



Why *focus* Succession Planning?

Some jobs are the lifeblood of your organization. They are just too critical to be vacant or filled by any but the most qualified persons.

*To ensure continuity for these positions, use **focus** Succession Planning.*

Subjective judgments of "potential" are often wrong, can drive away good employees, and may even create legal liabilities. *focus* ranks candidates based on fit with job requirements and gives you ready access to indepth information on each candidate including on-line resumes of candidates, job preferences, development plans, past results and more.

Identifying potential back-ups is not enough. *focus* has extensive employee development functionality. Employees can create detailed development plans, identify action steps, training resources, success measures, and more. Succession Planning tracks each candidate's development progress.

focus distributes responsibility for oversight of Succession Planning. "Owners" of each replacement chart or pool have tools and reports to help them as well as customizable alerts to problems such as too few incumbents or back-ups, development plans gone awry, failure to meet diversity goals, etc.

focus Succession Planning Features and Benefits

- **Plan for Jobs or Pools:** *focus* supports job replacement charts, succession pools, or both.
- **Customizable Resume:** The *focus* employee resume is divided into parts completed by the employee and the organization. Use our default resume, modify, or create your own.
- **Mentors:** Succession candidates often benefit from a mentor. *focus* recognizes mentors and provides them with software functionality to assist their work with candidates for promotion.
- **Develops Bench Strength:** Individual development plans, development tracking, responsibilities clearly defined for present and future positions, and measures of development success all build bench strength.
- **"What Ifs":** See a major strategy change coming? *focus* lets you model hypothetical jobs or competency needs, evaluate staff readiness, and put plans in place to prepare people.
- **Chain of Moves Analysis:** Moving a person may create a gap that can't be filled. *focus* tells you the best combination of moves to maximize overall quality of job incumbents.
- **Valid, Defensible Data:** Quantitatively and equitably matches people and jobs. Multi-rater feedback and candidate histories help avoid subjective, error-prone judgments of "potential".

Typical Steps to Implement *focus* Succession Planning

1. Identify staffing needed to implement organization strategy. Develop succession planning metrics.
2. Select critical jobs. Decide on optimal replacement chart and pool structure.
3. Assess candidates.
4. Select back-ups.
5. Implement development plans.
6. Track progress against metrics for individual candidates and the program overall.

*Bring the power of **focus** to your organization.*

Contact us to explore a customized solution.

