



File Name	Succession Planning and Career Pathing policy
Original Author(s)	Human Resources
Next Review Date	To be confirmed

1. INTRODUCTION

- 1.1 Succession planning simply means making the necessary arrangements to ensure that suitably qualified people are available to fill posts which may arise within any specific department in forthcoming years.
- 1.2 Career pathing is the process through which an employer charts a course for development of an employee's potential to its fullest extent and map out possible careers for an incumbent within the District Municipality or within the broader scope of local government or within a specific profession.
- 1.3 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/she aspires and to be able to competently undertake the duties attached to that post.

2. PURPOSE AND OBJECTIVES

The purpose and objectives of this Succession Planning and Career Pathing policy are to:

- 2.1 Develop and maintain a succession and career pathing plan and to provide training and skills development to identified employees in order to ensure that there is pool of suitably qualified and appropriate experienced employees to be able to fulfil key positions in the District Municipality when these become vacant.
- 2.2 Ensure continuity of suitably trained staff in key posts for the future.
- 2.3 Ensure that an employee is always available to fulfil any particular job in the District Municipality, even in the event of illness, resignation or death. More than one staff member in a specific department should always be able to perform the functions of any particular job.

- 2.4 Comply with the legal requirements of the Employment Equity Act, 1998 (Act No. 55 of 1998) which requires the appointment and promotion of suitably qualified persons from previously disadvantaged groups to ensure proportional representation in all occupational categories and levels.
- 2.5 Comply with the legal requirements of the Local Government: Municipal Staff Regulations, Regulation No. 890 promulgated in Government Gazette No. 45181 of 20 September 2021 and the Local Government: Guidelines for the Implementation of the Municipal Staff Regulations, Regulation No. 891 promulgated in Government Gazette No. 45181 of 20 September 2021.
- 2.6 Ensure that training programmes are undertaken in an orderly way and that employees do not simply attend training courses without a purpose. In this way training initiatives can be properly focused.
- 2.7 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 organisation.
- 2.8 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 District Municipality's Integrated Development Plan (IDP) and budget. Succession planning and career pathing must furthermore be aligned with all other human resources activities such as selection, training, performance management, etc.
- 2.9 Establish a highly motivated workforce which could lead to a decrease in staff turnover.

3. SCOPE AND APPLICATION

- 3.1 This policy shall apply to employees with the potential to succeed to critical, key and managerial positions.
- 3.2 This policy is applicable to all community members and employees who reside within the area of jurisdiction of the Cape Winelands District Municipality and who never had an opportunity to participate in the formal learning system, who did not complete 10 years of formal schooling, or who cannot read and/or write.
- 3.3 The following policies must be read together with this policy on Succession Planning and Career Pathing:
- 3.3.1 Education, Training and Development policy
 - 3.3.2 Employee Study Aid and Study Leave policy
 - 3.3.3 Individual Performance Management policy
 - 3.3.4 Employee Mentoring and Coaching policy.
 - 3.3.5 Internship policy
 - 3.3.6 Recruitment and Selection policy
 - 3.3.7 Employee Driving License Assistance policy
 - 3.3.8 Local Government: Municipal Staff Regulations, Regulation No. 890 promulgated in Government Gazette No. 45181 of 20 September 2021

3.3.9 Local Government: Guidelines for the Implementation of the Municipal Staff Regulations, Regulation No. 891 promulgated in Government Gazette No. 45181 of 20 September 2021

4. DEFINITIONS

In this policy, unless the context otherwise indicates –

“**ABET**” means Adult Basic Education and Training which embrace all learning and training programs for adults from levels 1 to 4 of the National Qualifications Framework as contemplated in the South African Qualification Authority Act, 1995 (Act No. 58 of 1995).

“**Accreditation**” means periodical certification of a person, a body or an institution as having the capacity to fulfil a particular function in the quality assurance system set up by the SAQA in terms of the South African Qualification Authority Act, 1995 (Act No. 58 of 1995).

“**Accelerated Development Programme**” means a formal programme which consists of intensive training and development interventions and on-the-job training.

“**Assessment**” means the process of measuring applied competencies by observing and evaluating the demonstration of such competencies.

“**Competency**” means a point of satisfying all the required skills, knowledge and attitude for a particular function.

“**Council**” means the Council of the Cape Winelands District Municipality and includes any committee or employee of the Cape Winelands District Municipality who acts in terms of delegated powers .

“Critical Position” means a position which, if not filled, will negatively impact the operational functioning of a department.

“Employer” means the same as Council.

“Employee” means any person, excluding an independent contractor, who receives or is entitled to receive any remuneration and any other person who in any manner assists in carrying on or conducting the business of the employer.

“Environmental Assessment” means searching the surroundings of the employee’s job and surroundings.

“Equity Plan” means the Cape Winelands District Municipality Employment Equity Plan compiled in accordance with the Employment Equity Act, 1998 (Act No. 55 of 1998).

“Facilitator” means any qualified person who teaches, educates or trains a learner.

“Individual Assessment” means screening on a singular basis.

“Learner” means an individual who is participating in the ABET learning program with the purpose of achieving credits for unit standards and qualifications.

“Mentor” means an employee who oversees the career and development of another employee through mentoring and coaching.

“NQF” means the National Qualifications Framework.

“Protégé” means an employee who undergoes intensive training and development interventions in the Council under the guidance of a mentor.

“Resident” means a citizen who is a ratepayer in the area of jurisdiction of the Cape Winelands District Municipality and/or is a dependent of a ratepayer.

“SAQA” means a Qualifications Authority provided by the South African Qualifications Authority Act, 1995 (Act No. 58 of 1995).

5. LEGAL FRAMEWORK

The policy and legislative parameters are framed inter alia by the following documents:

- 5.1 Constitution of the Republic of South Africa, 1996.
- 5.2 Labour Relations Act, 1995 (Act No. 66 of 1995).
- 5.3 Employment Equity Act, 1998 (Act No. 55 of 1998).
- 5.4 Skills Development Act, 1998 (Act No. 9 of 1998).
- 5.5 Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000).
- 5.6 Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997).
- 5.7 All relevant Collective Agreements.
- 5.8 Conditions of Service applicable to the Cape Winelands District Municipality.

6. IMPLEMENTING SUCCESSION PLANNING AND CAREER PATHING

- 6.1 The responsibility for implementing succession planning and career pathing rests with management, (more specifically departmental management), the Division: Human Resources and the employees themselves.
- 6.2 The trade unions should also play a supportive role in the process. The responsibility for succession planning and career pathing should be seen as a partnership between these parties.
- 6.3 More specifically, the responsibilities of the partners in the succession planning and career pathing process are as follows:

6.3.1 Council (Management)

- (a) Must accept the responsibility for the training and development of all its employees.
- (b) Must participate in skills training and development on all levels in the organisation and commit itself to the implementation and continuous participation in the succession planning and career pathing program.
- (c) The District Municipality as employer also has a responsibility to make resources (financial and other) available in order to promote the implementation of succession planning and career pathing. Provision must be made in the training budget of the Municipality for funding.

- (d) Establish and maintain structures, policies and procedures job enrichment, job rotation, job enlargement, special projects, career counselling, discussion groups, workshops and assessment centres to facilitate succession planning and career pathing within the organisation.
- (e) Must support the development of each employee by availing/creating the necessary resources, namely, facilities, training personnel, transport, course materials and stationery as well as paid time-off for training.
- (f) The District Municipality should, at its discretion, allow employees to repeat the training and development programs or part thereof, where the employee has not developed the required competency.
- (g) May decide, based upon fair criteria, which employees are suitable for specific training and development.

6.3.2 Labour Unions

- (a) Continuously encourage and motivate their members to participate in training and development programs.
- (b) Play a supportive role in the implementation of succession planning and career pathing.

6.3.3 Employees

- (a) Commit themselves to participation in training programs so that the process of training and development can succeed and be carried out to its full extent.
- (b) It is necessary that employees make use of these programs in an enthusiastic manner by voluntary participation, continuous attendance, acceptance of responsibility for personal development, providing continuous positive input, etc.
- (c) Employees must accept the principle that age is of no importance in training and development.

7. PREPARATION OF SUCCESSION PLANNING AND CAREER PATHING DOCUMENTS

The Head of Department, together with the Manager: Training and Performance Management, should obtain the following –

7.1 Departmental organogram.

7.2 Skills Audit Results.

7.3 Skills Needs Analysis.

7.4 Performance appraisal forms for all staff within an applicable department. Obtaining these forms necessitates the implementation of a Performance Management System (PMS) within the Municipality. Municipalities are legally required in terms of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) to have a performance management system in place for senior staff members.

It is recommended that this system be applied to staff members within the Municipality and the performance appraisal forms resulting from the implementation of the performance management system are necessary to undertake succession planning.

7.5 Departmental estimates or staff budget.

7.6 Schedule showing the ages of current staff and dates of retirement.

7.7 Job descriptions for all posts within an applicable department, together with competency-based job outcomes for each post.

8. CONCLUSION

8.1 The correct implementation of the Succession Planning and Career Pathing policy will have great benefits for the Cape Winelands District Municipality and staff members.

8.2 The Cape Winelands District 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.

9. AMENDMENTS

The Council may from time-to-time review amend this policy and introduce any measure(s) to ensure efficient, economic and effective management of the District Municipality's resources.

10. EFFECTIVE DATE

The Succession Planning and Career Pathing policy will become effective upon approval thereof by the Council of the Cape Winelands District Municipality.

ANNEXURE A – FORMAT OF UNIT STANDARD (FOR MACHINE OPERATOR)

	CONCEPT	DESCRIPTION	EXAMPLE
1	CAPABILITY	Ask the question: "Person at this level is capable of ?" (Broad statement)	Person at this level is capable of operating any light-equipment which is power driven
2	PERFORMANCE OUTCOMES	Ask the question: "What must a person demonstrate or do in order to be assessed as capable at this level?" (Brief statement) VERB + NOUN + ADJECTIVE	<ol style="list-style-type: none"> 1. Prepare power-driven equipment for task to be completed 2. Operate power-driven equipment 3. Do maintenance on power-driven equipment 4. Ensure that safety measures are strictly adhered to.
3	ASSESSMENT CRITERIA	Ask the question: "What evidence is needed in order that the employee can demonstrate capability and receive the necessary credits?" (Brief statements)	<ol style="list-style-type: none"> 1. Check fuel and oil level 2. Check blades and mechanical conditions 3. Fill tanks with appropriate fuel/oil mixture 4. Perform task according to the instructions received 5. Clean filters 6. Report all defects and extraordinary noises 7. Clean and replace all parts of the machine 8. Wear safety equipment 9. Complete machine logbooks

4	UNDERPINNING KNOWLEDGE	<p>Ask the question: "What does the person at this level need to know?" (List of criteria)</p>	<ol style="list-style-type: none"> 1. Must be able to read and write 2. Must be able to understand verbal /written instructions 3. Must have a reasonable knowledge of the operational functioning of the equipment
5	RANGE STATEMENTS	<p>Further notes on the scope, range of knowledge, degree of difficulty, context and level of performance at which the employee is expected to perform.</p>	<p>A person at this level must be able to read and write, but will not be required to make any complicated decisions.</p> <p>He/she needs to have a basic knowledge of the operational functioning of the equipment.</p> <p>Safe work procedures and protective clothing is a priority.</p>
6	MODERATION	<p>Bodies or criteria which will conduct assessments for credit towards the standard</p>	

ANNEXURE B – CAREER PATH DOCUMENT

DEPARTMENT: STRATEGIC AND CORPORATE SERVICES: HUMAN RESOURCE MANAGEMENT

POST/ LEVEL	REQUIREMENTS	OUTPUT
HR Director		
HR Assistant Director		
Chief HR Officer		
HR Officer		
	ENTRY LEVEL	