

# Succession Planning Quiz



## QUESTION

What factors must be considered in selecting key positions in the identification process of a succession plan?

- A. Restructure, necessity, communicate.
- B. Vacancy risk, downsize, diversify.
- C. Impact, vacancy risk, necessity.
- D. Impact, confidentiality, restructure.

## ANSWER

- C. Impact, vacancy risk, necessity.

## WHY IS IT RIGHT

### Succession Planning and Management

Succession planning and management involves an integrated, systematic approach aimed at identifying, developing, and retaining talent for key positions and areas in line with current and projected business objectives.

### Key Messages

Succession planning and management is about developing employees and supporting them in their careers to ensure that the organization has pools of talent for key areas. It is not about identifying heirs to specific positions.

Succession planning extends to all levels of the organization, it is not limited to those in executive positions.

Employees play a role in the process by identifying their career interests, having an opportunity to be assessed for key roles, and developing their learning plans.

Succession planning and management is a priority among senior management.

## **BENEFITS**

- improved employee engagement through career development and resulting cost benefits;
- the development of a qualified pool of candidates ready to fill key positions or areas;
- a better appreciation of employees on the part of managers;
- the opportunity for corporate knowledge transfer;
- gains toward the attainment of employment equity and official languages goals;
- increased ability to deliver on business goals; and
- a more efficient and effective public service.

## **Succession Planning in Times of Transition**

Changes in government, restructuring, and downsizing are part of the ongoing reality of our times. Knowing this, organizations develop their short- and long-term integrated HR and business plans based on their current reality and what they can reasonably forecast for the future.

Given these circumstances, succession planning becomes an indispensable tool for managers because it ensures a pool of qualified candidates capable of assuming challenging assignments on short notice, despite unanticipated events.

### **Confidentiality Considerations Associated with Collecting and Using Information for Succession Planning Purposes (e.g. retirement plans, performance, learning and training, etc.)?**

Some of the privacy issues include what information is being collected; what the sources of information are; and who has access to the information and for what purpose.

It is important that these questions be addressed and that the answers be shared with employees prior to their giving consent.

### **Feeder Groups for Key Positions and Key Areas**

It is important that managers speak to employees to determine their interests and obtain their agreement to become part of a feeder group for key positions and areas. To participate, employees would need to agree to share information such as their career aspirations and skills. This information could be used to build a skills inventory. An assessment of the current talent supply against key positions using multiple assessment tools would identify potential candidates for key positions in both the short and long term.

## **WHY IS EVERYTHING ELSE WRONG**

### **Positions Incorporated into Succession Plans**

#### **IDENTIFICATION PROCESS**

It's not just C-level positions, but key positions that have critical influence on the organisation both operationally and strategically. Generally, they might be middle management positions that anchor the connection between executives and lower-level employees.

**Here are three aspects in considering selecting key positions**

**Impact**

- The job's role in the organization's performance
- What if it was suddenly vacant?

**Vacancy risk**

- Possibility of the job being vacant within 3 years
- If so, could the team make up for vacancy? For how long?

**Necessity**

- Skills and competencies
- How are their availability in labour market?

Internal organizational know-how