Replacement / Succession planning

Ground rules

Objectives

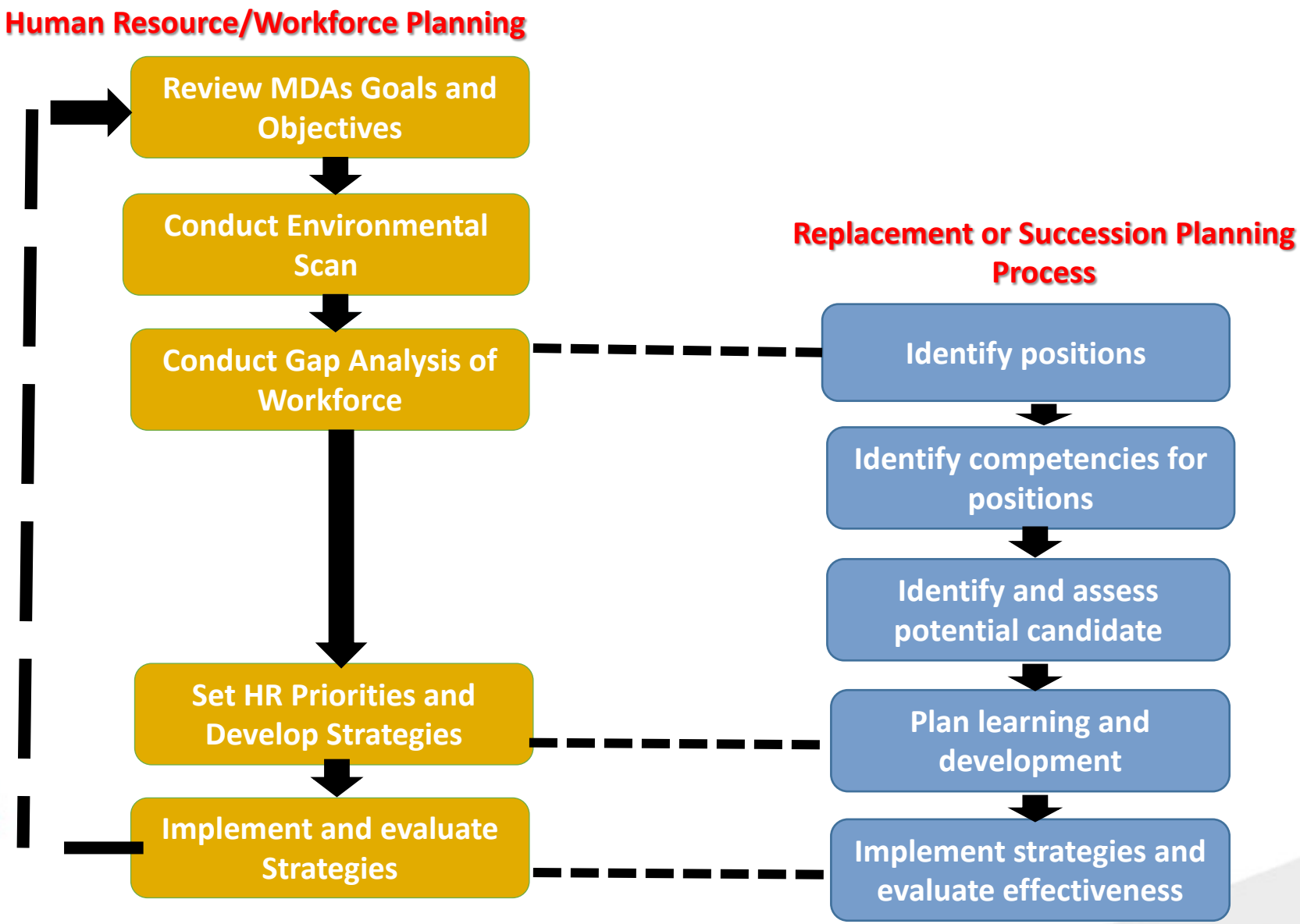
- Understand relationships between establishment planning/ workforce analysis and replacement planning
- Review current workforce against future needs based on MTOs to determine gaps
- Identify skills and competencies required for vacant positions based on JDs
- Develop an action (replacement) plan based on gaps

Definition of Replacement and Succession planning

- Succession planning is:
  - A more systematic way to fill up open positions by planning for the future.
  - Oriented around developing people (leaders) instead of merely identifying them as replacements.
  - To have a pool of qualified leaders in the organization from which a vacant post can be filled,
  - Builds a long-term viability and sustainability of the organization.
- Replacement planning:
  - Addresses the more ad-hoc needs by identifying staffers to fill gaps (back-ups);
  - Is based on the premise that an organization chart will remain the same over time.

Contemporary succession planning should not be done in isolation of the broader HR/workforce planning process

Replacement/Succession Planning Framework



Workforce Planning

- It is a continual process used to align the needs and priorities of the organization with its workforce to ensure it can meet its objectives as well as legislative, regulatory and service requirements
- Getting the right people, with the right skills, in the right place and at the right time

  Right People = Number

  Right Skills = Required skills and competencies

  Right Place = Postings where needed

  Right Time = Availability

Establishment Planning

- Defining the establishment which an MDA requires to fulfill its mandate and achieve its objectives effectively and efficiently;
- Specifying the jobs to be included in the establishment in sufficient detail to facilitate future decisions about deployment, and provide the foundations for managing the future performance of civil servants;
- Comparing the current and required establishment to identify necessary action to implement the new establishment.

Types of Establishment Plan

- We can only do this at MDA level and GL7 and above
- Should be an outcome of the CP function, structure, process reviews

Immediate	• Organogram • Agreed posts in each department/unit • Basic job description including job specification
Better (Foreseeable change)	Reflecting expected changes in functions, processes, numbers (e.g. computerisation)
Best (Scenario planning)	Modelling a variety of possible establishments

Creating a simple Establishment Plan

- Key questions:
  - What is the function/ process?
    What type of ***posts*** are needed for this work?
  - How many ***posts*** are needed - based on current experience and expected workload?
  - **NOT** based on grades, or any notional ratio of grades
  - A suggested grade level for each of the types of posts can be proposed later
- Considerations:
  - This is a managerial judgement
  - Art not science

Implementing the Establishment Plan

Management approval of the proposed Establishment Plan

Compare approved Establishment Plan with actual current establishment

Identify:

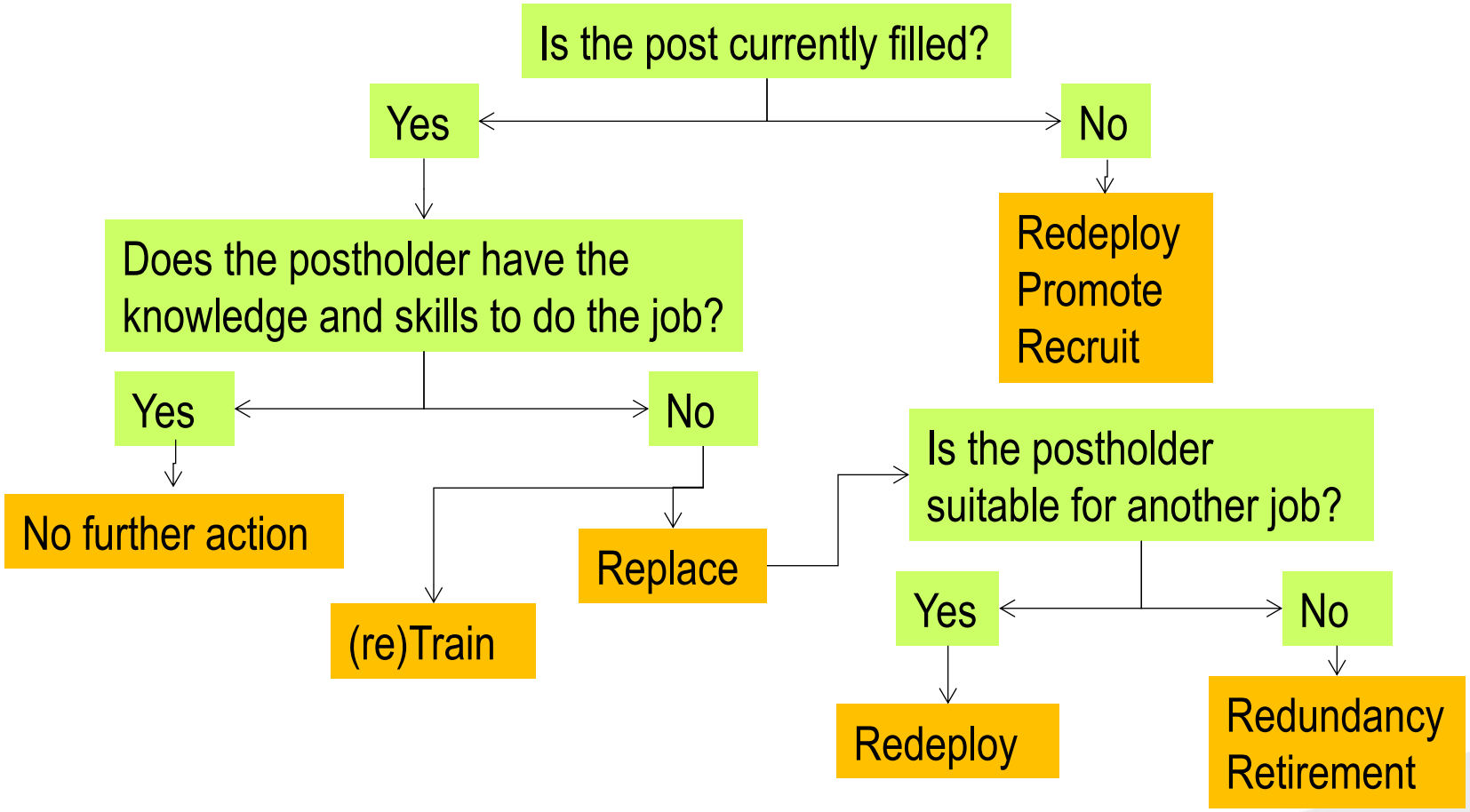
- Posts to be retained
- Posts to be modified and retained
- Posts to be created
- Posts to be abolished

Prepare plan for making changes:

- ExCo or HoS agreement
- Budget changes
- Timescale
- Future review and updating processes

The Workforce Plan: Stage 2

- Compare the workforce with the agreed establishment
- Post by Post, determine:



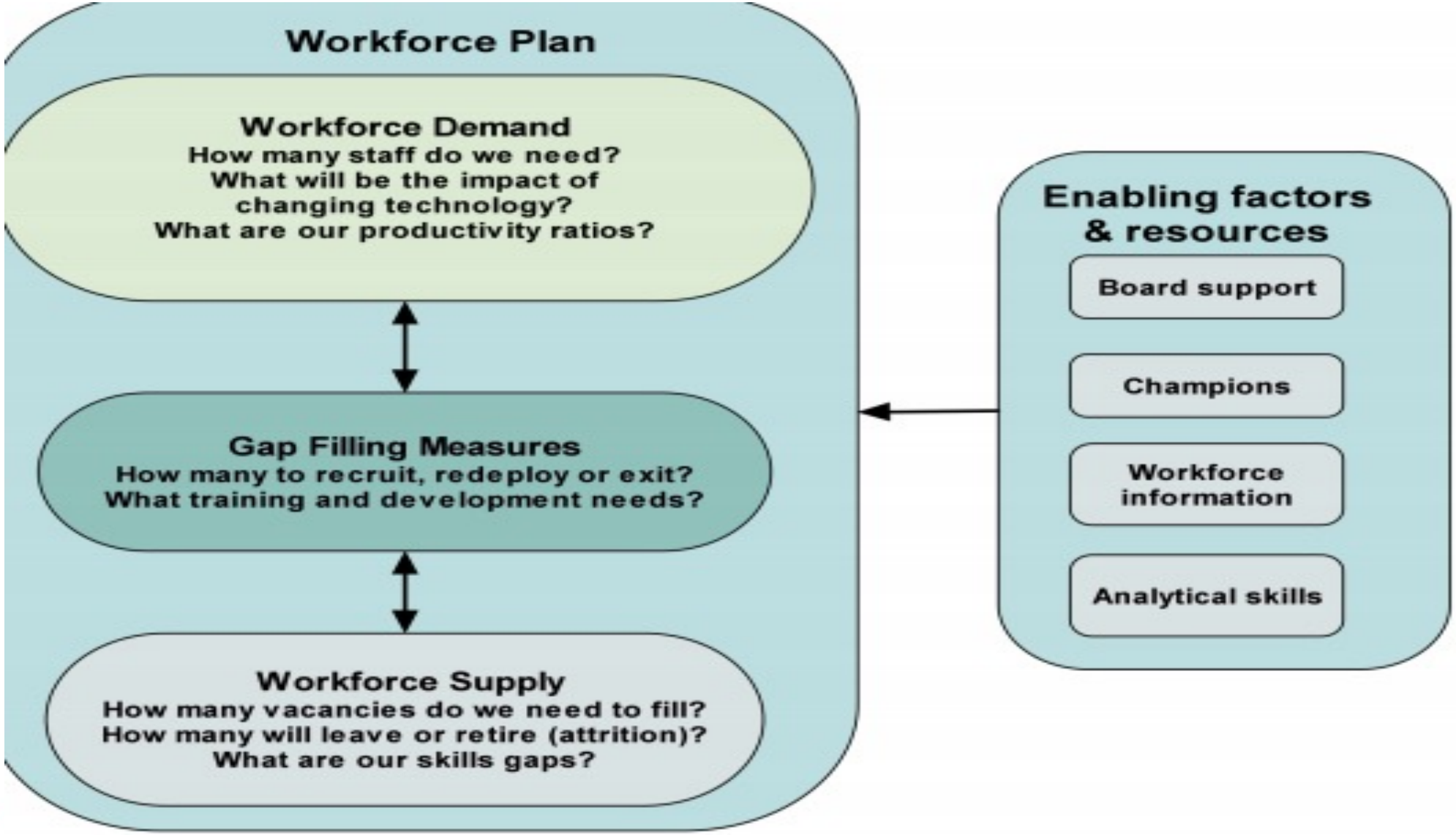
A forward looking Workforce Plan

Consider the future before finally deciding on Stage 2:

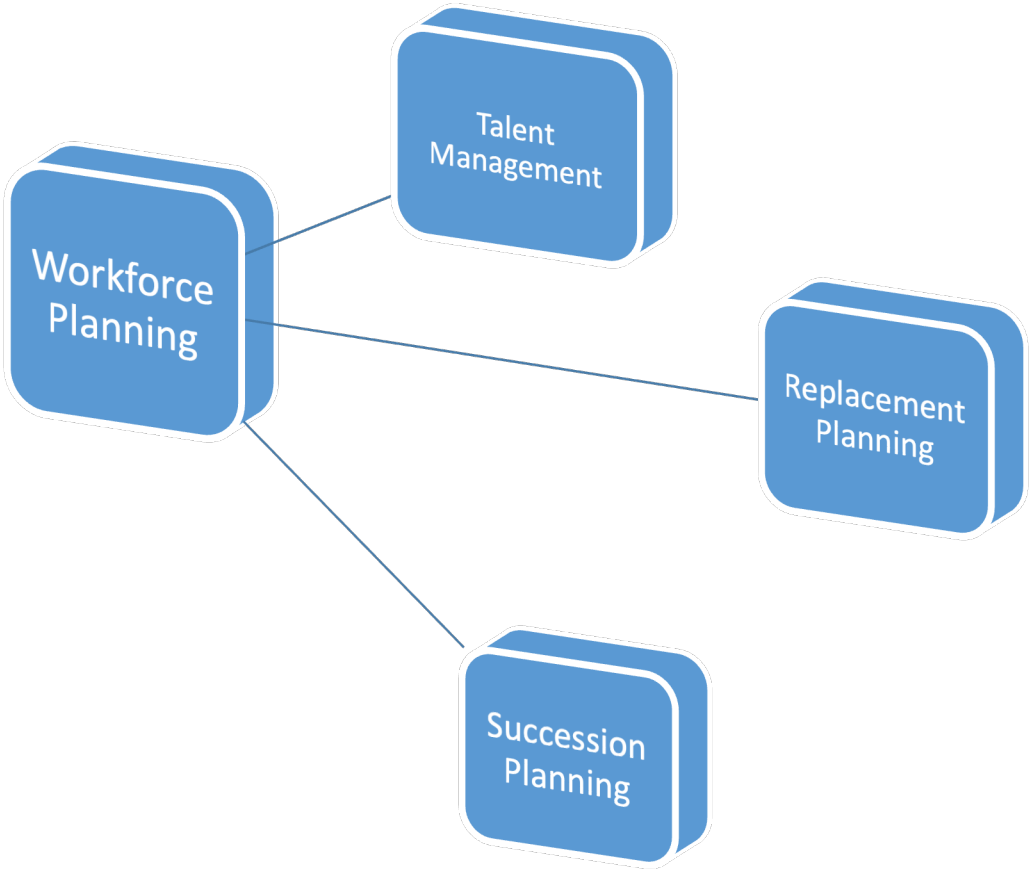
1. The post:
   - Will this remain unaltered for the next, say 2 years?
   - If not, how will it change?
   - Will this affect the choice of person (e.g. skills)?
2. The postholder:
   - Age - how close to retirement?
   - How likely to be promoted?
   - How likely to leave (the post or the service)?

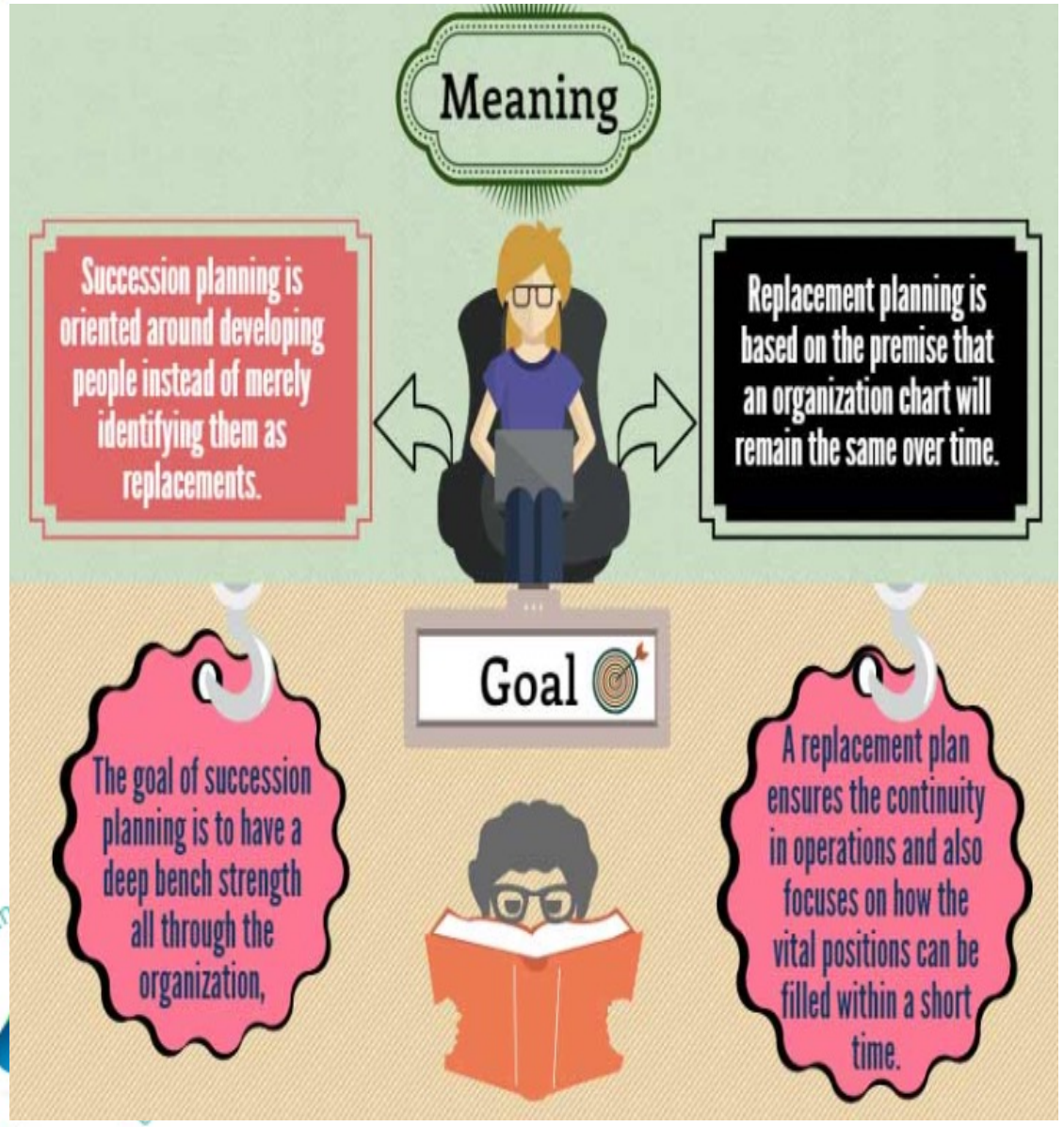
This is the foundation for succession planning

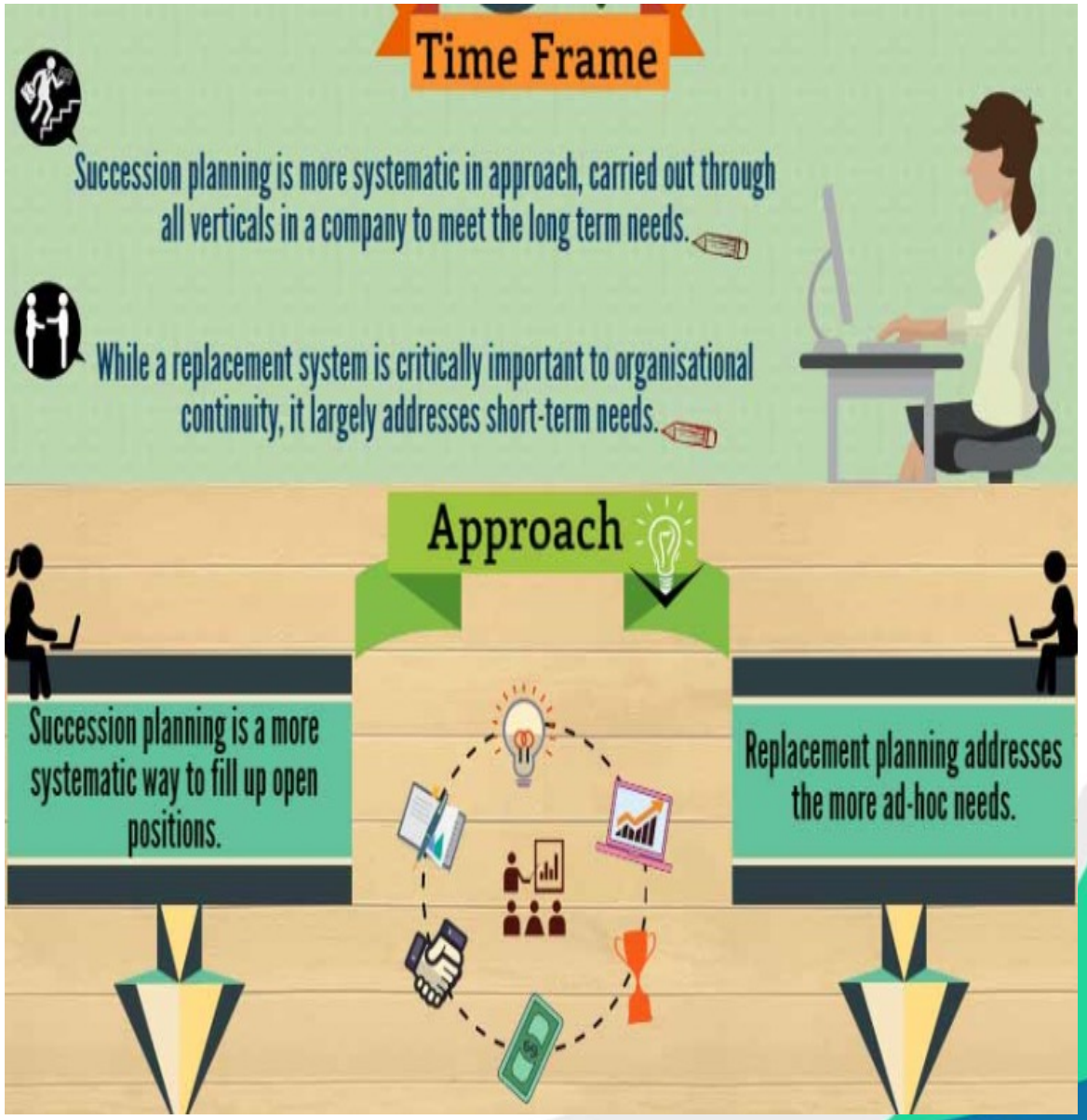
Recognise and plan for reviewing and updating the plan to


Workforce Plan
Workforce Demand
How many staff do we need?
What will be the impact of changing technology?
What are our productivity ratios?
Gap Filling Measures
How many to recruit, redeploy or exit?
What training and development needs?
Workforce Supply
How many vacancies do we need to fill?
How many will leave or retire (attrition)?
What are our skills gaps?
Enabling factors & resources
Board support
Champions
Workforce information
Analytical skills

Techniques of Workforce Planning




Meaning
Succession planning is oriented around developing people instead of merely identifying them as replacements.
Replacement planning is based on the premise that an organization chart will remain the same over time.
Goal
The goal of succession planning is to have a deep bench strength all through the organization,
A replacement plan ensures the continuity in operations and also focuses on how the vital positions can be filled within a short time.


Time Frame
Succession planning is more systematic in approach, carried out through all verticals in a company to meet the long term needs.
While a replacement system is critically important to organisational continuity, it largely addresses short-term needs.
Approach
Succession planning is a more systematic way to fill up open positions.
Replacement planning addresses the more ad-hoc needs.

Replacement vs Succession Planning

Replacement

- Reactive approach
- It's a form of risk management
- Substituting
- Narrow approach
- Restrictive options

Succession

- Proactive approach
- Planned future development
- Renewing
- Organized alignment
- Flexible options

Variable	Replacement Planning	Succession Planning
Time Frame	0 – 6 months	6 – 36 months
Resources	Best candidate available at the time	Candidates with best development potential
Level of Planning	Selection and placement of the preferred available candidate	Identification of high potential candidates well in advance
Selection Focus	Vertical line of succession within department, or external search	Development of a general talent pool
Development Plans	Immediate on-the-job training for new replacement	Extensive development planning with specific plans and goals set for each person in advance
Decision-Making	By Executive Director and a small interview panel	Development plans are the result of input and discussion from multiple managers
Candidate Evaluation	Past performance on job Demonstrated competence Career progress to date Interview panel	Multiple evaluations over time by different managers on varied job assignments

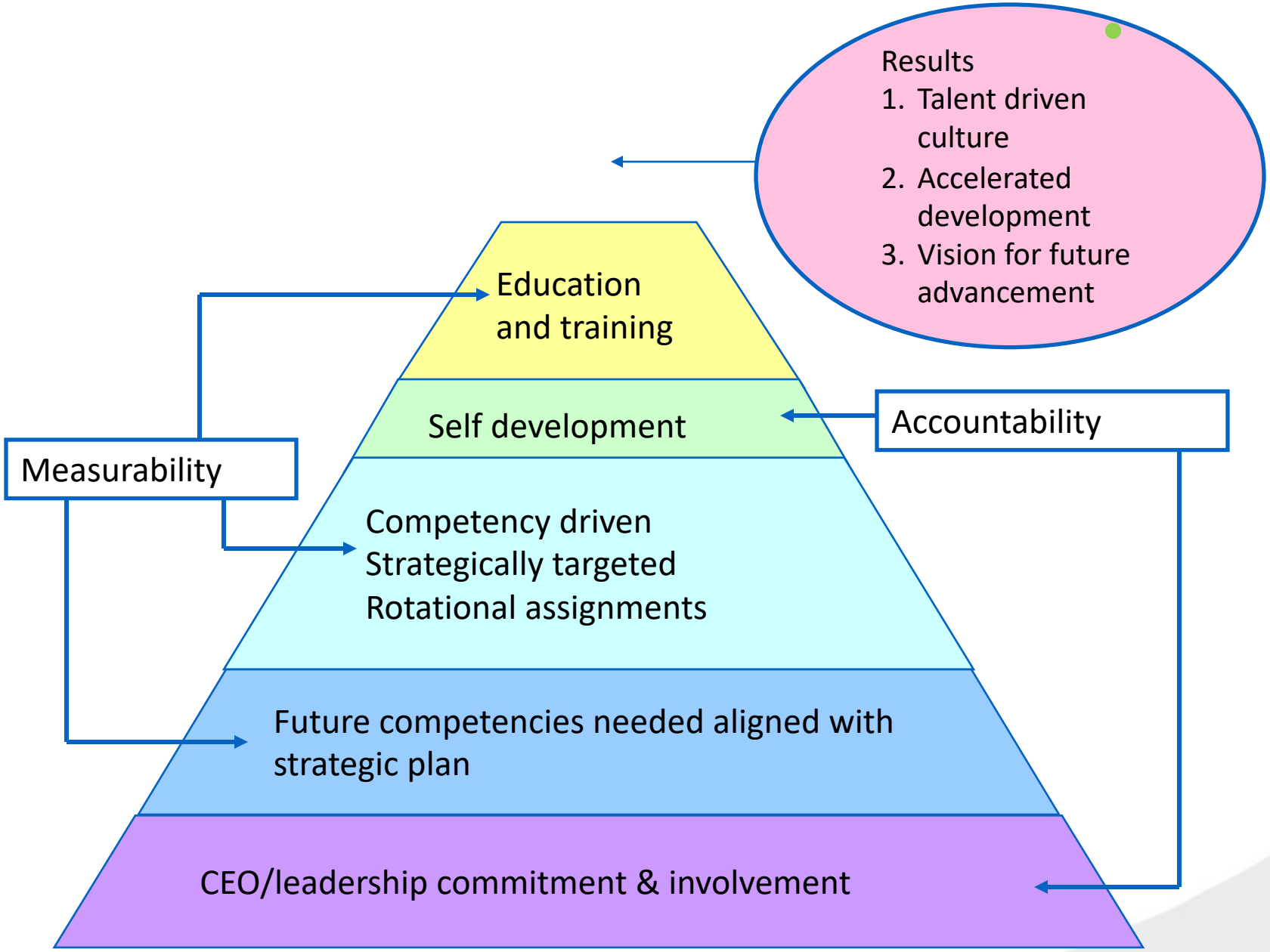
Replacement & Succession Planning

- A process by which one or more successors are identified for key posts (or groups of similar key posts), and career moves and/or development activities are planned for these successors.
  - Targeted only to key leadership positions

- How succession planning helps:
  - Understanding the organisation's long term goals and objectives
  - Identifying the workforce's developmental needs
  - Determining workforce trends and predictions

Replacement and Succession Planning

- Benefits of replacement and succession planning:
  - Better retention
  - Valuable training goals
  - Increased preparation for leadership (more succession planning)
  - Greater employee satisfaction
  - Enhanced commitment to work and workplace
  - Improved corporate image



Succession planning model

Best Practice: Right Approach

Effective succession management is a journey – not a destination

Deploy a Succession Management Process

- Succession management is a continuous annual process
- Business units responsible for ‘deliverables’
- HR typically responsible for the tools and processes
- Technology to facilitate the process (short, simple and flexible)

Identify the Talent Pool

- Cyclic continuous identification process
- Core set of leadership and succession management competencies
- Talent assessment – semi transparent process

Best Practice: Right Approach

Engage the Talent Pool

- IDPs for each employee
- Developmental Activities – special assignments, action learning, web-based development activities

Monitoring & Evaluating

- Monitor the implementation of the succession plan

Succession planning

- An integral part of learning and development
- Key aim is to provide the organisation with continuous stream of high quality people on an ongoing basis as required by the strategic plan
- Succession Planning helps focus attention on the talent agenda of the organisation
  - Who succeeds who by when
  - what actions required to make the plan happen?

Succession planning

- Actions could include Training/Secondment/Relief assignments/Project work/ Education
- Recruitment requirements also emerge from the succession planning process

Why are Replacement & Succession Planning Important?

Organisational strategy is based on the assumption that capable people will be continuously available in the right numbers to man the key positions;

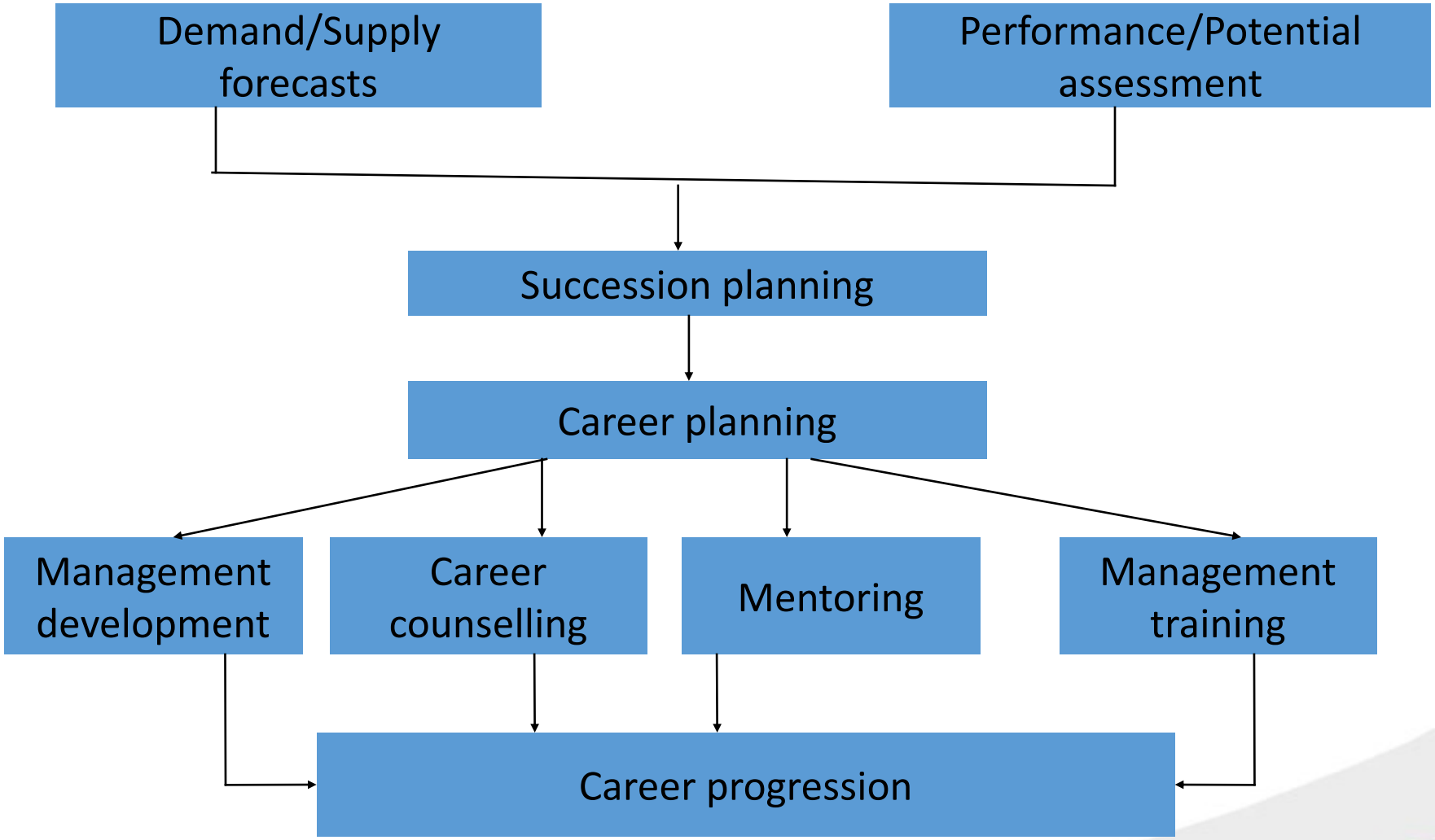
Career and succession planning help guarantee that this assumption happens in a consistent/systematic way;

Career planning offers motivation for key employees – an important retention factor;

Offers significant competitive advantage in the recruitment market – enables attraction of key talent;

Succession planning and implementation reinforce employee confidence in the employer's commitment to personal growth.

Career Management Process



Building Excellent Successors

Building excellent successors does not just happen

It is a product of systematic approach to the implementation of career and succession planning

As 'people make the difference' in the organisation, the manpower planning agenda requires ruthless focus

Capability to build excellent successors has thus become an imperative – '***growing your own trees***'

Business survival and growth rests on continuity of quality leadership

Business continuity rests on availability of excellent successors

partnership to Engage, Inform and Learn · PERL ·

Recommendations

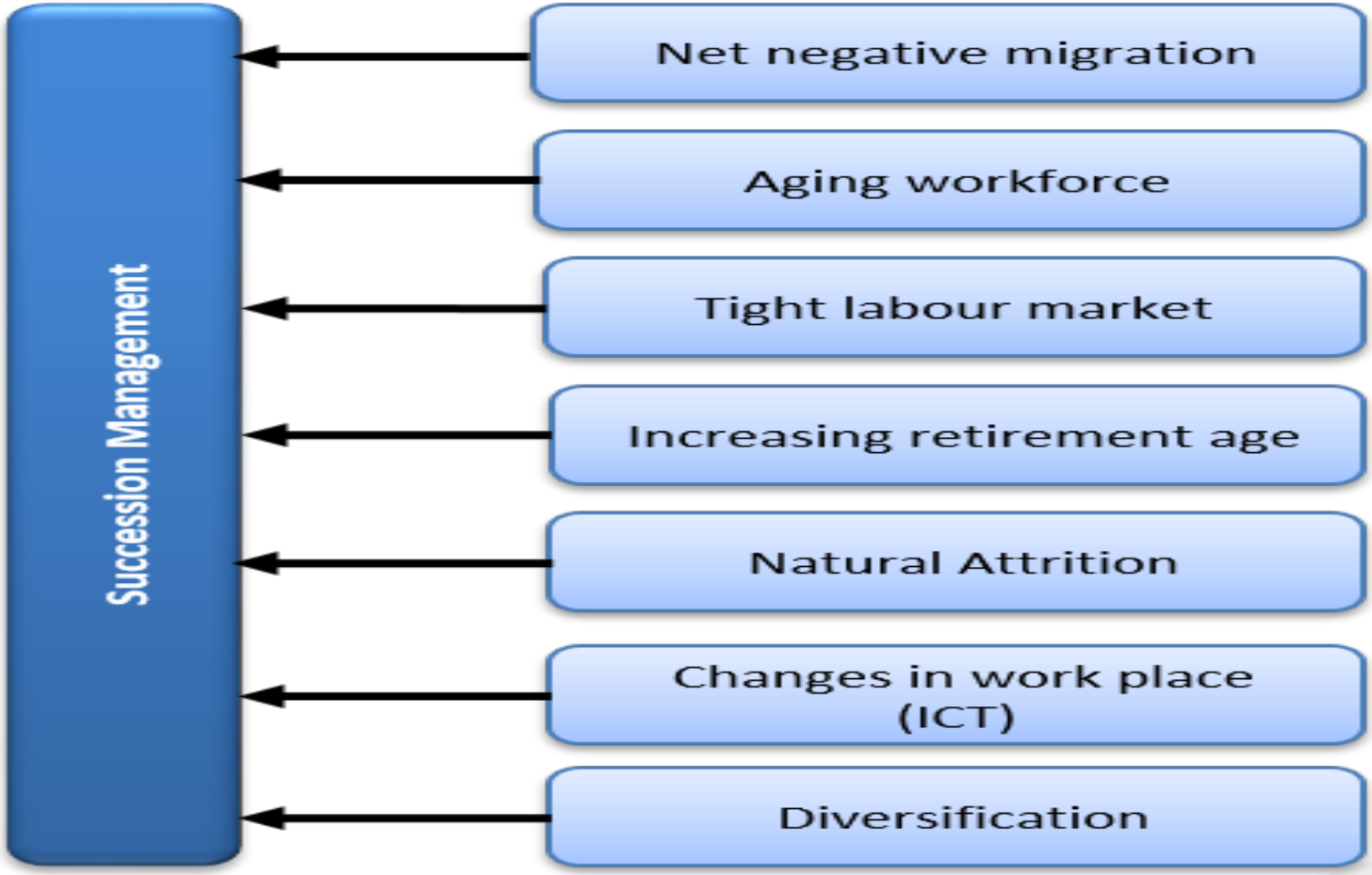
- Keep the process simple
- Engage technology to support the process
- Align succession management within overall business strategy
- Secure senior level support for the process

The last two suggest show that there is ‘virtuous cycle’ when the succession system supports corporate strategy in a tangible way.

Process

Replacement/Succession challenges

Conceptual Framework



Replacement strategy would help to address

- Skills gaps/shortage
- Increasing retirement eligibility/ leave of absence
- Internal competency gaps
- Internal labor migration
- Employment Equity

Replacement Planning Process

Identify key areas / positions

- These are the areas that are critical to the organisation's operational activities and strategic objectives
- Identify which positions, if left vacant would make it difficult for the agency to function appropriately
- Identify which positions, if left vacant would be detrimental to the organization

Identify capabilities for key areas

- Identify relevant knowledge, skills, abilities & competencies essential for the roles
- Use managerial competencies profile

Perform workforce analysis

- Conduct assessment of existing situation in the workforce and immediate future prediction
- Identify likely skills gap

Replacement strategies

- Assess available options for replacement of existing or likely vacancies
- Develop and sign-off replacement models/methods
- Implement and Evaluate process

Identification of key positions

Factors to be considered:

- Criticality: the strategic imperatives of the position to the MDA
- Retention: probability of being able to retain the incumbent for a long period. (either retiring soon/leaving the MDA)
- Impact of the position on the core functioning of the MDA

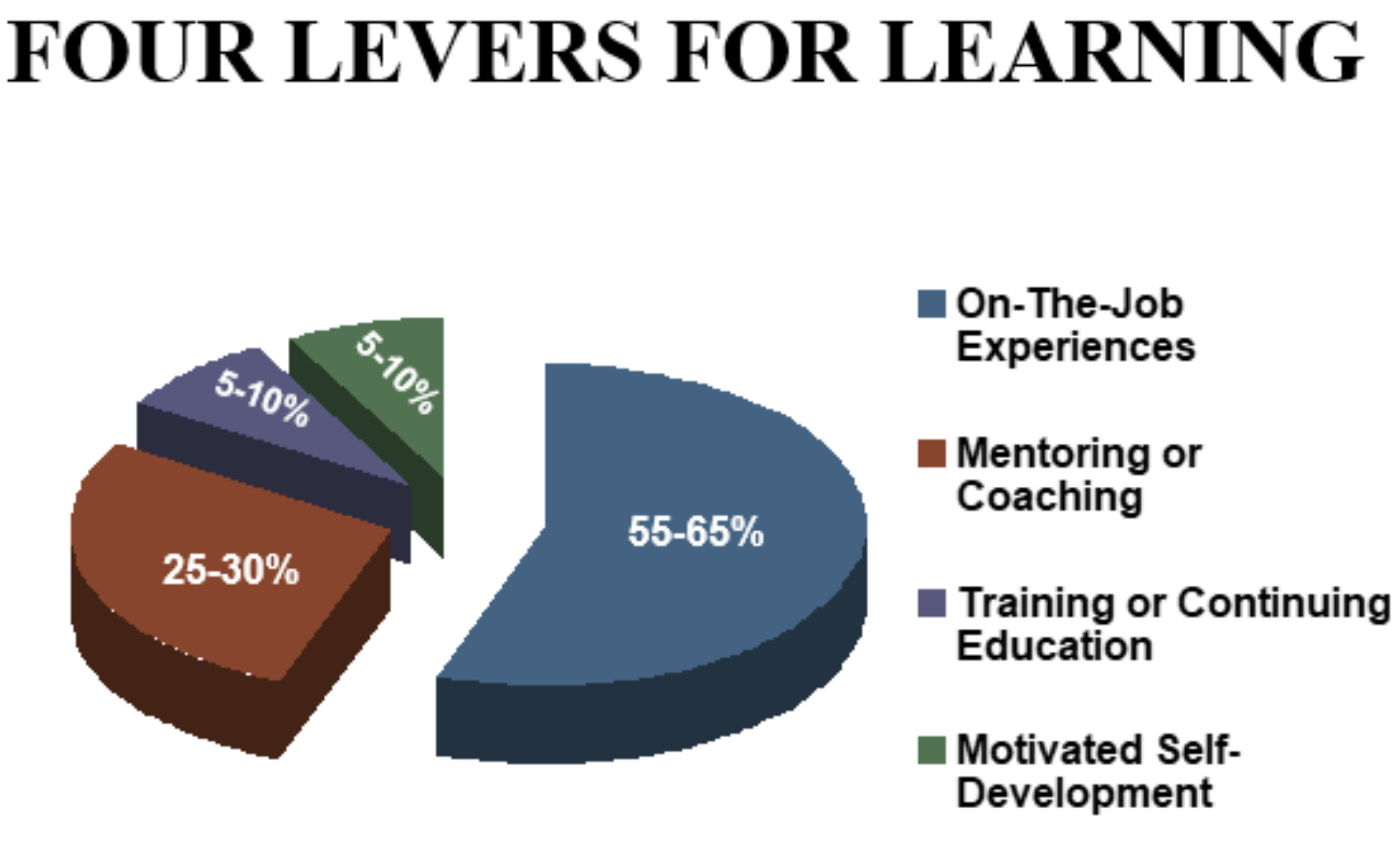
Mapping out key talents

High Potential **Low performance**	**High Potential** **Medium Performance**	**High Potential** **High Performance**
Medium Potential **Low Performance**	**Medium Potential** **Medium Performance**	**Medium Potential** **High Performance**
Low Potential **Low Performance**	**Low Potential** **Medium Performance**	**Low Potential** **High Performance**

Grooming & Developmental procedures

Key Development Experience (70%)	Performance Based Feedback (20%)	Core Education (10%)
Job Rotations	Mentoring	Leadership development program
Assign special task forces	Coaching	Function specific training
Ad hoc committee	Shadowing	Executive Mastery Courses
Functional exposure	Individual development plan	Professional certification /membership

Four levers of learning



Process Pathway

Process conceptualization

- **Formulate ideas/concepts**
- Agree approach
- **Set SMARTG&SI objectives**

Process design & Development

- Identify critical roles
- Skills gap analysis
- Replacement strategy

Process implementation and Evaluation

- Monitor implementation
- Evaluate Progress
- Alignment with objectives

Discussion

- Comments and Clarifications
- Next Steps

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- Comments and Clarifications
- Next Steps

Questions, Comments, Observations