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NORTHERN CAPE PROVINCE
REPUBLIC OF SOUTH AFRICA

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DEPARTMENT OF ENVIRONMENT AND NATURE CONSERVATION

POLICY ON CAREER PATHING

07 JULY 2014

**HR POLICIES, HUMAN RESOURCES ORGANISATIONAL STRATEGY
AND PLANNING UNIT
VERSION 01**

SUSTAINABLE NATURAL RESOURCE MANAGEMENT FOR A BETTER LIFE

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1. CONCEPTUAL BACKGROUND

1.1 INTRODUCTION

Career pathing is the process used by an employee to chart a course within an organization for his or her career path and career development. Career pathing involves understanding what knowledge, skills, personal characteristics, and experience are required for an employee to progress his or her career laterally, or through access to promotions and / or departmental transfers.

Career pathing requires an employee to take an honest look at his or her career goals, skills, needed knowledge, experience, and personal characteristics. Career pathing requires the employee to make a plan to obtain what is necessary in each of these areas to carry out his or her career path.

Definitions

"Career pathing" means ensuring that each staff member's potential is developed to its fullest extent and that there is a career mapped out for him/her in the public 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.

1.2 LEGISLATIVE REQUIREMENTS

- Basic Conditions of Employment Act [No. 75 of 1997], as amended;
- Labour Relations Act [No. 66 of 1995] as amended;
- Public Service Act [No 103 of 1994] as amended;
- Public Service Regulations of 2001 as amended;
- Resolution 03 of 1999;
- Resolution 12 of 1999;
- Resolution 07 of 2000;
- Resolution 5 of 2001



2. POLICY STATEMENT AND APPLICATION SCOPE

2.1 POLICY STATEMENT

This policy document provides guidelines and procedures for ensuring that staff member's potential is developed to its fullest extent and that there are suitably qualified people available to fill posts that may become vacant in the future within the Department.

2.1.1 Objectives

The objective of this Policy is to:

- provide a work environment that promotes career growth for all employees;
- define employee career paths which will help the department to train and retain a pool of suitably qualified employees;
- ensure continuity of suitably trained staff in key posts for the future;
- ensure that someone is always available to fulfill any particular job in the Department, even in the event of illness, resignation or death. More than one staff member in a specific Unit/Division should always be able to do any particular job.
- comply with the legal requirements of the Employment Equity Act, Act 55 of 1998 which requires the appointment and promotion of suitably qualified persons from previously disadvantaged groups, to ensure proportional representation in all occupational categories and levels.
- ensure that training programs are undertaken;
- develop career paths for individual staff members to assist them in their careers, making them more enthusiastic about their jobs and therefore making them more productive;
- assist the employee in meeting his/her performance goals;
- establish a highly motivated work force which could lead to a decrease in staff turnover

2.1.2 Responsibility in Implementing Career Pathing

The responsibility for implementing career pathing rests with the management (more specifically Directorate management), the Human Resources Directorate and the employees themselves. The responsibility for career pathing should be seen as a partnership between these parties.

2.1.3 Career pathing for officials on salary levels 1 – 12 not covered by the Occupation Specific Dispensation (OSD)

2.1.3.1 Career pathing for all employees is based on the following principles:

- i) Availability of posts (this is applicable to Clause 2.1.3.4 (c);
- ii) allowing the approved recruitment and selection processes;
- iii) Performance; and



- iv) Continued years of service in the public service.
- v) Change the scope of work (this is applicable to Clause 3.6.2.3)

2.1.3.2 Grade Progression

The grade progression is based on the following principles:-

- i) Posts are graded based on the outcome of Job Evaluation;
- ii) Recognition of performance; and
- iii) Completed continued years of service on a salary level irrespective of the notch.

2.1.3.3 The model will be structured as follows:

Salary levels 1-2 and salary levels 2-3

- (a) With effect from 1 April 2009 all employees on salary level 1 with 5 Years of completed continuous service, shall grade (salary level) progress to salary level 2.
- (b) With effect from 1 April 2009 all employees on salary level 2 with 20 years of completed continuous service (combined experience of salary level 1 and 2), shall grade progress to salary level 3.
- (c) With effect from 1 April 2009, employees appointed directly on salary Level 2 with 5 years of completed continuous service, shall grade progress to salary level 3.
- (d) With effect from 1 April 2010, employees shall grade (salary level) progress from salary level 1 to 2 after 5 years of continued service, and from salary level 2 to 3, after 20 years of combined continues service (combined experience of salary levels 1 and 2), based on satisfactory performance (the average assessment over the last 2 year period will determine the performance rating).

2.1.3.4 Salary levels 4-5; salary levels 5-6, salary levels 6-7 and salary levels 7-8

- a. Subject to the Public Service Regulations and based on the outcome of the Job Evaluation exercise, posts are advertised and filled at the minimum notch of the first appropriate salary level.
- b. With effect from 1 April 2010 (salary adjusted with effect from 01 July (April) annually), all employees on salary level 4,5,6 or 7, who has completed 15 years of continuous service on salary level, irrespective of notch, and has obtained at least satisfactory rating in his/her performance assessments (the average assessments over the last 2 year period will determine the performance rating), shall grade (salary level) progress to salary level 5,6,7 or 8 respectively, This is not subject to the availability of posts.

- c. Grade progression will be capped for employees on salary level 3, 8 and 10. Therefore, employees cannot grade progress from salary levels 3 to 4, from salary 8 to 9 and from salary level 10 to 11.
- d. Employees can only grade progress from salary levels 4 to 5, or from salary level 5 to 6, or from salary level 6 to 7, or from salary level 7 to 8.
- e. When an employee is appointed on a post graded on salary level 4, he/she shall only progress to salary level 5.
- f. When an employee is appointed on a post graded on salary level 5, he/she shall only progress to salary level 6.
- g. When an employee is appointed on a post on salary level 6, he/she shall only progress to salary level 7.
- h. When an employee is appointed on a post graded on salary level 7, he/she can only progress to salary level 8.
- i. No employee who was appointed on salary level 4, 5 and 6 can grade progress to salary level 6, 7 and 8 respectively, i.e. grade progress over 2 salary levels. These employees must apply for vacant funded posts graded on those salary levels.
- j. This provision does not do away with the provision of the Job Evaluation system in the public service.
- k. Average performance shall grade (salary level) progress after 15 years.
- l. **Accelerated Grade Progression will be as follows:**
 - (i) An employee who has performance above satisfactory for 12 years cumulatively in a specific salary level, shall grade, (salary level) progress from salary level 6 to 7 or from salary level 7 to 8. Only 30% of the employees per year may be awarded grade progression in this regards.
 - (ii) Recognition for accelerated grade progression commence with effect from 1 April 2010.

2.1.4 Salary levels 9-10 and salary levels 11-12

- a) With effect from 1 April 2010 (salary adjusted with effect from 01 April annually, and employee on salary levels 9 and 11 with 15 years of completed continuous service on the salary level irrespective of the notch and has obtained at least satisfactory rating in his/her performance assessment, shall grade (salary level) progress to salary level 10 and 12 respectively.
- b) The commencing salary for all employees on posts not covered by any OSD as per PSCBC Resolution 1 of 2007 and 3 of 2008, and appointed as Assistant



Directors, and Deputy Directors shall, with effect from 01 June 2010, be on salary levels 9 and 11 respectively.

- c) Average performance shall grade (salary level) progress after 15 years.
- d) Accelerated Grade Progression will be as follows:
 - i) An employee who has performed above satisfactory for 12 years cumulatively in a salary level irrespective of the notch, shall grade (salary level) progress from salary level 9 to 10 or from salary level 11 to 12. Only 30% of the employees per year may be awarded grade progression in this regard.
 - ii) Recognition for accelerated grade progression commence with effect from 1 April 2012.

CAREER PATHING FOR OFFICIALS COVERED BY OSD

Occupation	From	To	Progression opportunities
Scientist	Candidate Scientist	Professional Scientist, Grade A	No grade progression
	Professional Scientist Grade A	Professional Scientist, Grade B	Grade progression: comply with expectations for performance assessments or satisfactory performance (minimum of 6 years in a grade); or Accelerated grade progression: consistent above average or outstanding performance or exceed expectations for performance assessments on a specific grade (minimum of 3 years in a grade).
	Professional Scientist, Grade B	Professional Scientist, Grade C	Grade progression: comply with expectations for performance assessments or satisfactory performance (minimum of 6 years in a grade); or Accelerated grade progression: consistent above average or outstanding performance or exceed expectations for performance assessments on a specific grade (minimum of 3 years in a grade).
	Professional Scientist, Grade C	No further grade progression opportunities (Maximum of the grades applicable)	No further Grade progression

Occupation	From	To	Progression opportunities
		to production level)	
	Scientific Manager Grade A	Scientific Manager Grade B	Grade progression: comply with expectations for performance assessments or satisfactory performance (minimum of 6 years in a grade); or • Accelerated grade progression: consistent above average or outstanding performance or exceed expectations for performance assessments on a specific grade (minimum of 3 years in a grade).
	Scientific Manager Grade B	No further grade progression opportunities (Maximum of the grades applicable to production level)	Not Applicable
	Specialist Scientist	No further grade progression opportunities (Maximum of the grades applicable to production level)	Not Applicable
	Candidate Scientific Technician	Professional Scientific Technician, Grade A	Not Applicable
	Scientific Technician Grade A	Scientific Technician, Grade B	Grade progression: comply with expectations for performance assessments or satisfactory performance (minimum of 6 years in a grade); or • Accelerated grade progression: consistent above average or outstanding performance or exceed expectations for performance assessments on a specific grade (minimum of 3 years in a grade).
	Scientific Technician, Grade B	Scientific Technician, Grade C	Grade progression: comply with expectations for performance assessments or satisfactory performance (minimum of 6 years in a grade); or • Accelerated grade progression: consistent above average or outstanding performance or exceed expectations for performance assessments on a specific grade (minimum of 3 years in a grade).
	Scientific Technician, Grade C	No further grade progression opportunities (Maximum of the	Not Applicable

Occupation	From	To	Progression opportunities
		grades applicable to production level)	
	Control Scientific Technician Grade A	Control Scientific Technician Grade B	Grade progression: comply with expectations for performance assessments or satisfactory performance (minimum of 6 years in a grade); or • Accelerated grade progression: consistent above average or outstanding performance or exceed expectations for performance assessments on a specific grade (minimum of 3 years in a grade).
	Control Scientific Technician Grade B	No further grade Progression opportunities (Maximum of the grades applicable to production level)	Not Applicable
Environmental Officer/ Biodiversity Officer	Environmental Officer Grade A/ Biodiversity Officer Grade A	Environmental Officer, Grade B/ Biodiversity Officer Grade B	Grade progression: comply with expectations for performance assessments or satisfactory performance (minimum of 8 years in a grade); or • Accelerated grade progression: consistent above average or outstanding performance or exceed expectations for performance assessments on a specific grade (minimum of 4 years in a grade).
	Environmental Officer, Grade B/ Biodiversity Officer Grade B	Environmental Officer, Grade C/ Biodiversity Officer Grade C	Grade progression: comply with expectations for performance assessments or satisfactory performance (minimum of 8 years in a grade); or • Accelerated grade progression: consistent above average or outstanding performance or exceed expectations for performance assessments on a specific grade (minimum of 4 years in a grade).
	Environmental Officer Grade C/ Biodiversity Officer Grade C	No further grade progression opportunities (Maximum of the grades applicable to production level)	Not Applicable
	Specialist Environmental Officer	Specialist Environmental Officer	Not Applicable
	Control Environmental Officer Grade A/ Control Biodiversity Officer Grade	Control Environmental Officer Grade B/ Control Biodiversity	Grade progression: comply with expectations for performance assessments or satisfactory

Occupation	From	To	Progression opportunities
	A	Officer Grade B	performance (minimum of 10 years in a grade); or <ul style="list-style-type: none"> Accelerated grade progression: consistent above average or outstanding performance or exceed expectations for performance assessments on a specific grade (minimum of 5 years in a grade)

2.2 APPLICATION SCOPE

This policy will apply to all officials of the Department of Environment and Nature Conservation.

3. POLICY FRAMEWORK

3.1 IDENTIFICATION AND CONSULTATION OF STAKEHOLDERS

This policy document was distributed to staff members within the department and their feedback and inputs are included where changes were suggested and motivated. Information sessions were also held as part of the consultation process. The recognized Labour Unions are not excluded in the process as they do have shop stewards within the department, and them being part of the departmental staff, thus had the opportunity to participate in the process. Furthermore, it needs to be mentioned that the department cannot negotiate with the Unions (Organized Labour) as a separate entity on this policy. Especially, because there are matters of mutual interests that must be dealt with in the formal structures created for this purpose, such as the Provincial Bargaining Council.

3.2 TIMEFRAMES

This policy was submitted to the corporate policy development unit on July 02, 2012, it was aligned and analysed on July 19, 2012. The policy was final reviewed again during February 2014.

3.3 IMPLEMENTATION STRATEGY

It is the responsibility of each Head of department to ensure that this policy is carefully followed within the department. All managers should make members of their employees aware of the obligation to familiarize themselves with and follow this policy.

An implementation plan will be drafted which will outline how and when this policy will be implemented. The plan will be drafted two months after the implementation date of this policy. In order to ensure adequate implementation of this policy the human resource unit will compile an infrastructure investment (in terms of human capital) and policy management plan. The plan will be updated on an annual basis and will contain details on future guidelines for this policy. The financial implications if any will be indicated on the plan in order to ensure that funds are available or availed.

The implementation date for this policy is 01 August 2014

3.4 FINANCIAL IMPLICATIONS

This policy will be funded by all Directorates within the Department.

3.5 COMMUNICATION

This policy should be communicated through the respective directorates. However, the most important unit to contact would be Human Resources.

3.6 COMPLIANCE, MONITORING AND EVALUATION (M&E)

The Human Resource Management Directorate will monitor the implementation of this policy and evaluate the impact thereof.

- Career pathing will be linked to PMDS system (for succession planning and retention purposes)
- What is current Retention strategy?
- Job descriptions: career path to be illustrated in job description e.g. different jobs available for transfer or promotions (laterally as well as vertically). Skills, characteristics, skills gaps (developmental areas) to be identified as well as expectations in higher or other post.
- Career pathing to be owned by the employee and Personal Development Plan to be developed according to the career goals of the employee. (NB!!!! LOOK AT HOW HR CONNECT SKILLS ASSESSMENT CAN ASSIST WITH THIS)

3.7 POLICY REVIEW

This policy will be reviewed when the need arises or in case of the occurrence of extenuating circumstances (political mitigation, or pronouncement by legislation and/or regulations). The contact person for this policy will be required to submit all relevant information pertaining to this policy in conjunction with a signed memo with all amendments (addition or omission) during the third quarter annually.

The exception, the Policy development unit will be conducting all extenuating reviews throughout the year, therefore it is paramount that any new information received be submitted to this unit, in order to coordinate the review process of this policy.

3.8 POLICY IMPACT

This policy document desires to provide guidelines and procedures for ensuring that staff member's potential is developed to its fullest extent and that there are suitably qualified people available to fill posts that may become vacant in the future within the Department.

3.9 INTERIM MEASURES

This is an interim policy document for this Department until such time that a provincial policy has been developed. Career pathing previously formed part of the retention strategy of the Department.

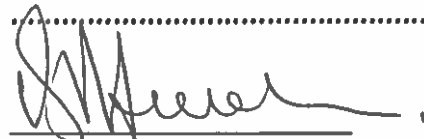


4. ADOPTION OF THE CAREER PATHING POLICY

Approved / ~~Not Approved~~

Comments:

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D VAN HEERDEN
HEAD OF DEPARTMENT

DATE



