



*A Better Place for All*

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# **SUCCESSION PLANNING AND** **CAREER PATHING POLICY**

<b>Date Approved:</b>	30 <sup>th</sup> MAY 2023
<b>Date Implemented:</b>	2023/2024

## **1. PURPOSE**

Purpose of this policy is:-

- to ensure operational continuity by maintaining suitably qualified staff in key posts for the future.
- to ensure that capacity is always available to fill any job in the Municipal service, even in the event of illness, resignation or death. More than one staff member in a specific department should always be able to do any particular job.
- to comply with the Employment Equity Act which requires the appointment and advancement of suitably qualified persons from previously disadvantaged groups.
- to ensure that training programs are undertaken in line with the succession planning objectives.
- to develop career paths for individual staff members to assist them in their careers, making them more enthusiastic about their jobs and therefore making them more productive. In this way, the individual skills may be utilized to achieve the goals of both the department as well as the organization.
- to assist the employee in meeting his/her performance goals. Individual goals must be aligned with the goals of the overall

department and the organisation, including the Council's Integrated Development Plan (IDP) and budget. Succession planning and career planning must, be aligned with all other human resources activities such as selection, training, performance management etc.

- to establish a highly motivated work force which could not lead to a decrease in staff turnover.

## **2. SCOPE OF APPLICABILITY**

The policy is applicable to all officials of the Dr Nkosazana Dlamini-Zuma Municipality who are appointed in terms of the Municipal Systems Act and who fall within the scope of Local Government Bargaining Council and those appointed on the fixed term contract (Section 54 & 56 employees).

## **3. DEFINITIONS**

**3.1 'Succession planning'** means making the necessary arrangements to ensure that suitably qualified people are available to fill posts that will arise within the department over forthcoming years.

**3.2 'Career pathing'** means ensuring that each staff member's potential is developed to its fullest extent and that there is a career mapped out for him/her in the Municipal service. The aim should be an attempt to train and develop the employee to the extent that he/she is able to reach the level of seniority to which he aspires and to be able to competently undertake the duties attached to that post.

## **4. RESPONSIBILITY IN IMPLEMENTING SUCCESSION PLANNING AND CAREER PATHING**

- The responsibility for implementing succession planning and career pathing rests with management, more specifically the Corporate & Support Services department.

### **4.1 Responsibilities of the Employer**

- is to ensure that it engages tirelessly with all stakeholders involved.

## **5. DOCUMENTS TO PREPARE FOR SUCCESSION PLANNING AND CAREER PATHING**

The Corporate and Support Services should obtain the following:

- Departmental organogram
- Skills audit results

- Performance appraisal forms for all of the staff within the department. Obtaining these forms necessitates the implementation of a Performance Management System (PMS) within the municipality.

Municipalities are legally required, in terms of the Municipal Systems Act, to have a performance management system in place for all staff members. It is recommended that this system be applied to all staff members within the municipality and the Performance Appraisal Forms resulting from the implementation of the PMS are necessary to undertake succession planning.

- Departmental estimates or staff budget
- Schedule showing the ages of current staff and dates of retirement. This can be obtained from the Corporate Support & Services department
- Job descriptions for all the posts in the department together with competency-based job outcomes for each post. These job outcomes must comply with the format of the unit standards as prescribed by the National Qualifications Framework (NQF).

## **6. PROCEDURE FOR COMPILING A SUCCESSION PLANNING DOCUMENT**

Once all of the information mentioned above has been obtained, it will then be possible to compile a succession planning document. The following steps must then be followed:

### **Step 1**

Each year, the Head of Department, together with the Corporate & Support Services department must examine the organogram of the department to establish:

- which posts are likely to become vacant over the next five years owing to retirements (from the schedule of ages of employees mentioned above). Provision should also be made for cases of possible termination due to the resignations, deaths, dismissals etc.
- which posts on the organogram are already vacant and have funds provided for them on the annual estimates
- which previously disadvantaged individuals and other employees within both the department and the municipality as a whole can possibly be groomed or developed for more senior posts (this information can be obtained from the skills audit)

- which posts require specialist technical or formal training, e.g. university degrees and for which there are presently no suitably qualified internal staff members

### **Step 2**

The Head of Department, together with the Corporate & Support Services department should then prepare a draft organogram of how the departmental structure should look over the next one to five years. This draft organogram should reflect new posts that will be needed and any possible improvements to the current staff organogram. This should be done where there is a need.

### **Step 3**

The Head of Department should then begin to list the names of possible employees within the department who could be developed for posts becoming vacant as a result of retirements etc. Previously disadvantaged employees must be given preference where necessary to comply with the provisions of the MUNICIPALITY Employment Equity plan.

Information on which employees can be earmarked for possible development can be obtained from the Skills Audit results and the Performance Appraisal forms.

### **Step 4**

A competency development plan, to improve the competency of identified employees must then be implemented.

Where there are specialist posts which are expected to arise and which require formal qualifications, employees who have shown the necessary potential and interest should be offered bursaries (subject to finance being available), and generally be encouraged to register at a Technikon or University on a part-time or correspondence basis. All possible assistance and encouragement must be provided to the employees.

### **Step 2**

Where additional training is necessary, suitable training courses must be identified and arrangements made for the identified employees to attend.

It is important that the training courses which the employees are given cover all competencies and that, at the end of the course, the

employee must be able to deliver the performance outcomes required for the job.

### **Step 3**

Where on-the-job training is necessary, the employee in question must be given an opportunity to learn at that level and must be supervised and monitored by the relevant supervisor or manager.

### **Step 4**

Identified employees can also be allowed to work directly under a qualified employee within the municipality, who would be his/her mentor. This would enable him to acquire skills at limited cost.

## **7. COMPETENCY DEVELOPMENT PLAN**

The purpose of the Competency Development Plan mentioned under Steps 4 above is to improve the competency of the employees in order that future staff needs are met. It is important that after undergoing the competency development process, staff members are able to fully comply with the unit standards.

## **8. PROCEDURE FOR COMPILING A CAREER PATHING DOCUMENT**

Where staff members have been shown to be competent in their jobs (as identified from the Performance Appraisal forms) and where they display the necessary potential and aspirations, special career path documents should be drafted for these employees. Other staff should not be overlooked and career paths for them should also be determined, bearing in mind any limited aspirations or interest in advancement.

The following steps should be taken in preparing a career pathing document:

### **Step 1**

Once per year, the Head of Department together with the Corporate & Support Services Department should hold a meeting with each member of staff in order to ascertain how great the employee's aspirations or ambitions are. The employee's past performance (as identified from the Performance Appraisal form) should also be discussed, as well as any possible improvements that are needed and any additional training which is required.

### **Step 2**

It is important that the Head of Department be flexible in his/her view of the potential of the employees. The Corporate & Support Services can assist in maintaining objectivity in these cases. The employee's aspirations must then

be compared with his/her current performance and any improvements needed must be set out.

### **Step 3**

If the employee is at a fairly junior level, and wishes to progress to higher levels, he/she must be given every opportunity possible to develop the necessary skills. A possible career path document should be shown to and employee and should be informed that progress will depend entirely on his/her ability, enthusiasm, dedication and hard work of the employee.

### **Step 4**

The document mentioned above (as amended to suit the employee's particular career field) should be personalized with the employee's name on the top.

Meetings with the Head of Department and the Corporate & Support Services should be held every year to discuss his/her progress and training and development needs.

### **Step 5**

Once the employee can prove by means of competency evaluation that he/she possesses the necessary skills and competence to perform the key tasks, he/she may then move to the next higher level of competency on his/her career path.

In this way a career pathing document for each individual employee can be compiled.

## **9. CONCLUSION**

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

## **10. COUNCIL APPROVAL AND EFFECTIVE DATE**

Approval of Policy by Council and Effective date: -----

MUNICIPAL MANAGER

  
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DATE

30/05/2023  
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