
Succession Planning For Key Roles

1.0 Policy Objective & Scope

The objective of this policy is to establish a standardized workflow for identifying, developing, and transitioning key roles within the cabinet and millwork manufacturing organization. This ensures operational continuity, mitigates risk from unexpected departures, and fosters a culture of internal talent growth.

This policy applies to all departments and personnel, including but not limited to: Engineering, Production, Sales, Project Management, and Administration. It covers all roles deemed critical to business operations, as identified by the Executive Leadership Team.

2.0 Roles & Responsibilities

- **Executive Leadership Team (CEO, COO):** Responsible for final approval of the succession plan and allocation of development resources.
- **Human Resources Manager:** Responsible for facilitating the succession planning process, maintaining confidential records, and coordinating development activities.
- **Department Managers:** Responsible for identifying key roles within their departments, nominating potential successors, and executing development plans.
- **Potential Successors:** Responsible for actively participating in development activities and providing feedback on their readiness.
- **Engineering Manager:** Responsible for ensuring technical knowledge transfer for engineering-related key roles.

3.0 Core Rules & Guidelines

- All succession plans must be reviewed and updated annually during the Q4 performance review cycle.
- Key roles are defined as positions where the incumbent's departure would cause significant operational disruption or loss of critical knowledge.
- Potential successors must be formally documented in a confidential Succession Planning Register maintained by HR.
- Development plans must include measurable milestones and a target readiness date.
- Verbal nominations are not accepted; all nominations must be submitted via the official Succession Planning Form.
- Succession planning discussions are confidential and must not be shared with non-participating employees.

4.0 Step-by-Step Workflow

1. HR Manager initiates the annual succession planning cycle by sending a notification to all Department Managers with the Succession Planning Form and instructions.

2. Department Managers review their team structure and identify key roles based on criticality, uniqueness of skills, and impact on operations.
3. For each key role, the Department Manager nominates one or two potential successors and documents their current readiness level (Ready Now, Ready in 1-2 Years, Ready in 3-5 Years).
4. Department Managers submit the completed Succession Planning Form to HR Manager for consolidation.
5. HR Manager reviews all submissions for completeness and schedules a Succession Planning Review Meeting with the Executive Leadership Team.
6. During the review meeting, the Executive Leadership Team validates the key roles, approves successors, and identifies any gaps where no successor exists.
7. For approved successors, the Department Manager and HR Manager collaborate to create a personalized Development Plan, including training, mentoring, job shadowing, and stretch assignments.
8. HR Manager uploads the finalized Succession Planning Register and all Development Plans to the confidential HR folder in the company's document management system.
9. Department Managers meet with each potential successor individually to discuss the development plan and set expectations, without guaranteeing promotion.
10. HR Manager schedules quarterly check-ins with Department Managers to monitor progress on Development Plans and update readiness levels as needed.
11. If a key role becomes vacant unexpectedly, the Department Manager immediately notifies HR and the Executive Leadership Team to activate the succession plan.
12. HR Manager coordinates the transition, including knowledge transfer, role handover, and any additional training required for the successor.

5.0 Documentation & Compliance

- All succession planning records, including the Succession Planning Register and individual Development Plans, must be stored in the confidential HR folder within the company's document management system (e.g., SharePoint, Google Drive).
- Access to these records is restricted to HR Manager, Department Managers, and Executive Leadership Team members.
- Compliance is audited annually by the HR Manager, who reviews that all key roles have at least one documented successor and that Development Plans are up to date.
- A summary report of the audit findings is presented to the Executive Leadership Team during the Q1 leadership meeting.
- Any deviations from the policy must be documented with a justification and approved by the COO.

Regulatory Disclaimer: This document is a generic policy and workflow template. The end-user assumes all liability for validating all procedures, roles, and administrative guidelines against actual organizational structures before formal implementation.