



a world class African city

DOCUMENT CONTROL

Policy Name	Career Development
Owner	Director: Human Resources Shared Services (HRSS)
Version	Final 12.12.08
Effective date	
Approval date	

TABLE OF CONTENTS

1. INTRODUCTION	3
2. THE DEFINITION OF TERMS	3
3. THE INTERPRETATION AND APPLICATION OF THE POLICY	3
4. THE RATIONALE AND OBJECTIVES	3
5. THE SCOPE OF APPLICATION	3 - 4
6. THE ROLES AND RESPONSIBILITIES (THE ACCOUNTABILITY FRAMEWORK)	4 - 5
7. THE POLICY AREAS	5 – 8
8. THE APPROVAL	8
9. THE AMENDMENTS	8

1. INTRODUCTION

- 1.1 The **Career Development Policy** for the City of Johannesburg (CoJ) outlines policy issues for the career development of employees within the City in order to guide the employees within the City in regard to different careers that are within the City, by directing and supporting employees' careers to the benefit of the City as an employer, and to the benefit and in the best interest of the employees

2. THE DEFINITION OF TERMS

Term	Definition
Growth path	A representation of the hierarchical progress an employee can make in a specific occupational path at City
Career development	Is a holistic process with an aim to retain skilled employees within the organization by directing and supporting their careers to the benefit of the employer, and to the benefit and in the best interest of the employee. It encourages employees to take initiative to develop themselves as well as take advantage of existing training opportunities within the organization in order to contribute towards the long-term effectiveness and competitiveness of the organization
Career development plan	This is a plan that shows how the employee should develop their profile or skills to reach a specific role in a specific career group
Individual Learning Plan (ILP)	This is a plan that each employee should have that guides his/ her development in developing or increasing the performance

3. THE INTERPRETATION AND APPLICATION OF THE CAREER DEVELOPMENT POLICY

- 3.1 Any dispute that may arise out of the interpretation and application for this policy shall be dealt with in accordance with the City of Johannesburg's existing dispute resolution processes

4. THE RATIONALE AND OBJECTIVES OF CAREER DEVELOPMENT POLICY

The rationale and purpose of the Policy is:

- 4.1 To create learning opportunities for all employees to have a growth ladder
- 4.2 To enable succession to take place when the vacancies arise
- 4.3 To address the existing disparities in order to encourage personal development
- 4.4 To address the vacancies caused by staff turnover
- 4.5 To improve the performance levels of the City through focused development of employees within the City

5. THE SCOPE OF APPLICATION

- 5.1 The Policy applies to City of Johannesburg Metropolitan Municipality administration and all its employees
- 5.2 The Policy has been developed in accordance to best practices, as well as other CoJ policies such as *Performance Management System (PMS) Policy* and *Training & Development Policy*

5.3 The following should be considered:

- 5.3.1 Research and any relevant legislation, regulations, quality standards or related documents that pertain to employee rights with regards to education and training within the particular sector, or within the particular organisation
- 5.3.2 Legislation that could have an impact on the policy includes:
 - a. The *Occupational Health and Safety (OHS) Act, No 85 of 1993*. This influences:
 - i. The type of learning regarding Occupational Health and Safety to be provided to employees
 - b. The *Skills Development Act (SDA), No 97 of 1998*. This influences:
 - i. The employer's intent with regards to the provision of learning to employees and to encourage employers to create the opportunity for learning in and outside of the workplace
 - ii. The development of skills within the workplace
 - iii. Obligations of the employers in terms of levy payments in respect of the SDA and the *Skills Development Levies Act No 09 of 1999* and claiming this levy back in the form of a grant for education and training planned, and education and training implemented
 - iv. The learner's willingness to participate in learning in the workplace
 - c. The *South African Qualifications Authority (SAQA) Act No 58 of 1995*. This Act provides for the development and implementation of the *National Qualifications Framework (NQF)*

6. THE ROLES AND RESPONSIBILITIES (THE ACCOUNTABILITY FRAMEWORK)

- 6.1 The *Mayoral Committee (Mayco)* approves the HR Policies
- 6.2 The *Executive Management Team (EMT)* engages on the HR policies and recommends the approval of the HR policies by Mayco
- 6.3 The *City Manager* is accountable as an Accounting Officer and oversees the development, implementation and maintenance of policies, procedures, processes and system, including those in HR
- 6.4 The *Executive Director: Corporate and Shared Services* is responsible for ensuring the HR Policies comply with the Council resolutions of City of Johannesburg, as well as applicable legislation, and in conjunction with the conditions of service and relevant bargaining council agreement
- 6.5 Other *Executive Director's* are accountable for ensuring strict adherence to prescriptions of HR policies within their Depts, as well contribute to the development, review and evaluation of impact of HR policies
- 6.6 The *Director: Human Resources Shared Services (HRSS)* is responsible for the overall policy implementation, management, monitoring and review, as well as ensuring that the HR Policies comply with the Council resolutions, applicable legislation, conditions of service and relevant bargaining council agreements
- 6.7 The nominated *Deputy Director in HRSS with responsibility of HR policies* is responsible for ensuring that the Policy is reviewed on ongoing-basis
- 6.8 Other *Deputy Directors [Business Process Owners (BPO)] in HRSS* are responsible for researching, recommending the development, maintenance, review and evaluation of their policies dealing with their respective areas and processes in the CoJ, as well as monitoring the implementation of the Policy within the requirements

- 6.9 The *Field HR* and *HR Transactions* are responsible for ensuring the adherence and compliance to the approved HR policies, as well as providing advise on HR policies
- 6.10 The *Line Manager* is responsible for implementation of and adherence to the approved HR policies
- 6.11 The *Organised Labour (Unions)* are responsible for playing an oversight role on management, implementation and compliance/adherence to approved HR policies, as well as contribute to the evaluation of impact of HR policies and their review
- 6.12 All *Staff* are responsible for complying/adhering to the approved HR Policies

7. THE POLICY AREAS

This section outlines the policy provisions on the management of career development in the CoJ

7.1 THE PRINCIPLES

- 7.1.1 Development of the employee scorecard as per the Departmental/Managers scorecard
- 7.1.2 Development of the career development plan
- 7.1.3 Coaching sessions to give feedback to Employee and continuous monitoring of progress
- 7.1.4 Set objectives and/ or milestones to groom them and ensure that they are ready for career appreciation and/or to assume intended position
- 7.1.5 There is a link between employee objectives and goals of the City
- 7.1.6 Develop challenging and realistic (attainable) objectives
- 7.1.7 Identify competency levels needed for achieving high quality results
- 7.1.8 Develop in consultation with employee milestones and implement specific development strategies based on those milestones to attain set objectives
- 7.1.9 Create a climate that stimulates employee natural motivation (i.e.) innovation and creativity
- 7.1.10 Each employee is jointly responsible, with his/her immediate supervisor to develop his/her own career development within the City
- 7.1.11 Each employee shall have a career development plan which will talk to the goals and the set competency levels and milestones, which will ultimately give effect to the broader organizational strategic intent
- 7.1.12 Monitoring of the progress of the career development plan will be done on a quarterly basis as per the performance review meetings, as prescribed by the CoJ's *Performance Management System Policy*
- 7.1.13 In order to deal with the issues as identified in the purpose above the following procedure shall apply in the first six (6) months of the recruitment of any employee in the organization and revisited annually:
- 7.1.14 Proper formal Induction will be provided by the Corporate HRSS and orientation will be provided to all new employees by the immediate supervisor in the workplace in consultation with Human Resources Shared Services to ensure that the employee is properly Inducted to make sure that the employee is fully assimilated within the City's culture, systems and policies
- 7.1.15 An individual learning plan (ILP) for training will be developed in line with the Performance management Policy for all new employees within the first three months of employment, and during the discussion of the scorecards by the employee and the immediate Supervisor

- 7.1.16 The immediate supervisors should provide guidance and support to employees during the first six (6) months and ensure smooth settling for employees and for current employees they should make sure that during the discussion of the scorecards they should also provide guidance and support through coaching for career development
- 7.1.17 If it is also acknowledged that the movement between the different salary levels/bands will be subject to availability of the position. As per the *Talent Acquisition Policy* of the City the incumbents will compete for the advertised positions

7.2 THE TRAINING AND DEVELOPMENT NEEDS ASSESSMENT

- 7.2.1 The development needs/potential should be identified through scientific techniques where possible
- 7.2.2 Performance appraisal and skills audit and recognition of prior learning (RPL) can be utilised in assessing potential
- 7.2.3 The Career Management Section will identify facilitators in conjunction with the department to present relevant training
- 7.2.4 The objective of creating a pool of talent in the organisation will be supported by formally identifying potential
- 7.2.5 Needs assessment will be customised according to job levels expertise and different departments

7.3 THE ASSESSMENT

- 7.3.1 The current SAQA and labour legislation says that all tests and assessment methods must be valid and reliable. The CoJ will adhere to this by validating and licensing test annually
- 7.3.2 Assessment is a vital tool in complying and ensuring that the various demands of labour laws are met
- 7.3.3 Prior assessment of learning potential will allow the City to avoid inappropriate appointments, training sessions and helps individuals to stay focused
- 7.3.4 The identification of learning potential is crucial in the context of equity appointment
- 7.3.5 The non-verbal assessment will be the critical elements of culture fairness
- 7.3.6 The measuring of learning potential will minimise the effect of poor education and economic disadvantage that many equity target groups have been exposed to
- 7.3.7 The *Employment Equity Act (EEA) No 55 of 1998* requires the employer to check if a person has the potential to do the job
- 7.3.8 A distinction will be made on psychometric or psychological assessment

7.4 THE CAREER INFORMATION AND DEVELOPMENT PLANS

- 7.4.1 The process of sharing career development information will be conducted through workshops based on hierarchical levels/programmes
- 7.4.2 Workshops will have an eventual outcome individual career development plan, which will be a component of the individual learning plan (ILP), with a career path or will enable managers/supervisors and employees to work out such plans

- 7.4.3 Structured Career Management Workshops with departmental facilitators will be presented in the various departments
- 7.4.4 Structured Career Management Workshops for senior management (conducted by Career Management Office)
- 7.4.5 The Career Management Section will continuously provide advice on conducting workshops and creating career plans
- 7.4.6 A Career Information Centre will be established which will include the learning centre and ensure optional use of libraries
- 7.4.7 HR Field services will be identified in the departments and they will together with departmental Supervisors be trained to present Career Management Workshops
- 7.4.8 Customised career plans will be drafted by Specialists in the Career Management Section together with supervisors and individuals for application levels and made available during the workshops

7.5 LEARNING AND CAREER DEVELOPMENT INTERVENTIONS

- 7.5.1 When learning interventions are decided upon (after the career discussions have taken place), the following areas will be covered by the career development plans per department:
 - a. What is the focus of the learning?
 - b. What type of learning interventions may be offered within the City, based on the needs analysis conducted? (e.g. induction, product knowledge, on-the-job-training, software training)
 - c. Which programmes are compulsory, and which are optional?
- 7.5.1.1 The processes of programme design, facilitation, bookings, authorisation and cancellation of learning should also be discussed
- 7.5.1.2 The following are types of career development interventions that the City can offer:
 - a. Acting Appointment**
 - Line Manager will recommend an employee or rotate employees to act in a higher vacant position subject to the employee complying with the following requirements:
 - i. Meet the essential criteria for the high level post
 - ii. Be able to perform most of the duties of the higher level posts
 - b. Secondments and job rotation**
 - Secondment can be an appropriate staffing option and opportunity for exposing employees to different environments and skills
 - This is subject to provisions in the *Talent Acquisition Policy*, which amongst others deals with employee mobility matters
 - c. Promotions and Transfer**
 - Promotions and transfers offer career advancement opportunity in higher positions or different positions and environment
 - This is subject to provisions in the *Talent Acquisition Policy*, which amongst others deals with employee mobility matters

7.6 EDUCATION, TRAINING AND DEVELOPMENT

- 7.6.1 *Career Development Plans* will serve as reference for determining education, training and development interventions as per the *Training and Development Policy*
- 7.6.2 The *Training and Development Policy* provides, in the subsidized education section, what and how financial assistance is offered to employees for self-development, and for external learning programmes, such as degrees or diplomas
- 7.6.3 The *Training and Development Policy* outlines the City's approach to self-development, and explains the requirements for study and the process for application.

8. THE APPROVAL

- 8.1 Policy and major changes are to be approved by the Council

9. THE AMENDMENTS

- 9.1 The Policy may be reviewed and amended at least every two (2) years or frequently, if required
- 9.2 The maintenance and implementation of the policy is the responsibility of the Director: Human Resources Shared Services (HRSS)

- End -