

**DEPARTMENT OF SOCIAL DEVELOPMENT
KWAZULU NATAL**

POLICY ON CAREER MANAGEMENT

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1. INTRODUCTION

Career management forms an integral part of the survival and growth of an organisation in a complex and changing environment. There is a need for career management to attract talent and retain high performing employees and to improve employees' satisfaction with opportunities for career growth. Career management is a process that integrates and supports ongoing activities, thereby maximizing the value of on the job experiences with training and development opportunities.

2. PURPOSE

The purpose of the policy on career management is to provide guidelines for the Department to set up programmes aimed at managing the careers of its employees.

3. OBJECTIVES

The objectives of the policy on career management are to:

- 3.1 assist employees to assess their own potential (strengths, weaknesses, personality and interests) and departmental career needs;
- 3.2 align employee needs and abilities with respective departmental strategic objectives;
- 3.3 develop and publicise career opportunities within the department so as to bring about awareness amongst employees on career management;
- 3.4 ensure that comprehensive competency profiles are reflected in job descriptions;
- 3.5 establish and support a culture of lifelong learning and development of human resources within the department;
- 3.6 ensure an integrated approach to career management and other human resource policies and practices; and
- 3.7 improve employee performance to enhance organizational efficiency and effectiveness thereby improving service delivery.

4. SCOPE OF APPLICABILITY

The policy on career management is applicable to all employees of the Department of Social Development.

5. LEGISLATIVE FRAMEWORK

- 5.1 Public Service Act, 1994 (Proclamation No.103 of 1994), as amended;
- 5.2 Public Service Regulation, 2001 ((Government notice No.R1 of 2001), as amended;
- 5.3 Skills Development Act, 97 (Act No97. of 1998);
- 5.4 Promotion of Equality and Prevention of Unfair Discrimination Act, 2000 (Act No.4 of 2000);
- 5.5 Promotion of Access to information Act, 2000 (Act No. 2 of 2000);
- 5.6 Employment Equity Act, 1998 (Act No.55 of 1998);
- 5.7 White Paper on Human Resource Management;
- 5.8 White Paper on Public Service and Education and Training;
- 5.9 National Human Resource Development Strategy; and
- 5.10 National Skill Development Strategy II.

6. DEFINITIONS, ABBREVIATIONS AND ACRONYMS

For the purpose of this policy:

- 6.1 “**Career**” is a sequence of jobs or activities, that are planned, involving elements of advancement, commitment and personal development over a period of time;
- 6.2 “**Career development**” is a formally structured sequence of activities offered by an organisation to an employee for the purpose of increasing his/her knowledge, skills, and attributes affecting the direction and progression of his/her career;
- 6.3 “**Career goal**” is a desired career-related outcome that a person can direct his/her efforts towards in a relatively focused manner;
- 6.4 “**Career management**” is a process of planning, implementing and monitoring employees’ career aspirations within the operational objectives of the organization;
- 6.5 “**Career pathing**” is a map indicating the alternative routes (various positions) an employee can follow to reach his/her destination (career goal);
- 6.6 “**Career planning**” a deliberate process through which an individual becomes aware of personal skills, interests, knowledge, motivations

and other characteristics; acquires information about opportunities and choices; identifies career related goals; and establishes action plan to attain these goals;

- 6.7 **“CORE”** stands for Code of Remuneration;
- 6.8 **“Department”** means the KwaZulu-Natal Provincial Government, in its Department of Social Development;
- 6.9 **“Employee”** means any person, excluding an independent contractor, who works for another person or for the state and who receives or is entitled to receive any remuneration; and any person who in any manner assists in carrying or conducting the business of an employer, and “employed” and “employment” have a corresponding meaning to that of “employee”;
- 6.10 **“EPMDS”** stands for Employee Performance Management and Development System;
- 6.11 **“Generic Assessment Factor (GAF)”** is an element used to describe and assess aspects of performance, taking into consideration knowledge, skills and attributes;
- 6.12 **“Mentoring”** is a process of providing information, advice and support by manager or by a specialist to develop a junior member;
- 6.13 **“Performance agreement”** is a document agreed upon and signed by an employee and his/her supervisor, which includes a description of the job, selected Key Result Areas (KRAs) and GAFs, a workplan and the employee’s personal development plan;
- 6.14 **“Personal Development Plan (PDP)”** outlines the important competencies and other developmental needs of the employee(s) including time lines and accountabilities;
- 6.14 **“Succession management”** is a continuous flow of developmental processes and decisions aimed at the provision of competent staff for key positions to ensure the achievement of the department’s mission, vision, strategy and business goals; and
- 6.15 **“Succession planning”** is the need to plan for the filling of positions which, by virtue of their specialist nature or their importance is essential to the department’s effectiveness.

7. PRINCIPLES

The policy on career management subscribes to the following principles contained in Chapter 10 of the Constitution of the Republic of South Africa, 1996:

- (a) Efficient economical and effective resources must be promoted;
- (b) Public Administration must be development orientated;
- (c) Services must be provided impartially, fairly, equitably and without bias; and
- (d) Good human resource management and career development practices, to maximize human potential must be cultivated.

8. PROCEDURE RELATING TO CAREER MANAGEMENT

The process of career management in the department will be carried out in the following three stages:

8.1 Stage 1: Career planning

In Career Planning the employees have a responsibility to gather information about themselves and the environment. This awareness of self and the environment will lead the employee to a deeper sense of self and an understanding of both opportunities and constraints present in the environment. This awareness can lead them to set or revise career goals in their career action plans.

8.2 Stage 2: Career development

8.2.1 Career Development from the perspective of the Department as an employer refers to a planned effort to link the individuals career needs with the requirements of the relevant jobs. It could, furthermore, be seen as a process for helping individuals plan their careers in accordance with the strategic direction of the Department;

8.2.2 A Personal Development Plan is an annual written schedule or action plan that addresses employee development goals and organisational objectives. It provides the opportunity to jointly identify training needs, knowledge, skills, attributes and experience which must be gained in order to support individual development and to enhance employee competence to improve job performance and career progression. The competence gap may relate to any of the GAF included in the EPMDS;

A Personal Development Plan outlines the following:

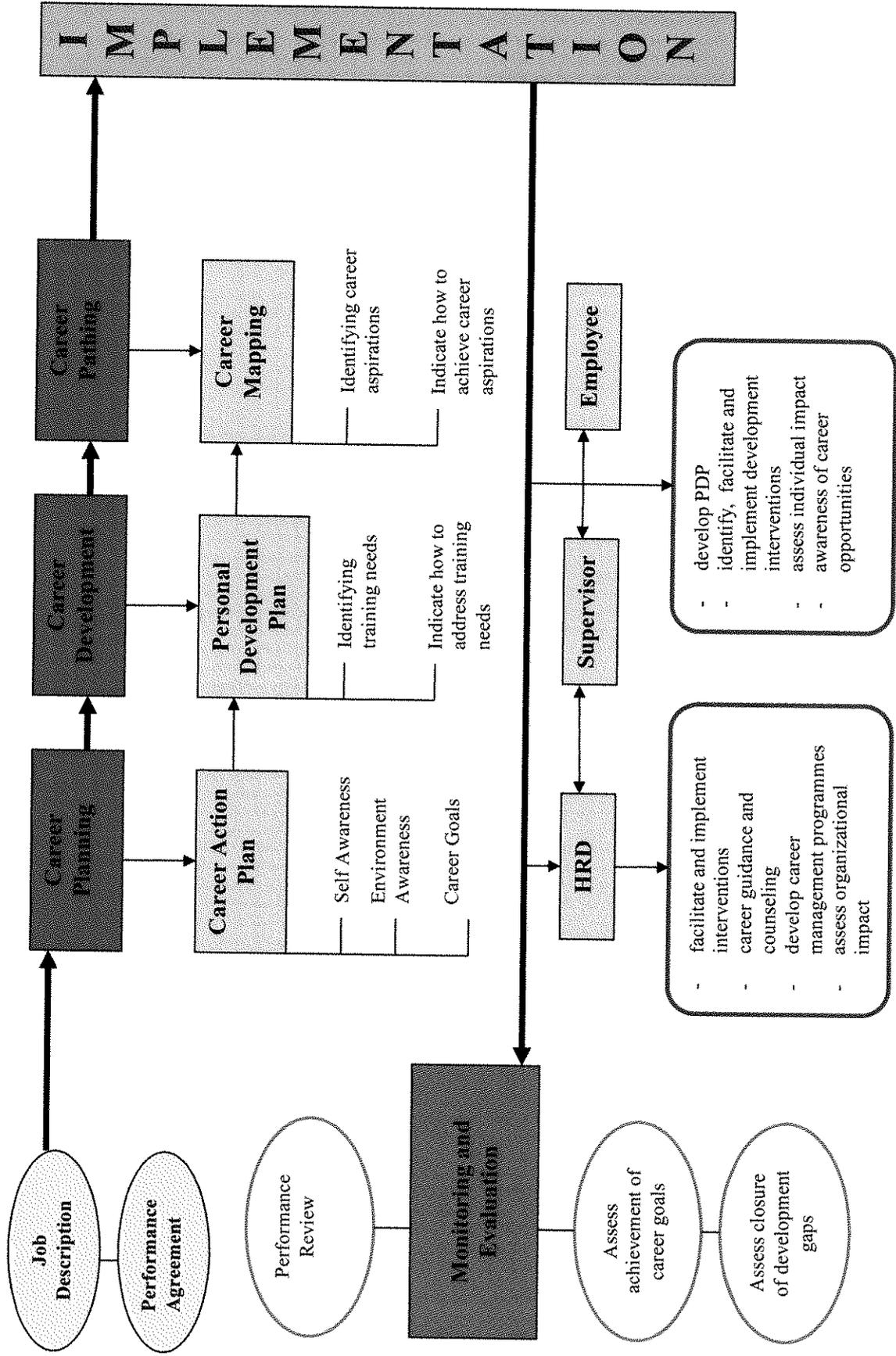
- (a) the specific gaps that the training must address;
- (b) the type of training required to meet the skills gaps;
- (c) the direction, time-frames and costs of the training; and
- (d) interventions relating to the technical or occupational skills of the job, through e.g. appropriate training interventions, on-the-job training, expanded job exposure, and job rotation.

It is intended that Personal Development Plans (PDP's) be developed by the beginning of every financial year i.e. 1 April. These PDP's must be reviewed on quarterly basis.

8.3 Stage 3: Career pathing

- 8.3.1 Based on the career identified during the process of career planning, possible career paths are mapped out for employees. Career paths set out a sequence of posts to which employees can be promoted, transferred and rotated. Each employee could have a multitude of career pathing options; and
- 8.3.2 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 Department.

9. CAREER MANAGEMENT FLOW CHART



10. SUCCESSION PLANNING

10.1 Succession management is aimed at ensuring a continuous availability of pool skills, core specialist/technical skills that are critical to the performance of the department;

10.2 As an integral part of succession management, succession planning for key positions is focused on candidates with the best developmental potential and allows for goal setting and development over a period of twelve (2) to thirty six (36) months;

These positions should be identified separately, measures should be taken to ascertain likely future vacancy patterns and potential sources of labour supply that can be tapped quickly when the need arises;

Succession plans are flexible to enhance development and planning is focused on a group of talented employees with potential within and outside the department;

10.3 The following principles shall inform succession planning:

10.3.1 The succession planning processes must be fully integrated with other human resource processes, such as human resource plan, employment equity, workplace skills plan, performance management and skills development;

10.3.2 Potential successors must be informed of their candidacy and their personal preferences should be considered in the finalization of succession plans; and

10.3.3 A PDP must be compiled for each candidate on the short list for a key position with his/her cooperation.

11. ROLES AND RESPONSIBILITIES

11.1 HEAD OF DEPARTMENT

The Head of Department is accountable for:

11.1.1 Cultivating a climate that promotes development; and

11.1.2 The allocation of sufficient resources to develop employees to meet the strategic objectives of the department.

11.2 MANAGERS

Managers are responsible for:

- 11.2.1 Identifying scarce and critical skills within his/her respective component in consultation with the Head of HRM;
- 11.2.2 Forecasting both short and long term human resource needs and major changes i.e. growth, decline, HIV/AIDS, new technologies etc;
- 11.2.3 Ensuring that the employees' Personal Development Plans go beyond job related training and focus on life-long learning, personal development and career pathing ;
- 11.2.4 Motivating employees to enhance their competencies and their performance in relation to the goals of the department;
- 11.2.5 Developing possible career paths for employees to discourage them from considering alternative employment;
- 11.2.6 Empowering employees through effective delegation; and
- 11.2.7 Ensuring effective coaching and mentoring of employees.

11.3 HUMAN RESOURCE MANAGEMENT

Human Resource Management is responsible for ensuring the:

- 11.3.1 Identification of Human Resource Development needs (training needs, critical and scarce skills) through a skills audit;
- 11.3.2 Development of Human Resource Development Strategy;
- 11.3.3 Executing exit interviews aimed at eliciting opinions on specific reasons for exiting employment with regard to career management;
- 11.3.4 Incorporating identified training needs into the training and skills development planning and implementation processes of the department.
- 11.3.5 Implement career management programmes;
- 11.3.6 Provide career guidance, counseling and awareness programmes; and

11.3.7 Empower managers/supervisors on career management.

11.4 SUPERVISORS

Supervisors are responsible for:

11.4.3 Ensuring that each employee completes a personal development plan, identifying all training and development needs;

11.4.4 Keeping informed of career opportunities within the respective occupation and how best to assist employees to meet these aspirations;

11.4.5 Assisting employees with training opportunities to enhance competencies for their current job, as well as, their future careers and

11.4.6 Advising employees on their future career aspirations within the context of organizational goals by way of:

11.4.6.1 job descriptions;

11.4.6.2 interviews;

11.4.6.3 personal development plans;

11.4.6.4 timeous performance appraisal feedback; and

11.4.7.5 facilitate development assignments (aligned to PDP) with the necessary support and mentoring.

11.5 INDIVIDUAL EMPLOYEE

Employees are responsible for:

11.5.3 Completing a personal development plans in consultation with their supervisors;

11.5.4 Understanding their respective job related competencies (i.e. knowledge, skills, attitudes);

11.5.5 Their own career planning by informing themselves and gathering information on training and development opportunities relating to their career aspirations (current and future) and of their environment; and

11.5.6 Facilitating their learning and self development.

12. CODE OF REMUNERATION

- 12.1 The CORE provides guidance in respect of a promotional structure of occupational groups. Line Managers may use the guidelines to determine job requirements and competency profiles for posts on their establishments. Moreover, career path possibilities are provided. Provision exists for career pathing opportunities for specific employees in major occupational groupings. The CORE also provides guidance on employee needs to be able to progress in terms of competencies and learning indicators;
- 12.2 The final result of the changes effected through the implementation of the CORE, is that especially lower level workers are no longer compartmentalized. The CORE ensures a common understanding of the requirements for job effectiveness, identifies developmental opportunities and provides a route map for employees to plan their careers using Personal Development Plans. The CORE further eliminates the disconnections between unskilled and skilled jobs. Consequently, unskilled occupations can be linked with skilled ones in the same functional field, thereby enhancing possible horizontal transfer and vertical promotion opportunities;
- 12.3 Horizontal and vertical mobility between COREs is further enhanced by the fact that some occupational classes have been provided for in more than one CORE. Career path possibilities are also provided between different COREs, between different occupational groups in the same CORE and within major occupational groups in the same CORE. In summary, employees can progress or move to another major occupational group contained in each CORE;
- 12.4 These guidelines on required competencies can be used with success by line managers during the process of career planning and the development of sensible career paths. Line Managers must, however, ensure that employees understand that the framework provided through COREs on career paths is not to guarantee promotions (the Advertisement, Selection and Recruitment Policy applies to all promotion posts), but to ensure that opportunities and requirements for advancement should be defined and broadly understood;
- 12.5 One of the objectives of the CORE is to facilitate the development of career paths. There are two different perspectives to career pathing, namely a personal and an employer perspective. The employer could use the CORE as part of the human resources planning process to determine what the required competencies will be at a particular level, and what competencies employees will

need to function at a particular level. The employee's personal development plan can then be structured by using the information contained in the CORE; and

- 12.6 It should be accepted that an individual employee's development goals and that of the employer might differ. The individual employee can determine what he/she will have to do in terms of personal development to fulfil his/her aspirations. Such a decision can be assisted by analysing the information contained in the CORE in terms of the required competencies as indicated per level in the CORE.

13. IMPLEMENTATION OF CAREER MANAGEMENT

- 13.1 Managers and Supervisors must ensure that Career discussions are held with employees at the beginning of each performance cycle during the development of their performance agreements. Personal Development Plans must be completed as evidence of these discussions;
- 13.2 Furthermore, quarterly/bi-annual performance reviews must include career discussions with employees. Feedback from both the employee, on his Career Action Plan and the supervisor/manager on how best the department has met the employee's career aspirations within its operational requirements must be given; and
- 13.3 The Department may also hold career days inviting academic institutions, occupational experts to orientate employees on learning opportunities and introduce them to various career classes.

14. MONITORING, EVALUATION AND REVIEW

- 14.1 The Human Resource Management Component is responsible for communicating the provisions of this policy to all employees;
- 14.2 All offices are responsible for the implementation thereof; and
- 14.3 This policy will be reviewed annually to ensure that objectives of the department are achieved.

15. EFFECTIVE DATE

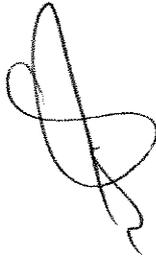
The effective date of this policy will be the date of approval.

16. TITLE OF THE POLICY

This policy shall be called Policy on Career Management.

17. POLICY APPROVAL

This policy supersedes all other policies on Career Management promulgated before. This policy is approved with effect from the 26th day of January in the year 2011 and will be effective on the date of approval.



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MR BL NKOSI
HEAD: DEPARTMENT OF SOCIAL DEVELOPMENT