

A SUCCESSION PLANNING CHECKLIST

WORKFORCE PLANNING

- We have calculated anticipated skill shortages due to projected retirements, turnover, competition for talent, emerging technologies, changing worker preferences, etc.
- We have identified key positions within our organization based on criticality to our business plan.
- We have calculated requirements for our internal talent pool to manage pending succession requirements.
- We are making a cultural transformation in order to attract high potential workers based on changing work preferences
- We have a defined and documented plan and process for managing current and future human resource and succession issues.
- Our succession strategy defines accountabilities for all stakeholders: Board of Directors, Executives, Managers, Human Resources, Succession Committee, and employees.

HR PROCESSES AND TOOLS

- Our succession strategy is openly communicated to all employees (via orientation, employee handbook, intranet)
- We use time efficient, valid tools and processes to document job competencies.
- Core competencies have been identified for everyone in our organization.
- Job family/departmental competencies have been identified throughout our organization.
- Job specific competencies have been documented for key positions in our organization based on current and future role requirements.
- Critical job processes have been documented for all key positions.

HR SELECTION

- We have a recruitment strategy for attracting high calibre new employees.
- We have minimum selection criteria to screen for high potential, talented job candidates to fill future needs.
- We have benchmark profiles (aptitude, personality, interests and minimum job-related competencies) for all key positions in order to job-match potential candidates.
- Our selection system includes assessment of ability/interests/personality, structured interview, performance histories, and reference checks.
- We use a job posting or electronic system where employees have access to position announcements.
- We have identified a pool of high potential employees for future positions based on a structured set of performance-based criteria.

HR DEVELOPMENT

- Our developmental programs and tools are based on defined competency needs for key job functions.
- We use competency-based assessment tools and processes for defining employee performance gaps.
- We provide structured development plans (Personal Development Plans) for individuals targeted for advancement into key positions.
- Developmental programs include regular on-the-job informal coaching, job shadowing, temporary assignments, project work, and mentoring.
- Our management development program includes complex competencies such as problem solving, decision-making, innovation, risk taking, strategic planning.
- We use job rotation, internships and/or cross-functional training to groom high potential employees across functions.

MOTIVATION AND RETENTION

- Performance is based on direct impact to the business goals and is defined by observable behaviours and outcomes.
- Managers use a formal performance appraisal programs (quarterly, bi-annually)
- Job flex options are available: job sharing, job rotation, flexible hours, remote worker options, etc.
- Goal setting and career planning is supported by management and embedded in the performance appraisal process.
- Compensation, reward, recognition and/or promotion are all based on achievement of performance objectives (or superior performance) and are not primarily seniority-based.
- We use 360° performance appraisal to ensure employee and leadership competency is objectively rated.

CAREER AND SUCCESSION MANAGEMENT

- We offer career development for all employees that includes: networking, interviewing, goal setting, career self-management.
- Promotion or advancement criteria are widely communicated and understood by all employees.
- We maintain an “Interest Inventory” to encourage employees to self-identify as candidates for promotion.
- There is an electronic inventory of job profiles for all employees so people can match their personal competency profiles with the profiles of other job functions in the organization.
- We use an electronic inventory to match individual performance histories and competency profiles with the profiles required for key positions.
- Managers at all levels participate in and support the development, coaching and mentoring of high potential employees.

PROGRAM EVALUATION

- We measure the effectiveness of our career planning and succession program by how people perform in their new job functions.
- We measure the success of our career planning and succession program using employee retention rates
- We measure the success of our career planning and succession program by tracking career movement within our existing employee population.
- We measure the success of our career planning and succession program by soliciting employee feedback either individually or through regular surveys.
- We measure the success of our career planning and succession program by benchmarking to best practices of similar industries or best-in-class organizations.
- We use exit interviews to determine why employees leave the organization and incorporate relevant feedback into future planning.