

# Succession Planning Policy and Procedure (Senior Staff Positions)

Date Adopted:  
Next Review:

DRAFT

## **1. Policy Statement**

This policy seeks to define our approach to succession planning and how talent is managed to ensure that there is a continued supply of suitably qualified senior staff to safeguard our current assets, to continue to provide a high-quality service and to satisfy our future growth.

## **2. Scope**

This policy applies to all employees of Rosehill.

## **3. Principles of the Policy**

We are committed to ensuring that our Succession Planning Procedure is fair and consistent and complies with legislative requirements and recognised best practice guidelines. The procedure should be fair and non-discriminatory.

## **4. Succession Planning**

Traditionally succession planning is the process of identifying successors for business-critical posts, and then planning career moves and development activities for these potential successors to enable them to be ready for posts as they become vacant.

For the purpose of succession planning, business-critical positions have been identified as:

Director  
Manager Positions

Under traditional succession planning models, potential successors will be identified with an indication of the timescale for 'readiness'.

In an ever-changing labour market, it is unlikely that we would look for 'like for like' successors for posts as this approach could be too rigid. Our approach therefore is to identify the skills and behaviours needed now and in future and identify and develop potential successors.

## **5. Succession Planning Procedure**

### **5.1 Identify Competencies**

All posts have a pre-determined level of skill, knowledge and experience that is required to enable the post holder to effectively carry out their role.

This process is used at the initial recruitment stage in which to set candidates apart and determine who to put forward for interview.

In order to commence an effective succession planning process, it is important that these competencies are re-visited. The following competencies will be reviewed in line with the relevant position: -

- Job Description
- Previous Recruitment Advert
- Core Values and Strategic Objectives.
- Performance and training review.

## 5.2 Identify Talent

Discussions will be held with individuals during performance & training reviews to determine their interest in potentially progressing their career into a management / directorate position.

In the event that interest is shown, the employee should complete a self-referral (appendix 1) and submit this to their line manager, who will then complete an “emerging potential” nomination form (appendix 2) and pass both forms to the Corporate Services & HR Manager, and Director for review.

Once potential talent has been identified, they will be invited to attend an assessment of competencies (appendix 3) based on the criteria outlined in 5.1.

The purpose of the assessment is to determine the readiness of nominated individuals.

The assessment will be unique to each post and will be scored fairly and transparently. Scoring criteria will always be made available. Feedback will be provided to each individual who has undertaken the assessment.

## 5.3 Talent Development

Once the relevant candidates have been identified, the relevant line manager in conjunction with the Corporate Services & HR Manager and Director, will ensure that these employees have access to specific training and development opportunities, in line with the outcome of their assessment.

A robust learning and development plan (appendix 4) will be devised which will focus on reducing the skills gap between their current role and the role that they have been identified as potential for.

Development opportunities will take many different forms including.

- Face to face training
- On-line training
- Specific project work to develop a certain area of competency.
- Job Rotation; a post of similar level but with a different department
- Appointment of a Mentor
- Job Shadowing

Employees will receive on-going support throughout the process from their Line Manager. In addition, there may be support offered from other departments, depending on the level of development required.

Employees will be expected to demonstrate their learning and how they have put this into practice within their current role and how it will equip them if the identified position becomes vacant.

In the event that an identified position becomes vacant, suitable employees may be seconded into the position, temporarily, until it is filled permanently. Any vacant posts will be advertised externally, and the employee will be required to apply and go through a competitive recruitment process with other shortlisted candidates.

## **6. Data Protection**

- 6.1 On the 25th of May 2018, the legislation governing data protection changed with the introduction of the General Data Protection Regulation (GDPR).
- 6.2 Following the UK's exit from the EU, and the end of the transition period which followed, the GDPR formed part of the retained EU law and became the UK GDPR which together with the Data Protection Act 2018 constitute the UK's data protection legislation.

## **7. Equality and Diversity**

- 7.1 We are committed to ensuring equal opportunities and fair treatment for all people in our work. In implementing this Policy, we will provide a fair and equal service to all people, regardless of age, disability, gender

reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, or sexual orientation.

- 7.2 Rosehill is committed to removing any barriers to communication. Therefore, if required this Policy can be produced in another format e.g., braille, large print, etc.

## **8. Risk Management**

- 8.1 In all key areas of our business we need to consider any risks which may arise. To this end we have in place a robust Risk Management Policy and from these flows our Risk Register.

We have identified our material risks which are regularly monitored by our Management Team and Audit Sub-Committee.

- 8.2 To ensure we continue to manage the associated risks we will periodically review this policy to ensure compliance with all legislative requirements and regulatory and best practice guidance.

## **9. Review of Policy**

- 9.1 This Policy will be reviewed, as a minimum, every 5 years.

Appendix 1

**Employee Self-Referral Form**

Name	
Current Position	

Desired level of progression  (i.e. Officer to Manager, Manager to Director)	
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How confident are you in your ability to perform effectively at this level with appropriate development?	Extremely Confident  Very confident  Moderately Confident
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Upon review of the job description for this post, please highlight any tasks/activities that you feel you could confidently carry out now, providing evidence and examples in support of your assessment.	
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Upon review of the job description, please highlight any areas for development, and advise how the organisation could support your development.	
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Please provide any other information you feel would support your request.

Signature:	
Date:	

Appendix 2

**Emerging potential – Manager nomination form**

Employee Name	
Current Position	

Succession Position (or level)	
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Having reviewed the employee's self-referral form, how confident are you in the candidate's ability to perform effectively at the nominated level with appropriate development?	Extremely Confident Very confident Moderately Confident
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When will the candidate be ready to perform at the nominated level with appropriate development?	Ready Now 1 – 2 years 2 – 3 years
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Please provide further evidence in support of the above assessment	
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Line Manager Signature:	
Date:	

Appendix 3

Competency Assessment Form:

<p>Readiness to Move</p>  <p>Performance and Behaviours</p> 	<p>Re-assess in 12 months.</p>	<p>Developing Talent – Ready soon</p>	<p>Ready Now</p>
<p><b>Exceeds Expectations</b></p> <p>Outstanding performance against objectives, achieves more than what is expected of them, and demonstrates role modelling of behaviours required beyond their role.</p>	<p>Professional in field</p>	<p>Key Generalist</p>	<p>Role Model</p>
<p><b>Meets Expectations</b></p> <p>Meets the expectations for performance against objectives and behaviours required at the level for their role.</p>	<p>Future Professional in field</p>	<p>Solid Generalist</p>	<p>Future emergent</p>
<p><b>Partially Meets Expectations</b></p> <p>Meets some expectations against performance objectives and behaviours required at the level for their role.</p>	<p>Developing Professional</p>	<p>Developing Generalist</p>	<p>Transition Employee</p>

Notes:

DRAFT

**Signed by Employee:**

**Date:**

**Signed by Line Manager:**

**Signed by Corporate Services and HR Manager:**

**Signed by Director:**

## Competency assessment form **USER GUIDE**

Readiness to Move 	Re-assess in 12 months.	Developing Talent – Ready soon	Ready Now
Performance and Behaviours * 			
<b>Exceeds Expectations</b>  Outstanding performance against objectives, achieves more than what is expected of them, and demonstrates role modelling of behaviours required beyond their role.	<b>Professional in field</b>  High performer. Role models behaviours of organisation/role. Consistent results and brings added value to tasks given. Possibly reached 'expert' stage in their career. Shows upward potential, but less ambition, likely to move on in the medium future, outside of own specialism. Emergent wider skills.	<b>Key Generalist</b>  High performance with consistency of results across a variety of assignments and brings added value to tasks given. Acts wider than professional background. Role models behaviours of organisation/role. Low-moderate potential/ambition to move on, possibly happy to stay in current position. Secondary pool to fill critical positions. perhaps move one level.	<b>Role Model</b>  A role model with the highest levels of performance, potential and ambition to move on. • High performer, bringing added value to assignments with lots of potential and capacity for immediate advancement. • Role models behaviours of organisation/role. • Demonstrates mastery of current assignment. • True organisation asset – role model. • First call to fill critical positions.
<b>Meets Expectations</b>  Meets the expectations for performance against objectives and behaviours required at the level for their role.	<b>Future Professional in field</b>  Good reliable performance. Behaves professionally in line with role. Showing upward potential but less ambitious to move outside of field.	<b>Solid Generalist</b>  Good, rounded performance. Behaves professionally in line with role. Meets expectations. Works wider than professional background. Some potential to do more in long term if ambition and development allows.	<b>Future emergent</b>  Individual with high potential. Good, rounded performance. Behaves professionally in line with role. Has the capacity to be a consistent talent, or with stretch move to higher levels.
<b>Partially Meets Expectations</b>  Meets some expectations against performance objectives and behaviours required at the level for their role.	<b>Developing Professional</b>  Current low demonstration of performance and behaviours required of role. Being supported to reach their potential. May be in the wrong role.	<b>Developing Generalist</b>  Low performance but showing moderate potential over time outside of professional role. Being supported, needs pushing and stretching to reach full potential. May be bored, under-used or in the wrong role.	<b>Transition Employee</b>  New to post or assignment. Have yet to demonstrate results, or high potential in a new position / development assignment. Future performance will allow assessment of where they align to the grid longer term.

\*In order to rate behaviour, the person specification for the candidate's current position should be referred to in discussions.

<b>Performance Rating</b>	<b>What does it look like</b>
Exceeds Expectations	<p>Employees not only evidence how they have met the expectations of the work objectives / tasks / on-going work responsibilities that they have been set, but they also show how they take them all to the next level.</p> <p>Employees here only need to be given the vision/high level expectations of what needs to be achieved, and they do the rest, bringing added value.</p> <p>They are the high impact people you go to when you need something achieved with added value.</p>
Meets Expectations	<p>Employees are clearly able to evidence how they are meeting their objectives / tasks / on-going work responsibilities set out for them and the demands within their role.</p> <p>Employees here will be given objectives / tasks / on-going work responsibilities and deliver them with little, if any supervision.</p> <p>They sometimes go unnoticed in doing this but are often the 'go to' people as they are known as reliable to get things done.</p>
Partially Meets Expectations	<p>Employees can evidence that they have met some of the objectives / tasks /on-going work responsibilities set for them, but not all of them.</p> <p>This can be for a variety of reasons that need to be explored further with the individual.</p> <p>Employees here often need to have the objectives / tasks / on-going work responsibilities and expectations associated with these clearly described and broken down for them, and often need extra supervision and support to achieve them.</p>

Appendix 4

**Talent Development Action Plan**

<b>Employee Name</b>	<b>Action Item</b>	<b>By Who</b>	<b>By When</b>

**Review Date:**

<b>Notes</b>	<b>Actions:</b>
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**Review Date:**

<b>Notes</b>	<b>Actions:</b>
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