Policy on Succession Planning

J. Kumar Infraprojects Limited has been focusing on career growth of its members through a process of succession planning and competency development.

There is a process laid down for the purpose:

A. Critical/Key Roles:

1. Identification & annual review of critical/key roles in each company.

2. Competency mapping for each critical/key role through an in-house 360degree survey.

3. Assessment of competency levels of member's in critical positions and identification of their competency gaps through Assessment Centers.

4. Providing feedback to members on their competency level, including competency gaps.

5. Facilitating bridging of competency gaps through Training, Job rotation & Job enlargement.

B. Creating a Talent Pool:

1. Identification of potential leaders at various levels of organizational hierarchy. This exercise is conducted every year & identified potentials are put through an Assessment Center to ascertain potential for taking on higher roles.

2. Members who qualify the in the Assessment Center also need to qualify the criteria of minimum performance rating of 3.5 on a 5 point scale in the past two appraisal cycles for entry to the TALENT POOL.

3. Opportunity is provided for fast track upward career movement to members in the Talent Pool.

C. Succession Planning for Critical Positions:

1. From the Talent Pool, successors are identified for critical positions.

2. Succession plan is prepared for Critical Positions in each business & put up for review by the Apex body.

D. Competency Development of Talent Pool:

1. Development programs are designed to fill in competency gaps of potential Leaders.

2. Job enlargement and Job rotation within the Group also provides the opportunity for competency development of Potential leaders.

E. Strengthening the Leadership Pipeline:

1. A strong & deep Leadership Pipeline is required for Succession Planning.

2. There is a framework created for evaluating the depth of Leadership pipeline in the group. Each function is assessed for the depth of its Leadership pipeline & accorded a rating.

3. Improving the rating of the Leadership Pipeline in each is adopted as a Lead Goal in the Balanced Score Card & finds its way into the KRA's of Functional Heads.