



STRATEGIC MANAGEMENT PLAN
2019 - 2023

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KEY ELEMENTS IN STRATEGIC PLAN

1

Introduction to Human Resource Management at [REDACTED]

2

HR Strategy alignment with [REDACTED] corporate plan vision 2023 and decide HRM initiatives and its prioritization

3

Employee Fitness and Work-Life Balance Programs

4

Attrition Analysis and formulation of action plan

5

Designing Career Paths keeping view on ensuring right balance between specialization and generalization, movement restrictions, fungibility etc.

6

Development and updating of competency framework

7

Competency assessment and designing a development journey

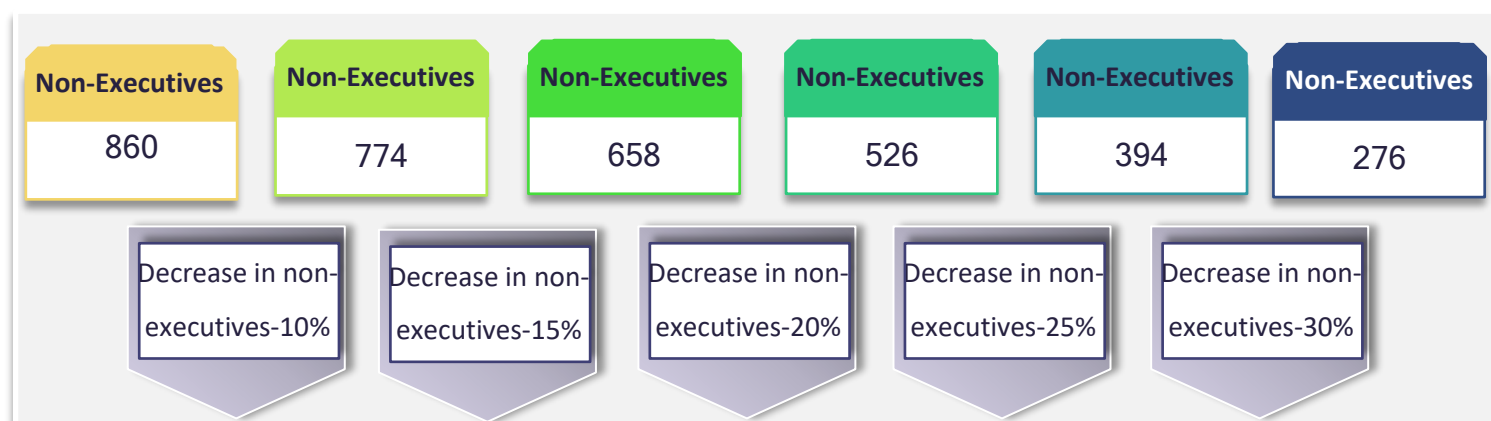
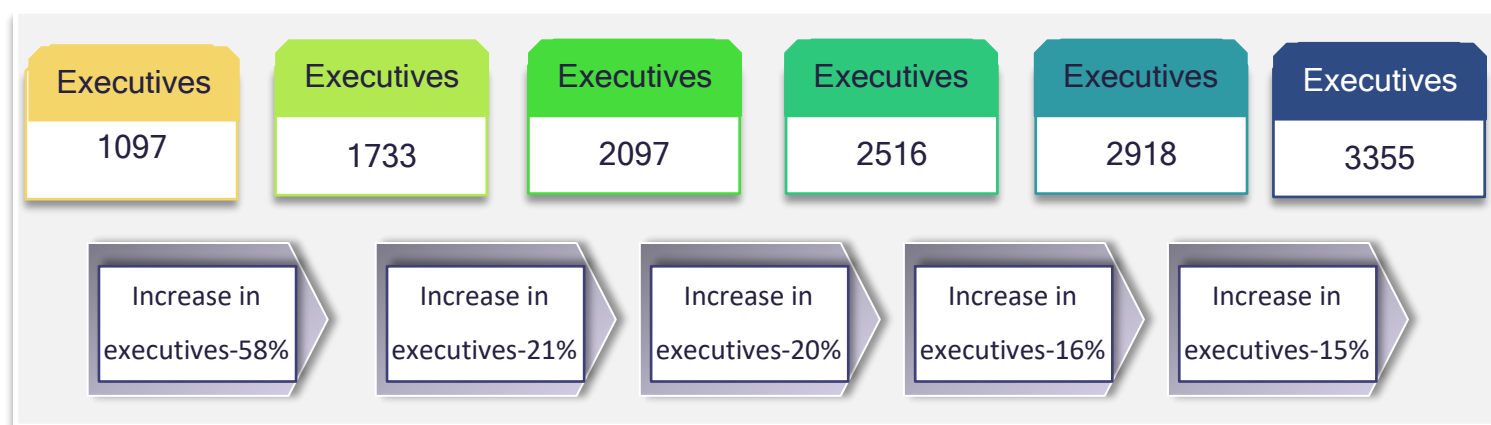
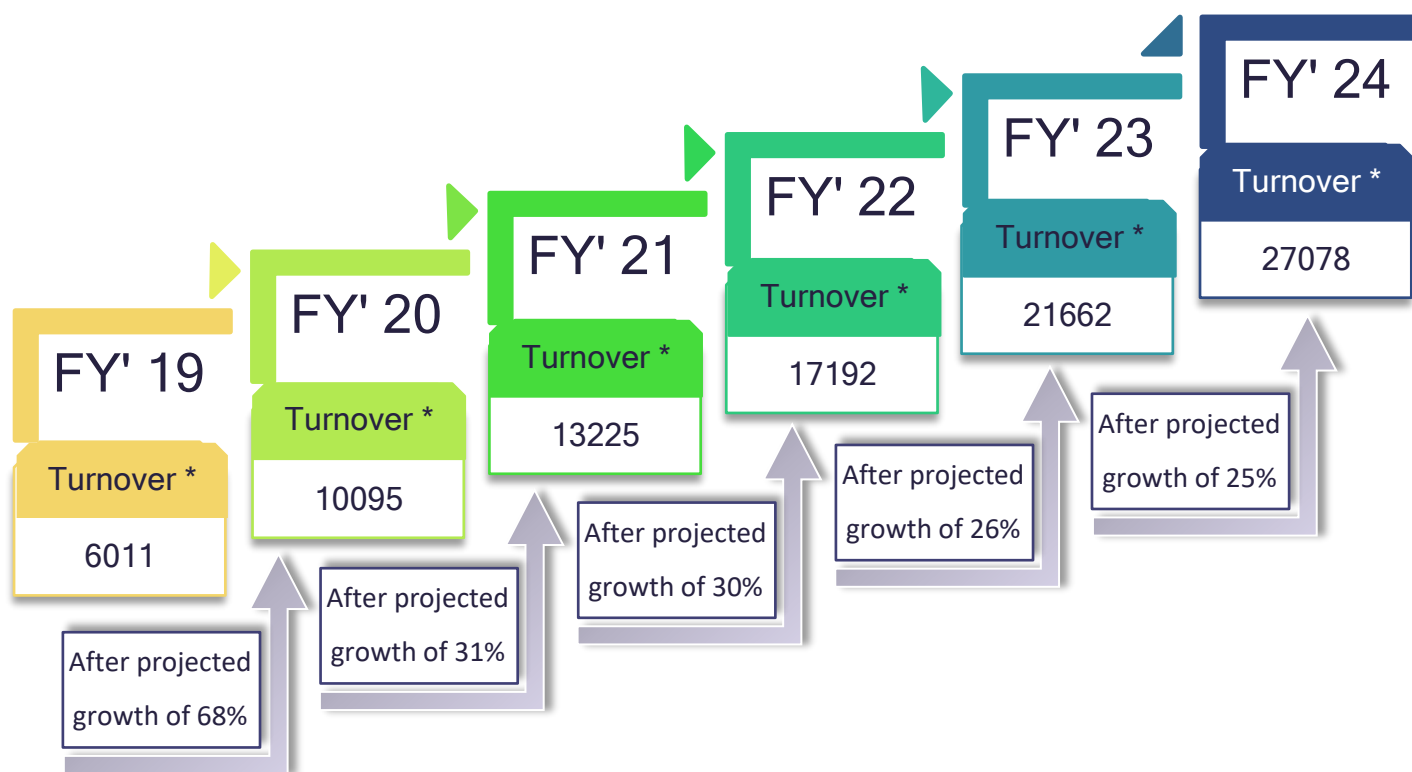
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Development of Succession Planning

9

Strengthening People CMM practices for Maturity Level 3 and improving the HRM system to Maturity Level 4

Table 1 – [REDACTED]'s Business vs Manpower Requirement



Note:

1. Due to the shift in the nature of business in [REDACTED] from construction to project monitoring, Hence the need is to increase the number of executives and decrease the number of non-executive employees
2. The increase in number of executive employees has been calculated based on projected turnover figures as per [REDACTED] CORPORATE PLAN VISON 2023.
3. Proportionate increase of executive cadre manpower is considered with an efficiency factor of 10%
4. The reduction in number of non-executives is considered based on VRS and superannuation
5. The increase/decrease in manpower is to be reviewed as per the order execution and receipt of manpower requirements from user departments.

Action Points for aligning HR Strategies:

Sl.	Action Points	FY'20	FY'21	FY'22	FY'23	FY'24
1.	Recruitment of Engineer Trainee batches (50 Batch)	2	2	2	1	1
2	Recruitment of Management Trainee batches (20 Batch)	1	1	0	1	0
3	Parallel entry recruitment as per the manpower requirement received from use departments	Yes	Yes	Yes	Yes	Yes
4	Absorbing competent employees of the organizations during takeovers	Yes	Yes	Yes	Yes	Yes
5	Effective deployment of succession planning and internal absorptions	Yes	Yes	Yes	Yes	Yes
6	Enhance competencies of existing employees with scientific process of Competency Descriptions and Competency Mapping, thereby meeting the efficiency factor of 10% year on year.	Yes	Yes	Yes	Yes	Yes
7	Reduce the attrition rate by promoting performing and motivating work culture.	Yes	Yes	Yes	Yes	Yes

ATTRITION ANALYSIS

Purpose:

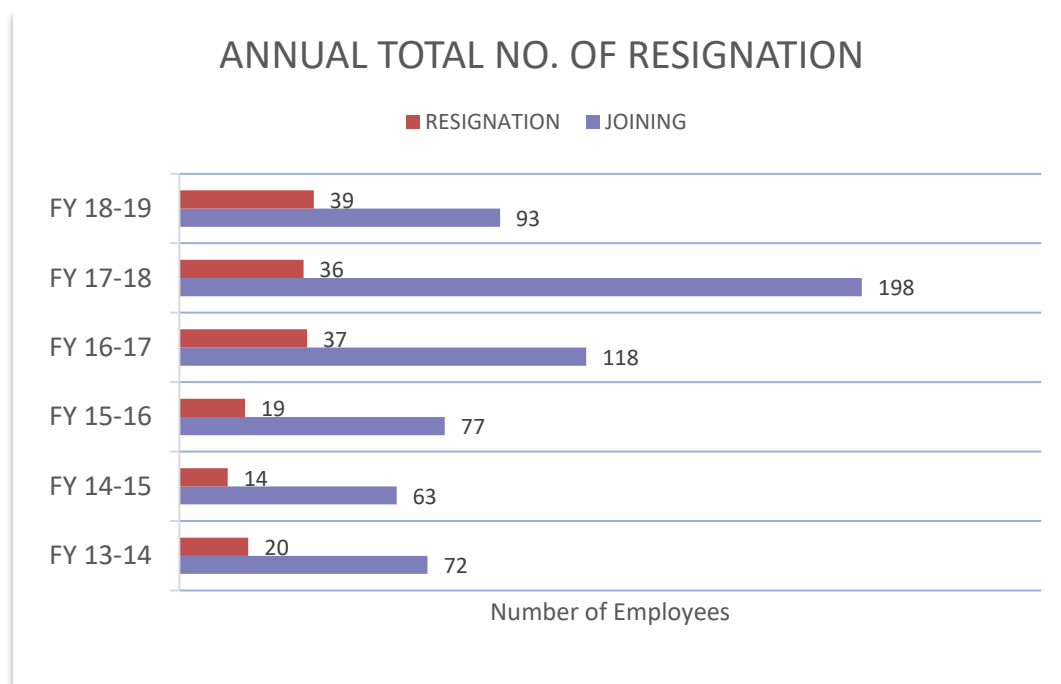
The purpose of Attrition Analysis is to analyze and keep track of attrition, as the rate at which employees leave would impact [REDACTED] drastically. In the HR terminology – this intermittent exit by employees is known as attrition. Attrition not only affects the business but also the brand image of a company. A company that has a high attrition is not always a sought-after enterprise by job-seekers. The reason can vary from numerous reasons ranging from low remuneration to zero benefits. The need for attrition analysis is a must as it assists HR managers to ascertain reasons for employee exits.

Description:

Attrition analysis is calculation of the number of individuals or items that vacate or move out of a larger, collective group over a specified time frame. Attrition rate is also commonly referred to as churn rate.

The formula for attrition rate can be derived as *Number of employees lost by the end of the period divided by the total number of employees at the beginning of the period.*

Overall attrition rate



Attrition Rate

2.11%

1.86 %

1.90 %

1.95 %

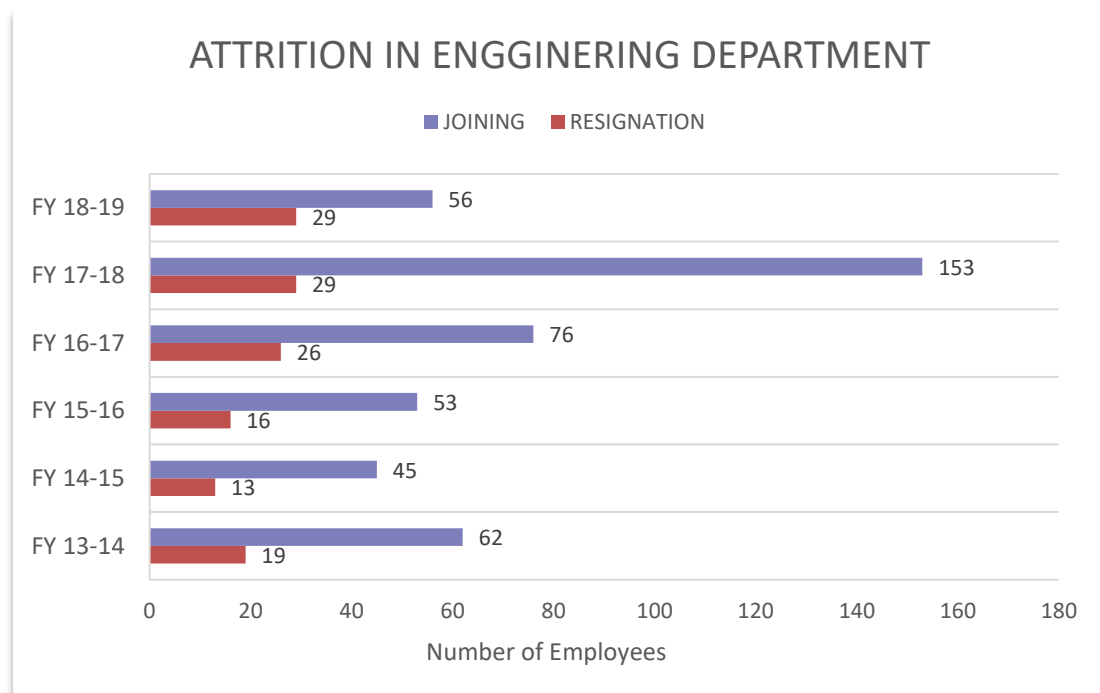
0.68 %

0.94 %

Findings:

1. The attrition rate in financial year 2018-2019 for the engineering department is at an all-time high of 2.11%

Attrition trends major departments wise



**Rate of
Resignation
to Joining**

51.8 %

19.0 %

34.2 %

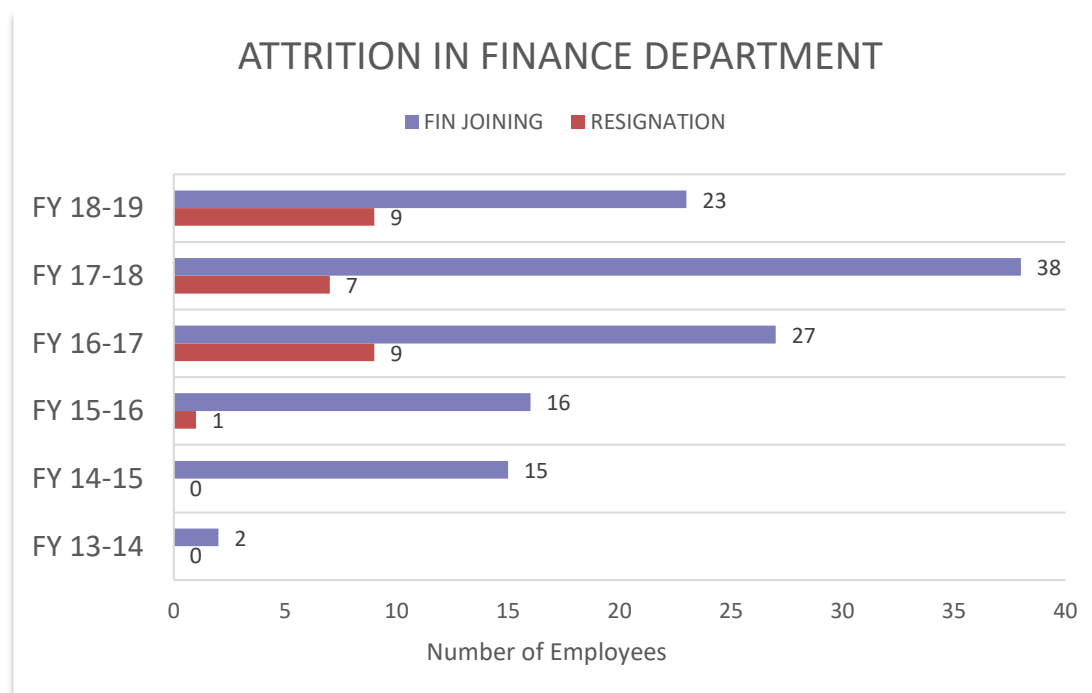
30.2 %

28.9 %

30.6 %

Findings:

1. The rate of resignation to joining in financial year 2018-2019 for the engineering department is at an all-time high of 51.8%
2. In the past 6 year the total number of new hired employees in engineering department were 445 and the total resignations in the past 6 years were 132. This indicates that the overall rate of resignation to joining for the past 6 years in the engineering department is 29.6%



**Rate of
Resignation
to Joining**

39.1 %

18.4 %

33.3 %

6.3 %

0 %

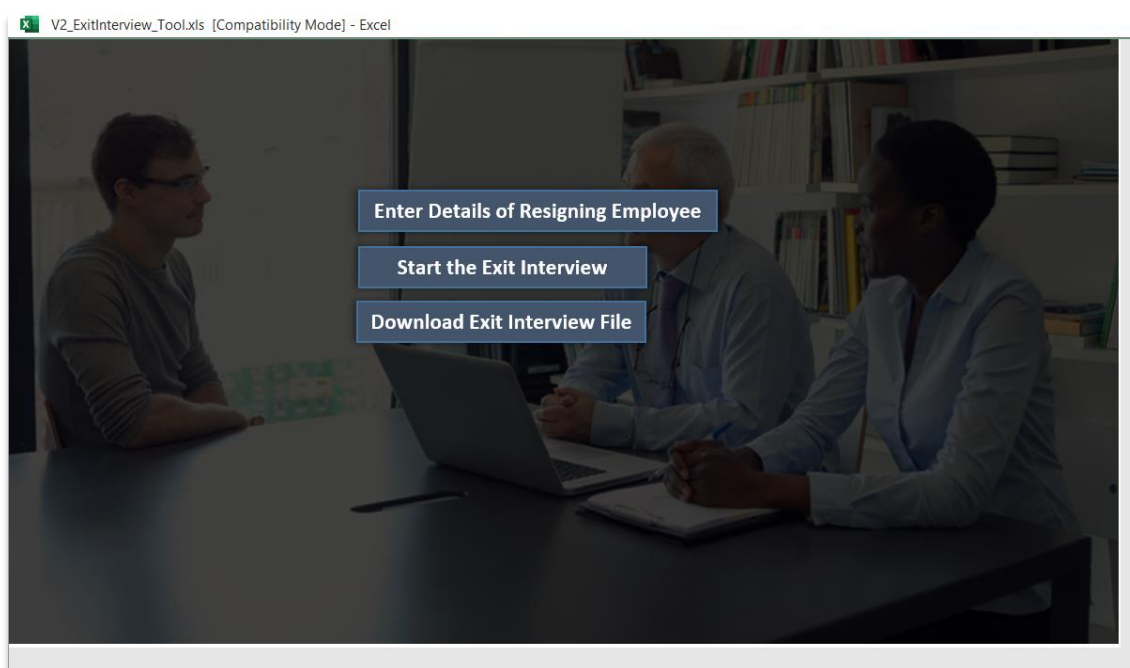
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Findings:

1. The rate of resignation to joining in financial year 2018-2019 for the finance department is at an all-time high with 39.1%
2. In the financial year 2013-2014 and 2014-2015, **no resignations** have been observed in the finance department with total number of new hires at 17 employees.
3. In the past 6 year the total number of new hired employees in finance department were 121 and the total resignations in the past 6 years were 26. This indicates that the overall rate of resignation to joining for the past 6 years in the engineering department is 21.5%

Conduction of Exit Interview

Conduction of exit interview is essential to provide a better understanding on reasons for resignation. These feedbacks can be future action points to reduce the attrition rate. An automated tool for exit interview shall enable smooth process. The following screenshots are the working model of exit interview tool incorporated in an organization:



V2_ExitInterview_Tool.xls [Compatibility Mode] - Excel

Exit Interview Form

Details of Resigning Employee

Strictly Confidential

Instructions for Supervisors of Resigning Employees

1. This form is to be filled by all the employees resigning from the services of the corporation.
2. Supervisor of the resigning employee has to ensure that this form is attached to the resignation letter being forwarded by the supervisor.
3. The purpose of this form is to elicit information for possible corrective action to reduce employees resignations.

Personal Information

Name of Resigning Employee:

Type of Employee: Designation:

Salary Grade: Location:

Date of Birth: EMP.NO.:

☐ MALE ☐ FEMALE

Education Qualifications:

Cancel Add Name

V2_ExitInterview_Tool.xls [Compatibility Mode] - Excel

Exit Interview

Exit Interview Form

Kindly indicate how strongly you agree or disagree with the following statements pertaining to services conditions in our corporation

Please place the number of the answer that best applies in your opinion in the box provided for the purpose.

PART 1 PART 2

1. Pay allowances and benefits are commensurate with job responsibilities.
2. There is adequate utilization of academic/professional knowledge in job performance.
3. Work atmosphere is congenial and helps in job performance.
4. Systems and procedures required for effective job performance are clear to all concerned.
5. Nature of work that is assigned is challenging and presents opportunities for making independent job decision.
6. Presents appraisal system for evaluating job performance is fair and allows recognition for good job performance.
7. Necessary support is received from supervisor for effective job performance.
8. Adequate opportunities are provided by the corporation for career progression.
9. Training is provided by the corporation to improve job performance of officers and their capability for shouldering higher responsibilities.
10. Independent assignments are given by supervisors for building confidence and enhancing competence.

☐ Signed Date:

Cancel Submit

Exit Interview Form

Kindly indicate how strongly you agree or disagree with the following statements pertaining to services conditions in our corporation
Please place the number of the answer that best applies in your opinion in the box provided for the purpose.

PART 1 PART 2

11. What do you consider were the best aspects of your present job:

12. What do you consider were the worst aspects of your present job:

13. Kindly specify reasons for leaving the services of the corporation. (Please tick the appropriate box)

☐ 1. Better career prospects ☐ 2. Better pay and perks

☐ 3. Better work ☐ 4. Deputation

☐ 5. Super Annuation ☐ 6. Do not want to leave the organization

☐ 7. Any other comments to enable the company to take corrective actions to improve (please mention)

☐ Signed Date:

Cancel Submit

Action Points for Attrition Analysis:

Sl.	Action Points	FY'20	FY'21	FY'22	FY'23	FY'24										
1.	Assign attrition analysis responsibility to the existing division	Yes														
2.	Review and automate the Policy/guidelines for implementing to reduce the attrition	Yes														
3.	Study/analyze the main reason for employee turnover, these may include dependent i.e. external and internal factors and independent variables i.e. employee turnover <table border="1"><tr><th>External Factors</th><th>Internal Factors</th></tr><tr><td>Employee's Skills</td><td>Recognition</td></tr><tr><td>Employee's Behavior</td><td>Training and Development</td></tr><tr><td>Job Fit</td><td>Communication</td></tr><tr><td></td><td>Compensation</td></tr></table>	External Factors	Internal Factors	Employee's Skills	Recognition	Employee's Behavior	Training and Development	Job Fit	Communication		Compensation	Yes	Yes	Yes	Yes	Yes
External Factors	Internal Factors															
Employee's Skills	Recognition															
Employee's Behavior	Training and Development															
Job Fit	Communication															
	Compensation															
4.	Determine the type of attrition – voluntary or involuntary	Yes	Yes	Yes	Yes	Yes										
5.	For deeper analyses – conduct and collect the data from Exit Interview Form	Yes	Yes	Yes	Yes	Yes										
6.	Introduce an automated tool for exit interview – which would capture the details of the resigning officers and capture a filed exit interview form that would enable	Yes	Yes	Yes	Yes	Yes										

	to reason for high attrition rate					
7.	Develop long-term strategies to reduce attrition	Yes	Yes	Yes	Yes	Yes
8.	Competitive measures to enhance company brand image	Yes	Yes	Yes	Yes	Yes
9.	Develop and shape drills that benefit both the management and the employees	Yes	Yes	Yes	Yes	Yes
10.	Enhanced work culture	Yes	Yes	Yes	Yes	Yes
11.	Optimize recruiting and hiring. Reducing agent attrition starts with hiring the right agents for your team	Yes	Yes	Yes	Yes	Yes
12.	Enhance recognition and rewards programs	Yes	Yes	Yes	Yes	Yes
13.	Enhance training programs	Yes	Yes	Yes	Yes	Yes

DEVELOP & UPDATE COMPETENCY ASSESSMENT

Purpose:

The purpose of Competency Assessment is to provide a path for building skills, knowledge and process ability that employees need to perform their job.

Description:

Competency Mapping

- Competency mapping has to be started with the Key positions identified in respective departments and continue to the members of the organization.
 - Select the name of the person and give the employee details like Name, Designation, Employee no. etc.
 - Assess the presence of core values indicator wise and record the same. Wherever the core value indicator is not observed the same needs to be given as an area of improvement
 - Identify the Actual Level of Competency (ALC) for each Managerial and Functional competency in the aspects of Knowledge, Skill and Process ability on a scale of 1 – 5 and record the actual against the desired. Preferably by using Psychometric assessments.

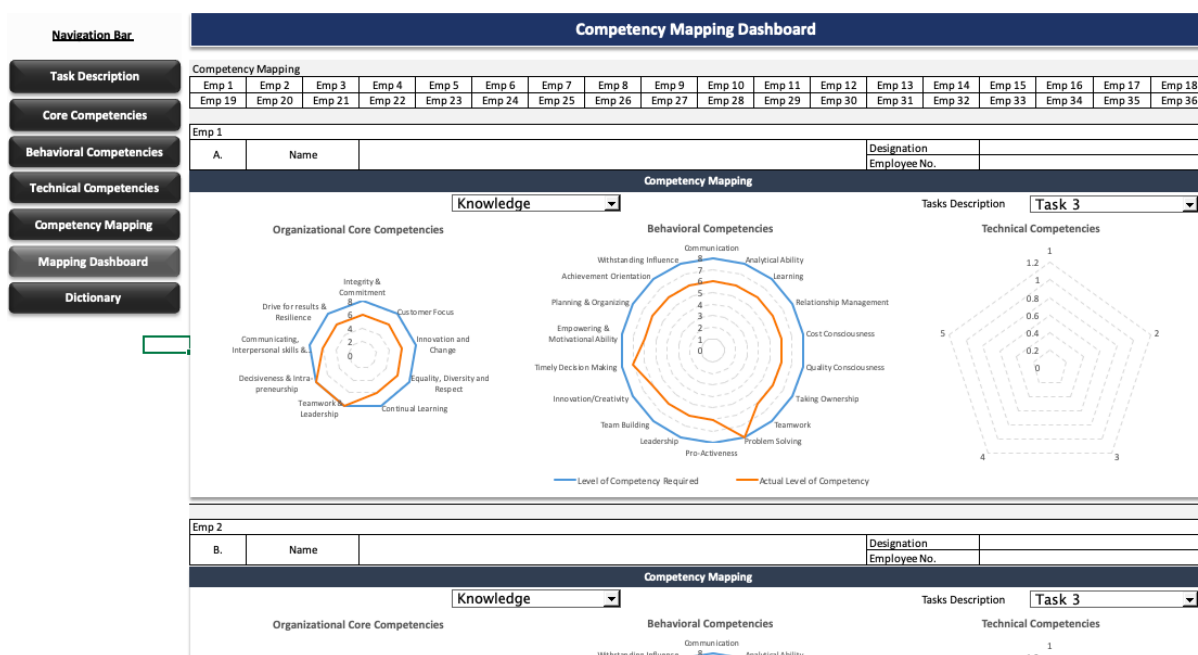
Navigation Bar		Competency Mapping																	
Task Description Core Competencies Behavioral Competencies Technical Competencies Competency Mapping Mapping Dashboard Dictionary	Competency Mapping																		
	Emp 1 Emp 2 Emp 3 Emp 4 Emp 5 Emp 6 Emp 7 Emp 8 Emp 9 Emp 10 Emp 11 Emp 12 Emp 13 Emp 14 Emp 15 Emp 16 Emp 17 Emp 18 Emp 19 Emp 20 Emp 21 Emp 22 Emp 23 Emp 24 Emp 25 Emp 26 Emp 27 Emp 28 Emp 29 Emp 30 Emp 31 Emp 32 Emp 33 Emp 34 Emp 35 Emp 36																		
	Emp 1																		
	A.	Name																Designation	
	Employee No.																		
	Organizational Core Competencies																		
	Competency Name		Knowledge		Skill		Process Abilities												
			LCR	ALC	LCR	ALC	LCR	ALC											
	Integrity and Commitment																		
	Customer Focus																		
Innovation and Change																			
Equality, Diversity and Respect																			
Continual Learning																			
Teamwork and Leadership																			
Decisiveness and Intrapreneurship																			
Communicating, Interpersonal skills and Influencing																			
Drive for results and Resilience																			
Behavioral Competencies																			
Competency Name		Knowledge		Skill		Process Abilities													
		LCR	ALC	LCR	ALC	LCR	ALC												
Communication																			
Analytical Ability																			
Learning																			
Relationship Management																			
Cost Consciousness																			
Quality Consciousness																			
Taking Ownership																			
Teamwork																			
Problem Solving																			
Pro-Activeness																			
Leadership																			
Team Building																			
Innovation/Creativity																			
Timely Decision Making																			
Empowering and Motivational Ability																			
Planning and Organizing																			
Achievement Orientation																			

The competency mapping for **core values**, **behavioral competencies** are assessed through the choosing appropriate instruments from the following;

- | | |
|--------------------------------|----------------------------|
| ○ Case Analysis & Presentation | ○ Business game Simulation |
| ○ In-Basket Exercise | ○ Written Test |
| ○ Structured interview | ○ Creativity Test |
| ○ Role Play | ○ Psychometric Test |

The competency mapping for **functional competencies** are assessed interactions between self and superior.

- Prepare Knowledge, Skill and Process Ability wise Radar Chart by using the data collected and determine the gaps for each competency.



3. Develop an employee wise competency analysis report

Action Points for Competency Assessment:

Sl.	Action Points	FY'20	FY'21	FY'22	FY'23	FY'24
1.	Competency descriptions to be established for all executive & above cadre positions.	Yes				
2.	Task descriptions to be established for all executive & above cadre positions	Yes				
3.	Competency mapping to be developed for all executive & above cadre positions	Yes				
4.	Whenever a new position added or changes in organization position, competency & Task descriptions are to be prepared and maintained	Yes	Yes	Yes		
5.	Whenever a new position added or change in organization position competency mapping to be prepared and maintained	Yes	Yes	Yes		
6.	Whenever a change in competency as per market demand or nature of business changes/added, competency descriptions are to be improved to suit to deliverance.			Yes	Yes	Yes
7.	Whenever a change in competency as per market demand or nature of business changed/added, competency mappings are to be improved to suit to deliverance			Yes	Yes	Yes
8.	Assessment of the top management or senior management to be done by highly certified institutions such as IIMs	Yes	Yes	Yes	Yes	Yes
9.	Training & Conduction of psychometric analysis training for internal capacity development			Yes	Yes	Yes

DEVELOPMENT OF SUCCESSION PLANNING

Purpose:

The purpose of Development of Succession Planning is to be evolved into a process that can be used to:

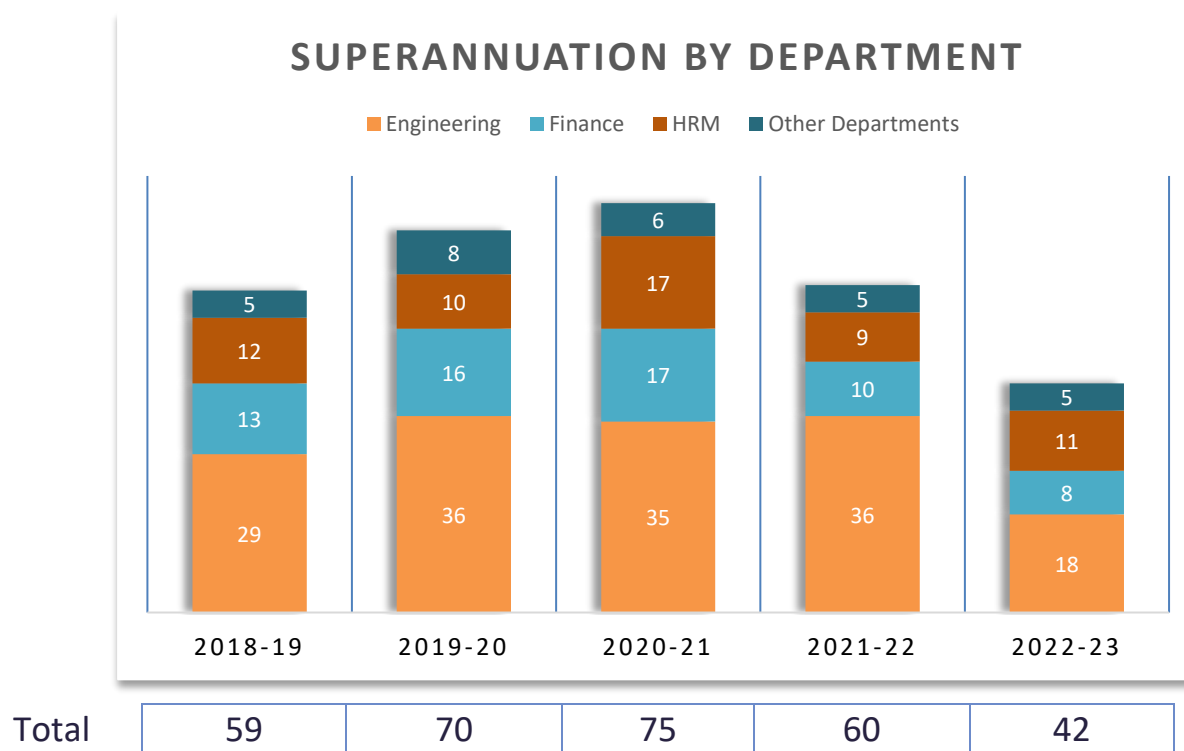
- Identify, assess and develop employee knowledge, skills and abilities to meet the current and future staffing needs of the organization; and
- Ensure a continuous supply of talent by helping employees develop their potential, as successors for key departmental positions.

Description:

Succession Planning is the process of identifying those jobs considered to be at the core of the organization – too critical to be left vacant or filled by any but the best qualified persons – and then creating a strategic plan to fill them with experienced and capable employees.

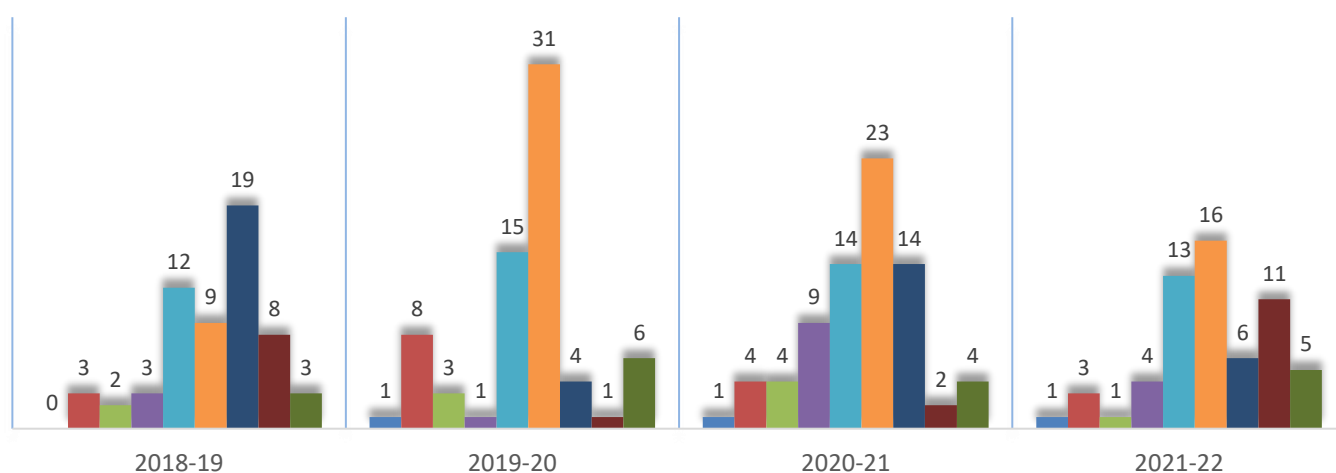
Succession planning is critical to mission success and creates an effective process for recognizing, developing, and retaining top leadership talent. It is important to note that strategic succession planning is not about talents the organization needs now; rather, it is projecting the talent, knowledge, skills and competencies needed for the future of an agency/organization.

Superannuation and Manpower Analysis:



SUPERANNUATION BY DESIGNATION

■ CMD/Director ■ ED/SED ■ CGM ■ GM ■ AGM ■ DGM ■ PM/M ■ DPM/DM ■ SPE/PE



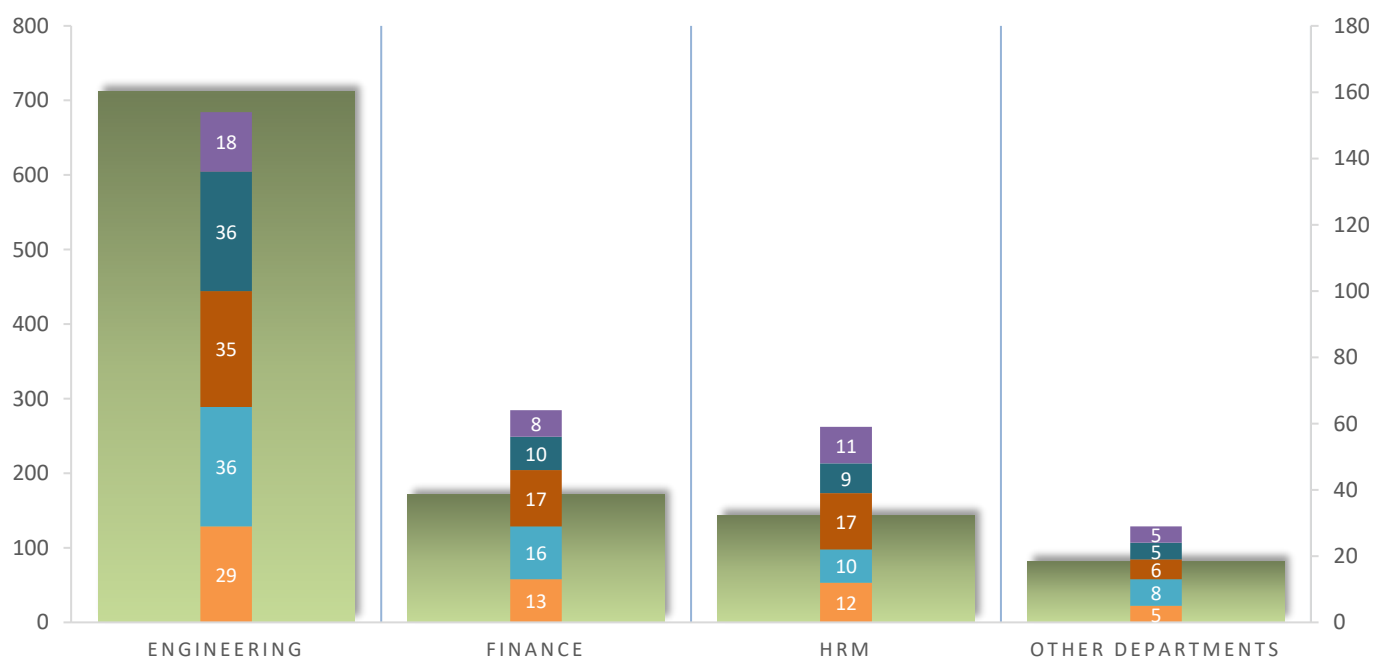
Designation Abbreviation:

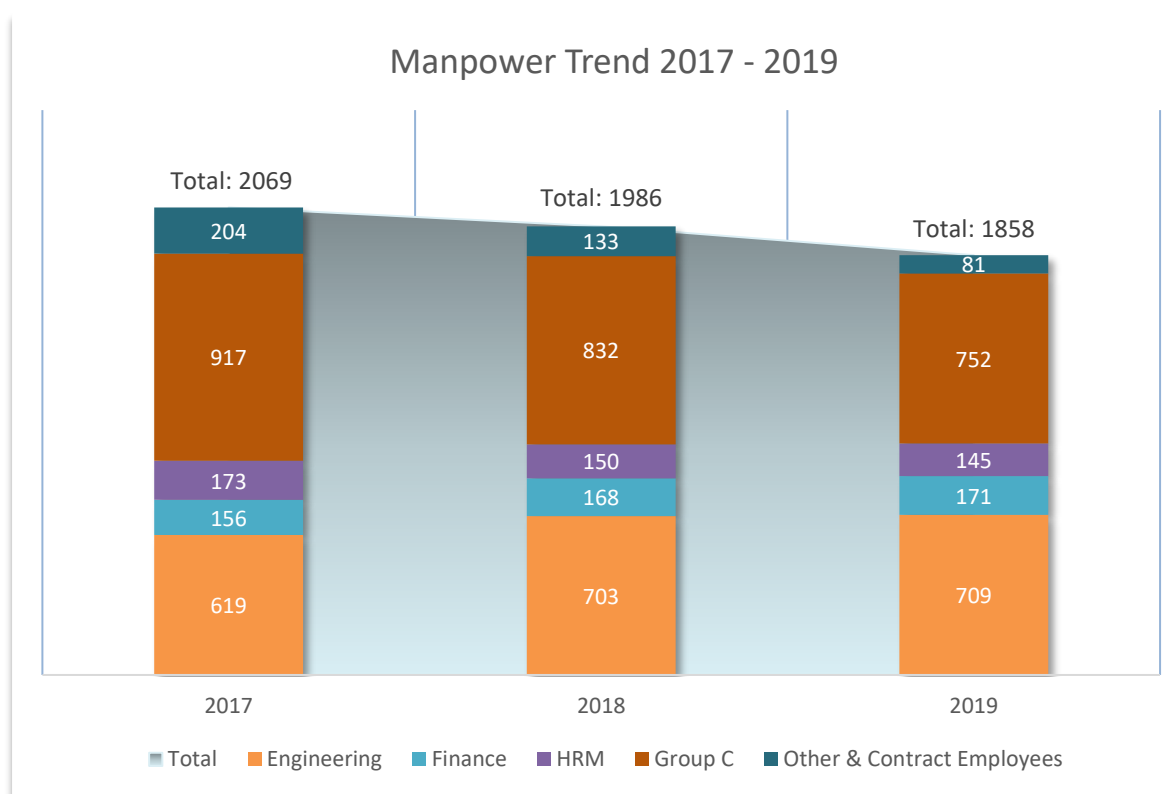
CMD - Chairman-cum-Managing Director
 ED - Executive Director
 SED - Sr. Executive Director
 CGM - Chief General Manager
 GM - General Manager
 AGM - Additional General Manager

DGM - Deputy General Manager
 PM/M - Project Manager/ Manager
 DPM/DM - Deputy Project Manager / Deputy Manager
 SPE - Sr. Project Executive
 PE - Project Executive

MANPOWER VS SUPERANNUATION

■ Current Manpower ■ 2018-19 ■ 2019-20 ■ 2020-21 ■ 2021-22 ■ 2022-23





Succession Planning at [REDACTED]

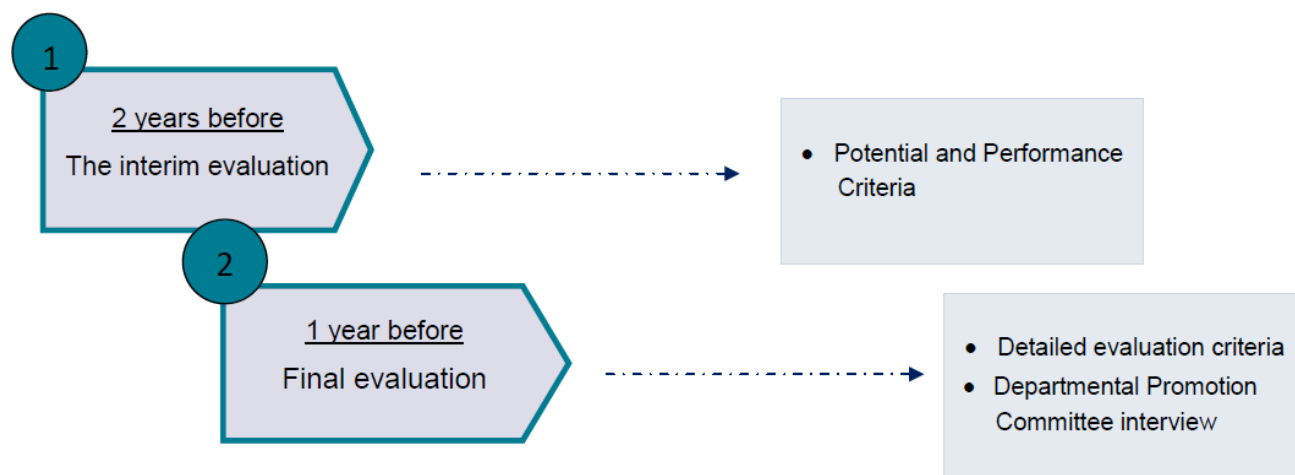
1. The need for succession planning for [REDACTED] for leadership is very critical with 28 senior management executives (E7 to E9) superannuating in the next 5 years.
2. Create and maintain a five-step succession planning approach for [REDACTED]. The steps involved are:
 - a) Identify Critical positions
 - b) Create Successor Profile Template for Critical Positions
 - c) Define Successor Evaluation Criteria
 - d) Design Behavioral Competency Framework and Propose Evaluation Tools
 - e) Plan for Learning and Development
3. The succession planning process should be initiated at least 2 years before the critical position is getting vacant
 - a) The interim evaluation (2 years before critical position gets vacant) would compromise of potential and performance parameters
 - b) The final evaluation (2 years before critical position gets vacant) would comprise of detailed evaluation criteria as well as a Departmental Promotion Committee (DPC) interview
4. Refer to best practices within the CPSU sector as well as private organizations while designing [REDACTED] succession planning policy
5. The goal of succession planning policy is to “prepare for” and “provide” the merit-based successor for all identified critical positions at [REDACTED] in E7, E8 and E9

Frequency and Timeline for Succession Planning Process at [REDACTED]

It is recommended that succession planning process should be an annual activity. All the eligible candidates for the critical roles be assessed twice – “interim” and “final evaluation”.

1. The interim evaluation would comprise of potential and performance criteria (2 years before the vacancy is to be filled). Following four parameters that will be assessed in the evaluation:
 - Behavioral Competencies
 - Functional Competencies
 - Past Performance
 - Thought Leadership
2. The final evaluation would comprise of detailed evaluation as well as a Departmental Promotion Committee (DPC) interview
 - Behavioral Competencies
 - Functional Competencies
 - Past Performance
 - Thought Leadership
 - Seniority
 - Years of Experience in line
 - Years of experience across units
 - Vacancy Risk
 - Qualification

The identified successor based on the final evaluation will be hence informed a year in advance, in order to be provide coaching and mentoring from the predecessor and get adequate time to cater for the individual learning and development needs



Formation of Talent Management Committee (TMC)

The talent management committee (TMC) at [REDACTED] will overlook and implement the succession planning policy and consist of a panel comprising of:

- | | |
|---|---|
| a. Director HR/ Commercial | c. Senior Functional Leadership (ED/GM) |
| b. Functional Directors (Advisory Role) | d. HR Functional Team (ED/GM/DGM) |

Talent Management Committee (TMC) Structure:

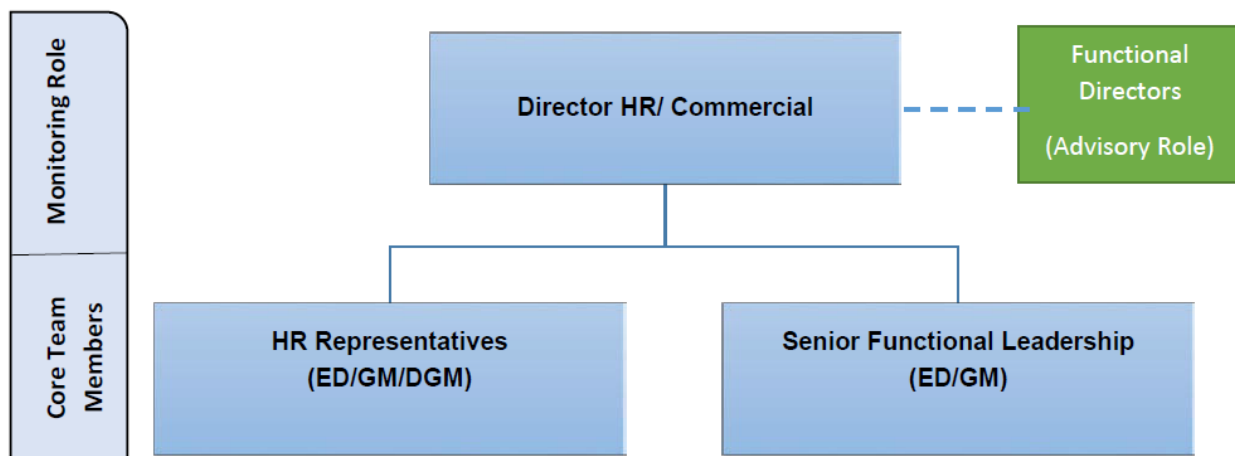


Figure: TMC Structure

Succession Planning Model for [REDACTED]

A succession planning policy is essential to ensure [REDACTED] productivity, growth and progress. Effective succession planning process will enable [REDACTED] to plan for successors to replace business critical and leadership roles within the organization. A five-tier model for Succession Planning has been developed for [REDACTED].

Succession planning approach designed for [REDACTED] consists of the following steps:

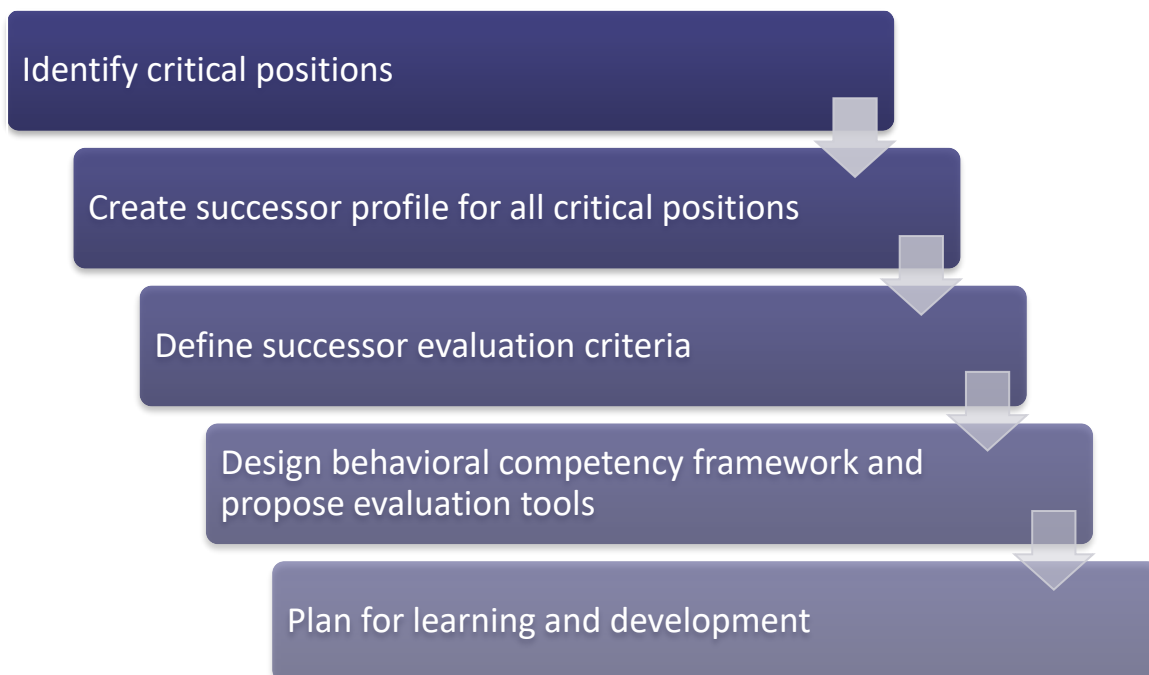


Figure: Succession Planning Approach

Critical Success Factors

There are several factors which will be critical towards framing an effective succession planning policy at [REDACTED]

- Succession planning is linked to strategic planning and investment for future
- Senior leadership form partnership with HR function
- Connecting succession planning with values of organization
- Linking succession planning to HR processes – Performance Management, Compensation, Recruiting, Training and Workforce Planning
- Workforce data

Identify Critical Positions in [REDACTED]

A “critical position” is one that, if it were vacant, would have a significant impact on the organization’s ability to conduct normal business and achievement of goals and objectives. The significance of the impact could be considered in terms of safety, operation of equipment/plant, quality, financial results, efficiency and reputation etc.

During the identification of critical roles, it is important to refer to:

- [REDACTED] organization objectives, vision, mission, future goals and competitive landscape, as a context to determine critical positions
- [REDACTED] the organization chart. This will help the TMC in determining the sanction roles given to [REDACTED] as well as the roles that have people in position.

TMC will use these indicative guidelines to decide the critical positions in [REDACTED]. The parameters to determine critical roles can be modified each year.

The TMC will be the final authority to determine which positions are critical

Position Criticality Parameters

Criteria	Relevant to [REDACTED] (Yes/No)
Position exists in the organization from last 3 years even if the position is not sanctioned.	YES
Sanctioned position and in position exist in organization from last 3 years.	YES
Sanction position is important to achieve the strategic objectives of the organization even if it is lying vacant in last 3 years Position (Sanctioned or in position) does not exist in the organization but is important to achieve the strategic objectives of the organization	YES
Position has a revenue or budgetary responsibility	YES
Position is responsible or involved in making policies and guidelines for function/organization	YES
Position leads or is a key member of specialized function	YES

Position would be difficult to fill because of required expertise, training undergone or operational/functional knowledge	YES
There is a projected market shortage for the position	YES
Position is overseeing strategic initiative/project	YES

Some other that could be considered are:

1. Statutory Requirement – Example, Company Secretary
2. ██████████ Company Culture – Example, positions that are required by rules and regulations (ISO 9001, ISO 14001, ISO 500001, etc.)
3. Control and Monitoring – Example, Finance, etc.
4. Management Systems – Example, ERP, etc.

Create Successor Profile for all Critical Positions

Creating a successor profile is critical to the succession planning process. The successor profile template contains all necessary/important information about the role. This profile will help the TMC determine all the necessary traits, competencies, qualifications etc. that a potential successor needs to have.

- I. The TMC on yearly basis will populate the below successor profile template for all the critical positions identified
- II. The TMC will list down all the feeder roles that are eligible for the position

Enclosed Annexure 1 - Successor Profile Template

Define Successor Evaluation Criteria

Successor Evaluation criteria states the parameters by which potential successors are determined. These parameters are essential qualities that a potential successor should have in order to be successful in his position. Each parameter is given a weightage/score and is measured by tools.

Define the Successor Evaluation Criteria – Interim Evaluation

All feeder roles/eligible candidates need be evaluated annually on the below criteria. The assessment will be first done, 2 years before the position is vacant and will be known as the Interim Evaluation.

Interim Successor Evaluation Criteria

Criteria	Points	Score
Behavioral Competencies Demonstrated	40	<ul style="list-style-type: none"> ◦ 40 points – 9 out of 9 of the competencies meet desired level ◦ 30 points – 7 out of 9 competencies meet the desired level ◦ 20 points – 5 out of 9 competencies meet the desired level ◦ 10 points – 3 out of 9 competencies meet the desired level <p>(4 being the highest score given on each competency and 1 being the lowest)</p>
Functional Competencies	20	<ul style="list-style-type: none"> ◦ 20 – All functional competencies demonstrated at a desired level ◦ 10 – Most functional competencies demonstrated at a desired level

		° 5 – Some/Few functional competencies demonstrated at a desired level
Past Performance	30	° 30 points – Outstanding ° 25 points – Good ° 20 points – Average ° 10 points – Below average ° 5 points – Poor (Point break up mentioned in the below table)
Thought Leadership	10	° 10 points – Provided thought leadership/research paper, process improvement, cost effectiveness, etc. Outstanding contribution in terms of change in policy, input cost savings, etc.

The scores given above, will be measured by following input tools

Criteria, Input Tool and Description

Criteria	Input Tool	Description
Behavioral Competencies	Assessment Center	An assessment center is a vital tool to assess behavioral competencies demonstrated.
Functional Competencies	PMS/ Assessment Center	Functional Competencies will be listed in the Successor Profile Template. They will then be assessed by Reporting Manager in the PMS. An assessment center can also be used to assess the functional competencies demonstrated.
Past Performance	PMS System	GM to ED – Past performance over the last 2 years will be measured. ⊕ 20 points – Performance in the last 1 year ⊕ 10 points – Performance in the last 2 years AGM to GM – Past performance over the last 3 years will be measured. ⊕ 12 points – Performance in the last 1 year ⊕ 9 points – Performance in the last 2 years ⊕ 9 points – Performance in the last 3 years DGM to AGM – Past performance over the last 3 years will be measured. ⊕ 12 points – Performance in the last 1 year ⊕ 9 points – Performance in the last 2 years ⊕ 9 points – Performance in the last 3 years
Thought Leadership	Tracking System	██████ will need to effectively track employees who provide thought leadership into its system and recognize their efforts. This could be tracked by ██████ PMS system, yearly review, manager appraisals, etc.

Define the Successor Evaluation Criteria – Final Evaluation

After the interim successor evaluation takes place, one year before the position is vacant, the final successor evaluation criteria will take place. This will consist of various parameters, mentioned below:

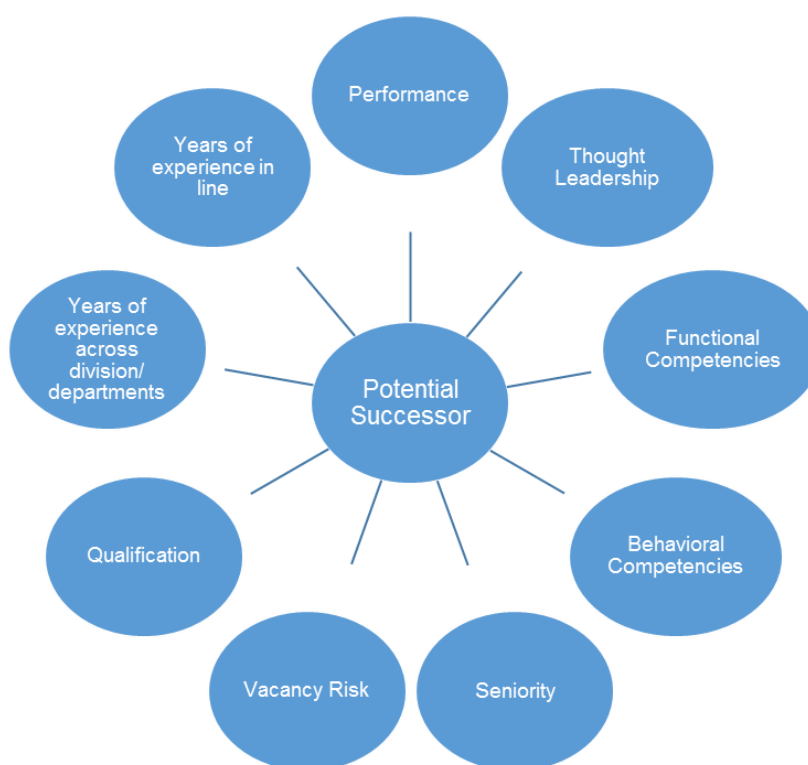


Figure 9: Final Successor Evaluation Criteria

Score description of successor evaluation criteria

Criteria	Points	Score
Behavioral Competencies	20	⊕ 40 points – 9 out of 9 of the competencies meet desired level ⊕ 30 points – 7 out of 9 competencies meet the desired level ⊕ 20 points – 5 out of 9 competencies meet the desired level ⊕ 10 points – 3 out of 9 competencies meet the desired level
Functional Competencies	10	⊕ 10 – All functional competencies demonstrated at a desired level ⊕ 5 – Most functional competencies demonstrated at a desired level ⊕ 2 – Some/Few functional competencies demonstrated at a desired level
Past Performance**	20	⊕ 20 points – Outstanding/Excellent ⊕ 15 points – Very Good ⊕ 10 points – Good ⊕ 5 points – Poor
Seniority	10	⊕ 10 points – First 30% in the seniority list ⊕ 5 points – Next 30% in the seniority list ⊕ 2 points – Next 40% in the seniority list
Years of Experience in line	10	⊕ 10 points – Has over 5 years' experience in line ⊕ 5 points – Has less than 5, but 3 or more years' experience in line ⊕ 2 points – Has less than 3 years' experience in line
Experience across units/offices	10	⊕ 10 points – Has experience in at least 4 relevant divisions/ departments ⊕ 5 points – Has experience in at least 2 relevant divisions/ departments
Vacancy Risk (Superannuation Date)	5	⊕ 5 – Superannuation date is 5 years or more away, vacancy risk is low ⊕ 3 – Superannuation date is 3 years or less away, vacancy risk is medium ⊕ 1 – Superannuation date is 1 year or less away, vacancy risk is high

Qualification	10	⊕ 10 points – Meets desired qualification and has additional certifications in the relevant field ⊕ 5 points – Has desired qualification for the position
Thought Leadership	5	⊕ 5 points – Provided thought leadership/research paper/participation in industry seminars

** Past performance is determined by [REDACTED] Performance Management System

Criteria, Input Tool and Description

The break up for the past performance in the final successor evaluation criteria will be:

Criteria	Input Tool	Description
Past Performance	PMS System	GM to ED – Past performance over the last 2 years will be measured. ⊕ 10 points – Performance in the last 1 year ⊕ 10 points – Performance in the last 2 years AGM to GM – Past performance over the last 3 years will be measured ⊕ 8 points – Performance in the last 1 year ⊕ 6 points – Performance in the last 2 years ⊕ 6 points – Performance in the last 3 years DGM to AGM – Past performance over the last 3 years will be measured. ⊕ 8 points – Performance in the last 1 year ⊕ 6 points – Performance in the last 2 years ⊕ 6 points – Performance in the last 3 years

Action Points for developing Succession Plan:

	Action Points	FY'20	FY'21	FY'22	FY'23	FY'24
1.	Workforce competencies is analyzed to identify the knowledge, skills, and process abilities that compose it	Yes				
2.	Competency descriptions are documented	Yes				
3.	Search for people for leadership or succession planning roles	Yes				
4.	Competency descriptions are maintained according to a documented procedure		Yes			
5.	Successor evaluation exercise should be a yearly exercise		Yes	Yes	Yes	Yes
6.	The successor planning process should be initiated at least 2 years before the critical position is getting vacant		Yes	Yes	Yes	Yes
7.	Formation of a Talent Management Committee (TMC) consisting of: a. Director HR b. Senior Functional Leadership (Director*/ED/GM) c. HR representative (ED/GM/DGM)	Yes				
8.	Provide inputs to successor evaluation criteria	Yes				
9.	Recognize the gap that exists between the current skills of their employees and the potential level of skills (where they are desired to be)	Yes	Yes	Yes	Yes	Yes

10.	Create Individual Development Plan and enhance successor readiness	Yes	Yes	Yes	Yes	Yes
11.	██████ PMS and training and development policy should be integrated with succession planning Process	Yes				
12.	Monitoring of the Individual Development Plan (IDP) for potential successors should be responsibility of immediate supervisors and directors and needs to be integrated in individual KRA		Yes	Yes	Yes	Yes
13.	Removal of the seniority weightage in the Departmental Promotion Committee (DPC) Interview with CMD and Directors		Yes		Yes	
14.	Competency information regarding the capabilities of individuals in their workforce competencies is collected and maintained	Yes	Yes	Yes	Yes	Yes
15.	Organizational role(s) is assigned responsibility for coordinating Competency Analysis activities across the organization	Yes				