



SNS COLLEGE OF ENGINEERING

Kurumbapalayam (Po), Coimbatore – 641 107

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DEPARTMENT OF MANAGEMENT STUDIES

COURSE NAME : 19BA314- HUMAN RESOURCE PLANNING

II YEAR /IV SEMESTER

Unit : 2 Organizational Workforce

Succession Planning



Succession Planning

Succession planning is a human resource development activity in which key employees are identified, groomed and prepared for succeeding onto the key leadership positions from within the organization



Importance of Succession Planning





Succession Planning Process

1. Identify key positions

There are certain important positions in the organization which cannot be filled without planning and through external hiring. For those positions, a candidate who understands the company, processes and has proven record would be more fit. Such positions need to be identified before starting the succession plan.

2. Assess skills & abilities needed

Next step is to understand the skills and qualifications required for performing in those key positions in the organization. In the plan made for the new employee, skill gaps need to be identified and rectified.

3. Identify employees

Next and most important step is to identify the right employees who are not only fit for the roles but also willing to take on the next key position and be a future leader in the organization.



4. Develop & Train employees

Once the positions and the employees are identified, right training programs and grooming need to be planned for these key employees. Many skills need to be developed over a period of time which will lead to them being ready for next step.

5. Continue Evaluating process for the future

Once the employees have started taking the new roles, proper evaluation should be done on the performance, motivation and results of the job role change. Feedback should be taken from the promoted employees on what could be improved for next batch.



Reasons for Succession Planning



1. Retirement of senior employees.
2. Resignation of key leaders.
3. Untimely death of high-level employees.
4. Creating new senior position.
5. Redeployment of key employees in different roles.

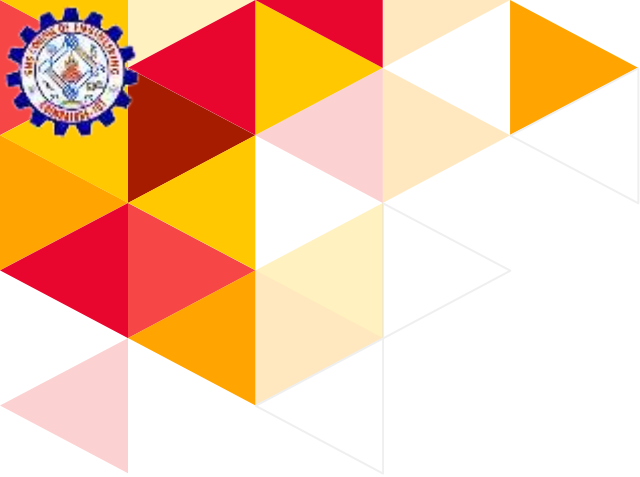


Succession Planning Challenges

Challenges

How to Solve It

	1 Tapping into the long-term perspective →	<i>Track changing labor market trends, engage in scenario planning</i>
	2 Considering both performance & potential →	<i>Use tools like manager feedback, mentor critiques, SMART goals, and OKRs to assess performance and potential</i>
	3 Tracking relevant succession planning metrics →	<i>Focus on tracking outcomes, e.g. percentage of internally vs. externally filled critical roles</i>
	4 Fighting bias →	<i>Diversify the review and selection process using the 360-degree approach</i>
	5 Following through on development plans →	<i>Employ job rotations, give special assignments with set milestones, and provide "action learning" opportunities</i>
	6 Keeping the succession plan up-to-date →	<i>Review, evaluate, and update the succession plan at regular intervals based on organizational and external changes</i>
	7 Managing employee morale →	<i>Communicate clearly about how your succession plan works, the criteria & timeline to be chosen for a particular critical role</i>





RECAP

QUESTIONS???

THANK YOU