



MOGALE CITY LOCAL MUNICIPALITY

Draft Succession Planning and Career Pathing Policy

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1. Abbreviations and Definitions

1.1 Abbreviations

ABBREVIATION	ACRONYM
ECSA	Engineering Council of South Africa
EEA	Employment Equity Act
HCM	Human Capital Management
IDP	Integrated Development Plan
IDPs	Individual Development Plans
IMFO	Institute of Municipal Finance Officers
LGSETA	Local Government Sector Education and Training Authority
MCLM	Mogale City Local Municipality
MLDP	Municipal Leadership Development Programmes
MSA	Municipal Systems Act
NSG	National School of Governance
NQF	National Qualification Framework
SAMDI	South African Management Development Institute
SAICE	South African Institute of Civil Engineering
SAIPA	South African Institute of Professional Accountants
SAQA	South African Qualifications Authority
SETA	Sector Education and Training Authorities
WSP	Workplace Skills Plan

1.2 Definitions

TERM	DEFINITIONS
Career Pathing	Means ensuring that each selected 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 is able to reach the level of seniority to which he aspires and to be able to competently undertake the duties attached to that post.
Critical Skills	Scarce and critical skills that are required within an occupation to perform at the required level of competence
Competency-Based Assessments	Evaluation of employees based on defined skills, behaviours, and knowledge areas.
Designated Groups	As defined in the Employment Equity Act (usually refers to Black people, women, and people with disabilities)
Emerging Leaders Programme	A specific leadership development initiative.
Employment Equity Act (EEA)	National legislation aimed at promoting fair treatment and diversity in employment.
Employment Equity Plan	A structured strategy to address past discrimination and improve workplace diversity.
Individual Development Plan (IDP)	A personalized roadmap for an employee's career development.
Integrated Development Plan (IDP)	A municipal planning instrument to align development goals and budget.
Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers	Specific regulatory framework that affects senior appointments
Learnerships	Structured learning Programmes combining theory and practice, registered with SAQA .
Mentorship and Coaching	Development strategies involving experienced employees supporting less experienced ones.
Municipal Staff Regulations	Regulations governing the employment and conduct of municipal staff.
Municipal Systems Act (MSA)	Legal framework for municipal governance and service delivery.
Municipal Leadership Development Programmes (MLDP)	Structured leadership training typically supported by LGSETA.
Performance Appraisals	Formal evaluations of an employee's work performance.
SAQA (South African Qualifications Authority)	Body that oversees the development and implementation of the National Qualifications Framework (NQF).
Scarce Skills	A need for skilled individuals within a specific profession /occupation /sector

Specialist Position	Refers to a role that requires advanced or expert knowledge in a specific field, discipline, or function critical to municipal operations. These positions typically involve the application of technical, scientific, legal, financial, or professional expertise to solve complex problems, advise decision-makers, or manage specialized functions. Examples include Engineers, Legal Advisors, ICT Specialists, Environmental Officers, and Forensic Auditors, Town Planners, etc.
Sector Education and Training Authorities (SETAs)	Bodies that facilitate skills development in various economic sectors.

2. Purpose

The purpose of this policy is to ensure the continuity of leadership and critical & scarce skills within the municipality by identifying, developing, and retaining talent from designated groups in accordance with the Employment Equity Act and the Municipal Staff Regulations. It aims to promote equitable representation across all occupational levels and categories.

3. Policy Objectives

- 3.1 Ensure that suitably qualified individuals are available to fill key positions.
- 3.2 Promote the advancement of historically disadvantaged individuals.
- 3.3 Align succession planning with the municipality's Integrated Development Plan (IDP), Employment Equity Plan, and budget.
- 3.4 Foster a culture of continuous learning and career development.
- 3.5 Reduce skills gaps and staff turnover through proactive talent management.
- 3.6 Ensure that training programmes are undertaken in an orderly fashion and that training initiatives are career oriented.

4. Scope

This policy applies to all permanent employees of the municipality, with a focus on designated groups as defined in the Employment Equity Act.

5. Guiding Principles

- 5.1 Equity and Inclusion:** Succession planning must support the equitable representation of designated groups.
- 5.2 Transparency:** Processes must be fair, documented, and communicated.
- 5.3 Merit and Potential:** Selection for development must be based on performance, potential, and alignment with equity targets.

5.4 Integration: Succession planning must be integrated with recruitment, training, performance management, and career development.

6. Roles and Responsibilities

ROLE	RESPONSIBILITY
Executive Director	<ul style="list-style-type: none"> Champion succession planning and ensure alignment with strategic goals.
HR Learning and Development Sub-Unit	<ul style="list-style-type: none"> Facilitate implementation, monitor progress, and report on compliance.
Managers	<ul style="list-style-type: none"> Identify potential successors and support their development
Employees in the Succession Programme	<ul style="list-style-type: none"> Engage in development opportunities and career planning
Trade Unions	<ul style="list-style-type: none"> Support equitable implementation and employee participation
Training Committee	<ul style="list-style-type: none"> Monitors the implementation of the succession and career pathing programme

7. Implementation Framework

7.1 Identification of Critical Positions

The Training Committee in consultation with the Learning and Development and the respective Executive Director of the respective Departments must determine critical positions that are vacant and can be ringfenced for succession planning annually. Some of the criteria to use in identifying these positions include:

- Departmental Skills Audit results
- Organisational structure to determine the levels and location of the positions.
- Job descriptions to determine the competencies, preferred requirements of the job and the expected outcomes of the jobs which must comply with unit standards as prescribed in the National Qualifications Framework.
- Prioritise these positions in terms of the critical sectors to local government.
- Determine the number of positions are likely to be vacant in the next five years through age analysis for both permanent and fixed-term positions.
- Determine how much will be required for both funding the vacant positions, education and training and tools of trade that will be required for the participants.
- Determine and declare qualifications and training the potential participants to succession programme will be expected to enrol in for that particular financial year.

7.2 Selection of the Employees to Participate in the Succession Programme

The selection criteria principles will include the principles of transparency, fairness, propensity to succeed, employment equity, previous performance assessments, organisational fit, leadership qualities and willingness to learn and develop and most importantly critical skills that are in line with the objectives and goals of the Municipality.

There will be an internal advertisement of the critical positions where one or the combination of the following assessments will be used:

ASSESSMENT TOOL	WHAT IT MEASURES
Performance Assessments (Appraisals)	<ul style="list-style-type: none"> Recent performance review scores and feedback and consistent high performance
Psychometric / Leadership Assessment Batteries	<ul style="list-style-type: none"> 9-Box Grid to measure performance vs potential matrix Cognitive ability, leadership style, and/or personality Peer, subordinate and supervisor input (360 degrees)
Career Development Plans /Paths	<ul style="list-style-type: none"> Review Individual Development Plans (IDPs) to assess career goals and alignment with future roles.
Competency Assessments for middle and senior management positions	<ul style="list-style-type: none"> Use competency frameworks to evaluate skills against key roles' requirements.
Structured Interviews or Panels	<ul style="list-style-type: none"> Conduct interviews to assess interest, motivation, and leadership aspirations.
Talent Reviews	<ul style="list-style-type: none"> Line Managers and Human Capital Management to discuss potential successors

7.2.1 Selection of Mentors / Coaches

In a succession planning or accelerated development programme, the best-suited mentors or coaches are individuals who possess a combination of leadership experience, institutional knowledge, emotional intelligence, and a commitment to talent development. Below is a breakdown of who is most suitable candidate.

a) Executive Directors

Why?

- They bring strategic insight and broad organizational perspective.
- Have real-life leadership experience and can guide mentees on navigating high-level challenges.
- Help mentees align their development with organizational goals.

They are best for preparing successors for executive or senior management roles.

b) Experienced assistant Managers

Why?

- Closer to day-to-day operations and practical leadership issues.
- Can share lessons from rising through the ranks.
- Often more available and relatable to emerging leaders.

Best for mentoring employees moving into supervisory or mid-level roles.

c) Subject Matter Experts

Why?

- Provide technical guidance and help successors build deep expertise in specialized areas.
- Crucial in succession for roles requiring high technical proficiency.

Best for: Technical career paths and knowledge transfer in niche roles.

d) Retired or Soon-to-Retire Leaders

Why?

- Have deep institutional knowledge and are often open to legacy-building.
- Can offer focused mentoring during the handover period.

Best for transition planning for hard-to-replace positions or niche roles.

e) Certified Coaches (Internal or External)

Why?

- Trained in coaching methodologies.
- Focused on personal development, behaviour change, goal setting, and performance improvement.
- Provide confidential, non-judgmental space for reflection and growth.

Best for high potential employees with behavioural, leadership, or interpersonal development needs.

For the success of coaching and mentorship in the succession planning process, the municipality must have a structured mentorship programme and be committed to developing and funding those who are willing to participate

7.3 Training and Development Programmes

Employees participating in a succession planning programme in local government should be exposed to a well-rounded mix of developmental programmes. These should be aligned with the strategic goals of the municipality, and designed to build leadership capacity, technical skills, and institutional knowledge. Here are the examples of training and education

interventions, depending on individual employee career path and training needs: additional with PDP and performance assessments

a) Skills Development Programmes

- **Short Courses and Skills Programmes:** Targeted, unaccredited training aligned with job-specific competencies to close immediate skills gaps. These are especially useful for preparing employees from designated groups for promotion.
- **Accreditations:** Formal qualifications registered with the South African Qualifications Authority (SAQA), aimed at developing technical and professional skills over a longer term.

b) Leadership and Management Development

- **Emerging Leaders Programme** A 12–18-month Programme for high-potential employees, focusing on strategic thinking, financial management, and people leadership.
- **Mentorship and Coaching:** Senior managers, managers and assistant managers will mentor identified successors to transfer institutional knowledge and leadership skills.

c) Career Pathing and Individual Development Plans (IDPs)

- Each employee identified in the succession plan will have a tailored IDP, with HCM and their managers, outlining:
 - Required competencies for the target role
 - Training interventions (formal and informal)
 - Milestones and timelines for readiness

d) Compliance and Monitoring

- All training initiatives will be aligned with the municipality's **Workplace Skills Plan (WSP)**/ Annual Training Report. (ATR) and **Employment Equity Plan**.
- Progress will be tracked quarterly, and outcomes will be reported in the annual Employment Equity Report.

e) Partnerships and Funding

- The municipality will collaborate with **Sector Education and Training Authorities (SETAs)** and accredited training providers to access funding and ensure quality delivery.
- Preference will be given to training providers who offer Programmes tailored to local government needs and transformation goals

f) Academic and Professional Qualifications

- Part-time bursaries for NQF-aligned qualifications (e.g., in public administration, governance, finance)
- SAMDI/National School of Government courses
- Professional body membership (IMFO, SAIPA, SAICE, ECSA, LGSETA certifications), etc.

8. Compliance and Reporting

- Annual reporting on succession planning outcomes must be submitted as part of the Employment Equity Report and WSP/ATR.
- Non-compliance may result in corrective action as per HCM governance protocols.

9. Dispute Process

If there is a dispute about the interpretation or application of this policy, it shall be dealt with in accordance with 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 SALGABC. This dispute will be dealt with under training disputes

10. Financial Implications

The Municipality will allocate sufficient financial and other necessary resources to support and implement this policy, provided it remains affordable and financially sustainable.

11. Monitoring and Evaluation of the Policy

HCM subdivision, ODD, L&d and R& HCA will monitor the implementation of this policy in consultation with all stakeholders concerned including the Training Committee, Recruitment and Human Capital Administration and the Executive director Corporate Support Services

12. Policy Review

The SCP Policy shall be reviewed as and when required.

13. Communication

This policy shall be communicated to all Municipal employees using the full range of communication methods available to the Municipality.



14. Approval

Municipal Manager:	
Signature:	
Date Approved:	
Effective Date:	

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