Province of the
EASTERN CAPE
COOPERATIVE GOVERNANCE & TRADITIONAL AFFAIRS

CAREER PATH MANAGEMENT POLICY

2021

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Executive Authority
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SIGN OFF

I. Head of Department

This Policy on Career Path Development and Management has been recommended by A.A. Fani in my capacity as the Head of Department for the Department of Cooperative Governance & Traditional Affairs.

I am satisfied and concur with the contents of this Policy.

The development of the Career Path Development and Management Policy will ensure the Department is able exercise its powers in compliance with the law and guide decision-making in the Department.

Signed:	
Designation:	Head of Department
Date:	30 03 2021

II. Executive Authority

The Department of Cooperative Governance & Traditional Affairs has unprecedented opportunity to improve the lives of the people by effectively rendering services that it is expected to provide. We have envisaged a Department that has the required capacity to respond adequately to the challenges of its people.

I, therefore, trust that guidance from this Policy will contribute to the effective Career Planning and Development in the Department.

Signed:	
Designation:	MEC: Honourable X.E. Nqatha of Cooperative Governance & Traditional Affairs

Executive Authority
Initials: _____

Head of Department
Initials: _____

1. PREAMBLE

The Department of Cooperative Governance and Traditional Affairs commit itself to support an open, honest, fair, objective, and transparent career-path and to creating programmes aimed at advancing employees to higher level posts and retaining high potential employees with critical skills.

However, according to Chapter 5.10.2 of White Paper on Human Resource Management in the Public Service the primary responsibility for career management rests with the employee. It is for individuals to determine, in the light of their personal aspirations, the direction in which they wish their careers to advance, whether within or outside the Public Service. Also, departments have a responsibility for career management, given its importance in developing the organisation's human resource capacity to meet its operational and organisational objectives.

2. PURPOSE OF THE POLICY

To ensure the availability of competent and skilled employees within the Department.

3. OBJECTIVES OF THE POLICY

2.1 To retain employees of a high calibre to meet the Departmental human capital needs.

2.2 To create an on-going supply of well-trained, broadly experienced, well-motivated employees who are ready to step into key positions, as needed.

2.3 To devise strategies that will improve the ability of the Department to accelerate career-path.

2.4 To define employee-career path, which will help the Department to train and retain a pool of suitably qualified employees.

2.5   To enable a flow of these candidates through various directorates with the view of educating them into the culture and processes of the Department.

2.6   To align the future staffing needs of the Department with the availability of appropriate resources within the organization.

2.7   To establish positive goals for key personnel which will keep them in the Department.

4.   DEFINITIONS

Terms and definitions that will be used throughout the Policy that need clarification for the reader can also include any keywords, technical terms and abbreviations that may be used in this document.

Word/Term	Definition (with examples if required)
Bench-strength	An assessment of the Department's preparedness to re-place departing staff in critical positions. Primarily, this refers to having other staff on board who are ready to step into some-one's else's shoes, at the appropriate time, under the appropriate circumstances with a virtually seamless transition.
Career:	Any sequence and variety of jobs or work-related experiences and occupations which one undertakes throughout a lifetime. Careers are also viewed in terms of life-long learning rather than in terms of upward movements.
Career appraisal	The process by which individuals receive and use career-related feedback.
Career development	An ongoing process by which an individual's progress, through a series of stages, each of which is characterized by a relatively unique set of issues, themes or tasks. A career consists of different stages and the individual is confronted with different issues during each of these stages.

Career goals:	A desired career-related outcome that an individual intends to attain.
Career management	A process by which the career aspirations of the individual employee are reconciled with the operational objectives of the organization-Chapter 5.10.1 of the White Paper on Human Resource Management in the Public Service.
Career paths:	Employees move from one job to another. These moves often indicate a sequential pattern of jobs or work experiences
Career success	The concept of "career success" has different meanings for different people. The way individuals define 'career success' strongly influences their career decision. To some, success means promotion, to others it means becoming an expert in their occupational field, or moving frequently from one challenge to another, etc.
Continuous learning	The process by which an individual acquires knowledge, skills and abilities through-out his/her career in reaction to, and in anticipation of, changing performance criteria.
Individual career planning	The process by which employees obtain knowledge about themselves (their values, personality, preferences, interests, abilities, etc.) and information about the working environment and then attempt to achieve a proper match.
Job	A set of tasks and work-related responsibilities designed to be performed by an individual, in return for remuneration.
Organizational career planning	The process whereby management develops organizational plans and goals.
Occupation	A set of jobs whose main tasks and associated responsibilities are of such similarity that they can be grouped or clustered together.
Career-path Development and Management	The flexible, long term, development view of future management staffing. A key aspect of the overall HR planning is having a systematic process for defining future management requirements, identifying candidates and matching this demand to supply, as a basis for future planning

5. APPLICATION AND SCOPE

The Policy is applicable to all the employees of the Department of Cooperative Governance and Traditional Affairs.

6. LEGISLATIVE FRAMEWORK

5.1 The Public Service Act, 1994 (Proclamation 103 published in GG 15791 of 3 June 1994), as amended.

5.2 Public Service Regulations, 2001 as amended.

5.3 Skills development Act 97 of 1998.

5.4 Employment Equity Act 55 of 1998.

5.5 DPSA Guide on the Practice of Career Management in the Public Service.

5.6 DPSA Strategy to Reduce the Recruitment Period and the Vacancy Rate in the Public Service.

5.7 Provincial Recruitment and Selection Policy.

5.8 Provincial Attraction and Retention Strategy Framework.

5.9 White Paper on Human Resource Management in the Public Service.

5.10 White Paper on Affirmative Action in the Public Service.

5.11 Provincial Public Sector Transformation Strategy (2009-2014).

5.12 Provincial PMDS Policy 26 March 2014.

5.13 Provincial Human Capital Management Framework.

7. POLICY STATEMENT

The Department of Cooperative Governance and Traditional Affairs shall embark in a vigorous effort in identifying, developing, deploying and retaining talented and high-potential employees in the Department for rapid advancements and ensuring the systematic and long- term development of individuals to fill key job vacancies, as the need may arise, due to attrition, disabilities, retirements, resignations and transfers.

8. POLICY PRINCIPLES

The Department subscribes to the following principles contained in Chapter 5.10.2 of the White Paper on Human Resource Management in the Public Service:

8.1.1 The individual employee is responsible for his or her own career management. Employees have a duty to avail themselves of job training and development opportunities as they occur.

8.1.2 The employee's immediate manager is responsible for familiarising himself or herself at regular intervals about the employee's career aspirations, and for reaching an understanding with him or her about how these can best be met within the organisation's future operational objectives.

8.1.3 The manager should keep up to date with job, training and development opportunities which are likely to assist in meeting both the employee's career aspirations and the organisation's operational objectives, and to inform the employee of these and support his or her efforts to avail himself or herself of them.

8.1.4 Managers have a particular duty in respect of employees whose careers have been or are still hampered through no fault of their own, such as employees who have been educationally disadvantaged, or women who are trying to combine a career with child-rearing responsibilities, or employees who are disabled.

8.1.5 The manager's own performance assessment should include an assessment of the extent to which they have carried out their career management responsibilities.

9.

10. ANTICIPATED BENEFITS OF THE POLICY

8.1 Career-path as a dynamic process shall include some of the following benefits for the Department:

8.1.1 Mitigating for the unexpected loss of key leaders.

8.1.2 Improving the organization's bench-strength in key positions.

8.1.3 Identifying potential talent early and devising strategies to retain talent.

8.1.4 Ensuring career development for staff.

8.1.5 Reducing the cost of replacing employees.

8.1.6 Building departmental core competence.

8.1.7 Enhancing representation of designated groups.

8.1.8 Motivating and providing an incentive to employees.

8.1.9 Fostering a culture of internal upward mobility and development and providing career opportunities.

8.1.10 Improved productivity levels.

8.1.11 Determination of key positions in the Department.

8.1.12 Drafting of a replacement plan for each position.

8.2 Career Management Structures

Career Management forms part of broader Strategic Human capital management initiatives. The structure to drive the Plan may be comprised as follows:

8.2.1 Oversight of the Programme is incorporated in the work of the Departmental Skills Development Committee.

8.2.2 HRM and HRU&CB provide a key consultancy service to the leadership and employees of the Department. This includes facilitating the identification of posts which will be included in the Program, employees who will undergo the Program and appropriate developmental interventions.

8.2.3 Reporting on the Outputs and Outcomes achieved should also be included in the routine reporting on HRM and HRU&CB matters to management.

8.3 Process to Develop a Departmental Career Management Programme

8.3.1 Identify Key/Critical Positions

8.3.1.1 In order to be a meaningful process career-path Development and Management needs to be closely linked to the Human Resource Plan over the MTEF period. The **first stage,** therefore, involves looking at the **future goals and strategies** of the Department for the next few years, **identifying the key job roles** that are critical to the success of those Objectives and Strategies. This will enable the Department to

identify the kind of employees, particularly at Senior/Managerial level or those who possess scarce or critical skills which it will need in those roles.

8.3.1.2 Posts which are identified may be presently occupied or vacant or could be a newly created post on the Post Establishment. An important consideration in determining whether a post is suitable for the Programme will be whether the Department possesses or is able to source the required technical capability to develop the required skills attached to the post.

8.3.1.3 **Other considerations** may be whether the present incumbent of the post is approaching **retirement,** or the employment **contract of the incumbent is to expire.** This type of information could be used **to ensure the timely identification of posts.**

A position is considered key or critical if:

8.3.1.3.1 In terms of the organisational structure, it is a key contributor in achieving the Department's Mission.

8.3.1.3.2 It performs a **critical task** that would stop or hinder vital functions from being performed if it were left vacant.

8.3.1.3.3 The **position requires specialised** or **unique expertise** that is difficult to replace.

8.3.1.3.3 **Positions** in the same job classification or occupational group **in danger of knowledge drain,** due to retirements or high turnover.

8.3.2   Conduct Position Analysis

8.3.2.1 The **next key step is to identify the specific skill sets** required for each of these positions through the **identification of key competencies** i.e.

skills, knowledge and attributes that will be necessary within those roles. This can be done by using **tools such as job descriptions**, job specification and competency frameworks. **These will serve as the framework** in determining existing bench strength within the Department.

8.3.2.2 The **position analysis will** to a large extent **determine the content of the succession programme** and the requirements for the selection of **potential candidates for the programme.**

8.3.2.3 Posts which are included in the Departmental Career-Path Development and Management **Program** could broadly be classified as managerial or professional / technical. **This classification will guide the content of the Program.**

8.3.3   Develop a Career Path for the identified posts.

8.3.3.1   During this phase specific **interventions are designed**, consolidated and implemented to bridge the current or anticipated future skills deficiencies related to the positions identified above. The **planned strategies** to overcome the gaps should be outlined **to include target completion dates, responsible parties** and **required resources.**

8.3.3.2 The **content** of a Career Path Development and Management programme will essentially **comprise two elements**, namely generic managerial development and capacitating on job-specific technical content. The nature of the post will determine the relative weight of the two elements.

8.3.4   Generic managerial development

This aspect of the programme should include as a minimum the following:

8.3.4.1   **Leadership & management development programmes** such as the Advanced Management and Development Programme **(AMDP)**

(development towards middle management) or Executive Development Programme – **EDP** (development towards senior management).

8.3.4.2 Participation in a relevant culture change programme.

8.3.4.3 Competency assessment to identify areas for development.

8.3.4.4 Job rotation

8.3.4.5 Specific programmes which address the identified competency gaps

8.3.4.6 Comprehensive induction

8.3.4.7 Khaedu deployment

8.3.4.7 Coaching and Mentoring Programmes **(current leaders must teach, mentor, and provide role models to others on what it takes to succeed).**

8.3.4.8 Leadership Seminar Series

8.3.4.9 **Women development programmes** (where applicable)

8.3.4.10 Moving employees laterally across the Department within related functional areas **(job rotation).**

The above list is not exhaustive, and any other appropriate required developmental interventions may be considered.

8.3.5 Capacitating on job-specific technical content

8.3.5.1 **This type of development is generally department-specific** and a need to conduct proper research to develop value-adding content is necessary. This will **require benchmarking** with other departments **provincially and nationally** which also have the relevant post on its establishment. In some instances, it may be possible to utilise learnerships or internships as vehicles to conduct the development, but **this may not be possible especially higher level posts.**

8.3.6 Quality control measures

8.3.6.1 The entire **program should be clearly structured and indicate clear milestones** and indicators to measure the progress of the candidate. Training interventions should be **appropriately quality assured.**

Where on-the-job training takes place, **this needs to be planned, documented and assessed.** The **PMDS** should be used as the **primary tool** to consolidate assessments, over and above specific separate assessments. Candidates on the program should collate a **portfolio of evidence** over the duration of the program which contains the results of assessments undergone during the program.

8.3.7 Selection of the pool of candidates to undergo the Program

8.3.7.1 The number of candidates to be selected for the program will be determined by the current and future needs of the Department.

8.3.7.2 Career-path Development and Management programmes must be advertised within the Department and only employees within the department will be considered for the Program. Such an **advertisement should specify clearly** that is it not a post that is being advertised, but a **developmental opportunity.** The **advertisement should indicate minimum requirements** to undergo the Program, an **overview** of the program and a **clear indication** that there are **no guarantees for appointment** upon completion of the program.

8.3.7.3 The Department will develop and utilise **appropriate selection instruments** which will ensure that **candidates with potential** are selected. Possible criteria could include:

    8.3.7.3.1   Competencies

    8.3.7.3.2   Major accomplishments

    8.3.7.3.3   Performance

    8.3.7.3.4   Work experience

8.3.7.4 The **job title or conditions of service of candidates who are accepted to undergo** the Program **will not change.** The Department needs to keep a database of all employees undergoing the career-path Program and report on a quarterly basis to the Office of the Premier on progress made with respect to the Program.

8.3.7.5 **Contractual binding of employees** undergoing the program will be determined by departmental bursary and HRD policies.

8.3.7.6 All registration **requirements** for appointment in posts remain valid and **supersede** the Programme.

8.3.7.7 An employee who is accepted to undergo the Program must be assessed against the **developmental post requirements** to determine the developmental needs of the employee. The line manager and employee in conjunction with the departmental HRD unit must then draw up an **individual development plan** in line with the required Program. This Plan **must be incorporated** in the performance contract of the employee and integrated with the PMDS cycle and Workplace Skills Plan.

8.3.8 Completion of the program

8.3.8.1 The **spirit of the programme is essentially to prepare candidates** while allowing them to compete in the recruitment and selection processes as guided by Policy. **There will not be guarantees for appointments** linked to the Programme. The Department must issue a **certificate** to the candidate to indicate that the candidate has successfully completed the Program.

8.3.8.2 During implementation there should be no presupposition as to who will succeed any given person until such time as all qualified candidates, as well as those who have not undergone the programme, are provided an **equal opportunity to apply** for and be considered for the job. This will prevent possible abuse of the program through unfair appointments.

11. ROLES AND RESPONSIBILITIES

The roles of various stakeholders in managing the Career-path Development and Management Policy and Program are as follows:

FUNCTION	RESPONSIBILITY	CROSS-FUNCTIONAL INVOLVEMENT
• Leads and supports the development and implementation of a Career Management Policy and Program • Oversees assignment of authority in line with HR Delegations.	Head of Department	CFO, Heads of HRM and Corporate Services
• Compile work-force Planning Reports • Anticipate employee movements. • Facilitate the up-dating of the organogram and Job Descriptions • Project vacancies • Support the development and implementation of the Career-path Development and Management Policy and Programme	Human Resource Management (HRM)	Line Managers, Human Resource Development (HRD)
• Guide the Career-path Development and Management process • Develop a departmental Career- path Development and Management Policy • Develop a departmental Career Path Development and Management program	HRU&CB	HRM & CFO

FUNCTION	RESPONSIBILITY	CROSS-FUNCTIONAL INVOLVEMENT
• Support identified career-paths. • Implement day-to-day Career-path Development and Management. • Develop training curriculum. • Partner with business division leaders to select and develop succession candidates. • Monitor and report on implementation of the Career-path Development and Management policy and Program		
• Oversee and support the development and implementation of the Career Management Policy and Programme	SDC	Departmental Management
• Participation in the Career-path Development and Management Training Programs • Take responsibility for their own career progression. • Utilize available developmental opportunities. • Give feed-back on how effective the current Career-path	Employees	

FUNCTION	RESPONSIBILITY	CROSS-FUNCTIONAL INVOLVEMENT
Development and Management practices are.		

12. COMMUNICATION / EDUCATION OF THE POLICY

The Career-path Development and Management Policy will be communicated by means of workshops and circulars to all employees of the Department.

13. MONITORING AND EVALUATION

The Human Resource Development Unit will monitor the implementation of this Policy and will submit a quarterly report to the General Manager: Corporate Services for submission to the Superintendent General of the Department.

14. APPROVAL OF THE POLICY

The Policy will be approved by the Member of the Executive Council on the delegations and the Policy will become official on the date it is signed by the Executing Authority (i.e. the MEC for Cooperative Governance and Traditional Affairs).

15. DISPUTE RESOLUTION MECHANISM

An employee who has a grievance or dispute within the Department concerning his/her career-path as defined in this Policy, shall have normal recourse to the applicable resolutions as well as any other right they have by law. After Labour Relations has not resolved a grievance of an employee/ party, an employee may refer the dispute in writing to the Bargaining Council within 90 (Ninety) days after the act or omission occurred.

16. REVIEW OF THE POLICY

This Policy will be reviewed after every three (3) years from the date of approval and/ or when there are material changes to the Policy.

17. VERSION CONTROL AND CHANGE HISTORY

Version Control	Date Effective	Approved By	Amendment
Start from	YYMMDD (the date the Policy takes effect	Contact person – full name & title.	Include any superseded procedures and what the amendment is to the document.
		Honourable Xasa F.D. (MEC for Cooperative Governance & Traditional Affairs)	

In an article for The Balance Careers, Susan Heathfield, an HR management consultant, writes that rotation programs are a continuing commitment from employers that enable employees to develop and grow in their roles and pursue a "desirable career path." This commitment may be one of the most impactful ways job rotations can reduce turnover: When organizations commit to their employees' career development, employees are more likely to commit to their organizations as well.

Job rotation can also improve employee engagement, which can have a major impact on business results. Nate Masterson, business consultant and HR manager at Maple Holistics, says, "Many employees begin to feel bored and less engaged in their position, and, as a result, either their performance levels drop or they decide to leave the position altogether." Job rotation can keep employees engaged by "switching up" their position and tasks; it also keeps them feeling valued and appreciated, which helps them perform "at the top of their game."

Ross agrees that job rotation programs can improve engagement, as they prevent employees from "doing the same old boring tasks day after day." They offer employees the chance to learn new skills, collaborate on projects across departments, and expand their network and influence — which, for today's professional development-hungry employees, is very engaging.

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