Document Name

SUCCESSION PLANNING POLICY AND PROCEDURE

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Policy

Excelsia College is committed to ensuring its structure and people have the capabilities and capacity to meet its goals and objectives.

Purpose and Scope

Succession Planning is a process where the College seeks to understand its future capability needs, identify potential talent gaps and seek to remedy those gaps through the development and progression of staff. Succession Planning is a process that is carried out by the College and compliments the Development Planning conducted by staff for their own career progressment.

Positive staff development initiatives within departments and the wider College enable a core of qualified staff able to undertake new roles or additional responsibilities, in the Department or elsewhere in the College. Departments need to consider opportunities to further develop staff as part of their workforce plan to ensure they can meet their workforce requirements in the short and long term.

Objectives

- **Future Leadership** - To develop future leaders for departments and the College.
- **Critical Capability** - To build capacity in departments for support for critical roles, this will provide flexibility when staff take leave or if staff take other roles.
- **Future Capability** – To plan for departments that will be responsible for new activities, new capabilities building within departments may be required. Succession planning allows identifying gaps and developing staff members with the capability to address these gaps.

Definitions

- **Succession Chart** is a spreadsheet to track succession planning for different roles with the College.

Responsibility

The following people have a responsibility in relation to this procedure:

- Board of Directors
- Chief Executive
- Management Committee
- Manager Human Resources
- Head of School and Department

Procedure

1. **Understand current and future needs**
   
   A good place to start is to understand the future needs of the College and departments. The Heads of Schools and Departments can source this information from the College Strategic Plan and Workforce Planning documents.

2. **Understand current capability**
   
   The Heads of Schools and Departments would undertake an assessment of the current capability of staff within their department. Performance Review and Development records are an important source of information to inform this assessment.
3. **Determine capability gaps and excesses**

The Heads of Schools and Departments compare the current and future capability needs against the current capability of the department to determine gaps, refer to the Workforce Planning Policy and Procedure to assist in doing this. The Heads of Schools and Departments assign these gaps to people/roles within the College. The Heads of Schools and Departments uses the Succession Chart to document capability gaps for their department. This process should happen annually for each department after Staff Performance Reviews and after a change in the department.

Completed Succession Chart is to be sent to the Manager Human Resources who will report the overall College Succession Chart to the Management Committee annually.

Succession planning will be reviewed and approved by the Board of Directors annually for specific roles.

4. **Address capability gaps**

The most common strategies to address capability needs are to:

- **Hire** – Fill capability gap through the hiring of new staff. This is a good solution when there is budget and the capability gap is critical (time & need) or the skills may be difficult to internally develop.

- **Outsource** – Can this capability gap be met by a new system or process or another department or external provider? If so then seek to address the gap through an outsourcing strategy.

- **Develop** – If planning has happened well in advance the College will be able to address capability gaps through the development of existing staff.

**References and Related Documents**


*Better Workplaces – Employer Resource Kit, ‘Workforce Planning’.*

Succession Chart (STA-F87)

Workforce Planning Policy and Procedure (PO-STA-21)