

DRAFT POLICY ON SUCCESSION PLANNING

1. PREAMBLE

The Department of Basic Education is committed in ensuring that it maintains continuity by making provision for the development and replacement of human capital in the Department over a period of time.

2. PURPOSE OF THE POLICY

The purpose of this policy is to:

- (i) identify necessary competencies, assess, develop and retain a talent pool of employees, in order to ensure continuity of leadership for all critical positions;
- (ii) identify scarce and critical skills and;
- (iii) to spell out steps to be followed in achieving the Department's mission and goals
- (iv) to assert governments policy on Affirmative action and the promotion of women in civil service.

1. OBJECTIVES

The objectives of this policy are:

- (a) To create an ongoing supply of well trained, broadly experienced and motivated employees who are ready to step into key and critical positions as may be needed from time to time;
- (b) To ensure alignment between the career goals of individual employees and the goals of the Department;
- (c) To establish special programmes and expose employees with talent to a variety of job experiences and familiarise them with the Department's processes and systems;

3.7 Line function Managers identify developmental goals for targeted individuals and it is expected of them (Managers) to achieve the goals and to be accountable.

3.8 Line function Managers are committed to the mentoring and coaching of all employees in the Department.

4. IMPLEMENTATION OF THE POLICY

In ensuring that there is continuity and effectiveness the implementation of the policy will include the following elements:

- 4.1 Key post or position that contributes towards the achievement of the Department's mission;
- 4.2 The position that performs critical or key tasks that would stop or hinder vital functions from being performed if it were to be left vacant;
- 4.3 The position with scarce and critical skills
- 4.4 The position that is unique in a particular location and it would be difficult for a similar position in another location to carry out its functions;
- 4.5 The position in the same occupational group that is in danger of knowledge drain due to retirement or high turnover; and
- 4.6 Employees with talent or potential
- 4.7 Employees within the Department, who are exposed to the functions of the post and have capacity to do the work, should be given preference in filling the vacant posts.

5. RESPONSIBILITIES

5.1 SMS Members

Each SMS member will take responsibility for the implementation of the policy within their section with the support of the Directorate: Training, Social Responsibility and Labour Relations.

5.2 Immediate Supervisor

Each employee's immediate supervisor will have a direct responsibility to assist with the career development of identified employees.

5.3 The Directorate: Training, Social Responsibility and Labour Relations

The Directorate will be responsible for the management of the development process, by providing assistance and expertise.

5.4 Employee

The Training Directorate will facilitate and manage the development process; the primary responsibility will lie with the individual employee. The employee will have the responsibility to demonstrate interest in his or her personal career development, in line with the goals of the Department.

6. THE PROCESSES OF DEVELOPING SUCCESSION PLANS WITHIN THE DEPARTMENT

6.1 At the beginning of each financial year, the Chief Directorate: Personnel Administration and Development will prepare and submit a written schedule to Senior Management for discussion consisting of the following information:

- (i) employees who will retire in the near future and the date of retirement;
- (ii) employees with scarce and critical skills on employment contracts and the end dates of those contracts;
- (iii) Key and critical positions that are vacant; and

- (iv) employees with identified talent and complying with the job specifications of any position that may be vacated during the year in question and who may be considered for promotion or transfer into any vacancy that may arise due to the retirement of an employee or the expiry of an employee's employment contract.
- 6.2 The Branch Heads will identify possible job opportunities, as anticipated over a designated period of time and make recommendations.
- 6.3 The recommendations will be submitted to the Director-General or the Minister for approval.
- 6.4 The Branch Heads and the Chief Directorate Personnel Administration and Development will inform employees of possible job opportunities that are anticipated over a designated period of time.
- 6.5 They will also communicate the key competencies required from potential candidates for the identified positions.
- 6.6 The process will be open to all employees identified with the necessary competencies.
- 6.7 Employees will be given the opportunity to indicate their interest in possible job openings and willingness to participate in the succession development planning activities as prescribed by this policy.
- 6.8 The Chief Directorate: Personnel Administration and Development will clarify to the targeted employees that participation in this process will not be a guarantee for an advancement or promotion.

7. METHODOLOGY OF SUCCESSION PLANNING

- 7.1 The Branch Heads and line function managers will assess the suitability of targeted employees to participate in the succession programme, by comparing their present competency level to that required for the anticipated opening, and identify developmental gaps.
- 7.2 Employees will be assessed in terms of their current qualifications, experience and other available competencies.
- 7.3 The targeted employees who satisfy the criteria set for career advancement will be subjected to job enrichment and/or job rotation and relevant skills development and training programmes as may be required, without any additional compensation.

- 7.4 The Directorate: Training, Social Responsibility and Labour Relations and the line function managers will assist targeted employees with the career development plan.
- 7.5 A career development plan will consist of the following information:-
- (a) the name, race, age and gender of the targeted employee;
 - (b) the targeted employee's current position;
 - (c) the targeted employee's qualifications and job experience;
 - (d) the assessment of the targeted employee's performance against the standard performance criteria in terms of the employee's personal performance plan;
 - (e) the position for which the targeted employee is being prepared
 - (f) the job description and specification of such future position;
 - (g) the attributes, skills and knowledge that the targeted employee will need to acquire in order to successfully occupy that future position;
 - (h) a prepared schedule indicating:
 - (i) the timeframe for skills development and training programmes relevant for the future position.
 - (ii) the period she/he must spend performing the work allocated to other positions on the same level or performing functions of positions on higher level to ensure that she/he acquires the necessary skills and knowledge to occupy such future position.
 - (i) the identity and positions of the person or persons who will act as the targeted employees' mentor(s).
 - (j) the frequency and methodology of assessing the employee's progress.
- 7.6 The Directorate: Training, Social Responsibility and Labour Relations will submit the draft career plan to the targeted employee for consideration and comment and conduct an interview with her/him to ascertain her/his comment (if any).
- 7.7 As soon as the Director: Training, Social Responsibility and Labour Relations and the targeted employee reach an agreement on the content of the plan, the Director: Training, Social responsibility and Labour Relations will submit signed

plan to the Branch Head for his/her recommendation and to the Director-General for approval, before it could be implemented.

- 7.8 Each Branch Head will identify mentors who will guide and provide a formal mentorship to enable targeted employees to acquire the required competencies. Mentors will also play a coaching role. The mentor(s) will ensure that the targeted employee:
- (a) is rotated between the jobs or posts identified in her/his career plan;
 - (b) performs the functions allocated to other positions as prescribed in her/his career plan;
 - (c) complete the training programmes as prescribed in her/his career development plan; and
 - (d) submit the mentor's progress reports to the Branch Head and Training Directorate every month.
- 7.9 Formal training identified through the succession and career development plan process will be accommodated in the annually approved Workplace Skills Plan of the Department
- 7.10 The targeted employees will also take an initiative in seeking out skills development and training activities that will help them to develop the specified and required competencies.
- 7.11 Employees will also be encouraged and advised to utilise the Departmental Bursary Scheme to obtain official qualifications as outlined in the succession and career development plans, within the stipulations of the Bursary Policy.
- 7.12 Targeted employees will be expected to obtain the required minimum official qualifications for any position for which they may apply, in accordance with the Recruitment Policy of the Department.
- 7.13 Targeted employees will not be automatically promoted to vacancies at higher levels.
- 7.14 The Chief Directorate: Personnel Administration and Development will place an advertisement on the Department's intranet, newsletter and notice boards of any vacancy in a promotional post and invite suitably qualified employees to submit their applications for the position within 10 working days. Immediately after the closing date the selection procedures will take place in accordance with the Recruitment Policy.

7.15 The interview panel will assess the suitability of all the candidates through conducting interviews and may consider the applicant's employment history in the Department.

7.16 An employee's promotion becomes operative on the first day of the month following the month during which she/he was promoted.

8. THE MANAGEMENT OF THE SUCCESSION PLANNING POLICY

8.1 The Directorate: Training, Social Responsibility and Labour Relations will assist branches to meet the requirements of employees' succession and career development plans.

8.2 Succession and career development plans will be revised once a year.

8.3 The succession and career development plans will be incorporated in the Workplace Skills Plan for the Department.

8.4 Revised succession and career development plans will be recommended by respective Branch heads and be approved by the Director-General

9. SUPPORTING HUMAN RESOURCES POLICIES AND STATUTES

The Policy on Succession Planning must be implemented taking into cognisance the following legislations and policies:

- the Basic Conditions of Service Act
- Labour Relations Act
- Skills development Act
- Employment Equity Act
- Skills Development Levies Act
- Public Service Regulations
- Bursary Policy
- Skills Development and Training Policy
- Workplace Skills Plan
- Employment of Educator Act
- Public Finance Management Act
- Public Service Act

10. DISPUTE AND CONFLICT RESOLUTION CLAUSE

Disputes and grievances arising from the implementation of this policy will be dealt with in accordance with Rules for Dealing with grievances in the public service.

