

Tools for Large Businesses

Level 3 Question 4: Is our talent pipeline strong enough to re-fill critical Key positions?

Title	Succession planning
Why	Succession planning is an important part of the talent management process. It provides a way to identify key roles, people with the right skills and positions that may need filling in a short space of time. It also provides a way to cut the costs of recruitment, enabling organisations to manage recruitment in-house
What	A succession plan identifies future staffing needs and the people with the skills and potential to perform in these future roles. In the long term, succession planning strengthens the overall capability of the organization by: Identifying critical positions and highlighting potential vacancies; Selecting key competencies and skills necessary for business continuity; Focusing development of individuals to meet future business needs
How	<p>Key Steps in</p> <ol style="list-style-type: none">1. For the top two levels in your organizational chart, ask the function leader to assess her direct reports using the template below.2. Compile assessments for all surveyed areas3. Present and discuss at a senior leadership meeting, The purpose is to get a common understanding of the organizational maturity and identify potential opportunities for lateral repositioning of talent. NOTE that people information is very sensitive, so do not distribute material via email.4. Used the aligned output to build career plans, individual development plans, training programs and coaching plans.5. Roles that cannot be filled internally should be put into the recruitment plan
Template	See next page

Succession plan template

Current Role	Person 1	Person 2	Person 3	Person 4	Person 5
Ready Now					
Ready Soon 1-2 years					
Ready Later 2-3 years					
Emerging Talent					

Brief Summary of EACH Successor and Emerging Talent

Focus on Development Areas, and what additional Support is Needed Retention Risks? Mobility Restrictions?

Associate Name/ Current Role	Past Work Experience	Next Role/ Readiness	Strengths	Development Areas	Support Needed & Actions required

