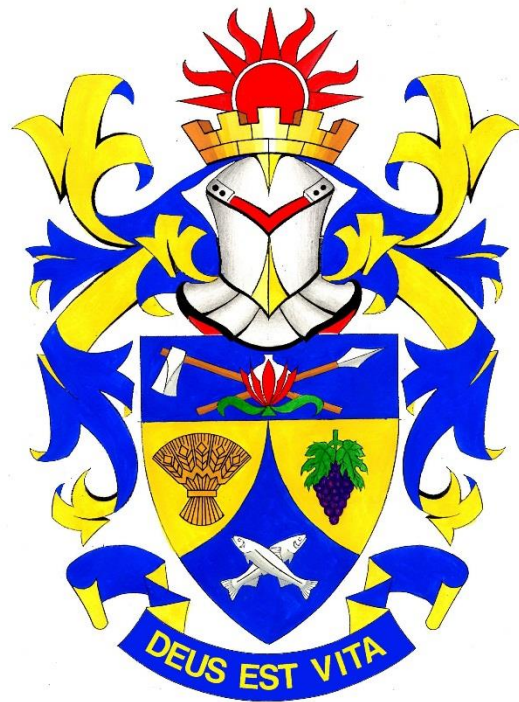


BERGRIVIER MUNICIPALITY



SUCCESSION PLANNING & CAREER PATHING POLICY

DATE APPROVED : 28 MARCH 2023
COMMITTEE : MAYORAL COMMITTEE

VERSION	DATE CREATED	STATUS	WRITER	CHANGES
1.0	20/04/2022	Draft	AW Rheeder	New
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1. INTRODUCTION

Succession planning simply means making the necessary arrangements to try to ensure that suitably qualified people are available to fill positions which may arise within any specific department in forthcoming years.

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 municipality or within the broader scope of local government or within a specific fraternity.

2. PURPOSE AND OBJECTIVES

The purpose and objective of this Succession Planning and Career Pathing Policy are to:

- 2.1 Ensure continuity of suitably trained staff.
- 2.2 Comply with the legal requirements of the Employment Equity Act, 1998 (Act 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.
- 2.3 Ensure that training programs are undertaken in an orderly way and that staff do not simply attend training courses without a purpose. In this way training initiatives can be properly focused.
- 2.4 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 all employees of Bergivier Municipality.

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 58 of 1995);
“Competency”	means a point of satisfying all the required skills, knowledge, experience and attitude for a particular function;
“Council”	means the Council of Bergrivier Municipality and includes any official political structure of the Council;
“Critical position”	means a position, which, if not filled, will negatively impact the operational functioning of the department;
“Director”	means an employee of the Municipality who, in terms of a Council’s resolution or an Act, is directly responsible to the Municipal Manager for the administration of a directorate of the Municipality’s service, or is acting in such capacity;
“Employee” (as per clause 200A (1) of the Labour Relations Act, 1995)	means a person who works for, or renders a service to the Municipality regardless of the form of her/his employment contract, and in respect of which any factor enumerated in section 200A (1) of the Labour Relations Act applies;
“Employer”	means Bergrivier Municipality, a local government established in terms of the Local Government: Municipal Structures Act, 1998 (Act 117 of 1998) as amended;

“Equity plan”	means Bergrivier Municipality’s employment equity plan established in accordance with the Employment Equity Act, 1998 (Act 55 of 1998);
“Mentor”	means someone with expertise, experience, knowledge, authority and influence and is requested to assist with the growing, teaching, coaching, guiding, counselling and/or advancing another colleague with potential in the professional, technical and/or managerial fields;
“Municipality”	means Bergrivier Municipality, a municipality established in terms of section 12 of the Municipal Structures Act, 1998 (Act 117 of 1998), as amended;
“Municipal Manager”	means the person appointed as such in terms of Section 54(A) of the Local Government: Municipal Systems Act (Act 32 of 2000) and includes a person acting in his/her stead;
“Promotion”	means a staff member who is appointed to a post in the municipality that is higher in salary level or job grade than the one he/she previously occupied in the municipality;
“SAQA”	means a Qualifications Authority provided by the South African Qualifications Authority Act, 1995 (Act 58 of 1995);
“Trade Unions”	means a union which is a party to the “South African Local Government Bargaining Council”.

5. LEGAL FRAMEWORK

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

- 5.1 Employment Equity Act, 1998 (Act 55 of 1998);
- 5.2 Skills Development Act, 1998 (Act 97 of 1998);

- 5.3 All relevant Collective Agreements; and
- 5.4 Local Government: Municipal Staff Regulations and Guidelines for Implementation of Regulations (Regulation 890 & 891 of 20 September 2021).

6. PREPARATION OF SUCCESSION PLANNING AND CAREER PATHING DOCUMENTS

6.1 The Manager: Human Resource Services should consider the following in preparation for compiling the documents:

- 6.1.1 Organisational structure
- 6.1.2 Skills audit results
- 6.1.3 Schedule showing the ages of current staff and dates of retirement.
- 6.1.4 Job descriptions for all the positions together with competency-based job outcomes for each post.

7. 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:

7.1 Step 1: Identify key positions

Each year, the Manager Human Resource Services, together with the Human Resource Officer: Provisioning & Administration and Human Resource Officer: Training & Development, must identify and assess the municipality's current and future projected needs in terms of employees and expected vacancies annually by examining the organisational structure to establish:

- 7.1.1 which key positions are likely to become vacant over the next five years owing to retirements (from the schedule of ages of employees mentioned above) or the expiry of fixed term contracts.

7.1.2 which positions require specialist technical or formal training, e.g. university degrees and for which there are presently no suitable qualified internal staff members.

7.2 Step 2: Approval of succession planning opportunities

The Manager Human Resource Services must annually by 30 June provide a report to the Management Team of all employees who will reach the age of sixty (60) in that specific year, together with everyone who are already above 60 years of age, therefore nearing retirement age in terms of their retirement/pension fund, namely the age of sixty-five (65), for approval of the succession planning opportunities.

7.3 Step 3: Advertising of succession planning opportunities

In order to give an equal opportunity to all employees Bergrivier Municipality will advertise abovementioned future positions internally to make employees aware of these positions. For each of the key positions identified, the skills, competency and knowledge required for incumbents must be identified and qualifications, together with the relevant skills, experience and unit standards attached to such positions.

Employees must also be informed that they must apply for bursaries or apply for such opportunities through the skills development plan in order to suitably qualify themselves for positions they are interested in.

No expectations will be created – all positions will be filled in line with the Employment Policy of Bergrivier Municipality.

8. CAREER DEVELOPMENT PROGRAMMES

Career pathing is informed by the career goals set by individuals during the career planning phase and the career development opportunities available to employees in the Municipality in terms of their personal development plan (PDP).

The following relate to programmes within the domain of Career Management which may be implemented:

8.1 Adult Basic Education and Training (ABET)

It is a learning programme for employees who do not possess a National Senior Certificate. It is aimed at addressing illiteracy within the Municipality.

8.2 Bursary Scheme

It is a long term developmental programme that funds employees who want to pursue studies for career advancement purposes.

8.3 Cross Training

Cross training happens when two or more employees spend time learning each other's job duties. It helps to fulfil an individual's career goals or an organisation's need. Cross training is temporary and does not involve the re-assignment of an employee.

8.4 Coaching

Coaching is an ongoing professional relationship that helps people produce extraordinary results in their lives and careers.

8.5 Individual Training

To ensure that employees are trained in accordance to the training needs identified on their Personal Development Plan.

8.6 Job Rotation

A rotation is an assignment to another position in the same or similar field of work, usually within the same work unit. During rotation the employee will remain in his/her existing position, but exchange responsibilities with another employee.

8.7 Learnership

A learnership is a formal agreement of structured learning and work experience between an organisation and a learner, leading to a formal qualification.

8.8 Mentoring

Mentoring is a relationship between a learner and workplace role model (mentor); providing support and encouragement to a learner to achieve greater efficiency, productivity and effectiveness within an organisation.

8.9 Secondment

This is a temporary assignment that could enhance career development objectives and fulfil organisational needs. An employee could be seconded to another area within their department or to another department with the necessary evaluation process to compensate the employee accordingly.

8.10 Succession planning

This programme is aimed at developing a pool of people capable of stepping into an existing job. The objective of the programme is to provide practical learning exposure to functions of a higher position which an applicant aspires to.

9. ROLES AND RESPONSIBILITIES

- 9.1 The responsibility for implementing succession planning and career pathing rests with management (more specifically departmental management), the Department: Human Resources and the employees themselves.
- 9.2 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.
- 9.3 More specifically, the responsibilities of the partners in the succession planning and career pathing process are as follows:

9.3.1 RESPONSIBILITIES OF MANAGEMENT

- 9.3.1.1 Management must accept the responsibility for the training and development of all its employees.
- 9.3.1.2 Management must, further, participate in skills training and development on all levels in the organisation and commit to the implementation and continuous participation in the succession planning and career pathing program.
- 9.3.1.3 Management 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 (subject to availability).
- 9.3.1.4 Management must establish and maintain structures, policies and procedures, job enrichment, job rotation, job enlargement, special projects, career counselling, discussion groups, and

workshops to facilitate succession planning and career pathing within the municipality.

- 9.3.1.5 Management may decide, based upon fair criteria, which employees are suitable for specific training and development.

9.3.2 RESPONSIBILITIES OF THE UNIONS

- 9.3.2.1 The unions should continuously encourage and motivate their members to participate in training and development programs.
- 9.3.2.2 The unions should play a supportive role in the implementation of Succession Planning and Career Pathing, in particular in assisting with implementation of employment equity.

9.3.3 RESPONSIBILITIES OF THE EMPLOYEES

- 9.3.3.1 Employees should 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.
- 9.3.3.2 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 and providing continuous positive input.

10. EFFECTIVE DATE

The Succession Planning and Career Pathing Policy will become effective upon approval thereof by the Council of Bergrivier Municipality.