The nominated employee meets the minimum requirements as per the SITA 9 Box metrics as per the talent management system and may be subjected to further assessments i.e. psychometric tests, competency assessment, role plays and further reference checks (criminal, citizenship, qualifications and credit checks) where necessary; and e) Employees that are acting in vacant higher positions for periods over three months; shall automatically qualify for inclusion into the succession pool subject to clause a, b, c and d above being met. 	<p>Upon setting up a succession management plan, the following needs to be done to execute the plan and ensure development of succession candidates:</p> <ul style="list-style-type: none"> (a) Identify potential candidates: The intention is to create a succession programme in which leaders and employees want to participate. This can only happen when all participants appreciate its value and feel that it is fair and transparent, and that it ultimately creates more opportunities for all involved. The selection process must be uniform and fair. The following will be followed to identify potential candidates: <ul style="list-style-type: none"> (i) Through a talent review process, each division can identify and nominate high-potential candidates. Conducting a talent review will require managers and executives to assess employees across the organisation on performance and future potential. The insight gained from talent reviews will allow leaders to make strategic talent decisions and plan properly to build bench strength for their divisions. (ii) Advertise identified key leadership and critical positions and allow all employees to opportunity to apply. The minimum requirements and competencies for each identified position must be specified and potential candidates screened accordingly. (iii) Candidates that do not meet the minimum requirements should be provided with feedback and a discussion on their career pathing and individual development plan should be done. (b) Assess candidates' potential: Uniform assessment tools will be

			<p>used for different levels and positions to ensure fairness of the process. Assessments will be conducted based on specified key competencies for identified leadership and critical positions and readiness of candidates determined.</p> <p>(i) A readiness scaling, “Ready now”, “Ready 1-2 years” and “Ready 3-5 years” should be specified. The following tools can be used to assess potential of candidates and their readiness:</p> <ol style="list-style-type: none">(1) leadership assessment for positions on job grade D-level and above;(2) technical assessment for all technical positions; and(3) 9-box grid (see below), which will measure an employee’s current and potential level of contribution to the organisation; <p>(ii) Data from the candidate’s assessment will be used to craft an individual candidate’s succession profile that highlights and monitors gaps between where candidates are now and where they need to be to move into their future roles.</p> <p>(iii) The succession profile will combine information about the selection criteria for the position with the candidate’s education, experience, potential and current readiness for the role, as well as development gaps gathered from the assessments.</p> <p>(c) Interview prospective candidates: The selection of candidates is on the basis that they can fulfil the basic requirements and have been assessed in terms of competence and ability to undertake the succession plan process. The interview will be done by a panel and will thus focus on assessing suitability in terms of personality, cultural fit and other characteristics required from the individual’s profile. Candidates who are not successful should be provided with feedback on why they are not suitable, as well as guidance on areas of improvement so that they may improve their prospects for success during</p>
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			<p>subsequent succession management cycles.</p> <p>(d) Prepare individual development plans: The organization will need a variety of activities and opportunities for succession candidates to learn new skills and this is what the individual development plan will specify. Managers must be prepared to hold candidates accountable for their own growth. To formalise the individual succession plan the following will be completed:</p> <ul style="list-style-type: none">(i) Individual development plan crafted and agreed by with the employee and manager with time frames, gaps and initiatives to close the gaps and assessment tools to determined readiness. An individual development plan is an important document that succession candidates should use to map out their personal development goals and actions, and to track their own status and progress toward the goals they have set.(ii) Performance contract developed and agreed with deliverables and timeframes.(iii) The expectation of successful candidates should be managed by clarifying that acceptance into the programme doesn't guarantee appointment and that their success depends on their performance on the programme. This information should be clarified in the contract with successful candidates. <p>(e) Assign mentors and coaches for candidates: Studies have shown that the best way to develop high-potential individuals is to provide them with a series of stretch assignments paired with coaching and mentoring support necessary to push them out of their comfort zones. Thus, mentors and coaches are critical to the development of succession candidates and the following should be considered:</p> <ul style="list-style-type: none">(i) Before mentors and coaches can be allocated to candidates, they will be trained to allow them effectively undertake their roles.(ii) Formalise the mentorship programme with detailed instructions, timeframes and outcomes expected.
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			<ul style="list-style-type: none"> (iii) The mentorship tasks should be incorporated into the performance contract of the mentors/coach. (iv) Where possible, external mentors and coaches should be considered for leadership candidates. (f) Provide training and development opportunities: <ul style="list-style-type: none"> (i) Based on the gaps identified from the assessment, training and development initiatives should be identified with timeframes for all succession candidates. A basket of development options should be made available to all candidates, depending on the nature of competence and the job level, including secondments, work assignments, action learning, and mentoring/coaching, as well as formalised learning courses. (g) Assess readiness of candidates: Assessing candidates' on-the-job competencies is important to obtain a baseline and determine the candidates' readiness to assume new responsibility. The same assessment tools used at the initial assessment should be used to measure progress and determine the readiness level of candidates following the three categories above (ready now, ready 1-2 years and ready 3-5 years). Employees should be given the opportunity to apply the knowledge gained from training and development initiatives practically before measuring progress. In addition to this, feedback should be sought from the mentor/coach. (h) Discuss results and develop action plans: Based on the assessment feedback of the candidate, the competency and skills gaps should be addressed and action plans crafted for the employee. In cases where there is no sufficient progress made and there is no fit to the position, this needs to be communicated with the candidate and a way forward in terms of exit plans or alternatives agreed upon. (i) Placement of qualified candidates: To manage expectations, it should be clarified with candidates that they will not just be promoted into positions upon completing the programme
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			<p>without having the necessary skills and experience. The succession positions will be advertised for succession candidates to follow the recruitment process.</p> <p>Measure progress: Having implemented succession management it is critical to continuously monitor and measure progress of the overall process. The organisation should be in a position to know whether the right people are moving at the right pace into the right jobs at the right time. The ultimate goal of this process is to ensure bench strength for leadership and critical positions within the organisation; thus, to make succession management planning process work, goals need to be established and progress tracked against those goals. Measuring the number of succession candidates identified will not be as impactful as measuring the percentage of placement of succession candidates. Managers and the organisation should thus establish goals that would be able to gauge the overall impact of the process</p>
	Non-compliance		Non-compliance to this policy constitutes a breach and non-compliant employees may be subjected to sanctions as stipulated in the SITA Disciplinary Code
	Implementation		This policy will be communicated to all SITA employees upon promulgation. Communication will be done by means of Corporate Communications and road shows.
	Applicability to other policies		<p>This policy should be read in conjunction with the following policies and strategies</p> <ul style="list-style-type: none"> • SITA Succession Management Strategy • SITA Talent Sourcing and Retention Policy • SITA Learning & Development Policy • Integrated Corporate Performance Management (ICPM)Policy
	Review Period		This policy will be reviewed every two to three years, to respond to organisational needs and/or relevant legislative changes as well as the Succession Management Strategy.
	Definitions	<p>Succession management: The proactive approach of managing talent which involves the identification of high potentials for anticipated future skills needs and the tailored development of these individuals so that there is a talent pool and leadership pipeline available to meet organizational needs.</p> <p>Leadership position(s): Positions occupied by individuals that have people reporting to them</p> <p>Technical position(s): Positions that are occupied by individuals with technical expertise and in most instances don't have people reporting to them</p>	<p>Assessment(s): A series of tests facilitated by a qualified practitioner to evaluate behaviour, skills, abilities and capabilities for a variety of purposes such as development.</p> <p>Candidate career plan: An employee's outlined career pathing plan based on their current position.</p> <p>Candidate current competency: An employee's current capability levels, knowledge and skills as provided by assessment feedback.</p> <p>Competencies: Identified behaviours, knowledge, skills and abilities that directly and positively impact the success of the employee and the</p>

		<p>Leadership / technical bench: Refers to a group of individuals within an organization who have been identified as high potentials with scarce skills and would be considered to fill either leadership or technical positions.</p> <p>High performance individuals: Individuals who have displayed high levels of aspiration, engagement and ability within their current work environment and consistently exceed expectations when it comes to their performance.</p> <p>Competencies: Identified behaviours, knowledge, skills and abilities that directly and positively impact the success of the employee and the organization. They can be measured by a variety of assessment tools and batteries.</p> <p>Successors: Refers to employees that have been identified to be high potential and part of a succession plan for a specific role in the organization.</p> <p>Succession management plans: Plans put into place to kick start the succession planning process and developing the employee to succeed the current incumbent in an identified role.</p> <p>Succession candidate(s): Refers to a candidate or candidates that have been identified</p> <p>Trend analysis: This is collecting information with the attempt to spot a pattern or trend in the information which often predicts future practice or behavior.</p> <p>Past performance: Refers to an employee's historical performance management information.</p> <p>Candidate career plan: An employee's outlined career pathing plan based on their current position.</p> <p>Candidate current competency: An employee's current capability levels, knowledge and skills as provided by assessment feedback.</p> <p>Sourcing and development: This refers to the Human Capital Management business unit Sourcing and development.</p> <p>Development: The process of equipping employees with tools and resources that will help them achieve their desired career goals and aspirations</p> <p>Progression: Similar to a promotion, this is the successful move from one position to another based on performance.</p> <p>Promotion: The advancement of an employee from their current position to one that is at a higher level or job grade based on performance.</p> <p>Succession management opportunity: The opportunity presented to an employee that has been identified as a high potential to be part of a succession plan.</p> <p>Assessment(s): A series of tests facilitated by a qualified practitioner to evaluate behaviour, skills, abilities and capabilities for a variety of purposes such as development.</p>	<p>organization. They can be measured by a variety of assessment tools and batteries.</p> <p>Core position(s): Positions that are directly involved in the core Value Chain of the organisation.</p> <p>Critical position(s): Positions exert critical influence on the operational activities and or strategic objectives of the organisation</p> <p>Development: The process of equipping employees with tools and resources that will help them achieve their desired career goals and aspirations</p> <p>High performance individuals: Individuals who have displayed high levels of aspiration, engagement and ability within their current work environment and consistently exceed expectations when it comes to their performance.</p> <p>High potential individuals: individuals who are likely to perform well in the future and are capable of taking new roles, either immediately, or within two to three years.</p> <p>Leadership position(s): Positions occupied by individuals that have people reporting to them</p> <p>Leadership / critical skills bench: Refers to a group of individuals within an organization who have been identified as high potentials with scarce skills and would be considered to fill either leadership or critical positions.</p> <p>Nine-Grid Matrix: A tool used to measure an employee's current and potential level of contribution to the organisation using current performance and future potential.</p> <p>Past performance: Refers to an employee's historical performance management information.</p> <p>Progression: Similar to a promotion, this is the successful move from one position to another based on performance.</p> <p>Promotion: The advancement of an employee from their current position to one that is at a higher level or job grade based on performance.</p> <p>Scarce position(s): Positions in which there is a scarcity of qualified and experienced people, currently or anticipated in the future.</p> <p>Succession management: The proactive approach of managing talent which involves the identification of high potentials for anticipated future skills needs and the tailored development of these individuals so that there is a talent pool and leadership pipeline available to meet organizational needs.</p> <p>Successors: Refers to employees that have been identified to be high potential and part of a succession plan for a specific role in the organization.</p> <p>Succession management plans: Plans put into place to kick start the succession planning process and developing the employee to succeed the current incumbent in an identified role.</p> <p>Succession candidate(s): Refers to a candidate or candidates that have been</p>
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Annexure A: Setting up Succession Management	<p>The succession management policy will be implemented in accordance with the implementation process outlined under Table 3.</p> <p>It must be noted that all steps in the implementation process are to be managed diligently and with the utmost confidence by all parties concerned.</p>	<p style="text-align: center;">Table 3 – Succession Planning Implementation Process</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 10%;">Step</th> <th style="width: 40%;">Process Description</th> <th style="width: 50%;">Responsibility</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">1</td> <td>Identify key leadership and technical positions for each division.</td> <td style="text-align: center;">Line Executive</td> </tr> <tr> <td style="text-align: center;">1.1</td> <td>Each line executive, divisional head and line manager liaises with the assigned OD specialist to identify key leadership and technical roles within the business area.</td> <td style="text-align: center;">Line Executive Assigned OD Specialist Consultant: Career Management and Succession Planning</td> </tr> <tr> <td style="text-align: center;">1.2</td> <td>This step is supported by the assigned OD specialist as well as the Consultant: Career Management and Succession Planning.</td> <td style="text-align: center;">Line Executive Assigned OD Specialist Consultant: Career Management and Succession Planning</td> </tr> <tr> <td style="text-align: center;">2</td> <td>Identify competencies for key leadership and technical</td> <td style="text-align: center;">Assigned OD Specialist</td> </tr> </tbody> </table>	Step	Process Description	Responsibility	1	Identify key leadership and technical positions for each division.	Line Executive	1.1	Each line executive, divisional head and line manager liaises with the assigned OD specialist to identify key leadership and technical roles within the business area.	Line Executive Assigned OD Specialist Consultant: Career Management and Succession Planning	1.2	This step is supported by the assigned OD specialist as well as the Consultant: Career Management and Succession Planning.	Line Executive Assigned OD Specialist Consultant: Career Management and Succession Planning	2	Identify competencies for key leadership and technical	Assigned OD Specialist	<p>Before succession management process can be implemented the following needs to be set up and in place:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 10%;">(a)</th> <th style="width: 10%;">Step</th> <th style="width: 40%;">(b) Process</th> <th style="width: 30%;">(c) Responsibility</th> </tr> </thead> <tbody> <tr> <td>(d)</td> <td style="text-align: center;">1</td> <td>a. Identify key leadership positions b. Identify critical positions (e)</td> <td>(f) Executive Caretaker (g) Line Executive/Manager</td> </tr> <tr> <td>(h)</td> <td style="text-align: center;">2</td> <td>Consideration for employment equity, skills development and BBB-EE Targets (i)</td> <td>(j) HCBP</td> </tr> <tr> <td>(k)</td> <td style="text-align: center;">3</td> <td>Identify mentors and coaches (l)</td> <td>(m) Line Executive</td> </tr> <tr> <td>(n)</td> <td style="text-align: center;">4</td> <td>Identify methods of assessment for each position (o)</td> <td>(p) OD</td> </tr> <tr> <td>(q)</td> <td style="text-align: center;">5</td> <td>(r) Identify methods of training and development</td> <td>(s) Learning & Development</td> </tr> <tr> <td>(t)</td> <td style="text-align: center;">6</td> <td>Specify time frames</td> <td>(v)</td> </tr> </tbody> </table>	(a)	Step	(b) Process	(c) Responsibility	(d)	1	a. Identify key leadership positions b. Identify critical positions (e)	(f) Executive Caretaker (g) Line Executive/Manager	(h)	2	Consideration for employment equity, skills development and BBB-EE Targets (i)	(j) HCBP	(k)	3	Identify mentors and coaches (l)	(m) Line Executive	(n)	4	Identify methods of assessment for each position (o)	(p) OD	(q)	5	(r) Identify methods of training and development	(s) Learning & Development	(t)	6	Specify time frames	(v)
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			<p>additionally be guided by Sourcing and Development as the need arises.</p>	
		4.2	<p>A list of potential succession management candidates detailing the positions that they have been identified as possible successors for is compiled and signed off with the line executive.</p> <p>Note that this is not the final list and sign-off merely signifies that the process of identifying potential succession candidates has been completed.</p>	<p>Line Executive Consultant: Career Management and Succession Planning</p>
		5	<p>Have a succession management discussion with the identified succession candidates to confirm interest and commitment to the process.</p>	<p>Line Executive Consultant: Career Management and Succession Planning</p>
		5.1	<p>A formal succession management discussion is scheduled and implemented with each candidate and line executive.</p> <p>This step is facilitated by Sourcing and Development.</p> <p>Sourcing and development will clarify expectations and emphasise that this is in the main a development opportunity and not a guarantee for promotion or progression into the next level of the employee's career.</p>	<p>Line Executive Succession management candidate Consultant: Career Management and Succession Planning</p>
		5.1.1	<p>Should the employee indicate interest in the succession</p>	<p>Line Executive Succession management</p>

			management opportunity then assessments are scheduled prior to a formal agreement being entered into per Annexure C .	candidate Consultant: Career Management and Succession Planning	
		5.1.2	Where the employee does not indicate interest in the succession management opportunity this decision is noted in the relevant section of Annexure C. Where necessary Step 4 will be revisited to ensure that succession candidates are secured for the succession management position.		
		5.2	The confidentiality requirements of these engagements are emphasised throughout the process and are highlighted further in Annexure C.	All stakeholders and participants	
		6	Conduct assessments with the willing candidates (see step 5.1.1) to determine suitability for succession management and taking on a role with greater complexity and responsibility.	OD Assessment Unit Consultant: Career Management and Succession Planning	
		6.1	Employees that fare well in the assessments will be contracted as per step 5.1.1 above.	Succession management candidate Consultant: Career Management and Succession Planning	
		6.2	Employees that do not fare well in the assessments will not be contracted for succession management and will be guided on how best to close identified gaps through their individual PDP. Where necessary Step 4 will be revisited to ensure that	Succession management candidate Consultant: Career Management and Succession Planning	

			succession candidates are secured for the succession management position.	
		7	<p>Upon completion of Step 6 the final list of potential succession management candidates detailing the positions that they have been identified as possible successors for is compiled and signed-off with the line executive.</p> <p>Note that this is the final list and sign-off signifies confirmation of the succession management candidates by the line executives for the succession management journey.</p>	<p>Line Executive Succession management candidate Consultant: Career Management and Succession Planning</p>
		8	<p>Upon completion of Steps 6.1 and 7 individual succession management plans are developed and signed-off using the Individual Succession Management Plan Template accessible on the intranet as a guideline.</p> <p>The signed-off individual succession management plans initiates the succession management journey.</p> <p>This step is facilitated by Sourcing and Development.</p>	<p>Line Executive Succession management candidate Line manager Consultant: Career Management and Succession Planning</p>
		8.1	The individual succession management plan is implemented and monitored.	Sourcing and development
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	Annexure B: Succession Management Detailed Implementation Process	<p>B.1 Abbreviations and references</p> <p>HRMIS Human Resources Management Information System ICT Information and Communication Technology OD Organizational Development PDP Personal Development Plan SITA State Information Technology Agency</p> <p>B.2 Definitions</p> <p>Succession management: The proactive approach of managing talent which involves the identification of high potentials for anticipated future skills needs and the tailored development of these individuals so that there is a talent pool and leadership pipeline available to meet organizational needs. Leadership position(s): Positions occupied by individuals that have people</p>	<p>The succession management policy will be implemented in accordance with the process outlined below. It must be noted that all steps in the implementation process are to be managed diligently by all parties concerned.</p> <table border="1"> <thead> <tr> <th data-bbox="1352 895 1444 951">Step</th> <th data-bbox="1444 895 1872 951">Process Description</th> <th data-bbox="1872 895 2116 951">Responsibility</th> </tr> </thead> <tbody> <tr> <td data-bbox="1352 951 1444 1015">1</td> <td data-bbox="1444 951 1872 1015">Identify key leadership position and critical positions for each division.</td> <td data-bbox="1872 951 2116 1015">Line Executive</td> </tr> <tr> <td data-bbox="1352 1015 1444 1166">1.1</td> <td data-bbox="1444 1015 1872 1166">Each line executive, divisional head and line manager liaises with the Talent Consultant and OD Consultant to identify key leadership and critical roles within the business area.</td> <td data-bbox="1872 1015 2116 1166" rowspan="2">Line Executive OD Specialist Consultant: Talent</td> </tr> <tr> <td data-bbox="1352 1166 1444 1257">1.2</td> <td data-bbox="1444 1166 1872 1257">This step is supported by the OD Consultant as well as the Consultant: Talent</td> </tr> <tr> <td data-bbox="1352 1257 1444 1321">2</td> <td data-bbox="1444 1257 1872 1321">Identify competencies for identified key leadership and critical positions.</td> <td data-bbox="1872 1257 2116 1321">OD Consultant</td> </tr> <tr> <td data-bbox="1352 1321 1444 1380">2.1</td> <td data-bbox="1444 1321 1872 1380">On completion of Step 1 the OD Consultant together with the Consultant:</td> <td data-bbox="1872 1321 2116 1380">OD Consultant Consultant: Talent</td> </tr> </tbody> </table>	Step	Process Description	Responsibility	1	Identify key leadership position and critical positions for each division.	Line Executive	1.1	Each line executive, divisional head and line manager liaises with the Talent Consultant and OD Consultant to identify key leadership and critical roles within the business area.	Line Executive OD Specialist Consultant: Talent	1.2	This step is supported by the OD Consultant as well as the Consultant: Talent	2	Identify competencies for identified key leadership and critical positions.	OD Consultant	2.1	On completion of Step 1 the OD Consultant together with the Consultant:	OD Consultant Consultant: Talent
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		<p>reporting to them</p> <p>Technical position(s): Positions that are occupied by individuals with technical expertise and in most instances don't have people reporting to them</p> <p>Leadership / technical bench: Refers to a group of individuals within an organization who have been identified as high potentials with scarce skills and would be considered to fill either leadership or technical positions.</p> <p>High performance individuals: Individuals who have displayed high levels of aspiration, engagement and ability within their current work environment and consistently exceed expectations when it comes to their performance.</p> <p>Competencies: Identified behaviours, knowledge, skills and abilities that directly and positively impact the success of the employee and the organization. They can be measured by a variety of assessment tools and batteries.</p> <p>Successors: Refers to employees that have been identified to be high potential and part of a succession plan for a specific role in the organization.</p> <p>Succession management plans: Plans put into place to kick start the succession planning process and developing the employee to succeed the current incumbent in an identified role.</p> <p>Succession candidate(s): Refers to a candidate or candidates that have been identified</p> <p>Trend analysis: This is collecting information with the attempt to spot a pattern or trend in the information which often predicts future practice or behavior.</p> <p>Past performance: Refers to an employee's historical performance management information.</p> <p>Candidate career plan: An employee's outlined career pathing plan based on their current position.</p> <p>Candidate current competency: An employee's current capability levels, knowledge and skills as provided by assessment feedback.</p> <p>Sourcing and development: This refers to the Human Capital Management business unit Sourcing and development.</p> <p>Development: The process of equipping employees with tools and resources that will help them achieve their desired career goals and aspirations</p> <p>Progression: Similar to a promotion, this is the successful move from one position to another based on performance.</p> <p>Promotion: The advancement of an employee from their current position to one that is at a higher level or job grade based on performance.</p> <p>Succession management opportunity: The opportunity presented to an employee that has been identified as a high potential to be part of a</p>		<p>Talent will consolidate a list of competencies per position and submit it to the management team. Succession Profile created for each position which will be used in recruiting successors as per Annexure D</p>	
			3	Identify potential successors for identified key leadership and critical positions.	Line Executive
			3.1	Advertise identified key leadership and critical positions and allowing all employees to opportunity to apply.	Consultant: Talent Line Executive
			3.2	Screening of potential succession candidates based on minimum requirements of the succession position	Sourcing and Development
			3.3	The Line Executive and management team must consider potential successors for identified succession management positions using the 9 Box performance/potential grid. Candidates past performance, candidate's career plan and candidate's current competency profiles must be taken into consideration.	Line Executive HRBP Talent Consultant OD Consultant
			3.4	Candidates that don't meet the minimum requirements should be provided feedback and a discussion with their career pathing and individual development plan done.	Consultant: Talent HRBP
			4	Assess Candidates Potential	OD Assessment Unit
			4.1	Assessments will be conducted based on specified key competencies for identified leadership and critical positions to determine readiness of candidates for succession position and taking on a role with greater complexity and responsibility.	OD Assessment Unit
			4.2	9 box grid which will measure an employee's current and potential level of	Line Executive HRBP

		<p>succession plan.</p> <p>Assessment(s): A series of tests facilitated by a qualified practitioner to evaluate behaviour, skills, abilities and capabilities for a variety of purposes such as development.</p> <p>Succession management agreement: The agreement between an employee and the organization</p> <p>Succession management report(s): This refers to a management tool that will provide all parties involved with a view of the progress and movement of the succession plans for the entire organization.</p> <p>Succession management review session(s): Meetings that will be held to evaluate and analyse the succession management process.</p>		contribution to the organization.	Talent Consultant OD Consultant
			4.3	<p>Compile potential candidate's individual succession profile as per Annexure E. The Succession Profile will combine information about the selection criteria for the position with the candidate's education, experience, potential and current readiness for the role, as well as their development gaps gathered from the assessments.</p>	Talent Consultant OD Consultant HRBP
			5	Interview prospective candidates	Talent Sourcing
			5.1	<p>A formal succession management interview is scheduled and implemented with each candidate and line executive</p> <p>This step is facilitated by Sourcing and Development.</p> <p>The succession interview will focus on assessing suitability in terms of personality, job fit and other behaviours required from them and to confirm interest and commitment to the process</p> <p>Sourcing and development will clarify expectations and emphasise that this a development opportunity and not a guarantee for promotion or progression into the next level of the employee's career</p>	Line Executive Talent Sourcing Succession Candidate HRBP
			5.2	<p>Provide feedback to unsuccessful candidates and will be guided on how best to close identified gaps through their individual PDP.</p> <p>Successful candidates provided acceptance letter into the program into per Annexure C</p>	HRBP Consultant: Talent
			5.3	The confidentiality requirements of these engagements are emphasised throughout the process and are	All stakeholders and participants

				highlighted further in Annexure C	
			5.4	A list of potential succession management candidates detailing the positions that they have been identified as possible successors for is compiled and signed off with the line executive Note that this is the final list and sign-off signifies confirmation of the succession management candidates by the line executives for the succession management journey.	Line Executive HRBP Consultant: Talent
			6	Craft individual development plan	
			6.1	Upon completion of Steps 5 -5.4 Individual development plan crafted as per Annexure F and agreed by with the employee and manager with time frames, gaps and initiatives to close the gaps and assessment tools to determined readiness The signed-off individual development plan initiates the succession management journey. An individual development plan is an important document that succession candidates should use to map out their personal development goals and actions, and to track their own status and progress toward the goals they have set.	Line Executive Succession candidate Line manager Consultant: Talent
			6.2	The succession candidate performance contract to include agreed deliverables with timeframes.	Line Manager Succession Candidate
			7	Assign mentor/coaches to succession candidates	Line Manager HRBP
			7.1	Mentors/coaches to be trained prior to starting the process to allow them effectively undertake their roles. This process will be facilitated by Learning & Development	Learning & Development

			7.2	Formalising the mentorship programme with detailed instructions, time frames and outcomes expected.	Line Manager HRBP
			7.3	The mentorship task to be incorporated into the performance contract of the mentors/coach.	Line Manager HRBP
			8.	Implementation of training and development initiatives identified based on the gaps identified from the assessment This step is facilitated by Learning & Development	Learning & Development Consultant: Talent Succession candidate Mentor/Coach Line Manager
			9.	Measure and monitor progress	Senior Manager: Talent Management
			9.1	The individual ensures that quarterly succession management review sessions take place	Individual succession management candidate Line Manager Consultant: Talent
			9.2	Quarterly succession management reports are provided to each line executive.	Senior Manager: Talent Management
			9.3	Review and revise the SITA and divisional succession management plans on a yearly basis.	Senior Manager: Talent Management
			10.	Assess readiness of candidates	OD: Assessment Centre
			10.1	Employees should be given opportunity to apply the knowledge gained from training and development initiatives practically before measuring progress.	Line Manager Mentor Succession Candidate
			10.2	Assess candidates on the job competencies to determine progress and the candidate's readiness to assume new responsibility following three categories of ready now, ready 1-2 years and ready 3-5 years.	OD: Assessment Centre
			11	Discuss results and develop action plans Based on the assessment feedback of	Line Manager HRBP

				the candidate, the competency and skills gaps should be addressed and action plans crafted for the employee.	Succession Candidate Mentor																																																			
11.1	In cases where there is no sufficient progress made and there is no fit to the position, this needs to be communicated with the candidate and a way forward in terms of exit plans or alternatives agreed upon.	Line Manager HRBP Succession Candidate Mentor	12	Recruitment and placement of succession candidate When the succession role becomes available it will be advertised internally only. Normal talent acquisition process to be followed facilitated by the Sourcing team	Talent Sourcing Team																																																			
Annexure C: Succession Management Agreement Template	<table border="1"> <tr><td>Employee Number</td><td></td></tr> <tr><td>Employee Name</td><td></td></tr> <tr><td>Employee Surname</td><td></td></tr> <tr><td>Section</td><td></td></tr> <tr><td>Line Manager</td><td></td></tr> <tr><td>HCBP</td><td></td></tr> </table>	Employee Number		Employee Name		Employee Surname		Section		Line Manager		HCBP		<table border="1"> <tr><td>Employee Number</td><td></td></tr> <tr><td>Employee Name</td><td></td></tr> <tr><td>Employee Surname</td><td></td></tr> <tr><td>Section</td><td></td></tr> <tr><td>Line Manager</td><td></td></tr> <tr><td>HCBP</td><td></td></tr> </table>	Employee Number		Employee Name		Employee Surname		Section		Line Manager		HCBP		<table border="1"> <tr><td>Employee Number</td><td></td></tr> <tr><td>Employee Name</td><td></td></tr> <tr><td>Employee Surname</td><td></td></tr> <tr><td>Section</td><td></td></tr> <tr><td>Line Manager</td><td></td></tr> <tr><td>HCBP</td><td></td></tr> </table>	Employee Number		Employee Name		Employee Surname		Section		Line Manager		HCBP		<table border="1"> <tr><td>Employee Number</td><td></td></tr> <tr><td>Employee Name</td><td></td></tr> <tr><td>Employee Surname</td><td></td></tr> <tr><td>Section</td><td></td></tr> <tr><td>Line Manager</td><td></td></tr> <tr><td>HCBP</td><td></td></tr> </table>	Employee Number		Employee Name		Employee Surname		Section		Line Manager		HCBP		<table border="1"> <tr><td>Succession Candidate nominated by:</td><td>Line Manager</td><td>Other</td></tr> </table>	Succession Candidate nominated by:	Line Manager	Other
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ANNEXURE D: 9- GRID MATRIX GUIDE				<table border="1"> <thead> <tr> <th data-bbox="1610 1043 1431 1139"></th> <th data-bbox="1431 1043 1749 1139">Under Performance</th> <th data-bbox="1749 1043 1939 1139">Effective Performance</th> <th data-bbox="1939 1043 2134 1139">Outstanding Performance</th> </tr> </thead> <tbody> <tr> <th data-bbox="1431 1139 1543 1375">High Potential</th> <td data-bbox="1543 1139 1749 1375"> Box 5: Seasoned professional capable of expanded role, but may be experiencing problems that </td> <td data-bbox="1749 1139 1939 1375"> Box 2: Does extremely well at current job with potential to do more; give stretch assignments to </td> <td data-bbox="1939 1139 2134 1375"> Box 1: Consistently performs well in a variety of assignments; superstar employee. Big picture thinker; </td> </tr> </tbody> </table>		Under Performance	Effective Performance	Outstanding Performance	High Potential	Box 5: Seasoned professional capable of expanded role, but may be experiencing problems that	Box 2: Does extremely well at current job with potential to do more; give stretch assignments to	Box 1: Consistently performs well in a variety of assignments; superstar employee. Big picture thinker;
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			<p>Step 2. Assessing Potential</p> <ul style="list-style-type: none"> • Employee’s potential is measured along the y-axis of the 9-box grid. • Potential will also be scored during employee’s performance appraisal and will fall into the following categories. <ul style="list-style-type: none"> ○ Low potential working at full potential. Employee is working at full potential and is not expected to improve, either because they are at maximum capacity or because of a lack of motivation. ○ Moderate potential develop in current role. Employee has the potential to further develop within their current role. This can be in terms of performance, but also in terms of expertise. ○ High potential. Capable of taking new roles, either immediately, or within two to three years. <p>Step 3. Plotting on the grid</p> <ul style="list-style-type: none"> • The last step entails plotting performance and potential on the grid. • Different talent management techniques will be used for each box in the grid. • The most valuable position is the top right box (Box 1), which is composed of those ranking high in both performance and potential. • The bottom left box (Box 9) is composed of those ranking low in performance and potential. These employees should have performance improvement plans in place.

Succession Management Policy Review



Purpose

*The EXCO to **note and discuss** the revised **SITA Succession Management** Policy for onwards submission and approval by BOARD after consultation with organized labour (PSA).*

Rationale for the submission

The following revision of the **SITA Succession Management** Policy and processes for this presentation to the EXCO resides in the following key factors, namely:

- Ø To outline a systematic process for identifying key positions within SITA
- Ø To create an internal leadership and critical technical talent pipeline
- Ø The SITA Succession Management Policy and Process **is to be** consulted with the Union so that they provide comments to demonstrate mutual agreement.

No	Policy Provision	Current Provision	Proposed Amendment
	Policy Name	Succession Management Policy	Succession Management Policy
	Policy Owner	The Executive Corporate Services is mandated to promulgate this policy	The Executive responsible for Human Capital Management is the owner of this policy
	Policy Statement		<p>The rapid technological advances and the advent of the Fourth Industrial Revolution provides a significant opportunity for SITA to play a critical role in enabling government to achieve the National Development Plan 2030 vision. It poses new challenges for SITA in terms of maintaining stability within the organization as well as the ability to attract, develop and retain skills compatible and supportive of its strategy. Succession Management is regarded as a key lever in managing talent and ensuring that key leadership and technical competencies are nurtured and readily available. This policy provides an approach and guidelines on succession management to ensure that SITA has the right skills to be able to deliver on its strategic objectives. The main purpose of this policy is to –</p> <ul style="list-style-type: none"> continuously define future leadership and technical competency requirements; identify succession candidates; assess, develop and retain succession candidates in order to ensure continuity for leadership and critical positions; ensure an internal pool of competent employees who can occupy key leadership and critical positions; contribute to the achievement of SITA's Digital Strategy through having a clearly defined succession management policy and process.

No	Policy Provision	Current Provision	Proposed Amendment
	Rationale	<p>As one of the key talent management interventions, succession management will give effect to the Employer of Choice Strategy by thoroughly outlining a systematic process for identifying key positions within SITA and creating an internal leadership and technical talent pipeline. The succession management policy and framework supports SITA's efforts around building core capability to have identified key positions filled by internal candidates as and when they become vacant. The SITA talent management strategy dictates that we attract, acquire and retain the best talent. Succession management is one intervention that enables this strategic intent.</p> <p>Succession management is an integral part of the human capital strategy which benefits both the employee (growth and development) and SITA (realising SITA goals through retaining the right skills and building future leadership and technical capability).</p>	<p>Succession management is an integral part of the Human Capital Strategy 2020 – 2024 and as one of the key talent management interventions enables the ICT Skills Growth (Digital Transformation Skills Development and Retention) and Leadership Transformation pillar of the HCM strategy by thoroughly outlining a systematic process for identifying key positions within SITA and creating an internal leadership and critical technical talent pipeline. The succession management policy and framework supports SITA's efforts of building capable and effective digital and/or digitally aware skills in both the core and support functions to have identified key positions filled by internal candidates as and when they become vacant to ensure continuity and be able to deliver on the Digital Strategy.</p>

No	Policy Provision	Current Provision	Proposed Amendment
	Principles	<p>The principles guiding succession management are as follows:-</p> <ul style="list-style-type: none"> a methodical process to ensure continuity for key leadership positions the identification of individuals within the organization who possess key skills and attributes; the planned nurturing and development of identified successors; alignment with the career aspirations, values and preferences of employees pursuing key leadership and technical roles and the strategic needs of the organization; prepare and support identified candidates to execute current and future business strategies; diversify the leadership and technical bench for a variety of future roles; support the continuous efforts towards SITA becoming a high-performance organisation and an employer of choice; embody fairness, transparency and equity with due regard to arbitrary discriminatory factors such as race, language, age, gender, sexual orientation, religion, culture and political affiliation; and be responsive to changing organisational needs 	<p>The principles guiding succession management are as follows:-</p> <ul style="list-style-type: none"> a) balanced approach that blends objectivity and empathy; b) a methodical process to ensure continuity for key leadership positions; c) a people-intensive and objective process with tools and process that support that; d) the identification of individuals within the organization who possess key skills and attributes; e) the planned nurturing and development of identified successors; f) alignment with the career aspirations, values and preferences of employees pursuing key leadership and critical roles and the strategic needs of the organization; g) prepare and support identified candidates to execute current and future business strategies; h) diversify the leadership and critical skills bench for a variety of future roles; i) enable the ICT Skills Growth (Digital Transformation Skills Development and Retention) and Leadership Transformation pillar of the HCM strategy intended to support SITA's Digital Strategy; j) embody fairness, transparency and equity with due regard to arbitrary discriminatory factors such as race, language, age, gender, sexual orientation, religion, culture and political affiliation; and k) be responsive to changing organisational needs.

No	Policy Provision	Current Provision	Proposed Amendment
	Scope and application	This policy – is only applicable to SITA permanent employees and fixed term contractors; may be amended at any time subject to consultation; and does not grant any additional rights to those to whom it applies to.	This policy – a) is applicable to SITA permanent employees and fixed term contractors; b) may be amended at any time subject to consultation; and c) does not grant any additional rights to those to whom it applies to.
	Criteria for the identification of succession candidates	The identification of candidates shall at all times take into consideration the following criteria: The employee has been appointed permanently for an uninterrupted period of 12 months or more within SITA; a) The employee has been nominated by line management and has been identified through the talent management system, as being a suitable succession candidate; b) The employee has completed the talent assessment process and is found to be suitable for succession purposes in terms of a combination of performance, potential and learning agility; c) The nominated employee meets the minimum requirements as per the SITA 9 Box metrics as per the talent management system and may be subjected to further assessments i.e. psychometric tests, competency assessment, role plays and further reference checks (criminal, citizenship, qualifications and credit checks) where necessary; and d) Employees that are acting in vacant higher positions for periods over three months; shall automatically qualify for inclusion into the succession pool subject to clause a, b, c and d above being met.	The identification of candidates shall at all times take into consideration the following criteria: a) The employee has been appointed for an uninterrupted period of 6 months or more within SITA; b) The employee has been nominated by line management and has been identified through the talent management system, as being a suitable succession candidate; c) The employee has completed the talent assessment process, and is found to be suitable for succession purposes in terms of a combination of performance, potential and learning agility; d) The selected employee meets the minimum requirements as per the SITA 9-Box matrix of the talent management system and has successfully gone through the assessment and selection process; e) Employees that are acting in vacant higher positions for periods over three months shall automatically qualify for inclusion into the succession pool subject to clause a, b, c and d above being met.

No	Policy Provision	Current Provision	Proposed Amendment
	<p>The integration of succession management with the Talent Sourcing and Retention Policy</p>	<p>Vacant positions</p> <p>a) SITA may, at the discretion of the Chief Executive Officer, "reinforce" certain positions to be filled by candidates in the succession pool. This may be done for positions that are classified as critical or scarce and in situations where a lot of investment has been made on potential successors;</p> <p>b) Identified candidates in the succession pool may be made aware of vacant advertised positions that are in line with achieving their objectives as stipulated in their succession plans thus, line managers should ensure that no expectation is created that they will be appointed into the advertised posts;</p> <p>c) In instances where the succession candidate is not suitable for the position, other candidates who also met the criteria will be considered and the recruitment process will continue;</p> <p>d) In instances where a potential successor(s) has/have been identified and matched against more than one vacancy/job profile he or she may be allowed to compete for both positions following the normal recruitment process based on the set criteria;</p> <p>e) The responsible line manager shall in conjunction with the Consultant: Career Management and Succession Planning track and keep record of all potential successors and their succession plan metrics;</p> <p>f) Through the talent management process, succession candidates will be afforded the opportunity to shadow other jobs for developmental purposes and as prescribed by their succession plan in conjunction with their PDP; and</p> <p>Candidates that have been identified to be part of the succession pool shall adhere to the training and development policy in relation to the developmental work back clause</p>	<p>a) The positions earmarked for succession shall always be advertised internally first in order to afford the candidates on the succession management program an opportunity to apply;</p> <p>b) Identified candidates in the succession pool may be made aware of vacant advertised positions that are in line with achieving their objectives as stipulated in their succession plans. Thus, line managers should ensure that no expectation is created that they will be appointed into the advertised posts;</p> <p>c) In instances where the succession candidate is not suitable for the position, other candidates who also met the criteria will be considered and the recruitment process will continue;</p> <p>d) In instances where a potential successor(s) has/have been identified and matched against more than one vacancy/job profile he or she may be allowed to compete for both positions following the normal recruitment process based on the set criteria;</p> <p>e) The responsible line manager shall in conjunction with the Consultant: Career Management & Succession Planning and Human Capital Business Partner track and keep record of all potential successors and their succession profiles;</p> <p>f) Through the talent management process, succession candidates will be afforded the opportunity to shadow other jobs for developmental purposes and as prescribed by their succession plan in conjunction with their Personal Development Plan (PDP); and</p> <p>g) Candidates that have been identified to the Succession pool shall adhere to the Learning & Development policy in relation to the developmental work-back clause.</p>

No	Policy Provision	Current Provision	Proposed Amendment																											
	Process	<table border="1"> <thead> <tr> <th data-bbox="336 65 413 111">Step</th> <th data-bbox="413 65 823 111">Process</th> <th data-bbox="823 65 1083 111">Responsibility</th> </tr> </thead> <tbody> <tr> <td data-bbox="336 111 413 161">1</td> <td data-bbox="413 111 823 161">Identify key leadership and technical positions across the business.</td> <td data-bbox="823 111 1083 161">Line Executive</td> </tr> <tr> <td data-bbox="336 161 413 211">2</td> <td data-bbox="413 161 823 211">Identify competencies for key leadership and technical positions.</td> <td data-bbox="823 161 1083 211">Assigned OD Specialist</td> </tr> <tr> <td data-bbox="336 211 413 308">3</td> <td data-bbox="413 211 823 308">Determine the possibility of these key positions being vacant in the short to medium term.</td> <td data-bbox="823 211 1083 308">Line Executive</td> </tr> <tr> <td data-bbox="336 308 413 405">4</td> <td data-bbox="413 308 823 405">Identify potential successors for key leadership and technical positions that could become vacant in the short to medium term.</td> <td data-bbox="823 308 1083 405">Line Executive</td> </tr> <tr> <td data-bbox="336 405 413 455">5</td> <td data-bbox="413 405 823 455">Have a succession management discussion with potential successors.</td> <td data-bbox="823 405 1083 455">Line Executive</td> </tr> <tr> <td data-bbox="336 455 413 505">6</td> <td data-bbox="413 455 823 505">Assessment of identified potential successors.</td> <td data-bbox="823 455 1083 505">OD – Assessment Unit</td> </tr> <tr> <td data-bbox="336 505 413 602">7</td> <td data-bbox="413 505 823 602">Develop succession management plans (SITA, business unit and individual)</td> <td data-bbox="823 505 1083 602">Sourcing and Development</td> </tr> <tr> <td data-bbox="336 602 413 758">8</td> <td data-bbox="413 602 823 758">Implement the succession management plans.</td> <td data-bbox="823 602 1083 758">Succession candidate</td> </tr> </tbody> </table>	Step	Process	Responsibility	1	Identify key leadership and technical positions across the business.	Line Executive	2	Identify competencies for key leadership and technical positions.	Assigned OD Specialist	3	Determine the possibility of these key positions being vacant in the short to medium term.	Line Executive	4	Identify potential successors for key leadership and technical positions that could become vacant in the short to medium term.	Line Executive	5	Have a succession management discussion with potential successors.	Line Executive	6	Assessment of identified potential successors.	OD – Assessment Unit	7	Develop succession management plans (SITA, business unit and individual)	Sourcing and Development	8	Implement the succession management plans.	Succession candidate	<p data-bbox="1155 58 1837 115">Before the succession management process can be implemented the following needs to be set up and in place:</p> <p data-bbox="1155 147 1464 172">(a) Identify critical positions</p> <p data-bbox="1232 182 1702 208">(i) Key positions will need consideration of:</p> <ul data-bbox="1232 218 1901 529" style="list-style-type: none"> <li data-bbox="1232 218 1901 315">• individual employees in key positions that are leaving the organisation, i.e. retirements and employees in leadership positions; <li data-bbox="1232 325 1901 422">• review of each business function and strategic area, focusing on what new capabilities will be needed to deliver on the digital strategy; and <li data-bbox="1232 432 1901 529">• high impact critical roles that will affect the stability and continuity of the organisation if they were to become vacant. <p data-bbox="1232 539 1901 636">(i) Employees with high potential: High potential employees in the organisation will need to be identified using the 9-box performance/potential grid.</p> <p data-bbox="1155 646 1901 778">(b) Identify the key competencies: For each position identified above, the leadership and technical competencies required should be identified. These are job-specific competencies required for each position as follows:</p> <p data-bbox="1232 788 1450 919">(i) Knowledge; (ii) skills; (iii) abilities; and (iv) characteristics.</p> <p data-bbox="1155 929 1901 1029">(c) Consider employment equity, skills development and BBBEE targets: The succession management plan needs to incorporate and take cognisance of other key HCM-related plans and strategies.</p>
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No	Policy Provision	Current Provision	Proposed Amendment
	Process		<p>(c) Consider employment equity, skills development and BBBEE targets: The succession management plan needs to incorporate and take cognisance of other key HCM-related plans and strategies.</p> <p>(d) Identify mentors and coaches: The effective transfer of knowledge is imperative for the success of the succession process; thus mentors and coaches should be selected carefully. This should take into consideration that not everyone is able to mentor and coach effectively, despite their expertise. It is also important that mentors are fully committed to the process and their mentorship function should be included in their individual performance contracts. Upon identification and acceptance, mentors and coaches will be trained to assist them in coaching and mentoring effectively. Retirees should be the first considerations as mentors.</p> <p>(e) Identify methods of assessment: For all positions identified, assessments that are going to be used to identify and select candidates and evaluate their progress through the succession process should be identified. The assessments should be science-based and evidence-supported, producing accurate and valid results. The assessments are necessary to objectively evaluate readiness, competencies and skill of potential succession candidates. Each tool used should indicate areas of strength and developmental gaps to be effective. The following tools will be utilised:</p> <ul style="list-style-type: none"> (i) leadership assessments for positions on job grade D-level and above; (ii) technical assessments for all technical positions; and (iii) interview panel – a formal interview where potential succession delegates are rated and the interviews are documented for future reference.

No	Policy Provision	Current Provision	Proposed Amendment
	Process		<p>(f) Identify methods of training and development: A combination of training methods will be used to develop the succession candidates:</p> <ul style="list-style-type: none"> (i) Formal learning programmes: This will include all learning initiatives that require a learner to follow a structured learning programme with specific measurable objective and outcomes leading to a qualification or certificate. (ii) Informal learning programmes: These are unstructured programmes that encourage ongoing learning and promote a continuous culture of learning within the organisation. They form the most critical type of learning in the workplace, intended to improve the employee's competencies without any structured learning programme. <p>g) Specify timeframes:</p> <ul style="list-style-type: none"> (i) Succession planning at its core is about preparing an organisation for the future; however, the common mistake that many organisations make is to build their succession processes around the needs of their current roles and not what those roles should look like in the future. Succession planning timeframes thus differ from position to position and also at the different levels. Based on the readiness of succession candidates, a succession plan can run between one to five years and may be up to ten years for executive positions. A typical succession plan cycle will consists of the following: <ul style="list-style-type: none"> (1) period of learning; (2) period of performance; and (3) sustainability period. (i) Succession plan timeframes should be specified and address the following: <ul style="list-style-type: none"> (1) the commencement and end date of the development cycle; (2) training cycles; (3) appraisal periods and intervals; and (4) assessment dates, duration of assignments and projects.

No	Policy Provision	Current Provision	Proposed Amendment
	Process		<p>(h) Integrate succession management with policies and procedures: Succession management is aimed at providing continuity in the leadership and critical skills pipeline and to develop a deeper capacity for leadership and performance. However, to implement an integrated and effective succession management process there first needs to be an explicit link between the succession process and other policies and processes. Thus, to ensure the success of succession management it needs to be integrated with other policies and processes, including recruitment, performance management, recognition and reward and training and development. This will ensure retention of candidates to minimise the risk of investing in employees who then leave the organisation prematurely.</p>

No	Policy Provision	Current Provision	Proposed Amendment
	Succession management implementation	<p>The identification of candidates shall at all times take into consideration the following criteria:</p> <p>The employee has been appointed permanently for an uninterrupted period of 12 months or more within SITA;</p> <p>The employee has been nominated by line management and has been identified through the talent management system, as being a suitable succession candidate;</p> <p>The employee has completed the talent assessment process and is found to be suitable for succession purposes in terms of a combination of performance, potential and learning agility;</p> <p>The nominated employee meets the minimum requirements as per the SITA 9 Box metrics as per the talent management system and may be subjected to further assessments i.e. psychometric tests, competency assessment, role plays and further reference checks (criminal, citizenship, qualifications and credit checks) where necessary; and</p> <p>Employees that are acting in vacant higher positions for periods over three months; shall automatically qualify for inclusion into the succession pool subject to clause a, b, c and d above being met.</p>	<p>Upon setting up a succession management plan, the following needs to be done to execute the plan and ensure development of succession candidates:</p> <p>(a) Identify potential candidates: The intention is to create a succession programme in which leaders and employees want to participate. This can only happen when all participants appreciate its value and feel that it is fair and transparent, and that it ultimately creates more opportunities for all involved. The selection process must be uniform and fair. The following will be followed to identify potential candidates:</p> <p>(i) Through a talent review process, each division can identify and nominate high-potential candidates. Conducting a talent review will require managers and executives to assess employees across the organisation on performance and future potential. The insight gained from talent reviews will allow leaders to make strategic talent decisions and plan properly to build bench strength for their divisions.</p> <p>(ii) Advertise identified key leadership and critical positions and allow all employees to opportunity to apply. The minimum requirements and competencies for each identified position must be specified and potential candidates screened accordingly.</p> <p>(iii) Candidates that do not meet the minimum requirements should be provided with feedback and a discussion on their career pathing and individual development plan should be done.</p>

No	Policy Provision	Current Provision	Proposed Amendment
	Succession management implementation		<p>(b) Assess candidates' potential: Uniform assessment tools will be used for different levels and positions to ensure fairness of the process. Assessments will be conducted based on specified key competencies for identified leadership and critical positions and readiness of candidates determined.</p> <p>(i) A readiness scaling, "Ready now", "Ready 1-2 years" and "Ready 3-5 years" should be specified. The following tools can be used to assess potential of candidates and their readiness:</p> <ol style="list-style-type: none"> (1) leadership assessment for positions on job grade D-level and above; (2) technical assessment for all technical positions; and (3) 9-box grid (see below), which will measure an employee's current and potential level of contribution to the organisation; <p>(i) Data from the candidate's assessment will be used to craft an individual candidate's succession profile that highlights and monitors gaps between where candidates are now and where they need to be to move into their future roles.</p> <p>(ii) The succession profile will combine information about the selection criteria for the position with the candidate's education, experience, potential and current readiness for the role, as well as development gaps gathered from the assessments.</p> <p>(c) Interview prospective candidates: The selection of candidates is on the basis that they can fulfil the basic requirements and have been assessed in terms of competence and ability to undertake the succession plan process. The interview will be done by a panel and will thus focus on assessing suitability in terms of personality, cultural fit and other characteristics required from the individual's profile. Candidates who are not successful should be provided with feedback on why they are not suitable, as well as guidance on areas of improvement so that they may improve their prospects for success during subsequent succession management cycles</p>

No	Policy Provision	Current Provision	Proposed Amendment
	Succession management implementation		<p>(d) Prepare individual development plans: The organization will need a variety of activities and opportunities for succession candidates to learn new skills and this is what the individual development plan will specify. Managers must be prepared to hold candidates accountable for their own growth. To formalise the individual succession plan the following will be completed:</p> <ul style="list-style-type: none"> (i) Individual development plan crafted and agreed by with the employee and manager with time frames, gaps and initiatives to close the gaps and assessment tools to determined readiness. An individual development plan is an important document that succession candidates should use to map out their personal development goals and actions, and to track their own status and progress toward the goals they have set. (ii) Performance contract developed and agreed with deliverables and timeframes. (iii) The expectation of successful candidates should be managed by clarifying that acceptance into the programme doesn't guarantee appointment and that their success depends on their performance on the programme. This information should be clarified in the contract with successful candidates. <p>(e) Assign mentors and coaches for candidates: Studies have shown that the best way to develop high-potential individuals is to provide them with a series of stretch assignments paired with coaching and mentoring support necessary to push them out of their comfort zones. Thus, mentors and coaches are critical to the development of succession candidates and the following should be considered:</p> <ul style="list-style-type: none"> (i) Before mentors and coaches can be allocated to candidates, they will be trained to allow them effectively undertake their roles. (ii) Formalise the mentorship programme with detailed instructions, timeframes and outcomes expected. (iii) The mentorship tasks should be incorporated into the performance contract of the mentors/coach. (iv) Where possible, external mentors and coaches should be considered for leadership candidates.

No	Policy Provision	Current Provision	Proposed Amendment
	Succession management implementation		<p>(f) Provide training and development opportunities:</p> <p>(i) Based on the gaps identified from the assessment, training and development initiatives should be identified with timeframes for all succession candidates. A basket of development options should be made available to all candidates, depending on the nature of competence and the job level, including secondments, work assignments, action learning, and mentoring/coaching, as well as formalised learning courses.</p> <p>(g) Assess readiness of candidates: Assessing candidates' on-the-job competencies is important to obtain a baseline and determine the candidates' readiness to assume new responsibility. The same assessment tools used at the initial assessment should be used to measure progress and determine the readiness level of candidates following the three categories above (ready now, ready 1-2 years and ready 3-5 years). Employees should be given the opportunity to apply the knowledge gained from training and development initiatives practically before measuring progress. In addition to this, feedback should be sought from the mentor/coach.</p> <p>(h) Discuss results and develop action plans: Based on the assessment feedback of the candidate, the competency and skills gaps should be addressed and action plans crafted for the employee. In cases where there is no sufficient progress made and there is no fit to the position, this needs to be communicated with the candidate and a way forward in terms of exit plans or alternatives agreed upon.</p> <p>(i) Placement of qualified candidates: To manage expectations, it should be clarified with candidates that they will not just be promoted into positions upon completing the programme without having the necessary skills and experience. The succession positions will be advertised for succession candidates to follow the recruitment process</p> <p>Measure progress: Having implemented succession management it is critical to continuously monitor and measure progress of the overall process. The organisation should be in a position to know whether the right people are moving at the right pace into the right jobs at the right time. The ultimate goal of this process is to ensure bench strength for leadership and critical positions within the organisation; thus, to make succession management planning process work, goals need to be established and progress tracked against those goals. Measuring the number of succession candidates identified will not be as impactful as measuring the percentage of placement of succession candidates. Managers and the organisation should thus establish goals that would be able to gauge the overall impact of the process</p>

No	Policy Provision	Current Provision	Proposed Amendment
	Non-compliance		Non-compliance to this policy constitutes a breach and non-compliant employees may be subjected to sanctions as stipulated in the SITA Disciplinary Code
	Implementation		This policy will be communicated to all SITA employees upon promulgation. Communication will be done by means of Corporate Communications and road shows.
	Applicability to other policies		<p>This policy should be read in conjunction with the following policies and strategies</p> <ul style="list-style-type: none"> • SITA Succession Management Strategy • SITA Talent Sourcing and Retention Policy • SITA Learning & Development Policy • Integrated Corporate Performance Management (ICPM) Policy
	Review Period		This policy will be reviewed every two to three years, to respond to organisational needs and/or relevant legislative changes as well as the Succession Management Strategy.

No	Policy Provision	Current Provision	Proposed Amendment
	Definitions	<p>Succession management: The proactive approach of managing talent which involves the identification of high potentials for anticipated future skills needs and the tailored development of these individuals so that there is a talent pool and leadership pipeline available to meet organizational needs.</p> <p>Leadership position(s): Positions occupied by individuals that have people reporting to them</p> <p>Technical position(s): Positions that are occupied by individuals with technical expertise and in most instances don't have people reporting to them</p> <p>Leadership / technical bench: Refers to a group of individuals within an organization who have been identified as high potentials with scarce skills and would be considered to fill either leadership or technical positions.</p> <p>High performance individuals: Individuals who have displayed high levels of aspiration, engagement and ability within their current work environment and consistently exceed expectations when it comes to their performance.</p> <p>Competencies: Identified behaviours, knowledge, skills and abilities that directly and positively impact the success of the employee and the organization. They can be measured by a variety of assessment tools and batteries.</p> <p>Successors: Refers to employees that have been identified to be high potential and part of a succession plan for a specific role in the organization.</p>	<p>Assessment(s): A series of tests facilitated by a qualified practitioner to evaluate behaviour, skills, abilities and capabilities for a variety of purposes such as development.</p> <p>Candidate career plan: An employee's outlined career pathing plan based on their current position.</p> <p>Candidate current competency: An employee's current capability levels, knowledge and skills as provided by assessment feedback.</p> <p>Competencies: Identified behaviours, knowledge, skills and abilities that directly and positively impact the success of the employee and the organization. They can be measured by a variety of assessment tools and batteries.</p> <p>Core position(s): Positions that are directly involved in the core Value Chain of the organisation.</p> <p>Critical position(s): Positions exert critical influence on the operational activities and or strategic objectives of the organisation</p> <p>Development: The process of equipping employees with tools and resources that will help them achieve their desired career goals and aspirations</p> <p>High performance individuals: Individuals who have displayed high levels of aspiration, engagement and ability within their current work environment and consistently exceed expectations when it comes to their performance.</p>

No	Policy Provision	Current Provision	Proposed Amendment
	Definitions	<p>Succession management plans: Plans put into place to kick start the succession planning process and developing the employee to succeed the current incumbent in an identified role.</p> <p>Succession candidate(s): Refers to a candidate or candidates that have been identified</p> <p>Trend analysis: This is collecting information with the attempt to spot a pattern or trend in the information which often predicts future practice or behavior.</p> <p>Past performance: Refers to an employee's historical performance management information.</p> <p>Candidate career plan: An employee's outlined career pathing plan based on their current position.</p> <p>Candidate current competency: An employee's current capability levels, knowledge and skills as provided by assessment feedback.</p> <p>Sourcing and development: This refers to the Human Capital Management business unit Sourcing and development.</p> <p>Development: The process of equipping employees with tools and resources that will help them achieve their desired career goals and aspirations</p> <p>Progression: Similar to a promotion, this is the successful move from one position to another based on performance.</p>	<p>High potential individuals: Individuals who are likely to perform well in the future and are capable of taking new roles, either immediately, or within two to three years.</p> <p>Leadership position(s): Positions occupied by individuals that have people reporting to them</p> <p>Leadership / critical skills bench: Refers to a group of individuals within an organization who have been identified as high potentials with scarce skills and would be considered to fill either leadership or critical positions.</p> <p>Nine-Grid Matrix: A tool used to measure an employee's current and potential level of contribution to the organisation using current performance and future potential.</p> <p>Past performance: Refers to an employee's historical performance management information.</p> <p>Progression: Similar to a promotion, this is the successful move from one position to another based on performance.</p> <p>Promotion: The advancement of an employee from their current position to one that is at a higher level or job grade based on performance.</p> <p>Scarce position(s): Positions in which there is a scarcity of qualified and experienced people, currently or anticipated in the future.</p> <p>Succession management: The proactive approach of managing talent which involves the identification of high potentials for anticipated future skills needs and the tailored development of these individuals so that there is a talent pool and leadership pipeline available to meet organizational needs.</p>

No	Policy Provision	Current Provision	Proposed Amendment
	Definitions	<p>Promotion: The advancement of an employee from their current position to one that is at a higher level or job grade based on performance.</p> <p>Succession management opportunity: The opportunity presented to an employee that has been identified as a high potential to be part of a succession plan.</p> <p>Assessment(s): A series of tests facilitated by a qualified practitioner to evaluate behaviour, skills, abilities and capabilities for a variety of purposes such as development.</p> <p>Succession management agreement: The agreement between an employee and the organization</p> <p>Succession management report(s): This refers to a management tool that will provide all parties involved with a view of the progress and movement of the succession plans for the entire organization.</p> <p>Succession management review session(s): Meetings that will be held to evaluate and analyse the succession management process.</p>	<p>Successors: Refers to employees that have been identified to be high potential and part of a succession plan for a specific role in the organization.</p> <p>Succession management plans: Plans put into place to kick start the succession planning process and developing the employee to succeed the current incumbent in an identified role.</p> <p>Succession candidate(s): Refers to a candidate or candidates that have been identified</p> <p>Succession management agreement: The agreement between an employee and the organization</p> <p>Succession management report(s): This refers to a management tool that will provide all parties involved with a view of the progress and movement of the succession plans for the entire organization.</p> <p>Succession profile: Tool to identify gaps between the requirements for a position and the succession candidate.</p> <p>Talent review session(s): Formal Meetings that will be held to discuss past performance and future potential of employees to identify high potential employees for purposes of succession management.</p> <p>Technical position(s): Positions that are occupied by individuals with technical expertise and in most instances don't have people reporting to them</p> <p>Trend analysis: This is collecting information with the attempt to spot a pattern or trend in the information which often predicts future practice or behavior</p>

No	Policy Provision	The succession management policy will be implemented in accordance with the implementation process outlined under Table 1.	Proposed Amendment																																																
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		<p>5.1.1 Should the employee indicate interest in the succession management opportunity then assessments are scheduled prior to a formal agreement being entered into per Annexure C.</p>	<p>Line Executive</p>	
		<p>5.1.2 Where the employee does not indicate interest in the succession management opportunity this decision is noted in the relevant section of Annexure C. Where necessary Step 4 will be revisited to ensure that succession candidates are secured for the succession management position.</p>	<p>Succession management candidate Consultant: Career Management and Succession Planning</p>	
		<p>5.2 The confidentiality requirements of these engagements are emphasised throughout the process and are highlighted further in Annexure C.</p>	<p>All stakeholders and participants</p>	
		<p>6 Conduct assessments with the willing candidates (see step 5.1.1) to determine suitability for succession management and taking on a role with greater complexity and responsibility.</p>	<p>OD Assessment Unit Consultant: Career Management and Succession Planning</p>	
		<p>6.1 Employees that fare well in the assessments will be contracted as per step 5.1.1 above.</p>	<p>Succession management candidate Consultant: Career Management and Succession Planning</p>	
		<p>6.2 Employees that do not fare well in the assessments will not be contracted for succession management and will be guided on how best to close identified gaps through their individual PDP.</p> <p>Where necessary Step 4 will be revisited to ensure that succession candidates are secured for the succession management position.</p>	<p>Succession management candidate Consultant: Career Management and Succession Planning</p>	

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Annexure A: Setting up Succession Management		<p>7 Upon completion of Step 6 the final list of potential succession management candidates detailing the positions that they have been identified as possible successors for is compiled and signed-off with the line executive.</p> <p>Note that this is the final list and sign-off signifies confirmation of the succession management candidates by the line executives for the succession management journey.</p>	<p>Line Executive Succession management candidate Consultant: Career Management and Succession Planning</p>	
		<p>8 Upon completion of Steps 6.1 and 7 individual succession management plans are developed and signed-off using the Individual Succession Management Plan Template accessible on the intranet as a guideline.</p> <p>The signed-off individual succession management plans initiates the succession management journey.</p> <p>This step is facilitated by Sourcing and Development.</p>	<p>Line Executive Succession management candidate Line manager Consultant: Career Management and Succession Planning</p>	
		<p>8.1 The individual succession management plan is implemented and monitored.</p>	<p>Sourcing and development</p>	
		<p>8.2 The individual ensures that there is alignment with his individual PDP and succession management plan.</p>	<p>Individual succession management candidate Line manager</p>	
		<p>8.3 The individual ensures that monthly succession management reports that are accessible via the intranet are completed and submitted to Sourcing and Development.</p>	<p>Individual succession management candidate Line manager Consultant: Career Management and Succession Planning</p>	
		<p>8.4 The individual ensures that quarterly succession management review sessions take place using Annexure E.</p>	<p>Individual succession management candidate Line manager Consultant: Career Management and Succession Planning</p>	
		<p>8.5 Quarterly succession management reports are provided to each line executive.</p>	<p>Senior Manager: Sourcing and Development</p>	
		<p>8.6 Review and revise the SITA and divisional succession management plans on a yearly basis.</p>	<p>Senior Manager: Sourcing and Development</p>	

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	<p>Annexure B: Succession Management Detailed Implementation Process</p>	<p>B.1 Abbreviations and references</p> <p>HRMIS Human Resources Management Information System</p> <p>ICT Information and Communication Technology</p> <p>OD Organizational Development</p> <p>PDP Personal Development Plan</p> <p>SITA State Information Technology Agency</p> <p>B.2 Definitions</p> <p>The terms used in this policy and the accompanying definitions are as follows:</p> <p>Succession management: The proactive approach of managing talent which involves the identification of high potentials for anticipated future skills needs and the tailored development of these individuals so that there is a talent pool and leadership pipeline available to meet organizational needs.</p> <p>Leadership position(s): Positions occupied by individuals that have people reporting to them</p>	<p>The succession management policy will be implemented in accordance with the process outlined below. It must be noted that all steps in the implementation process are to be monitored and identified by all parties concerned.</p> <table border="1" data-bbox="952 172 1688 908"> <thead> <tr> <th data-bbox="952 172 1025 218">Step</th> <th data-bbox="1025 172 1514 218">Process Description</th> <th data-bbox="1514 172 1688 218">Responsibility</th> </tr> </thead> <tbody> <tr> <td data-bbox="952 218 1025 268">1</td> <td data-bbox="1025 218 1514 268">Identify key leadership position and critical positions for each division.</td> <td data-bbox="1514 218 1688 268">Line Executive</td> </tr> <tr> <td data-bbox="952 268 1025 372">1.1</td> <td data-bbox="1025 268 1514 372">Each line executive, divisional head and line manager liaises with the Talent Consultant and OD Consultant to identify key leadership and critical roles within the business area.</td> <td data-bbox="1514 268 1688 372">Line Executive OD Specialist Consultant: Talent</td> </tr> <tr> <td data-bbox="952 372 1025 394">1.2</td> <td data-bbox="1025 372 1514 394">This step is supported by the OD Consultant as well as the Consultant: Talent.</td> <td data-bbox="1514 372 1688 394">Consultant: Talent</td> </tr> <tr> <td data-bbox="952 394 1025 429">2</td> <td data-bbox="1025 394 1514 429">Identify competencies for identified key leadership and critical positions.</td> <td data-bbox="1514 394 1688 429">OD Consultant</td> </tr> <tr> <td data-bbox="952 429 1025 525">2.1</td> <td data-bbox="1025 429 1514 525">On completion of Step 1 the OD Consultant together with the Consultant: Talent will consolidate a list of competencies per position and submit it to the management team. 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They can be measured by a variety of assessment tools and batteries.</p> <p>Successors: Refers to employees that have been identified to be high potential and part of a succession plan for a specific role in the organization.</p> <p>Succession management plans: Plans put into place to kick start the succession planning process and developing the employee to succeed the current incumbent in an identified role.</p> <p>Succession candidate(s): Refers to a candidate or candidates that have been identified</p> <p>Trend analysis: This is collecting information with the attempt to spot a pattern or trend in the information which often predicts future practice or behaviour.</p>	<table border="1"> <thead> <tr> <th data-bbox="1087 44 1170 111">4</th> <th data-bbox="1170 44 1715 111">Assess Candidates Potential</th> <th data-bbox="1715 44 1906 111">OO Assessment Unit</th> </tr> </thead> <tbody> <tr> <td data-bbox="1087 111 1170 208">4.1</td> <td data-bbox="1170 111 1715 208">Assessments will be conducted based on specified key competencies for identified leadership and critical positions to determine readiness of candidates for succession position and taking on a role with greater complexity and responsibility.</td> <td data-bbox="1715 111 1906 208">OO Assessment Unit</td> </tr> <tr> <td data-bbox="1087 208 1170 305">4.2</td> <td data-bbox="1170 208 1715 305">9 box grid which will measure an employee's current and potential level of contribution to the organization.</td> <td data-bbox="1715 208 1906 305">Line Executive HRBP Talent Consultant OO Consultant</td> </tr> <tr> <td data-bbox="1087 305 1170 434">4.3</td> <td data-bbox="1170 305 1715 434">Compile potential candidate's individual succession profile as per Annexure E. 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4.3	Compile potential candidate's individual succession profile as per Annexure E. The Succession Profile will combine information about the selection criteria for the position with the candidate's education, experience, potential and current readiness for the role, as well as their development gaps gathered from the assessments.	Talent Consultant OO Consultant HRBP																						
5	Interview prospective candidates	Talent Sourcing																						
5.1	<p>A formal succession management interview is scheduled and implemented with each candidate and line executive</p> <p>This step is facilitated by Sourcing and Development. The succession interview will focus on assessing suitability in terms of personality, job fit, and other behaviours required from them and to confirm interest and commitment to the process</p> <p>Sourcing and development will clarify expectations and emphasize that this a development opportunity and not a guarantee for promotion or progression into the next level of the employee's career</p>	Line Executive Talent Sourcing Succession Candidate HRBP																						
5.2	Provide feedback to unsuccessful candidates and will be guided on how best to close identified gaps through their individual PDP. Successful candidates provided acceptance letter into the program into per Annexure C.	HRBP Consultant: Talent																						

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	Annexure B: Succession Management Detailed Implementation Process	<p>Past performance: Refers to an employee's historical performance management information.</p> <p>Candidate career plan: An employee's outlined career pathing plan based on their current position.</p> <p>Candidate current competency: An employee's current capability levels, knowledge and skills as provided by assessment feedback.</p> <p>Sourcing and development: This refers to the Human Capital Management business unit Sourcing and development.</p> <p>Development: The process of equipping employees with tools and resources that will help them achieve their desired career goals and aspirations</p> <p>Progression: Similar to a promotion, this is the successful move from one position to another based on performance.</p> <p>Promotion: The advancement of an employee from their current position to one that is at a higher level or job grade based on performance.</p> <p>Succession management opportunity: The opportunity presented to an employee that has been identified as a high potential to be part of a succession plan.</p> <p>Assessment(s): A series of tests facilitated by a qualified practitioner to evaluate behaviour, skills, abilities and capabilities for a variety of purposes such as development.</p>	5.3	The confidentiality requirements of these engagements are emphasised throughout the process and are highlighted further in Annexure C	All stakeholders and participants
			5.4	A list of potential succession management candidates detailing the positions that they have been identified as possible successors for is compiled and signed off with the line executive <i>Note that this is the final list and sign-off signifies confirmation of the succession management candidates by the line executives for the succession management journey.</i>	Line Executive HRBP Consultant: Talent
			6	Craft individual development plan	
			6.1	Upon completion of Steps 5 -5.4 individual development plan crafted as per Annexure F and agreed by with the employee and manager with timeframes, gaps and initiatives to close the gaps and assessment tools to determine readiness The signed-off individual development plan initiates the succession management journey. An individual development plan is an important document that succession candidates should use to map out their personal development goals and actions, and to track their own status and progress toward the goals they have set.	Line Executive Succession candidate Line manager Consultant: Talent
			6.2	The succession candidate performance contract to include agreed deliverables with timeframes.	Line Manager Succession Candidate

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	Annexure B: Succession Management Detailed Implementation Process	<p>Succession management agreement: The agreement between an employee and the organization</p> <p>Succession management report(s): This refers to a management tool that will provide all parties involved with a view of the progress and movement of the succession plans for the entire organization.</p> <p>Succession management review session(s): Meetings that will be held to evaluate and analyse the succession management process.</p>	<table border="1"> <tr> <td data-bbox="1105 148 1193 205">7</td> <td data-bbox="1193 148 1715 205">Assign mentor/coaches to succession candidates</td> <td data-bbox="1715 148 1906 205">Line Manager HRBP</td> </tr> <tr> <td data-bbox="1105 205 1193 291">7.1</td> <td data-bbox="1193 205 1715 291">Mentors/coaches to be trained prior to starting the process to allow them effectively undertake their roles. This process will be facilitated by Learning & Development.</td> <td data-bbox="1715 205 1906 291">Learning & Development</td> </tr> <tr> <td data-bbox="1105 291 1193 348">7.2</td> <td data-bbox="1193 291 1715 348">Formalising the mentorship programme with detailed instructions, time frames and outcomes expected.</td> <td data-bbox="1715 291 1906 348">Line Manager HRBP</td> </tr> <tr> <td data-bbox="1105 348 1193 405">7.3</td> <td data-bbox="1193 348 1715 405">The mentorship task to be incorporated into the performance contract of the mentors/coach.</td> <td data-bbox="1715 348 1906 405">Line Manager HRBP</td> </tr> <tr> <td data-bbox="1105 405 1193 591">8.</td> <td data-bbox="1193 405 1715 591">Implementation of training and development initiatives identified based on the gaps identified from the assessment. This step is facilitated by Learning & Development</td> <td data-bbox="1715 405 1906 591">Learning & Development Consultant: Talent Succession candidate Mentor/Coach Line Manager</td> </tr> <tr> <td data-bbox="1105 591 1193 648">9.</td> <td data-bbox="1193 591 1715 648">Measure and monitor progress</td> <td data-bbox="1715 591 1906 648">Senior Manager: Talent Management</td> </tr> <tr> <td data-bbox="1105 648 1193 762">9.1</td> <td data-bbox="1193 648 1715 762">The individual ensure that quarterly succession management review sessions take place</td> <td data-bbox="1715 648 1906 762">Individual succession management candidate Line Manager Consultant: Talent</td> </tr> <tr> <td data-bbox="1105 762 1193 819">9.2</td> <td data-bbox="1193 762 1715 819">Quarterly succession management reports are provided to each line executive.</td> <td data-bbox="1715 762 1906 819">Senior Manager: Talent Management</td> </tr> <tr> <td data-bbox="1105 819 1193 876">9.3</td> <td data-bbox="1193 819 1715 876">Review and revise the SITA and divisional succession management plans on a yearly basis.</td> <td data-bbox="1715 819 1906 876">Senior Manager: Talent Management</td> </tr> </table>	7	Assign mentor/coaches to succession candidates	Line Manager HRBP	7.1	Mentors/coaches to be trained prior to starting the process to allow them effectively undertake their roles. This process will be facilitated by Learning & Development.	Learning & Development	7.2	Formalising the mentorship programme with detailed instructions, time frames and outcomes expected.	Line Manager HRBP	7.3	The mentorship task to be incorporated into the performance contract of the mentors/coach.	Line Manager HRBP	8.	Implementation of training and development initiatives identified based on the gaps identified from the assessment. This step is facilitated by Learning & Development	Learning & Development Consultant: Talent Succession candidate Mentor/Coach Line Manager	9.	Measure and monitor progress	Senior Manager: Talent Management	9.1	The individual ensure that quarterly succession management review sessions take place	Individual succession management candidate Line Manager Consultant: Talent	9.2	Quarterly succession management reports are provided to each line executive.	Senior Manager: Talent Management	9.3	Review and revise the SITA and divisional succession management plans on a yearly basis.	Senior Manager: Talent Management
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	ANNEXURE D: 9 - GRID MATRIX GUIDE			Under Performance	Effective Performance	Outstanding Performance
	High Potential		Box 5:	Seasoned professional capable of expanded role, but may be experiencing problems that require coaching and mentoring.	Box 2: Does extremely well at current job with potential to do more; give stretch assignments to help prepare for next level.	Box 1: Consistently performs well in a variety of assignments; superstar employee. Big picture thinker; problem solver; self-motivated.
	Medium Potential		Box 8:	With coaching, could progress within level; focus on stretch goals for this employee.	Box 6: May be considered for job enlargement at the same level, but may need coaching in several areas, including people management.	Box 3: Current role may still provide opportunity for growth/development; focused on tactical; focus should be on helping improve strategic thinking.
	Low Potential		Box 9:	Maybe a candidate for reassignment, reclassification to a lower level or to exit the organization.	Box 7: Effective performer, but may have reached career potential; try to coach employee on becoming more innovative, focus on lateral thinking.	Box 4: Experienced high performer but has reached limit of career potential. Still a valuable employee and can be encouraged to develop communications and delegation skills.

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	ANNEXURE D: 9 - GRID MATRIX GUIDE		<p>Step 1. Assessing Performance</p> <ul style="list-style-type: none"> • Employee’s performance is measured along the x-axis of the 9-box grid. • The nine-box consists of three performance categories: under performance, effective and outstanding. • During the <u>performance appraisal</u>, employees are scored on the performance scale as defined on Integrated Corporate Performance Management (ICPM) Policy, their previous performance will be used for this purpose. <p>-</p> <p>Step 2. Assessing Potential</p> <ul style="list-style-type: none"> • Employee’s potential is measured along the y-axis of the 9-box grid. • Potential will also be scored during employee’s performance appraisal and will fall into the following categories. <ul style="list-style-type: none"> ○ Low potential working at full potential. Employee is working at full potential and is not expected to improve, either because they are at maximum capacity or because of a lack of motivation. ○ Moderate potential develop in current role. Employee has the potential to further develop within their current role. This can be in terms of performance, but also in terms of expertise. ○ High potential. Capable of taking new roles, either immediately, or within two to three years. <p>-</p> <p>Step 3. Plotting on the grid</p> <ul style="list-style-type: none"> • The last step entails plotting performance and potential on the grid. • Different talent management techniques will be used for each box in the grid. • The most valuable position is the top right box (Box 1), which is composed of those ranking high in both performance and potential. • The bottom left box (Box 9) is composed of those ranking low in performance and potential. These employees should have performance improvement plans in place.