

SIYANCUMA MUNICIPALITY

**POLICY: CAREER PATHING
AND DEVELOPMENT**

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POLICY ON CAREER PATHING AND DEVELOPMENT

1. INTRODUCTION

- 1.1 Career-pathing is a process that ensures that employees are correctly placed and developed in current and future positions / levels (horizontal or vertical), according to aptitude and identified potential.
- 1.2 The objectives of this policy are to provide managers and supervisors with a course of action to –
 - 1.2.1 career planning and development;
 - 1.2.2 manage the career-pathing of all employees;
 - 1.2.3 monitor career pathing plans of employees to ensure that an employee meets the criteria for career development opportunities and is being prepared for a current and / or future position [horizontal or vertical] / level (career development); and
 - 1.2.4 support the retention of the best employees, especially those with scarce skills.

2. OBJECTIVES

- 2.1 Managers should pro-actively ensure that –
 - 2.1.1 they create an environment in which continued learning and progress is valued and **rewarded**;
 - 2.1.2 career management and development forms an integral part of the performance management and skills development processes;
 - 2.1.3 employees are prepared for the next position / level through various categories and in accordance with agreed to competencies [observable knowledge, skills and attitudes], as contained in the relevant career pathing plan;
 - 2.1.4 they are actively involved in an employee's career planning process through coaching and mentoring, giving challenging assignments and fostering the employee's visibility, initiative and creativity, in consultation with the employee, to maximize the employee's performance in a way that is consistent with the needs of the **municipality** (E.g. Code of Remuneration and competency profiles); and
 - 2.1.5 opportunities for the employee to practice what he / she has learnt, coupled with continuous feedback and that career guidance is provided.

3. DEFINITIONS

- 3.1 **Career** linear horizontal or vertical steps of progress in the **Municipality**.
- 3.2 **Career anchors** autonomy, security, technical-functional competence, general managerial competence, creativity, service or dedication to cause, consideration to challenges and lifestyle

- 3.3 Career development** a process of enabling employees to plan and pursue a career goal, in accordance with the municipality organisational requirements and strategic direction
- 3.4 Career management** the process of designing and implementing goals, plans and strategies that will enable **municipality** to satisfy its workforce needs and allow employees to achieve their career objectives
- 3.5 Career pathing** mapping out a sequence of posts / levels from which an employee may select his / her career goals
- 3.6 Career planning** a process undertaken by employees and their managers whereby an employee's career development objectives are identified, a plan is formulated to assist in achieving these objectives and a balance is struck between individual learning and development for the municipality to get a reasonable return on investment
- 3.7 Career plateau** an employee has reached a career plateau when the likelihood for opportunities to progress further up the organisational hierarchy is limited

4. RESPONSIBILITY FOR CAREER MANAGEMENT

- 4.1** The responsibility for career management is shared between the employee and the **municipality**, through its managers.
- 4.2** Managers should ensure that career options, as well as the required competencies, are discussed with employees as part of performance management.
- 4.3** Each employee is responsible for managing his / her own career, in consultation with the manager, by identifying career goals, flowing from broad personal objectives and aligning these with organisational goals and then selecting strategies and developing plans to achieve the goals.
- 4.4** Human Resource Management will through various tests / inventories assist employees to assess their values, interests, personality, traits, aptitudes, career anchors and competencies (observable knowledge, skills and attitudes) in order to increase self-awareness and assist them in career decision-making by also providing career management training.

5. THE STEPS IN CAREER PLANNING

- 5.1 Firstly, an employee should know him- / herself before deciding on a career path. A career path should match an employee's personal characteristics and potential. When the personal characteristics and potential of the employee match the demands and characteristics of the actual position / level, a fit becomes apparent.
- 5.2 Secondly, an employee needs to do career research and gather information about the career chosen, E.g. demand for persons in that career, required competencies, etc.
- 5.3 It is important for an employee to next develop a plan, in consultation with the manager, that sets out the goals that can be realistically prioritised and addressed in each annum [managers are advised to ensure that at least 4 competency gaps are addressed per annum], to acquire the required competencies, through formal education, learnerships, skills programmes, on-the-job training or short courses, to prepare him- / herself for a position / level.

6. THE CATEGORIES IN CAREER DEVELOPMENT

- 6.1 Category 1: The employee is **newly appointed** to the post and needs to acquire and maintain the necessary competencies¹ to maximise performance in that post (Approximately, year 1 and a half to 2 in the post / on the level will be used to achieve this). This is achieved through the Personal Development Plan (PDP), linked to the Performance Agreement. Managers are advised to address at least 4 priority competency gaps per financial year.
- 6.2 Category 2: The employee is **competent** at all the competencies required of the **current post / level** and needs to **maintain** the necessary competencies to maximise performance and **acquire competencies relevant to the next post / level**. The PDP is used to develop the identified competencies.
- 6.3 Category 3: The employee is **competent** at all the competencies required of the **next post / level**, has reached a **plateau** or is preparing for retirement. The PDP contains the interventions identified to create opportunities for the employee to **remain functional**.

7. SIYANCUMA CAREER MANAGEMENT SYSTEM

- 7.1 Career pathing plans must be aligned to the **municipality's** overall Strategic Plan and assist employees to adapt to continuous changes through a culture of life-long learning.
- 7.2 Managers and employees will receive training in career management.

¹ Competencies are Observable Knowledge, Skills and Attitudes

- 7.3 The Personal Development Plans attached to the Performance Agreements will indicate in which category of development an employee is and will take cognisance of the competency gaps and address these through relevant line-function or generic interventions, in line with the approved Training, Education and Development Policy.
- 7.4 Managers should implement strategies such as job rotation, coaching, mentoring, on-the-job training, exchange programmes, etc. to broaden an employee's skills and abilities.
- 7.5 The advertisement of internal vacancies in the Municipality should be used as access to career mobility by those employees competent to be promoted to the next position/ level.

8. ROLES IN CAREER MANAGEMENT

- 8.1 The role of the Manager is to:
 - 8.1.1 Develop and implement career pathing plans.
 - 8.1.2 Identify career paths relevant to the municipality, including required competencies.
 - 8.1.3 Ensure that each employee has a personal development plan.
 - 8.1.4 Discuss and agree on career pathing plans with employees.
 - 8.1.5 Inform all employees about existing and future opportunities in the **municipality**, without creating expectations.
 - 8.1.6 Advise, coach and mentor employees.
 - 8.1.7 Refer employees to the Manager: Human Resource Management and Development for career advice and counselling.
 - 8.1.8 Provide on-the-job training for career advancement.
- 8.2 The role of the employee is to:
 - 8.2.1 Develop an awareness and understanding of individual strengths and weaknesses, and how these impact on occupational choices.
 - 8.2.2 Collect information about existing and future career opportunities in the **municipality**
 - 8.2.3 Develop and implement a personal career pathing plan, in consultation with the manager.
 - 8.2.4 Develop a strategy to achieve career goals, E.g., a long-term strategy [For a long term goal that will take 3 to 4 years to reach] such as pursuing studies for a formal academic qualification and short-term strategies [For short-term goals that one needs to reach immediately] such as short courses or work assignments.
 - 8.2.5 Become versatile by balancing specialist and generalist competencies.
- 8.3 The role of Human Resource Management is to:
 - 8.3.1 Develop career management policy.
 - 8.3.2 Inform all employees of career management at Orientation Courses.
 - 8.3.3 Assist managers and employees in designing a career pathing plan.
 - 8.3.4 Integrate the needs of the municipality with employee career development goals.

- 8.3.5 Provide career counselling as part of the career management system.
- 8.3.6 Advise employees regarding career opportunities and resources available in the **municipality**.
- 8.3.7 Coordinate and monitor the implementation of career pathing plans.

9. MONITORING AND EVALUATION

- 9.1 The progress made with career pathing should be monitored and evaluated on a quarterly basis, in line with the Performance Management and Development System.

APPENDIX A

CAREER PATHING PLAN: ----- (full name)

Review Date:.....

Career Development Categories	Required Competencies	Proposed Actions	Time-frame	Expected outcome
<p>1 The employee is newly appointed to the post and needs to acquire the necessary competencies² to maximize performance in that post</p>				

² Competencies are Observable Knowledge, Skills and Attitudes

Career Development Categories	Required Competencies	Proposed Actions	Time-frame	Expected outcome
<p>2 The employee is competent in all the competencies required of the current post / level and needs to maintain the necessary competencies to maximise performance and acquire competencies relevant to the next post / level.</p>				

Career Development Categories	Required Competencies	Proposed Actions	Time-frame	Expected outcome
3 The employee is competent at all the competencies required of the next post / level , has reached a plateau or is preparing for retirement.				

Manager's signature:.....

Date:.....

MAYOR :

DATE POLICY APPROVED :

04 NOVEMBER 2010

RESOLUTION :
