SECTION HR 07

AMAHLATHI MUNICIPALITY

SUCCESSION PLANNING

AND

CAREER PATHING

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1.   **Introduction**

In the past, Managers were not concerned in developing the potential of their staff members. Managers did also not plan what their staff requirements would be over forthcoming years and, when vacancies occurred, there was often no suitably trained employee available to undertake the work.

Succession Planning simply means making the necessary arrangements to ensure that suitably qualified people are available to fill posts which will arise within any specific Department over forthcoming years. Career Pathing involves 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. Obviously every staff member does not have the ability or even the desire to become the Municipal Manager. However, the aim should be to 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.

The purpose of this chapter is to provide a step by step process of compiling a succession planning document as well as a career path document, which can be used as a basis for drafting such documents for specific municipalities.

2.   **Purpose of Succession Planning and Career Pathing**

The reasons for preparing Succession Planning and Career Pathing plans are as follows:

a)   To ensure continuity of suitably trained staff in key posts for the future.

b)   To ensure that someone is always available to fulfill any particular 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.

c)   To comply with the legal requirements of the Employment Equity Act, which requires the appointment and promotion of suitably qualified persons from previously disadvantaged groups, to ensure proportional representation in all occupational categories and levels.

d)   To 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.

e)   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.

f)   To assist the employee in meeting his/her performance goals. Individual goals must be aligned with the goals of the overall department and the organization, including the Council's Integrated Development Plan (IDP) and budget. Succession Planning and Career Planning must, furthermore, be aligned with all other human resources activities such as selection, training, performance management, etc.

g)   To establish a highly motivated work force which could lead to a decrease in staff turnover.

3.   Responsibility for Implementing Succession Planning and Career Pathing

The responsibility for implementing Succession Planning and Career Pathing rests with Management (more specifically Departmental Management), the Human Resources Department and the employees themselves. 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.

More specifically, the responsibilities of the partners in the Succession Planning and Career Pathing process are as follows:

3.1   Responsibilities of the Employer (Management)

3.1.1   The employer must accept the responsibility for the training and development of all its employees

3.1.2   The employer must, further, participate in skills training and development on all levels in the organization and commit itself to the implementation and continuous participation in the succession Planning and Career Pathing program

3.1.3   The Council (or 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 this funding.

3.1.4   The employer must establish and maintain structures, policies and procedures (job enrichment, job rotation, job

enlargement, special projects, career counseling, discussion groups, workshops, assessment centres) to facilitate Succession Planning and Career Pathing within the organization.

3.1.5 The employer must support the development of each employee by availing / creating the necessary resources viz. facilities, training personnel, transport, course materials and stationery as well as paid time-off for training.

3.1.6 The employer 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.

3.1.7 The employer may decide, based upon fair criteria, which employees are suitable for specific training and development.

3.2 Responsibilities of the Unions

3.2.1 The trade unions are acknowledged as partners in the processes of training and development and will be encouraged to provide inputs into this policy document

3.2.2 the unions should continuously encourage and motivate their members to participate in training and development programs

3.2.3 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.

3.3 Responsibilities of Employees

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 to its full extent.

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, providing continuous positive input, etc.

3.3.3 Employees must accept the principle that age is of no importance in training and development.

4. **What is needed to Prepare Succession Planning and Career Pathing Documents**

The Head of Department, together with the Human Resources official (preferably Training Officer) should obtain the following:

4.1   Departmental organogram

4.2   Skills Audit results

4.3   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 senior 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.

4.4   Departmental estimates or staff budget

4.5   Schedule showing the ages of current staff and dates of retirement. This can be obtained from the Human Resources Department.

4.6   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). An example of competency-based job outcomes is set out in the attached Format of Unit Standard Form (Annexure A).

5. **Procedure for Compiling a Succession Planning Document**

Once all 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:

5.1   **Step 1**

Each year, the Head of Department, together with the Human Resources official responsible for training and development, must examine the organogram of the Department to establish:

5.1.1   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, dismissal etc.

5.1.2 Which posts on the organogram are already vacant and have funds provided for them on the annual estimates.

5.1.3 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).

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

5.2 **Step 2**

The Head of Department, together with the Human Resources official 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.

NOTE: Departmental Heads must bear in mind that there are limited funds available for new staff members and a realistic assessment of future staff needs must be made.

5.3 **Step 3**

The Head of Department should then begin to 'pencil in' the names of possible employees within the Department who could be groomed for promotions for new posts or 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 Employment Equity plan for the Municipality.

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

5.4 **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), or alternatively generally be encouraged to register at a Technikon or University on apart0time or correspondence basis. All possible assistance and encouragement must be provided to the employees.

5.5 <u>**Step 5**</u>

Where additional informal training is necessary, suitable training courses must be identified and arrangements made for the identified employees to attend. This should be done in consultation with the employee concerned who should be informed that should he/she show promise, he/she will stand a better chance of chance of promotion. However, no promises must be made.

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 (see Annexure A).

5.6 <u>**Step 6**</u>

Where on-the-job (or in-service) training is necessary, arrangements should be made to allow the identified employee to act in the higher post when the present encumbent is on leave, in order to confirm his suitability. In this way, the Head of Department will be able to establish whether the employee has the ability to meet the performance standards set for the post.

5.7 <u>**Step 7**</u>

If no suitable in-service training within the Municipality exists, larger local authorities can be approached to assist in this matter. Arrangements can be made to send the identified employees to other Municipalities for limited periods, in order to obtain in-service training and experience by working with persons who are undertaking those duties. Some larger Municipalities are prepared to assist in this matter, provided there is no cost implication for them.

5.8 <u>**Step 8**</u>

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.

6. <u>**Purpose of the Competency Development Plan**</u>

The purpose of the Competency Development Plan mentioned under steps 4 – 8 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 as set out in Annexure A. This means, for example, that they must be able to do all of the tasks set out in the example column of Annexure A.

7.   **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 also not be overlooked and career paths for them should also be determined, bearing in mind any limited aspirations or interest in promotion.

The following steps should be taken in preparing a Career Pathing document:

7.1   **Step 1**

Once per year, the Head of Department (preferably with the Human Resources official) 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.

7.2   **Step 2**

It is important that the Head of Department be flexible in his/her view of the potential of the employees. The Human resources representative can assist in maintaining in 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.

7.3   **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 (an example is attached as Annexure B) should be shown to him/her and he/she should be informed that his progress will depend entirely on his/her ability, enthusiasm, dedications and hard work in his/her job.

7.4   **Step 4**

The document set out in Annexure B (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 Human Resources representative should be held every year to discuss his/her progress and training and development needs.

7.5   Step 5

Once the employee can prove by means of competency evaluation that he/she posses 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.

8.   Conclusion

The correct implementation of Succession Planning and Career Pathing within a Municipality will have great benefits for both employers and staff members. Municipalities 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.

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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	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)	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**	Ask the Question: "What does the person at this level need to know?" (List of Criteria)	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**	Further notes on the scope, range of knowledge, degree of difficulty, context and level of performance at which the employee is expected to perform	A person at this level must be able to read and write, but will not be required to make any complicated decisions. He/she needs to have a basic knowledge of the operational functioning of the equipment. Safe work procedures and protective clothing is a priority
6.	**MODERATION**	Bodies or criteria which will conduct assessments for credit towards the standard	

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ANNEXURE B

CAREER PATH DOCUMENT

DEPARTMENT: CORPORATE SERVICES: ORGANISATION AND WORK STUDY (O & W)

POST	LEVEL	REQUIREMENTS	OUTPUT
Manager	4		
Principal Officer	6		
Senior officer	9/8	- 4 yrs Post Matric - at least 8 yrs O & W - high level of leadership management - project leadership abilities	- Render technical advice - Research and Development O & W - Develop O & W
O & W Special Grade	10	- 3 yrs applicable Post Matric - at least 6 yrs O & W - leadership, conflict management	- Control staff - Advice on technical - Perform audits - Develop and train
O & W	12/11	- 3 yrs Post Matric - 5 yrs O & W experience - people skills, problem solving	- Develop and analyse - Facilitate group - Implement career
Asst O & W	14/13	- 3 yrs Post Matric - 3 yrs O & W - good communication skills	- Investigate - Comment on -Develop procedures
O & W Asst	16/15	- certificate in management - communication skills	- Investigate - Develop procedures
Learner O & W	18/17	- 3 yrs general work experience - communication skills - matric - pass aptitude test	- Maintain original structure - Gather information
		ENTRY ↑ LEVEL	