



## Preparing for the Planning Process

Implementing any new process requires planning. Like any other business plan, succession planning requires taking a hard look at the business to identify its needs and opportunities. Devise parameters within legal and operational parameters. Create a plan that fits with the company's long-term goals and evaluate the plan as needed.

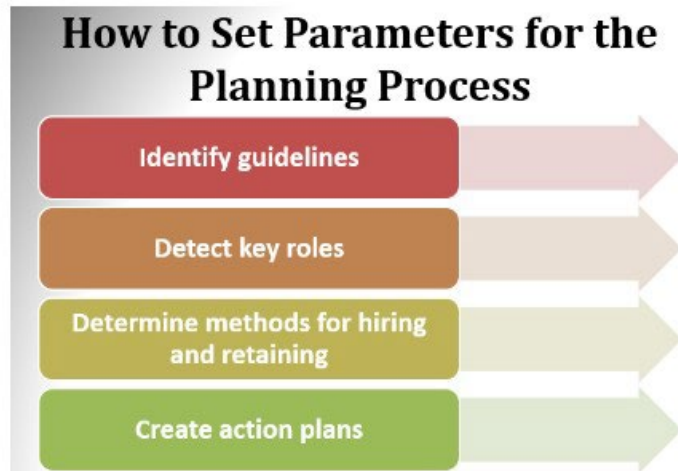
### How to Set Parameters for the Planning Process

Before creating a succession plan, it is essential to set the parameters for the process. The parameters include guidelines, roles of employees, and different approaches to implementing the plan.

Common Parameters include:

- **Recognize legal obligations:** Consider methods that increase diversity and protect the rights of individuals.
- **Identify guidelines:** Guidelines for policies and procedures, action plans, and identifying target groups are essential to success.
- **Detect key roles:** These are roles people take on that are difficult to replace.
- **Determine methods for hiring and retaining employees:** This is particularly important in key positions.
- **Forecast future needs:** Remember to be aware of changes to key requirements in the future.
- **Create action plans:** Develop the necessary steps for individual action plans.

The parameters for each company will vary slightly, but the list above is a useful starting point.



### Should You Establish a Committee?

The size of the organization will determine the effectiveness of a committee. Small sole proprietorships may find it too complicated, but organizations with more than 20 employees could benefit from a committee.





The responsibilities of a committee:

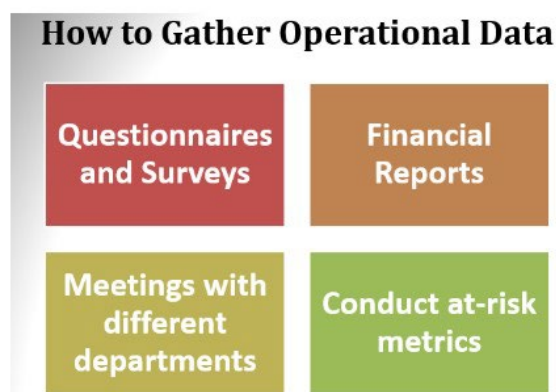
- Identify important succession planning issues.
- Outline the succession planning process.
- Manage the planning process.
- Work with HR and other teams.
- Develop specific strategies.
- Evaluate progress and make necessary adjustments.

Once you have laid out the parameters for the succession plan, establish your committee. Creating a committee is, in a way, a type of succession planning because it gives your valuable employees room to grow and develop.

## How to Gather Operational Data

Preparing for the business plan process requires data. Gathering some data is easy, while other things are a little tricky. Finances can assess productivity, sales, cost, and labor. However, things such as training and operational data demand a bit more work.

Ways to gather data:





- **Questionnaires and Surveys:** People are more likely to answer anonymous questionnaires honestly.
- **Financial Reports:** Keeping a tab on financial reports will show you the effectiveness of new policies.
- **Meetings with different departments:** Have different departments meet to discuss needs and opportunities. Create cross-functional teams if necessary.
- **Conduct at-risk metrics:** Determine employee trends.

### **Review Questions (Refer to Audio and Video files to see correct answers)**

- 1) Which of the following IS NOT one of the common parameters necessary before creating a succession plan?
  - a. Forecasting future needs
  - b. Detecting key roles
  - c. Creating action plans
  - d. Creating a backup plan
- 2) Determining methods for hiring and retaining employees is particularly important in:
  - a. Lower positions
  - b. Key positions
  - c. Certain several positions
  - d. Any position



- 3) The effectiveness of a committee is determined by:
  - a. The size of the organization
  - b. The type of the organization
  - c. The structure of the organization
  - d. The finances of the organization
- 4) Which of the following IS NOT a responsibility of a committee?
  - a. Managing the planning process
  - b. Working with HR and other teams
  - c. Outlining the succession planning process
  - d. Managing the replacement planning
- 5) Which of the following IS NOT one of the efficient ways of gathering data?
  - a. Questionnaires
  - b. Financial reports
  - c. Asking employees about their coworkers' job
  - d. Meetings with different departments
- 6) Which of the following statements IS NOT true?
  - a. People are more likely to answer anonymous questionnaires honestly
  - b. Creating cross-functional teams can be useful
  - c. Conducting at-risk metrics is good for gathering data
  - d. Gathering the data is always easy