

A GUIDE TO
TALENT & SUCCESSION PLANNING
PROCESS
2016/17

1.0 Introduction

In line with the University Strategic Plan 2015-2020 and in support of our TIRI agenda the University recognises that to achieve our strategic ambitions we need to build our capability and determine what skills we need now and in the future. This means in a competitive labour market in the HE sector we need to understand the capabilities and potential in a systematic way of our most important asset – our employees.

The UoB Talent & Succession Planning Process supplements and is a natural progression to our Performance Review process. It has been developed and implemented as a simple yet structured and fair process to enable the identification and development of future managers as well as individuals to fill other business critical positions.

It is aligned to four key strands within the People Strategy 2015-2022 namely; a culture of positive individual and collective performance, identification and retention of top talent, employee development and progression and the intelligent shaping of the University.

Ultimately it is designed to develop the right organisational culture and achieve the following outcomes going forward; increased promotion and progression for existing employees, improved employee engagement and development of capacity and to ensure the University is able to retain key talented employees.

For more information on the People Strategy aligned to the University Strategic Plan visit:

<http://www.bolton.ac.uk/HumanResources/About-HR/About-HR.aspx>

2.0 Key Features

Structured approach to identify top talent (based on assessment of performance and perceived potential), vulnerable roles and clear actions to minimise any impact

Owned by Heads of School/Service – supported by relevant HR Business Partner

Alignment with Local Plan and Performance Review process – also can be used to inform reward and recruitment strategies

Process undertaken as a desktop exercise annually for posts at grade 6 and above – open and transparent with employee regarding performance rating

Templates are pre populated and issued by HR - once the Performance Review cycle concluded

Oversight by Staffing Committee and the Executive Board

Staffing Committee to complete process for Heads of Service / School each August

Provide data on overall organisational health and extent we are a high performing organisation that can be fed into local plans and inform University initiatives

Note:

Heads of School / Service are expected to speak to their employees included under this process about the proposed rating for performance for this specific period under consideration. The documents themselves however will remain a confidential management information tool. The transparency of the process and extent roles below Grade 6 will be included in future will be reviewed in the years ahead once the process is embedded and if deemed appropriate to share the information more widely.

Heads of School / service should consider the information obtained as part of this process during the Local Plan process.

3.0 Process

The Talent & Successional Process has a number of key steps.

3.1 Department Level

Step 1 - Performance Review

The University Performance Review (i.e. annual appraisal scheme) links to the process and should be completed prior to completion of the Talent & Succession Planning Process. Information obtained from Performance Review - regarding achievement of objectives, development needs and career plans - can be used to inform assessments in the Talent & Succession Process.

Step 2 – Local Plan and Workforce Planning Committee

The annual Local Planning Process and Workforce Planning Committee submissions provide an opportunity for Heads of School / Service to undertake an assessment of their requirements for people resources, taking into account skills required now and in future (and any gaps), changes in external / internal environment and workloads. The Talent & Succession Process will be more effective if the University is clear on the people resources required now and in the future.

Step 3 – Talent & Succession Process

Once Step 1 and Step 2 have been completed, HR will write to Heads of School / Service regarding the information to be obtained as part of the Talent & Succession Planning Process.

The UoB Talent & Succession Process – Departmental Analysis Sheet will be pre populated by HR with the following information for employees in the department: name, post title, grade and time in current post.

Based on evidence Heads of School / Service should use the rating scale in section 3.3 below and select the most appropriate rating for the following columns: Performance, Potential and Retention Risk

If appropriate and based on the assessment undertaken the job titles of potential next roles should be included in the Potential Roles column for each person with the appropriate timescale as set out on the form.

Please note that for employees, Heads of School / Service have assessed with a Performance Rating of 4 and Potential Rating of 4 and also those with a Performance Rating of 1 and Potential Rating of 1 should have a separate Employee Sheet completed about them in full. This is to ensure that the University is considering the next steps and has a clear plan in place for those that have been identified as requiring priority proactive consideration.

UoB Talent & Succession Process - Employee Sheet

For each employee, Head of School / Service should use the form to record the following information:

- Key skills, knowledge and experience
- Gaps against current post (i.e. skills, knowledge and experience)
- Potential alternative post that they could undertake (noting career preferences from the Performance Review)
- Timescale when they would be ready to undertake such roles (ready now, ready in 1 to 3 years, ready in 3 to 5 years)
- Development or other action required (to include specific training and development requirements and/or commencement of other University processes such as Performance Improvement)

A Succession Planning Sheet should be completed to include any employees/posts with a Retention Risk rating of A – i.e. determined as a vulnerable roles – particularly if no one 'oven ready' or no short term cover and exposure to the external labour market is deemed to be high.

UoB Talent & Succession Process - Succession Planning Sheet

Where employees/posts have been assessed with a Retention Risk rating of A these should be listed under the following columns; Post and Current Post Holder. The column headed Action Plan to Address Retention Risk should be populated with the steps to be taken to reduce the likelihood of the person leaving or minimise the impact on the operation should the individual leave the University (i.e. contingency planning). This could be to identify and record the names of potential successors and associated plans.

Once the process has been concluded you should review the information contained in the completed forms with your HR Business Partner and provide them with a final copy.

Heads of School / Service should provide verbal feedback on any final performance rating submitted for each individual. Your HR Business Partner will be able to provide advice on any difficult conversations.

3.2 University Level

Once all Heads of Service / School have submitted the documentation under the Talent & Succession Process the outputs will be considered by the Workforce Planning Committee Review to consider any cross institutional issues/implications/opportunities.

Please note that the Staffing Committee will also confidentially consider and complete the Talent & Succession Process (as per Step 3) for all Heads of Service /

School. Where appropriate the relevant Executive Board member will subsequently provide feedback on the process to the Head of School / Service.

3.3 Assessment Criteria and Rating Scales

Performance	<p>4 - Performance Excellent (<i>exceeds expectation in the majority of key areas</i>)</p> <p>3 - Performance Good (<i>meets and / or exceeds expectations in key areas</i>)</p> <p>2 - Performance Acceptable (<i>meets expectations in some but requires improvement in others to achieve outcome of good</i>)</p> <p>1 – Performance Unsatisfactory (<i>requires significant and urgent improvement</i>)</p>
Potential	<p>4 - Potential for greater responsibilities/higher role</p> <p>3 - Consolidate at current level</p> <p>2 - Development at current level</p> <p>1 - Alternative options needed</p>
Retention Risk	<p>A - High - vulnerable to market</p> <p>B - Moderate - some vulnerability</p> <p>C - Low - Little/no vulnerability</p>
Potential Timescale	<p>A - Ready Now</p> <p>B - Ready in 1 to 3 years</p> <p>C - Ready in 3 to 5 years</p>

4.0 Timetable for 2016/17

Templates (pre populated) issued by HR - once the Performance Review cycle concluded by **Friday 7th July 2017**

Heads of School / Service to complete templates by **Friday 21st July 2017**

Completed templates to be reviewed with respective HR Business Partner and submitted to the HR Director by **Friday 28th July 2017**

Staffing Committee to review submissions and complete process for Heads of Service / School by **23rd August 2017**