

# SUCCESSION PLANNING POLICY

## 2026/2029



### **public works & roads**

Department:  
Public Works and Roads  
North West Provincial Government  
**REPUBLIC OF SOUTH AFRICA**

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## 1. PREAMBLE

The Department of Public Works and Roads (“the Department”) is constantly experiencing loss of vital management talent, critical skills knowledge and scarce technical expertise. Succession Planning can play a pivotal role in reducing the negative effects of staff turnover.

## 2. PURPOSE

The purpose of this Policy is to:-

- 2.1 Identify jobs that are critical to the overall success of the Department;
- 2.2 Reduce the loss of skills;
- 2.3 Fast track the development of Employees that display potential;
- 2.4 Consistency in the recruitment practice throughout the Department;
- 2.5 Compliance with Employment Equity and other applicable laws and regulations;
- 2.6 Deliver on the mandate of the Department; and
- 2.7 Improve the retention rate.

## 3. OBJECTIVES

The main objective of this Policy is to develop a pool of prospective employees to occupy key positions e.g. Managerial, Technical and Professional positions in the Department by:-

- 3.1 Striving to comply with the strategic intent, vision and mission of the Department;
- 3.2 Identifying high potential employees capable of rapid advancement to positions of higher responsibility than those they presently occupy;
- 3.3 Ensuring systematic and long term development of individuals to replace key job incumbents as the need arises due to natural attrition and/or various disabilities;
- 3.4 Providing a continuous flow of talented people to meet the Department’s strategic objectives thus preventing the hampering of service delivery;
- 3.5 Meeting the Department’s need to exercise social responsibility by providing for the advancement of disadvantaged groups within the Department;
- 3.6 Mentoring suitable employees with the right competencies;
- 3.7 Enhancing the skills level of the Employees for the benefit of the Department; and
- 3.8 Ensuring that the Department at all times has sufficiently skilled personnel to fulfil its staffing requirements.

## 4. SCOPE OF APPLICATION

This Policy is applicable to all the employees of the Department of Public Works and Roads.



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## 5. LEGISLATIVE FRAMEWORK

- 5.1 Constitution of the Republic of South Africa, 1996;
- 5.2 Skills Development Act, 1998 and relevant White papers;
- 5.3 Departmental Human Resource Plan;
- 5.4 Approved Departmental Employment Equity Plan;
- 5.5 Departmental Workplace Skills Plan;
- 5.6 Employment Equity Act, 1998;
- 5.7 Public Service Act, 1994 as amended;
- 5.8 Public Service Regulations, 2016;
- 5.9 Code of Good Practice on the Integration of Employment Equity into Human Resource Policies and practices;
- 5.10 Code of Remuneration (CORE); and
- 5.11 Directive on Human Resource Management and Development.

## 6. ABBREVIATIONS AND DEFINITIONS

**HoD:** Head of Department;

**MMS:** Middle Management Service;

**MISS** : Minimum Information Security Service;

**SMS:** Senior Management Service;

**Department:** Public Works and Roads;

**Prospective Successor:** An employee who, with development, can take over a critical role either immediately or in the foreseeable future;

**Readiness level:** Measurement of successor's preparedness e.g ready now, ready within 1-2 years of development;

**Mentor:** Person(s) identified to assist, guide and coach the employee for the duration of the succession plan;

**Workplace Assignment:** Develop activity in the workplace;

**Training intervention:** Formal training course or programme;

**Succession Planning:** Systematic process of identifying critical roles, assessing current and future needs, developing ;potential successor, arranging for knowledge transfer;

**Knowledge transfer:** Systematic capture and transfer of essential institutional, technical, regulatory and operational knowledge from incumbents to successor.



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## 7 POLICY PROVISIONS

The procedures relating to succession planning is based on the following principles:-

- 7.1 To comply with priorities defined in various strategies and plans developed by the Department e.g. Strategic Plan, EE Plan, HR Plan, WSP etc;
- 7.2 To benefit the Department and the public in identifying individuals with potential growth and leadership capabilities so as to provide them with opportunities to develop their skills, knowledge and to gain experience in leadership roles;
- 7.3 Recognise targeted succession plan as a necessity to ensure the development of identified individuals who are to step into leadership positions for both long and short terms basis;
- 7.4 Be proactive by identifying anticipated vacancies, maintain ongoing developments and avoid crisis;
- 7.5 Alignment with the strategic mandate of the Department i.e. the succession plan must support the Departmental strategic goals (Infrastructure delivery, maintenance, asset management etc.);
- 7.6 Recognised successful succession planning by using the workplace as an active learning environment;
- 7.7 To administer with full recognition of human dignity in a professional manner and with skill, integrity, objectivity and accountability;
- 7.8 A multiple development opportunities be used to develop potential employees e.g utilisation of acting positions to gain experience, training programmes, educational courses and accelerated learning. Secondments, horizontal transfers to gain knowledge on different environment, mentoring and coaching, job rotation in the same field and work assignments

## 8 MONITORING AND EVALUATION

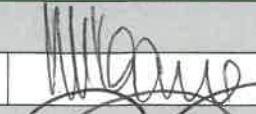
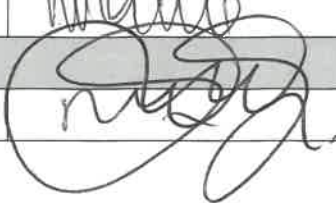
The Directorate Human Resource Management is responsible for monitoring implementation of the provisions of this policy within the department and to report on specific cases when required to do so. All Managers and Supervisors are responsible for the implementation.

## 9 POLICY REVIEW

This Policy shall be reviewed every three (3) years. Any new instructions or updates will be issued through an addendum.



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DESIGNATION	NAME	SIGNATURE	DATE
<b>RECOMMENDATION</b>			
Policy Review Chairperson	Ms N. E Kgang		29/05/26
<b>APPROVAL</b>			
Head of Department	Mr M. I Kgantsi		29/05/26

