

POLICY: SUCCESSION PLANNING POLICY AND PROCEDURE

DEPARTMENT: HUMAN RESOURCES

DATE DEVELOPED: 04/10/2026

DATE REVISED:

POLICY #: ADM HR - 18

PRIOR POLICY #: NA

PROGRAM: HUMAN RESOURCES

INTRODUCTION: Succession planning is a critical component of AAAPP's strategic human resource management. It ensures the continuity of leadership and the development of talent within the agency. This policy outlines the process and procedures for identifying, developing, and preparing employees for key roles and leadership positions within the agency.

OBJECTIVES: The objectives of our Succession Planning Policy are as follows:

- Identify high-potential employees with the capability and potential to assume key leadership roles within the agency.
- Develop a talent pipeline to ensure the availability of qualified internal candidates for key positions.
- Mitigate risks associated with leadership vacancies and agency transitions.
- Facilitate the professional growth and career advancement of employees through targeted development initiatives.

KEY PRINCIPALS:

- **Leadership Commitment:** Senior management is committed to promoting a culture of talent development and succession planning throughout the agency.
- **Transparency:** The succession planning process will be transparent, fair, and based on merit, with equal opportunities for all employees.
- **Inclusivity:** Succession planning will encompass employees from diverse backgrounds, experiences, and skill sets to promote diversity and inclusion in leadership positions.
- **Continuous Learning:** Employees identified as high-potential candidates will be provided with ongoing learning and development opportunities to prepare them for future leadership roles.

SUCCESSION PLANNING PROCESS:

- **Identification of Key Positions:** HR and Leadership will identify critical roles and positions within the agency that are essential for the achievement of agency goals and objectives.
- **Identification of High-Potential Employees:** HR, in collaboration with department heads, will identify employees who demonstrate high potential and readiness to assume key roles through performance evaluations, talent reviews, and by using the assessment tool 9-box grid in ADP. The grid is a widely used assessment framework that helps evaluate employees' current performance against their potential for future leadership roles. Those employees evaluated as having high potential will be added to a talent pool spreadsheet.
- **Development Planning:** High-potential employees will be provided with individualized development plans tailored to their career aspirations and organizational needs. These plans may include job rotations, mentoring, coaching, training programs, and stretch assignments.

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- **Monitoring and Evaluation:** Progress and performance of high-potential employees will be monitored and evaluated regularly to assess their readiness for advancement and adjust development plans as needed.
- **Succession Plan Implementation:** When a leadership vacancy arises, HR and management will refer to the succession plan to identify internal candidates who have been identified and placed on the talent pipeline. Internal candidates will be given preference for promotion, provided they meet the necessary qualifications and demonstrate readiness for the role.

COMMUNICATION AND TRANSPARENCY:

- Employees will be informed about the succession planning process, criteria for identification, and development opportunities.
- Feedback and updates on the progress of succession planning efforts will be communicated to employees through appropriate channels.
- An employee identified as having high potential for an open position is not guaranteed to any one candidate. Also, an employee may be removed from consideration should their performance fall below expectations.
- All open positions, including the Executive Director, will continue to be posted both internally and externally.

EVALUATION AND REVIEW:

- The effectiveness of the succession planning process will be evaluated quarterly to assess its alignment with agency goals and objectives.
- Adjustments and improvements to the process will be made based on feedback, evaluation results, and changing agency needs.

CONFIDENTITY:

- Information regarding employees' potential and development plans will be handled with confidentiality and discretion, in accordance with privacy laws and agency policies.

TRAINING AND SUPPORT:

- Managers and supervisors will receive training on how to identify high-potential employees, provide developmental feedback, and support their growth and advancement within the agency.

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COMPLIANCE:

- All managers and employees are expected to comply with this Succession Planning Policy and actively participate in talent development initiatives.

IMPLEMENTATION AND RESPONSIBILITIES:

- HR will oversee the implementation of the succession planning process and provide support and guidance to managers and employees as needed.
- Department heads and managers will be responsible for identifying high-potential employees, developing their skills, and creating opportunities for their advancement.

REVIEW AND REVISION:

- Updates or revisions to the policy will be communicated to employees through appropriate channels. By implementing this Succession Planning Policy, AAAPP aims to build a strong leadership pipeline, nurture talent from within the agency, and ensure continuity and stability in leadership positions.

Approved by the Executive Director: _____ Date: _____

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PROCEDURE/PROCESS OUTLINE:**1. Identify critical and vulnerable positions**

The first step in succession planning is to choose positions most in need of successors.

Two factors to consider when prioritizing are the position's vulnerability and criticality.

1. First, determine which positions have no identifiable successor; these positions are most vulnerable to knowledge loss.
2. Next, consider the impact each position has on the agency's mission. If a vacancy in a position would impact the agency's ability to accomplish its mission, it can be classified as critical.

Determining mission-critical positions can be time-consuming and difficult to reach an agreement on. Identifying vulnerable positions first makes the process easier because it reduces the number of potentially critical positions to assess.

2. Develop eligibility requirements

Once you've identified positions in need of a succession plan, the next step is to develop a profile of the position and the performance expectations; this will help determine who has the experience to take on the role. Use the questions below to create a profile for the position.

Questions to consider as you develop eligibility requirements:

- What selection criteria would be used to fill this position if it were vacant?
- What knowledge, skills, abilities, and competencies are needed in this position to achieve success?

3. Identify a talent pipeline

Using the profile you've created, you can now identify positions that are well-suited to temporarily transition into the successor position should a vacancy arise. These positions may also be qualified to apply for the successor position when the announcement is made. Use the questions below to help you assess successor positions.

Questions to consider:

- What are the best aligned duties between the two positions?
- Does the position have similar day-to-day experiences in the functional areas and tasks performed for the successor role?
- What are the gaps between the two roles?
- Does the position cultivate the core competencies needed to perform the successor role?

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4. Nominate successors from the qualified positions:

The next step is to identify employees in qualified positions who could temporarily fill the vacancy and potentially apply as candidates for the position should the need arise. Creating a Talent Assessment in ADP to measure successors' readiness can quickly identify high-potential performers. Answer the 4-question assessment about the employee's performance, potential, risk of loss, and impact of loss. Instructions on using the ADP succession planning tool are listed below. **Note:** Only the first 2 questions in this assessment will determine the employee's placement in the 9-box grid under the Talent Matrix tab. Here are the two questions:

1. How would you rate this person's performance in their current role? Low / Medium/ High
2. How would you rate this person's career potential? Low / Medium / High

When answering the two questions, consider the following qualifications for the candidate:

- Sustains high performance. Always exceeds performance goals and job description responsibilities.
- Skill level in their current role.
- Demonstrates a measurable positive impact on the organization's performance.
- Is recognized by colleagues, customers, and managers as a future leader.
- Demonstrates empathy towards clients and team members.
- Is a good fit with the organizational culture. Engages in meetings in a meaningful and productive way.
- Demonstrates the organization's values.
- Innovates to improve their functional area. Identifies problems and potential solutions.
- Their interest in pursuing new responsibilities and career growth.

Coordinate the identified successors' development plan. It is important to remind candidates that the position is not guaranteed to any one candidate because it depends on performance, and an employee may be removed from consideration should their performance fall below expectations.

If you do not have any eligible candidates in positions well-suited for the successor position, succession qualifications will be considered in our recruitment strategy.

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5. Create an action plan to prepare successor(s)

Creating a developmental plan for potential successors helps to identify meaningful growth opportunities. The following list of learning and development opportunities may help you create a succession development plan. Still, it is important to ask the incumbent to identify opportunities for the successor.

Successor development opportunities include:

1. Creating a succession development plan with training and learning opportunities that are aligned with the successor position.
2. Participating in the functional areas of the incumbent's role, especially areas outside of the incumbent's current experience.
3. Mentoring from the incumbent.
4. Providing coaching opportunities.
5. Acting for the incumbent while they are away from work.
6. Working on special projects or opportunities to stretch skills into aligned areas.
7. Dual incumbency opportunities when the incumbent transitions out of their role.

6. Evaluate the succession plan

The succession planning program quarterly evaluation will consist of:

1. The agency's bench strength before succession planning versus after succession planning started.
2. The number of qualified "ready now" candidates compared to before succession planning started.
3. Improvements in the way our agency develops employees, such as new learning and development tools or processes.
4. Agency performance overall. Has employee retention or employee engagement improved?
5. Is there a reduced risk associated with employees leaving the organization?

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Instructions - ADP Succession Planning Procedure:

[ADP Workforce Now - Succession Planning](#)

Creating a Succession Plan:

Navigate to **My Team > Talent > Succession Planning Practitioner/Manager:**

- Step 1: Click **Create New Plan**
 - Other Action: Change existing plan by selecting profile card > **Edit Plan**
 - Add successors
 - Delete existing successors by clicking **Remove** under the **Action** column
- Delete the plan by clicking **Delete Plan** at the bottom of the page
- Step 2: **Person**
 - Select the person to start this succession plan for
 - Click **Next**
- Step 3: **Successors**
 - Click **Add successors**
 - Search employee name
 - Click **Add**
 - Other Actions: Delete successors by clicking **Remove** under the **Action** column
 - **Note:** Add multiple successors by searching employee names > **Add**
 - Click **Save**, then **Next**
- Step 4: **Readiness**
 - Select the readiness timeframe for the employee from the drop-down list
 - **Note:** All employees must have a readiness timeframe assigned or you will not be able to save
 - Add additional comments (optional)
 - Click **Save**

Creating a Talent Assessment

An important aspect of succession planning is identifying which key employees are at risk of leaving their position and understanding the impact that would have on your organization. It is also important to identify which of your team members are your top performers and which need attention for improvement. Having this information ready when creating your succession plans will make your decisions easier.

Manager:

- From Succession Plans > go to the Talent Assessment tab
- **My Team > Talent > Succession Planning** > go to the Talent Assessment tab

Talent Assessment Tab

- Employee List Tab
 - Profile card reviews high-level employee information

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- Step 1: Under the Assessment column, click Start Assessment
 - Other Actions: Complete the assessment
- Step 2:
 - Answer the 4-question assessment about the employee's performance, potential, risk of loss, and impact of loss.
 - **Note:** Only the first 2 questions in this assessment will determine the employee's placement in 9-box grid under the Talent Matrix tab

1 Performance: How would you rate Jessica's performance in their current role?

Things to think about: their skill level in their current role and their performance consistency.

☐ Low
☒ Medium
☐ High

2 Potential: How would you rate Jessica's career potential?

Things to think about: their capacity to make an impact on business results in the future, and their interest in assuming new responsibilities and career growth.

☐ Low
☒ Medium
☐ High

- Review "Things to think about" under questions
- Other Actions: Delete assessment
- Note: Deleting the employee assessment will remove employees from the 9-box grid
- Step 3: Click Save
- Select the Talent Matrix tab to review the 9-box grid

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3 Risk of loss: What is the likelihood that Jessica chooses to leave the company?

Things to think about: their time in their current role, their salary, and their engagement level.

- ☐ Low
☒ Medium
☐ High

4 Impact of loss: What would be the impact for the company if Jessica leaves?

Things to think about: their domain knowledge and difficulty of replacing their skillset.

- ☐ Low
☐ Medium
☒ High

Talent Matrix Tab

With the Talent Matrix, managers and practitioners can quickly identify high-potential performers and proactively plan against talent gaps on their teams. Once employees are listed in the Talent Matrix, the manager can click on each tile to view the entire list and edit the assessment when necessary.

- Review 9-box grid
- Click the card to view/edit Talent Assessment for listed employees

Potential Gem	Top Talent	Future Leader
Inconsistent Talent	Key Talent	Current Star
Talent Risk	Solid Performer	High Performer