SuccessionHR

3 Key Pillars of Succession Planning

1 Identify Key Roles and Responsibility

A Key Role is one that has a significant impact on your organization's ability to conduct normal business. When this role becomes vacant, it's important to ensure the right candidate is ready to step in. These roles may include C-Suite and Executive roles, Managerial roles down to first-line Managers, and Operational roles essential to day-to-day processes.

How to Get Started:

- HR to work with leadership to identify Key Roles based on the description above
- As a best practice, it is recommended that Key Roles represent at least 10% of the employee population - the most successful planning is as high as 40%. Another approach is to consider Key Roles for at least the C-Suite minus 3 levels or Director+ roles
- Assign Key Role Owners. Key Role Owners are individuals that you would like to be responsible for specific Key Roles. The incumbent in a Key Role is a great fit for a Key Role Owner as they are uniquely suited to knowing the Key Role's requirements and the Candidates that meet them. Other good options include the incumbent's manager, a department head or any other employee whose opinion is important for the particular Key Role succession plan

2 Select Successor Candidates

Evaluate your current workforce to identify employees with the potential to step into Key Roles. Candidates are individuals being considered as a potential successor for the Key Role. These individuals might not be Ready Now to step into the role, however they demonstrate the skills, potential and / or experience needed to grow into the position over time.

How to Get Started:

- While HR may add Candidates to various Key Roles, it is the responsibility of the Key Role Owner(s) to identify and add Candidates
- Key Role Owners should leverage data such as Talent Grid ratings and Skills match to the Key Role (i.e. how well matched are the Skills of the Candidate against the Skills required by the Key Role?)
  - To best support Key Role Owners, it is recommended for HR to track the following: Talent Grid ratings for all Employees, Skills on all Employees, and Skills required for each Key Role
- As a best practice, it is recommended to identify at least three Candidates, for each Key Role, in order to build a strong and sustainable succession pipeline

3 Develop Successor Candidates

Once successor Candidates have been identified, create tailored development tasks to help them get to a point of Ready Now for that Key Role.

How to Get Started:

- HR to categorize Development Tasks into these recommended categories: Coaching, Courses, Mentorship, Jobs, Projects, Other
- While HR may add Development Tasks, it's the responsibility of the Key Role Owner(s) to add and assign these tasks and work with Candidates to ensure completion
- As a best practice, it's recommended to assign 3-5 Development Tasks in order to provide clarity and focus for Candidates
- Remember, Candidate Development is about getting the Candidate ready for this Key Role, not the Candidate's current role