

# HUMAN RESOURCES & PERFORMANCE



## SUCCESSION PLANNING POLICY, PROCESS and GUIDANCE

### ANNEX 2

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APPROVED AT ..... MEETING, ON .....DATE.....

# HUMAN RESOURCES & PERFORMANCE



## SUCCESSION PLANNING POLICY

### 1. Policy

- 1.1 The Peak District National Park Authority (PDNPA) supports succession planning that contributes to the retention of skills and knowledge in order to deliver and develop the future services provided by the organisation.
- 1.2 Succession planning is a systematic process undertaken annually at Corporate level by Strategic Management Team (and service level by the Head of Service) by considering the future needs of the organization (or the service).
- 1.3 Corporate and service level succession plans are built on evidence gathered in the Joint Performance and Achievement Review (JPAR) process and individual learning and development opportunities are recorded and monitored via individual Learning and Development Plans. Corporate and service level Succession plans are formulated in the context of the Workforce Plan (including statistics on retirements and labour turnover, recruitment and retention issues and strategic thinking about future operational needs).
- 1.4 The purpose of succession planning is for the organisation's talent to be developed, to retain skills and knowledge and to enable staff to become suitable candidates for future roles as the organisation evolves. It is not about identifying an appointee before a vacancy arises. It enables staff to develop so that they can be the 'best possible candidate that they can be' when an opportunity arises for recruitment within the normal competitive fair recruitment and selection process.
- 1.5 Succession planning is not necessarily about promotion as broadening experience by lateral moves is a key feature of organisation development. It is also about supporting staff personal development and service continuity through providing a variety of learning and development opportunities.
- 1.4 The PDNPA will encourage, support and assist staff to take advantage, have equal access to and benefit from succession planning opportunities that:
  - Contribute to meeting PDNPA corporate objectives as detailed in the relevant plans/strategies;
  - Develop skills and knowledge to meet potential/anticipated future needs;
  - Meet specific statutory requirements now and as they develop;
  - Open up new, innovative opportunities to meeting existing or anticipated needs;
  - Meet the development requirements of relevant professional bodies;
  - Help to meet the career and personal development aspirations of staff.

### 2. Scope

- 2.1 This policy applies to all established PDNPA employees.

2.2 This policy should be read in conjunction with other policies and processes, particularly the Learning and Development Policy and the Joint Performance and Achievement Review (JPAR) Process, the Equality in Employment Policy and the Recruitment and Selection process.

2.3 The principles and good practice contained in this policy and the supporting guidance, in relation to talent management and development, may also be applied volunteers.

### **3. Process**

#### **3.1 Establishing succession plans**

3.1.1 Succession planning is an iterative process. At service level, the Head of Service is responsible for considering the need for service continuity/resilience, the future/changing operational needs of the service and analysing service work force data to identify succession needs/ opportunities. This information can be compared with evidence of staff skills, knowledge and career aspirations gained through the JPAR process to develop the service succession plan. Where opportunities are identified they can be included in personal Learning & Development Plans with the methods of learning and development identified.

3.1.2 At corporate level, the Strategic Management Team and the Head of Human Resources and Performance will meet in May each year to considering the need for corporate level continuity/resilience, the future/changing needs of the organisation and analysing organisational work force data to identify succession needs/ opportunities. This information can be compared with evidence provided by Heads of Service, from the JPAR process, of staff skills, knowledge and career aspirations to develop the corporate succession plan. Where opportunities are identified they can be included in personal Learning & Development Plans with the methods of learning and development identified.

### **4. Equality and Diversity**

Succession planning must be managed fairly and free from discrimination. When arranging a succession plan those involved should manage the tensions that can arise between working to ensure equal opportunities and meeting the specific development needs of the organisation and individual members of staff.

The key expectations are that succession plans are

- Evidenced by data from the JPAR process, workforce data and strategic planning of future operational needs
- Appointments to roles will be solely on the basis of ability and in accordance with relevant policies and processes, e.g. recruitment and selection, managing change etc.

## **5. Manager responsibilities**

- 5.1 To plan ahead to identify the need and opportunities for succession planning, in the context of the workforce plan, to meet possible future vacancies, service continuity/ resilience and organisational change.
- 5.2 To seek advice from HR&P and ensure HR&P are informed of all succession planning activities, whether formal or informal, for monitoring purposes and key performance indicators.
- 5.3 To establish a fair Succession Plan for their service as an integral part of the strategic planning and appraisal/JPAR process and review the Succession Plan at midyear to ensure commitments to succession planning are on schedule/in plan and remain fair.
- 5.4 To ensure equality of opportunity by considering all employees for succession planning in a fair and reasonable way and taking equality and diversity issues and corporate values into account.
- 5.5 To be open minded and creative about the methods of learning and development within succession planning and encourage staff participate in appropriate learning and development to enable them to fulfill operational needs and their aspirations regarding succession planning.

## **6. Employee responsibilities**

- 6.1 To actively commit to and participate in succession planning and jointly take responsibility with their manager for their personal development in connection with succession planning.
- 6.2 To be open-minded about the different learning opportunities that contribute to succession planning.
- 6.3 To raise any concerns about the fairness of a succession plan with their line manager in the first instance and then through the Grievance Procedure if applicable.

## **7. HR&P responsibilities**

- 7.1 To give advice and guidance on how this policy works.
- 7.2 To meet in May each year with Strategic Management Team to develop the corporate succession plan.
- 7.3 To monitor cases and provide management information in order to enable succession planning and to monitor equality of opportunity in succession plans.
- 7.4 To review this policy in line with drivers from change in legislation, through feedback as a Learning Organisation or developments in best practice.

## **8. Relevant Legislation and Key PDNPA Policies**

Work and Families Act 2006  
Equality Act 2006  
Employment Rights Order 2006  
Employment Relations Act 2004  
Employment Act 2002  
Disability Discrimination Act 2005  
Age Discrimination Act 2006  
Data Protection Act 1998  
Trade Union and Labour Relations (Consolidation) Act 1992  
PDNPA Comprehensive Equality Policy (particularly Equality in Employment)  
PDNPA Joint Performance and Achievement Review process  
PDNPA Learning and Development Policy  
PDNPA Secondment Policy  
PDNPA Recruitment and selection process  
PDNPA Values

# HUMAN RESOURCES & PERFORMANCE



## SUCCESSION PLANNING PROCESS

