



SUCCESSION PLANNING AND CAREER PATHING POLICY

*Approved by Council
30 April 2025*

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1. INTRODUCTION

The purpose of this Succession Planning and Career Pathing Policy is to ensure the effective identification, development, and retention of talented employees within the Overstrand Municipality. Succession planning is a strategic approach that aims to identify and nurture potential leaders and key employees to fill critical positions within the organisation.

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

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 can reach the level of seniority to which he aspires and to be able to competently undertake the duties attached to that post.

2. DEFINITIONS

In this policy, unless the context otherwise indicates –

“**AET**” means Adult Education and Training which embraces 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 fulfill 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 that 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 attitudes for a particular function.

“**Council**” means the Council of the Overstrand Municipality and includes any committee or employee of the Overstrand 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 Overstrand 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 to achieve 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.

“Relevant Manager” refers to all Heads of divisions/sections.

“Resident” means a citizen who is a ratepayer in the area of jurisdiction of the Overstrand 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).

“Senior Management” refers to all appointments made under Section 56 that are directly responsible to the Municipal Manager.

3. LEGAL FRAMEWORK

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

- All relevant Collective Agreements.
- Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997).
- Constitution of the Republic of South Africa, 1996.
- Employment Equity Act, 1998 (Act No. 55 of 1998).
- Labour Relations Act, 1995 (Act No. 66 of 1995).
- Local Government: Municipal Staff Regulations, Regulation No. 890 promulgated in Government Gazette No. 45181 of 20 September 2021.
- Local Government: Guidelines for the Implementation of the Municipal Staff Regulations, Regulation No. 891 promulgated in Government Gazette No. 45181 of 20 September 2021.
- Skills Development Act, 1998 (Act No. 9 of 1998).

4. SCOPE AND APPLICATION

This policy shall apply to employees with the potential to succeed in critical, key, and managerial positions.

5. OBJECTIVES

The objectives of this policy are:

- 5.1 To identify and develop employees who have the potential to assume leadership roles within the organisation.

- 5.2 To ensure a smooth transition of key positions when vacancies arise due to retirement, resignation, promotion, or any other reason.
- 5.3 To enhance employee engagement and motivation by providing career development opportunities.
- 5.4 To minimize disruptions in service delivery by having a pool of qualified candidates ready to assume critical roles.
- 5.5 To ensure continuity of suitably trained staff in key posts for the future
- 5.6 To ensure that someone is always available to fulfil 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.
- 5.7 To comply with the legal requirements of the Employment Equity Act that requires the appointment and promotion of suitably qualified persons from previously disadvantaged groups, to ensure proportional representation in all occupational categories and levels.
- 5.8 To ensure that training programmes are undertaken in an orderly way and that staff does not simply attend training courses without a purpose. In this way, training initiatives can be properly focused.
- 5.9 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, individual skills may be utilized to achieve the goals of both the department as well as the organisation.
- 5.10 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 Municipality'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.
- 5.11 To establish a highly motivated workforce that could lead to a decrease in staff turnover.

6. STAFF SUCCESSION PLAN COMMITTEE

- 6.1 A committee for each directorate entitled the Succession and Talent Management Committee for the applicable directorate (hereinafter referred to as the Committee) is hereby established comprising the following stakeholders:
 - Municipal Manager
 - Director: Corporate Services
 - Relevant Director
 - Relevant Manager (if applicable)
 - Divisional Manager: Human Resources (Secretariat of Committee)
 - HR Officer (SDF)
 - HR Officer (PMS)
 - One representative from SAMWU
 - One representative from IMATU

- 6.2 The Committee is tasked to develop and maintain a plan called the Staff Succession Plan, which will provide guidance and oversight to the process supporting the Staff Succession Policy.
- 6.3 The Committee must evaluate the performance of participants in the Succession Planning Programme.
- 6.4 The following policies must be read together with this policy on Succession Planning and Career Pathing HR Strategy and Planning.
- Education, Training, and Development Policy.
 - Talent Management Strategy
 - Employee Study Aid and Study Leave policy.
 - Individual Performance Management and Development Policy.
 - Mentoring and Coaching policy.
 - Internship and Student policy.
 - Recruitment and Selection policy.

7. SUCCESSION PLANNING PROCESS

- 7.1 Identification of Key Positions: The Human Resources Department, in collaboration with senior management, will identify key positions that are critical for the successful operation of the Overstrand Municipality.
- 7.2 Talent Assessment: A talent assessment will be conducted with the relevant manager in conjunction with Human Resources after which it must be submitted to the Succession and Talent Management Committee to identify employees who have the potential to fill these key positions. This assessment may include performance evaluations, skills assessments, leadership potential evaluations, and other relevant criteria.
- 7.3 Individual Development Plans: The direct Supervisor in conjunction with the Head of the Department should identify high-potential employees, who are then provided with individual development plans. These plans will outline the necessary training, mentoring, and experiential learning opportunities to develop their skills and competencies.
- 7.4 Succession Pool: A succession pool will be created with the relevant manager in conjunction with Human Resources after which it must be submitted to the Succession and Talent Management Committee, consisting of employees who have been identified as potential successors for key positions. This pool will be regularly reviewed and updated to ensure its effectiveness.
- 7.5 Succession and Talent Management Committee: A succession planning committee will be established, consisting of representatives from the Human Resources Department, senior management, and relevant stakeholders. This committee will oversee the implementation of the succession planning process and monitor the progress of identified successors.
- 7.6 Career Development Opportunities: The Overstrand Municipality will provide various career development opportunities, such as training programs, job rotations, mentoring, and coaching, to help employees in the succession pool develop their skills and competencies.

8. RESPONSIBILITY IN 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 and monitoring 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:

8.1 Responsibilities of the Municipality (Talent Management and Succession Committee)

- 8.1.1 The Municipality must accept the responsibility for the training and development of all its employees.
- 8.1.2 The Municipality must, further, participate in skills training and development on all levels of the organisation and commit itself to the implementation and continuous participation in the Succession Planning and Career Pathing programme.
- 8.1.3 The Municipality (or employer) also has a responsibility to make resources (financial and other) available to promote the implementation of succession planning and career pathing. Provision must be made in the training budget of the municipality for this funding.
- 8.1.4 The Municipality must establish and maintain structures, policies, and procedures (job enrichment, job rotation, job enlargement, special projects, career counselling, discussion groups, and workshops, assessment centres) to facilitate Succession Planning and Career Pathing within the organisation.
- 8.1.5 The Municipality 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.
- 8.1.6 The Municipality may, at its discretion, allow employees to repeat the training and development programs or part thereof, where the employee has not developed the required competency.
- 8.1.7 Management should consider all applications of employees and motivate them with reasons annually why their applications were accepted or not.

8.2 Responsibilities of the Unions

- 8.2.1 The unions should continuously encourage and motivate their members to participate in training and development programs.
- 8.2.2 The unions should be approached to play an interactive role in training and development programs and a supportive role in the implementation of Succession Planning and Career Pathing, in assisting with the implementation of employment equity.

8.3 Responsibilities of Employees

- 8.3.1 Employees should commit themselves to participation in training programmes so that the process of training and development can succeed and be carried to its full extent.
- 8.3.2 It is necessary that employees enthusiastically make use of these programmes by voluntary participation, continuous attendance, acceptance of responsibility for personal development, providing continuous positive input etc.
- 8.3.3 Employees must accept the principle that age is of no importance in training and development.

9. WHAT IS NEEDED TO PREPARE SUCCESSION PLANNING AND CAREER PATHING DOCUMENTS?

The relevant manager responsible for the department, together with the Human Resources official (preferably the Skills Development Facilitator) should obtain the following:

- Departmental organogram
- Skills audit results
- Schedule showing the ages of current staff and dates of retirement. This can be obtained from the Human Resources 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).

10. PROCEDURE FOR COMPILING A SUCCESSION PLANNING DOCUMENT

10.1 Objective:

- 10.1.1 Succession and Talent Management Committee will act as the vehicle for strategic discussion and decisions around succession and talent issues and challenges in the Municipality. The Committee will ensure that succession plans are in place for critical and scarce skills positions and review the process continuously to ensure objectivity and fairness. Overall high performance and high potential of individuals in the succession and talent pipeline should be taken into consideration by the Committee during discussions.
- 10.1.2 During discussions of succession and talent planning, it is important to bear in mind that each person in the pipeline must have the relevant experience, qualifications, outstanding performance track records and a demonstrable capability and potential to be promoted to senior or highly critical role within a specified timeframe.
- 10.1.3 Such a Succession and Talent Management Committee will ideally consist of a chairperson, Human Resources Representative, a Skills Development Facilitator, an Administrator, Union Members, the Municipal Manager, a Senior Manager, and a Divisional Manager of all Directorates and Divisions of the Municipality.
- 10.1.4 The line manager is to collate the data collected from the first two phases and present the data in a standard form to the Succession and Talent Management Committee meeting. Strategic talent issues, succession plans, individual development plans, and action will be discussed to reach a consensus on the way forward with the Succession and Talent Management Committee process of each individual.
- 10.1.5 Tools used in this phase include Career conversations template(completed), Succession and Talent Management Committee Policy, and standard form/guide of the Departmental Committee.

10.2 Committee Structure

- 10.2.1 In the Overstrand Municipality, a two-tier committee structure will apply viz. Departmental Committee and a Succession and Talent Management Committee.
- 10.2.2 The Departmental Committee will consist of heads of departments representing the directorate and Human Resources (Advisory role).

- 10.2.3 The Departmental Committee will identify the critical positions and candidates for the Succession and Talent Management committee.

10.3 Meeting place and frequency of meeting.

- 10.3.1 The Departmental Committee is responsible for providing suitable venues for holding Succession and Talent Management Committee meetings.
- 10.3.2 Departmental meeting should take place quarterly. If postponed, the frequency of meetings should not exceed one month.
- 10.3.3 The Departmental Committee shall designate a person as secretary and will list the duties expected in writing.

10.4 Procedure

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:

10.4.1 Step 1

Each year, the Divisional Manager/HR Officer (SDF)/HR Officer (PMS), together with the Human Resources official responsible for training and development and the shop stewards for that 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 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 can 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.

10.4.2 Step 2

The Divisional Manager/HR Officer (SDF)/HR Officer (PMS), together with the human resources and the shop stewards for the Department and staff elected 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.

10.4.3 Step 3

- The Divisional Manager should then begin to suggest and discuss with other applicants within the Department, the names of possible candidates for selection the names of possible employees within the department who could be trained or developed for promotions for new posts or posts becoming vacant because of retirements etc. Previously disadvantaged employees must be given preference where necessary to comply with the provisions of the Employment Equity plan.
- Information on which employees can be earmarked for possible promotion can be obtained from the Skills Audit results.

10.4.4 Step 4

- A competency development plan, to improve the competency of identified employees must then be implemented by all relevant stakeholders, viz. affected officials, and elected representatives or shop stewards.
- Where there are specialist posts that 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 generally be encouraged to register at a registered tertiary institution on a part-time or correspondence basis. All possible assistance and encouragement must be provided to the employees.

10.4.5 Step 5

- 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 an agreement of career goals with the employee concerned. However, no promises must be made.
- It is important that the training courses which the employees are given during this time 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.

10.4.6 Step 6

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 incumbent is on leave, to confirm his suitability. In this way, the Head of Department will be able to establish whether the employee can meet the performance standards set for the post.

10.4.7 Step 7

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 a limited cost.

11. PURPOSE OF THE COMPETENCY DEVELOPMENT PLAN

The purpose of the Competency Development Plan mentioned under Steps 10.4.4 – 10.4.7 above is to improve the competency of the employees so that future staff needs are met. It is important that after completing the competency development process, staff members can fully comply with the unit standards. This means, for example, that they must be able to do all the tasks set out in the Competency Development Plan.

12. CAREER MANAGEMENT PROCESS

The process of career management in the Overstrand Municipality will be carried out in the following three (3) phases:

12.1 Phase 1: Career Planning

In Career Planning, the employee is responsible for gathering information about themselves and the environment. Individual assessment should include the employees' current skills, experience, qualifications, and potential. The position the employee is currently employed in should also be assessed. Long and short-term goals should then be established.

12.2 Phase 2: Career Development

A Personal Development Plan should be developed that addresses the employee development goals and organisational goals. A Personal Development Plan outlines the following:

- the specific gaps that the training must address;
- the type of training required to meet the skills gaps;
- timeframes and cost of the training;
- Interventions relating to the technical or occupational "hard skills" of the job, through e.g. appropriate training interventions, on-the-job training, and job rotation; and
- It is intended that Personal Development Plans be reviewed annually before the skills audit process.

12.3 Phase 3: Career Pathing

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.

13. CAREER DEVELOPMENT PROGRAMMES

The following relates to programmes within the domain of Career Management that may be implemented:

13.1 Adult Education and Training (AET)

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

13.2 Bursary Scheme

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

13.3 Cross-Training

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

13.4 Coaching

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

13.5 Individual Training

Ensure that employees are trained in accordance with the training needs identified in their Personal Development Plan.

13.6 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 for five days.

13.7 Learnership

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

13.8 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.

13.9 Secondment

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

13.10 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. The exposure will facilitate changes in thinking and perspective.

14. JOB SHADOWING PROCEDURE

14.1 Process for Job Shadowing

14.1.1 Employees may formally apply to Job Shadow in a different position within Overstrand Municipality.

14.1.2 The application process entails the following:

14.1.2.1 The applicant must formally motivate their relevant manager and Senior Manager to Job Shadow as per the identified position within Overstrand Municipality, relevance must be clearly demonstrated, i.e. relevant tertiary qualification obtained or current studies.

14.1.2.2 With the support and/or recommendation of the applicant's relevant manager and Senior Manager, approval must be granted by the applicant's Director and the Director of the desired job shadowing position, should the job shadowing position be in a different directorate.

14.1.2.3 Based on 14.1.2.2, a formal written agreement must be in place between relevant directorates.

14.1.2.4 Based on 14.1.2.2, a formal written agreement must be in place between different departments and/or sections, should the applicant's position and the job shadowing position be in the same directorate.

14.1.3 Criteria for a formal Job Shadow arrangement

14.1.3.1 Established timetable, which must ensure that the applicant's function(s) and the function(s) of the job shadowing position are not negatively affected during the job shadowing period.

14.1.3.2 Record keeping of time and in the form of a POE of the applicant's exposure and/or experience gained during the job shadowing period, must be kept.

14.1.3.3 At the end of the Job Shadowing period, an approval sign-off must be done in terms of 14.1.3.2 by the applicant's relevant manager and the job shadowing position's director (if applicable – different directorate).

14.2 The Human Resources Department will facilitate the process as per 14.1

15. DISPUTE PROCEDURE

If there is a dispute about the interpretation or application of this policy, shall be dealt with following the grievance procedure in the collective agreement. Should the dispute not be resolved internally, then such dispute shall be referred to external structures such as the bargaining Council. This dispute will be dealt with under training disputes.

16. IMPLEMENTATION AND MONITORING

16.1 The Human Resources Department will be responsible for the implementation and monitoring of this Succession Planning and Career Development Policy.

16.2 Regular progress reviews will be conducted to assess the effectiveness of the succession planning process and make any necessary adjustments.

16.3 The Succession Planning Committee will review the succession pool and individual development plans on an ongoing basis to ensure their alignment with organisational needs and objectives.

16.4 The Succession Planning Policy will be communicated to all employees to ensure their understanding and support.

17. CONCLUSION

The Overstrand Municipality recognizes the importance of succession planning in ensuring a smooth transition of key positions and the continued success of the organisation. By implementing this Succession Planning Policy, we aim to identify, develop, and retain talented employees who have the potential to assume leadership roles within the municipality.

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