

The following guidance and suite of documents will assist Managers in identifying the business critical posts for inclusion in the Succession Planning programme. An assessment process and scoring guide is also included to assist with decision making for the inclusion of posts and successors.

A process flow document sets out the roles of CMT and DMT, Managers and the HR service so there is a degree of clarity for how the process will work and respective responsibilities.

### 1. Business Critical Posts: Assessment Process

There are a number of questions to consider, detailed below, that will assist managers to identify those posts that are necessary for the continuation of essential services. The latest establishment reports can be used to inform thinking on which posts are deemed to be essential to maintaining services. An assessment tool is detailed at the end of this document with a scoring guide (0-5) to assist with this process. The results can then be fed into a mapping document, which mirrors the questions and is also appended with this guide.

1. If this position were left vacant, it would cause serious difficulties in delivering on commitments and corporate priorities and achieving operational and strategic goals at department level.
2. If this position were left vacant, it would cause serious difficulties in meeting legislative or regulatory requirements.
3. If this position were left vacant, it would be detrimental to the health, safety or security of the public.
4. The skills and competencies required to perform this position are highly sought after in the labour market.
5. This position tends to have a high turnover rate.
6. There is a significant likelihood that the incumbent will leave this position within the next 2-3 years.
7. This position would be difficult to fill because it requires specialised expertise and experience that is not readily available in the organisation or the labour market.
8. This position requires a high degree of specialised/corporate knowledge transfer to ensure continuity in the performance of the function.

### 2. Identifying Successors: Assessment Process

In addition to identifying those business critical posts using the methodology outlined above, potential successors need to be identified and the following areas are suggested for appraisal.

1. **Performance** – refers to the employee's current level of performance and whether they are meeting / exceeding their performance goals and objectives set out in their current position and personal development plan.

2. **Readiness** – reflects an employee’s ability to take on greater levels of responsibility in a higher level position or in a more complex role, based on demonstrative behavioural and technical competencies assuming reasonable opportunities for development are available.
3. **Willingness** – indicates the degree to which the employee has expressed an interest in & is prepared and willing to assume a new role as well as the council’s capacity to accommodate this.

### 3. Succession plan: Skills Profile

Successors, once identified, will be asked to complete a ‘Skills Profile’ document that captures their career and personal aspirations. The profile will tell us more about them, identifying current skills, knowledge, qualifications and experience.

The skills profile comprises of two main elements.

1. Personal Statement – this provides an opportunity for successors to highlight key strengths and achievements.
2. Baseline – this provides information on career history, skills, qualifications and experience.
3. Succession Development plan - this will be used to identify and record any gaps in specialist or technical knowledge, skills and experience that may require learning & development interventions.

The skills profile is the tool that will identify any gaps in specialist or technical knowledge, skills and experience that may require learning and development intervention to ensure that we have the right skills and competencies to support their succession plan.

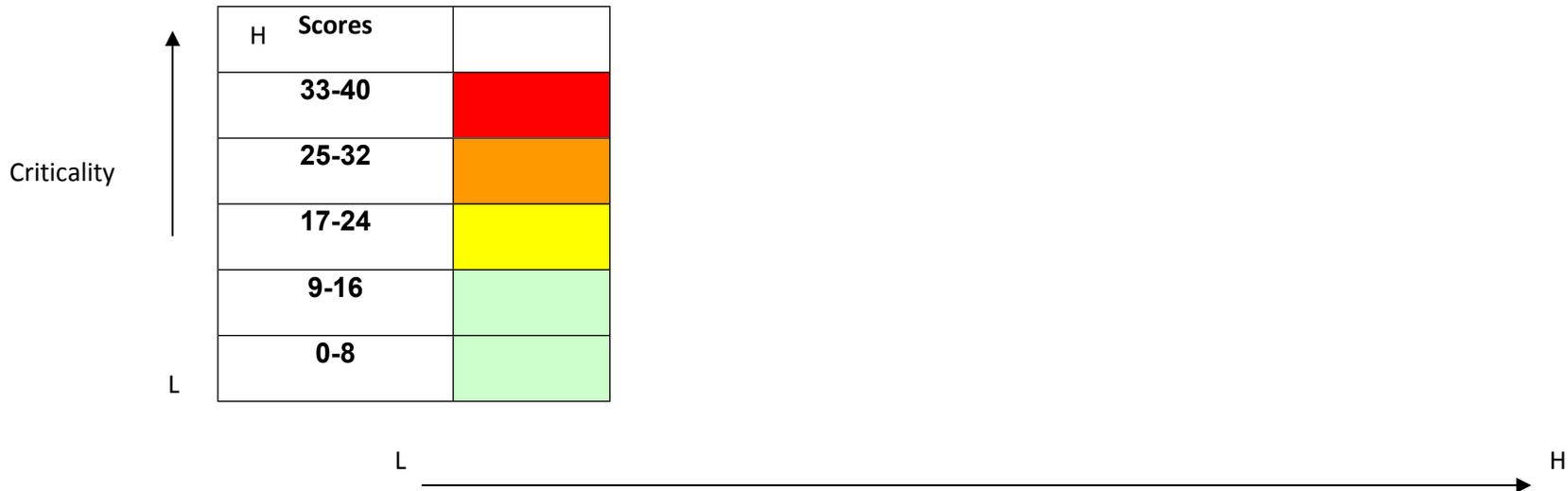
### 4. Mapping Document

Once posts and successors have been identified, the **succession planning mapping document** can be completed to capture the information and inform the validation of the decision making process.

Once CMT and DMT have validated the successors and these have been agreed with the Chief Executive, relevant Corporate Director and the Director of HR, the information can be submitted to HR, so that a co-ordinated approach can be applied to the deployment of succession plans and commissioning of generic learning and development opportunities for successors.

## TOOL FOR IDENTIFYING CRITICAL POSTS

<b>Please indicate the extent to which you agree with the following statements using the 0-5 scale, where 5 means you strongly agree.</b>	Strongly disagree	Disagree	Disagree Somewhat	Agree Somewhat	Agree	Strongly agree
<b><u>Essential to service delivery</u></b>	0	1	2	3	4	5
1. If this position were left vacant, it would cause serious difficulties in delivering on commitments and corporate priorities and achieving operational and strategic goals.						
2. If this position were left vacant, it would cause serious difficulties in meeting legislative, statutory/mandatory or regulatory requirements.	0	1	2	3	4	5
<b><u>Public Safety</u></b>	0	1	2	3	4	5
3. If this position were left vacant, it would be detrimental to the health, safety or security of the public.						
<b><u>Labour shortage</u></b>	0	1	2	3	4	5
4. The skills and competencies required to perform this position are highly sought after in the labour market.						
5. This position tends to have a high turnover rate.	0	1	2	3	4	5
<b><u>Likelihood of leaving</u></b>						
6. There is a significant likelihood that the incumbent will leave this position within the next 2-3 years.	0	1	2	3	4	5
<b><u>Difficult to fill</u></b>	0	1	2	3	4	5
7. This position would be difficult to fill because it requires specialised expertise and experience that is not readily available in the organisation or the labour market.						
8. This position requires a high degree of specialised/corporate knowledge transfer to ensure continuity in the performance of the function.	0	1	2	3	4	5
<b>Criticality score</b>	0	1-8	9-16	17-24	25-32	33-40



Guidelines for prioritizing positions for succession planning

Red	Critical
Orange	Important
Yellow	Discretionary
Light Green	Not urgent