



Talent Review & Succession Planning

Business Case

Identifying and sustaining a stronger internal leadership pipeline is one of the key pillars of the Organisation's Talent Strategy, namely our strategic workforce planning.

To make this a reality we need to identify and assess those employees who have the potential to grow into the critical roles and help them to fulfil their potential by supporting their development. This process also addresses retention, by leveraging motivation and 'intention to stay'.

Deliverables / Outcomes

- Tangible data regarding the depth of talent for mid- to top-level leadership roles
- Enhancement of transparency (employees' perception of how the company sees their potential)
- Identifies Top Talent individuals to participate in the company's key strategic projects
- Succession pipelines and associated development roadmaps

Talent Review & Succession Planning Process



Talent Review Summary – team member's template

Employee Name			
Role			
Salary Grade			
Time in Position			
Performance		2024	2023
What dimension		Supervisor	Employee
Goal 1			
Goal 2			
Goal 3			
How dimension		Supervisor	Employee
Behaviour 1			
Behaviour 2			
Behaviour 3			
Overall Performance	What		
	How		
Career Goals		(Short and long-term)	
Supervisor's comments		(On performance, goals, aspirations, and obstacles (self or external) that may impede growth)	
Talent Review			
Talent Segment 2024/EOY		(See segmentation descriptors)	
Career Potential		(Potential direction(s) ref. motivation and strengths)	
Retention Risk		(Likelihood of voluntary exit; timing depends on role criticality context)	
Mobility		(Y/N, to where, in what terms)	
Actions for development		(If Top Talent / High Potential, see also their specific development framework)	
Differential Engagement		(Identify incentive motivators linking to Total Reward, Relational Rewards, if applicable - see 'Talent Review & Succession Planning Guide')	

Notes

- Optional template for line managers, that can be used as a HR information system draft, summarising data from performance and talent review
- To be used in conjunction with the 'Development Plan' and the 'Development Journey' tool (if available)
- TR performance inputs run in a 2-year cycle
- 'Top Talent' and 'High Potential' employees (see page 4) have a specific Development Framework to be considered as part of the individual development actions pathways

Talent Review – Talent Segments

Applicable to **all global grades except GG-X**, with **team-level employee comparisons** according to the **grade ranges** and **indicative distribution** defined in the Talent Review & Succession Planning (TRSP) Guide.

TOP TALENT	Employees who are widely recognized as having 2+ years track record of exceptionally value-added performance, with potential to take on more complex roles (around 10% of our global population).
CRITICAL TO RETAIN	High performers who do not meet the definition of Top Talent but are considered critical to retain due to factors such as strategically important skills/experience/key business knowledge/valuable customer relationships.
HIGH POTENTIALS	Individuals that swiftly learn and adapt to new contexts and situations, within and beyond their role boundaries. Their development shall reinforce those key capabilities, targeting activities of more breadth and complexity, as preparation for the next role.
CORE TALENT	Majority of employees who are solid performers (and expose the right behaviours) and can continue to develop within their current role.
MARGINAL TALENT	Small population of employees who are identified as requiring performance improvement. An individual Performance Improvement Plan shall be designed, targeting the transition to Core Talent within 12 months (or exit, or role redeployment).

Succession Planning

Factors to consider for **successor(s) identification** for the critical roles in your team, according to **readiness**.
Applicable to **all global grades except GG-X**



Strategic Workforce Planning (SWFP)

The SWFP encompasses all the succession planning.

Start the process by referring to the **yearly SWFP report**, for data around the **Organisation and Function capability assessment for the next three years** (e.g. changes in organisational structure, talent acquisition challenges, key expected retirements and terminations, and future-facing strategic capabilities and key projects).

By the end of the successor's identification, critical role-level plans shall be aggregated at sub-Function level, and the latter to be aggregated at Function-level, as **inputs to the Organisational SWFP**.

Notes
<ul style="list-style-type: none">• Role transition is not a 'grade/reward' progression and implies that the current incumbent leaves the role.• The transition is capability-based, according to the assessment and nomination criteria defined in the TRSP Guide.