**Succession Planning - Securing the workforce you need now and in the future**

**1. Introduction**

The following data, analysis and resulting actions will help to:

* ensure that enough suitable people are available to fill business critical and hard-to-fill positions now and over the next 1, 3 and 5 years **(effective planning and future focus)**
* anticipate any major difficulties before they occur **(effective risk management)**
* ensure that a more cost effective investment in recruitment and/or training and development is made with a long-term objective **(improving use of resources)**
* increase the chances of the organisation delivering the desired sustained business results **(more effective performance management)**
* create potential career paths for internal staff and retaining talent **(improving staff and customer experience)**
* retain a high degree of organisation-specific knowledge **(improving customer experience)**

**2. Occupational group *(to be completed by HR)***

|  |  |
| --- | --- |
| Directorate |  |
| Job type |  |
| Salary level/s |  |

**3. Team Profile *(3(a) to 3(c) to be completed by HR. 3(d) to be completed by manager)\_***

|  |  |
| --- | --- |
| (a) Number of posts of this type in establishment |  |
| (b) Number of vacancies |  |
| (c) Number of leavers in the last 12 months |  |
| (d) Expected number of posts of this type required in 1, 3 and 5 years time (taking into account projected budgetary position) | **1** years time |  |
| **3** years time |  |
| **5** years time |  |

**Age profile *(to be completed by Neil’s team)***

|  |  |  |
| --- | --- | --- |
| **Age** | **Number of male staff** | **Number of female staff** |
| Under 18 |  |  |
| 18 - 24 |  |  |
| 25 - 34 |  |  |
| 35 - 44 |  |  |
| 45 - 54 |  |  |
| 55 - 59 |  |  |
| 60 or over |  |  |
| **Total:** |  |  |

**4. Succession planning data collection *(to be completed by HR in consultation with manager)***

|  |  |  |
| --- | --- | --- |
| **Data captured** | **Result** | **Actions/strategies in place/required\*** |
| **(a) Recruitment – response analysis** |  | **To reduce recruitment difficulties****(see ‘Note 2’ below)** |
| (1) How many adverts in the last 12 months? |  |  |
| (2) How many applicants per advert? |  |
| **For Promoted Posts only**(3) How many internal applicants per advert?  |  |
| **For Promoted Posts only**(4) How many internal appointments? |  |
| (5) What is the **primary** reason for recruitment difficulties?Lack of specialist or technical skillsLack of relevant experienceNo applicationsOther (Please state reason below)Restricted to internal applications | **Tick one box** |
| **(b) Future skills****New** skills, knowledge and competencies required: | **Description** | **Specific learning and development (e.g. to meet future skills gaps and develop potential).** **(See ‘Note 3’ below)** |
| Over the next **year** |  |  |
| Over the next **3 years** |  |  |
| Over the next **5 years** |  |  |
| **(c) Potential to advance** | **No. of employees in this category** | **To build talent pool****(see ‘Note 4’ below)** |
| **High potential** (potential to move at least two levels above present position) |  |  |
| **Promotable** (potential to move one level above current position) |  |
| **Stretchable** (potential to expand own scope at current level) |  |
| **Limited** (ability limited to present level or not interested in advancement) |  |
| **(d) Potential Leavers (see ‘Note’5 below)** |  | **To retain talent****(See ‘Note 6’ below)** |
| No. of employees expected to leave (e.g. retiring) within **1 year** |  |  |
| No. of employees expected to leave (e.g. retiring) within **3 years** |  |
| No. of employees expected to leave (e.g. retiring) within **5 years** |  |
| **(e) Turnover rate *(to be completed by HR)***  Total leavers in the last 12 months  Total posts of this type X100 | **%** |  |
| **(f) Reasons for leaving *(to be completed by Neil’s Team)*** | **Top 3** | **Specific actions in response to reasons for leaving (if different from above)** |
| **1.** |  |
| **2.** |  |
| **3.** |  |

|  |  |
| --- | --- |
| **Name of Manager** |  |
| **Name of HR Adviser** |  |
| **Date completed** |  |

**Notes to aid completion**

**Note 1: Outcomes expected**

Succession planning underpins service managers’ resourcing planning and is a precursor to identifying the strategies, activities and development required

A succession plan is devised for each selected business critical, hard-to-fill post (a sample pool initially). It also incorporates retention issues.

The findings from the analysis of these plans is included in the update to the corporate strategic resourcing plan which will be presented to the Council’s budget meeting in early February 2016

**Note 2: Recruitment** - Typical practices to address recruitment difficulties

* + sponsoring relevant professional qualifications
	+ developing Growing our own/trainee/apprenticeship schemes
	+ recruiting candidates with potential but without experience
	+ recruitment campaigns (e.g,’ attending career fairs or networking events)
	+ changing the type of contract arrangement
	+ partnering with other organisations to fill the skill gap
	+ outsourcing the activity to other organisations

**Note 3:** **Future skills** - It is feasible that the new skills required will be the same over the next 1, 3 and 5 years

**Note 4:** **Potential to advance** - This will include any existing development activities as well as new activities planned to ‘ready’ high-potential employee for promoted posts. Typical development activities are:

* + lateral moves (e.g. job swaps, secondments)
	+ assignment to special projects
	+ team leadership roles
	+ internal and external training opportunities
	+ work shadowing (e.g. leadership exchange through NELC)
	+ mentoring and coaching
	+ exposure to meetings
	+ delegation/additional responsibilities

**Note 5:** **Potential leavers** – Use the age profile and default retirement age (65) to anticipate who may be retiring in the next 5 years. Employees planning to retiring earlier may have already disclosed this to their manager so use that information too.

**Note 6:** **Actions to improve retention** – Typical steps include:

* + Increased learning and training opportunities
	+ Improved selection techniques
	+ Improved induction process
	+ Improved employee involvement
	+ Make changes to improve work-life balance
	+ Created clearer career paths
	+ Redesign jobs to make them more satisfying