

**SKILLS FRAMEWORK FOR HUMAN RESOURCE
TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE DOCUMENT**

TSC Category	Workforce Development					
TSC	Succession Planning					
TSC Description	Develop succession strategies for critical roles in alignment with organisation's strategic direction and priorities					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
			HRS-PDV-3033-1.1	HRS-PDV-4033-1.1	HRS-PDV-5033-1.1	
			Consolidate information to support succession planning strategies	Implement succession planning strategies throughout the organisation	Develop succession planning strategies that align with the organisation's strategies and objectives	
Knowledge			<ul style="list-style-type: none"> Objectives and target audience of succession planning Best practices in succession planning Tools and techniques used in succession planning strategies 	<ul style="list-style-type: none"> Models and methods for managing succession Market trends and developments impacting succession management Organisational policies and procedures related to succession planning Links between succession planning and organisational strategy Principles of succession management Tools and techniques used to review succession planning strategies 	<ul style="list-style-type: none"> Policies and procedures that may impact succession planning within the organisation Relevant industry codes of practice related to succession management Emerging market trends and developments related to succession management Organisation's future business and people agenda External sources of senior talent pool Statistical analysis tools and techniques for evaluating the effectiveness of succession planning 	

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<p>Abilities</p>			<ul style="list-style-type: none"> • Provide guidance to stakeholders to identify critical roles, feeder positions and potential successors • Maintain records of succession planning • Document reports on succession planning activities • Collect data related to the effectiveness of succession planning strategies • Review data related to the effectiveness of succession planning strategies to identify trends 	<ul style="list-style-type: none"> • Implement succession planning strategies according to overall plan • Educate stakeholders on the importance of succession planning • Identify feeder positions for leadership roles within the organisation • Identify successors for critical leadership positions in the organisation • Create development and retention plans catered to identified successors • Document activities of succession plans to be carried out • Evaluate implications of future business demands on critical roles • Integrate succession plans into talent management programmes • Identify potential improvements and enhancements to the succession planning strategies • Review succession planning records and reports 	<ul style="list-style-type: none"> • Establish succession planning strategies in line with organisational objectives • Determine ways to plan for critical roles internally or externally • Consult key stakeholders to identify critical leadership roles for succession planning • Assess the organisation's vulnerability based on the critical roles identified • Monitor implementation of succession planning activities throughout the organisation • Review the effectiveness of succession planning • Monitor emerging market trends that may impact the succession management programmes 	
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