

PREVIEW

CAREER & SUCCESSION MANAGEMENT



**Increased desire for
diversified careers,
greater flexibility
and mobility**

**Managers move
away from being
'talent hoarders' to
'talent producers'**

**If you want people to
stay long term, then they
need to know why
they are staying**

[Leadership Development](#) | [Performance Management](#)
[Career & Succession Management](#) | [Compensation & Benefits](#) | [On-boarding](#)

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1. PREFACE

For this report, practices, policies, measurement and management of Career & Succession Management have been reviewed thoroughly. The purpose of this report is to reflect on current trends in Career & Succession Management, and how organisations deal with these trends in their Career & Succession Management processes. The insights in this report are supported by the findings of the Top Employers HR Best Practices Survey. The global HR Best Practices Survey assesses an organisation's HR environment in the areas of: strategy, policy implementation, monitoring and communication of employee conditions and development.

Figure 1: AREAS OF THE TOP EMPLOYERS CERTIFICATION FOR THE TOPIC CAREER & SUCCESSION MANAGEMENT



Only organisations that achieve the highest standards of excellence in employee conditions, receive a Top Employers certification. The findings in this report are based on a sample size of 600 certified organisations in 99 countries, with more than 3.000 employees.

This report is the third in a series of reports on employee conditions. The reports focus on the following topics: Leadership Development, Performance Management, Compensation Benefits and On-boarding.



2. PREVIEW CAREER & SUCCESSION MANAGEMENT

Career & Succession Management has become an established and mature HR process over recent years, initially within larger organisations, but more recently acquiring growing significance with smaller businesses too.

These are testing times for HR. Growing skill shortages have coincided with a real fear of losing valuable knowledge and intellectual capital from the business as older workers move closer to retirement, something that can be ill afforded in an increasingly complex and uncertain economic climate. There is also restlessness amongst a new generation of younger workers to gain varied skills and experiences, whilst they also take a more lateral view of career progression. The attraction, development, engagement and retention of talent are key issues for organisations, with Career & Succession Management processes now at the heart of these efforts.

In this report we have identified four Key Trends that are shaping the way we approach Career & Succession Management. Each trend signals a move away from using the process purely to identify future leadership and senior management pipelines, and towards one that helps to underline and enhance the organisation's efforts to retain, develop and engage their employees. Where pipelines or succession plans are created, they are now likely to also be for non-leadership roles and those requiring specialist or expert skills and knowledge.

Table 1: 4 KEY TRENDS THAT ARE SHAPING THE FUTURE OF CAREER & SUCCESSION MANAGEMENT

1 Succession Management becomes a mature practice

3 Broader recognition of the need for internal mobility

2 Redefinition of work and employees' career preferences

4 Integration with other talent management processes

See what the Top Employers say about Career & Succession Management:



“We create cross functional assignments, where people get the opportunity at lower, and mid levels, to experience roles in functions that are outside their natural specialism. It’s challenging them”

Mark Philips
Human Resources Vice President Central Europe at JTI



To be successful in the area of Career & Succession Management, organisations need to have clear career maps in place to enable employees to be able to see where they could go in their career, and what is needed from them in those positions.

'TOP EMPLOYERS' BEST PRACTICES:

- One participant, a global FMCG organisation, helps employees to identify the key areas with individual holistic plans that covers four areas - a personal profile, career development plan, SMART development plan and a current year work plan. This helps them to understand their current skills and capabilities, and future aspirations, and how they can develop through a mix of work experience, coaching and mentoring, and extra assignments.
- One best practice example we identified, from a pharmaceutical business, places a strong emphasis on employee development and career advancement. Employees own their development and career, and are given tools to help them "know yourself" – self-identifying strengths, interests, and values. They are then supported in determining the skills, behaviours and core competencies that will help self-development, and further identifying critical development actions to be discussed with their managers.

For a complete overview of best practices and the case studies of Unilever and Dimension Data please see the full report.

In keeping with the trends that we have seen in other talent management disciplines, Career & Succession Management finds itself evolving away from being an annual event mainly driven by HR. The broader focus of Career & Succession Management, and the improved integration with Learning and Development, Performance Management, and Workforce Planning, contribute to the greater relevance of Career & Succession Management for both employees and managers. Today's technology enables these processes to be more dynamic, allowing staff to move away from rigid predefined career paths and thus being more aligned with both the business reality and employees' preferences and needs.

We see the improved relevance of Career & Succession Management also happening from a business perspective. This is evident when looking at the integration with Workforce Planning, where identified future organisational capabilities following from the business strategy can be more easily taken into account when defining future training needs, and identifying opportunities for internal talent development.



3. ABOUT US

The Top Employers Institute globally certifies excellence in the conditions that employers create for their people. Optimal employee conditions ensure that people develop themselves personally and professionally. This in turn enables companies to grow and to develop, always.

Headquartered in the Netherlands, the company, previously known as the CRF Institute, has recognised Top Employers around the world since 1991. The company is now active in 99 countries and in six regions: North America, Asia Pacific, Europe, Middle East, Africa and Latin America. More than 960 Top Employers were successfully certified in 2014.

David Plink, CEO: “Over the years, we have assessed and certified companies around the world using our proprietary methodology. We strongly value our objectivity, independence and selectivity. As a result, current and prospective employees can trust upon the certified organisations to have excellent conditions in place for their people to develop, always”

CONTACT US

To learn more about the Top Employers Institute, certification procedures and the benefits of positioning your organisation amongst the world’s leading employers, please contact:

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