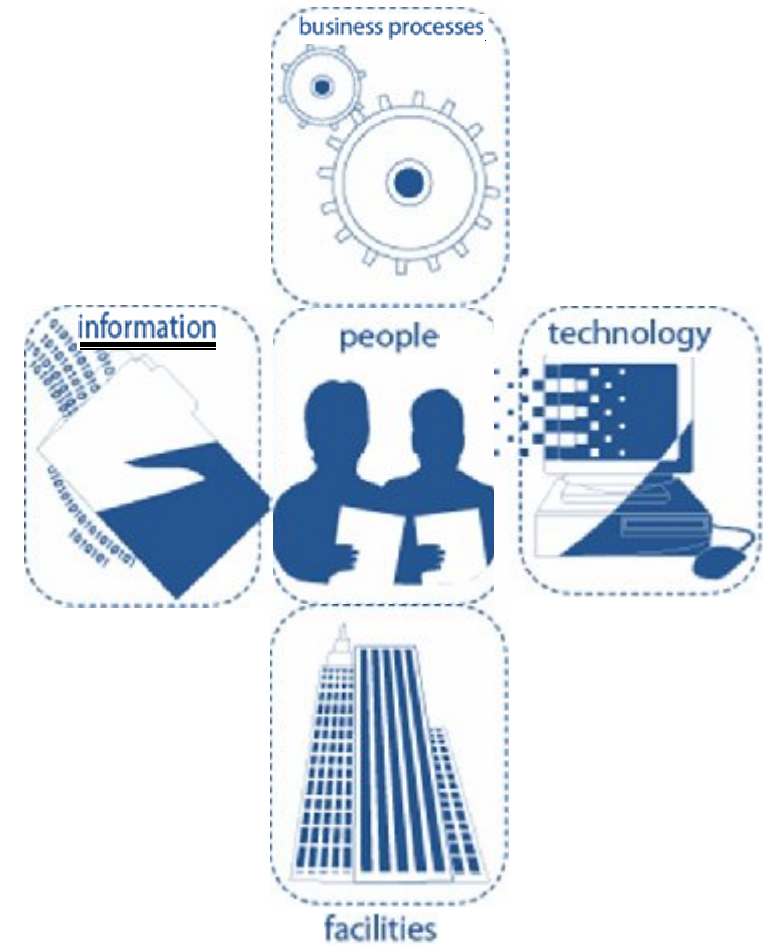# Succession Planning - Recruitment
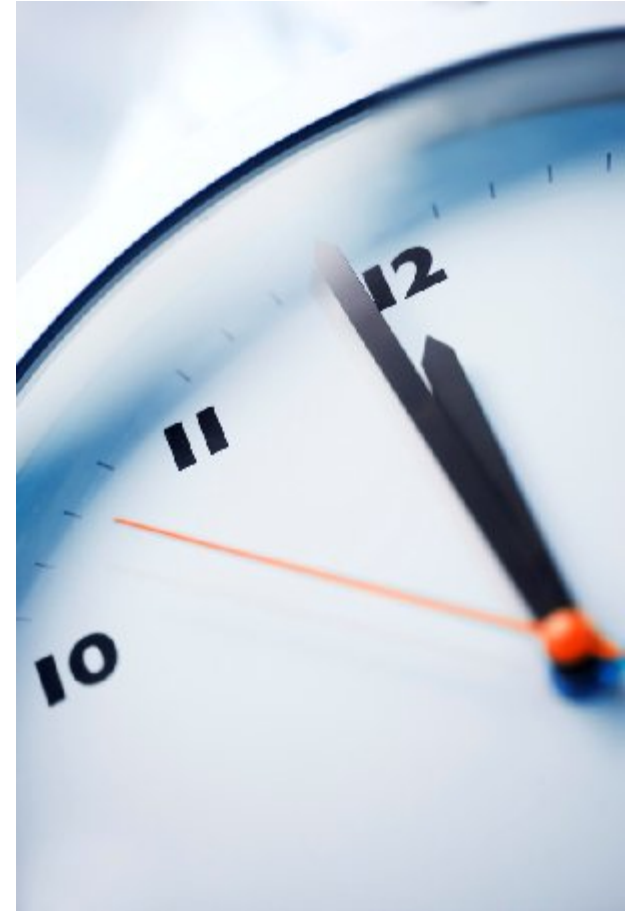
"Building Resiliency one Organization at a Time"

Overview

- Important Terms
- Introduction
- Basic Objects for Resiliency
- All Hazards Approach
- Succession Planning Process
  - Identify
  - Plan
  - Execute

Important Terms

- **Succession Planning –** Planning for the smooth continuation and sustainability of a business which depends greatly on the availability of skilled, trained, and competent people.
- **Human Resource (People) Resiliency** – The identification of your human capital and their relationship to the critical services or activities they support
- **Critical Business Function** – The critical operational and/or business support functions that could not be interrupted or unavailable for less than a mandated or predetermined timeframe without significantly jeopardizing the organization
- **Process Sustainment** – Availability requirements for all assets including; People, Information, Technology, and Facilities
- **Business Impact Analysis** - process of analyzing business functions and the effect that a business disruption might have upon them
- **Operational Impact** – Anticipated effect the loss of a critical function will have on the business
- **Financial Impact** – Anticipated loss of revenue that will result from the loss of a critical function
- **Legal or Regulatory Impact** – Anticipated risk of fines, penalties or loss of ability to conduct business

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Basic Resiliency Objects

people

business processes
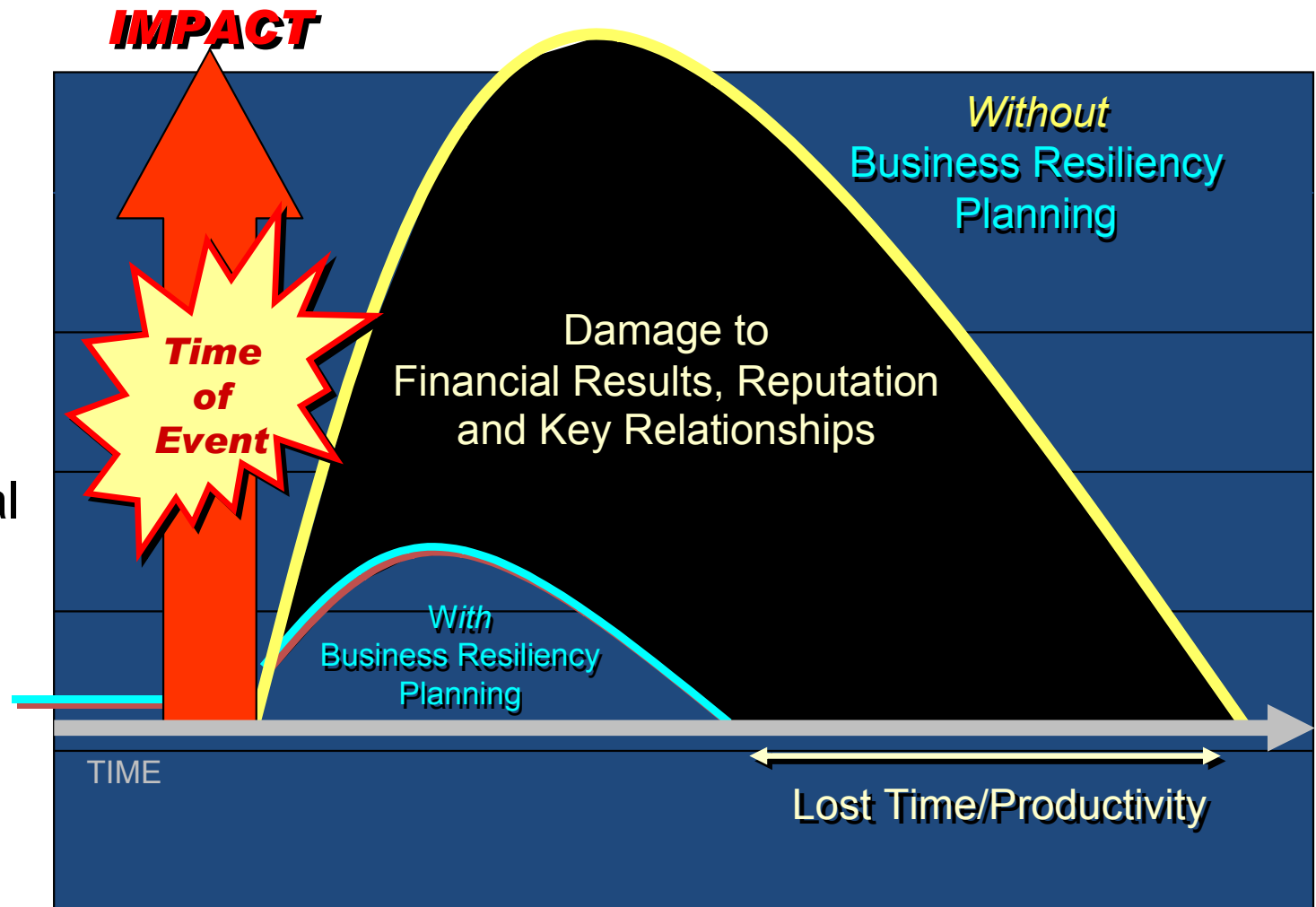
information

facilities

technology

- ➤ What is required to reduce risk before an event?

- ➤ How do you respond during an event?

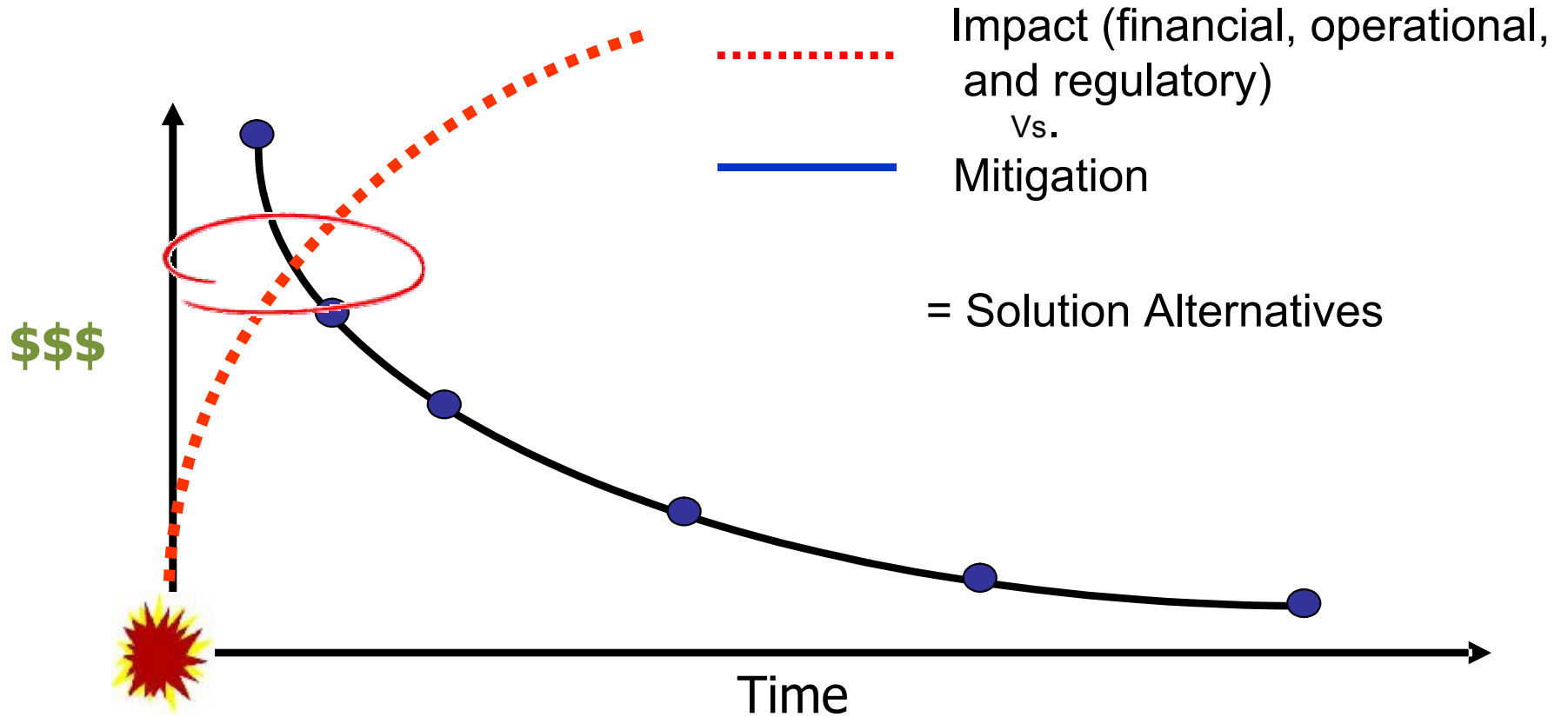- ➤ What is needed to recover after an event?

- ➤ How do you protect your assets?

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Business Resiliency

ITC TOTALSOLUTIONS

Business Resiliency Planning:

It reduces the total impact to your operations

IMPACT

Time of Event

Without Business Resiliency Planning

Damage to Financial Results, Reputation and Key Relationships

With Business Resiliency Planning

TIME

Lost Time/Productivity

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Right-sizing Resiliency

············· Impact (financial, operational, and regulatory)
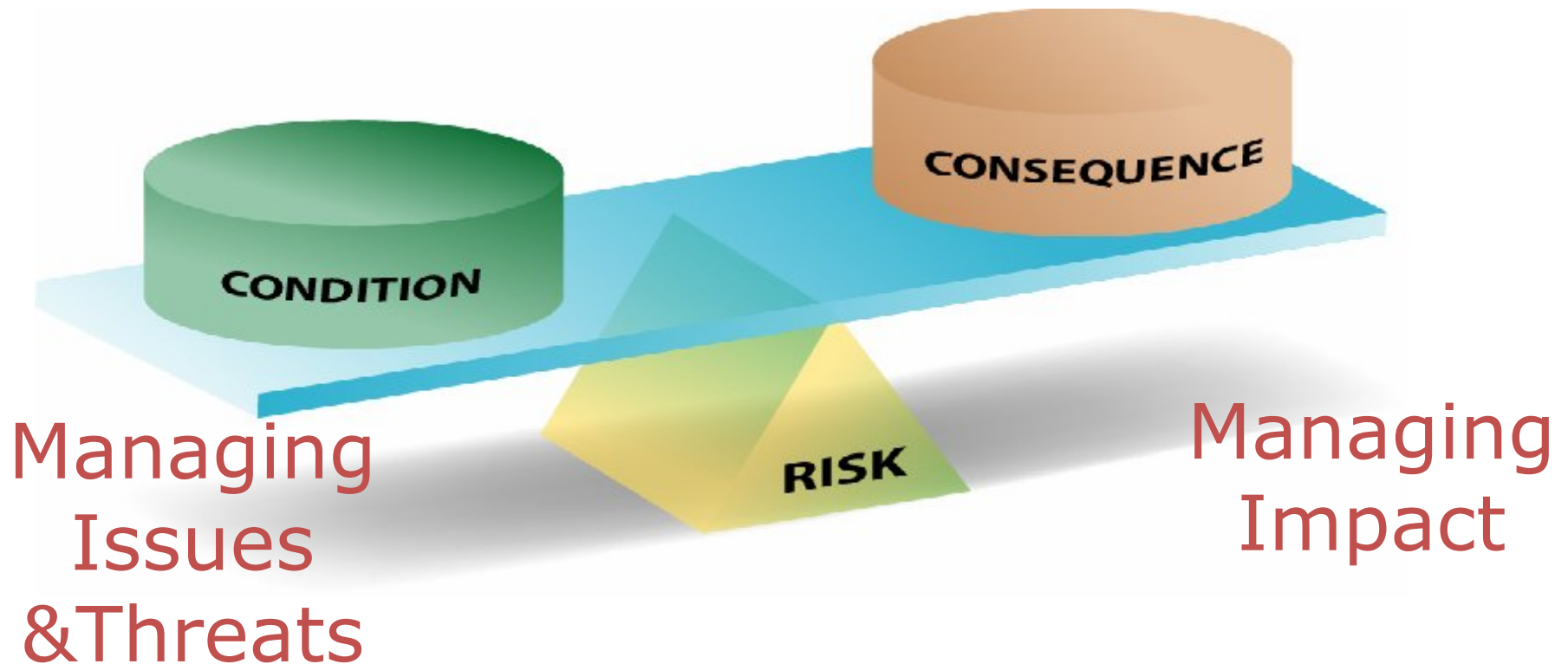Vs.
——— Mitigation

● = Solution Alternatives

$$$

Time

"Mature resiliency is not perfection, it is achieving adequate resiliency that supports mission and goals efficiently"

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Resiliency Requires Balance

CONSEQUENCE

CONDITION

RISK

Managing Issues &Threats

Managing Impact

Managing both sides of the risk equation as a whole, in balance with organizational drivers and costs, to achieve a level of adequate resiliency.

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All Hazards Approach:

TOTALSOLUTIONS

Hazards & Vulnerabilities with crisis potential

SECURITY
- Political Instability/ Civil Disorder
- International Conflicts
- Terrorist Acts
- Executive Kidnapping
- Consumer / Activist Protests

PRODUCTS & SERVICES
- Denial of Service
- Client Data Security
- Industry Parity
- Service Performance

HUMAN RESOURCES
- Employee Sabotage
- Workplace Violence
- Labor Strife
- Succession Planning
- Performance Incentives
- Discrimination/Diversity
- Infectious Diseases
- Whistleblower

OPERATIONAL
- Hazardous Products
- Fire/Explosion
- Environmental Issues
- Transportation Accident
- Large Scale IT Failures
- Supply Chain Disruptions
- Loss of Utilities
- Business Interruption

LEGAL/REGULATORY/GOV'T RELATIONS
- Negative Regulatory Action
- Labor
- Environment
- Financial
- Transportation
- Regulatory Reporting
- Sovereign/Political

BUSINESS & MARKETING
- Competitor
- Marketplace

CORPORATE GOVERNANCE
- Corporate Malfeasance
- Fraud/Scandal
- Loss of Leadership
- Conflict of Interest
- Completeness/Accuracy
- Organization Structure
- Internal Communications
- Knowledge Management

NATURAL DISASTERS
- Floods
- Hurricanes/Tornadoes/Storms
- Earthquakes
- Wildfires

PUBLIC RELATIONS
- Community Issues
- National/Local Media Issues

FINANCIAL / ECONOMIC
- Budgeting and Forecasting
- Equity
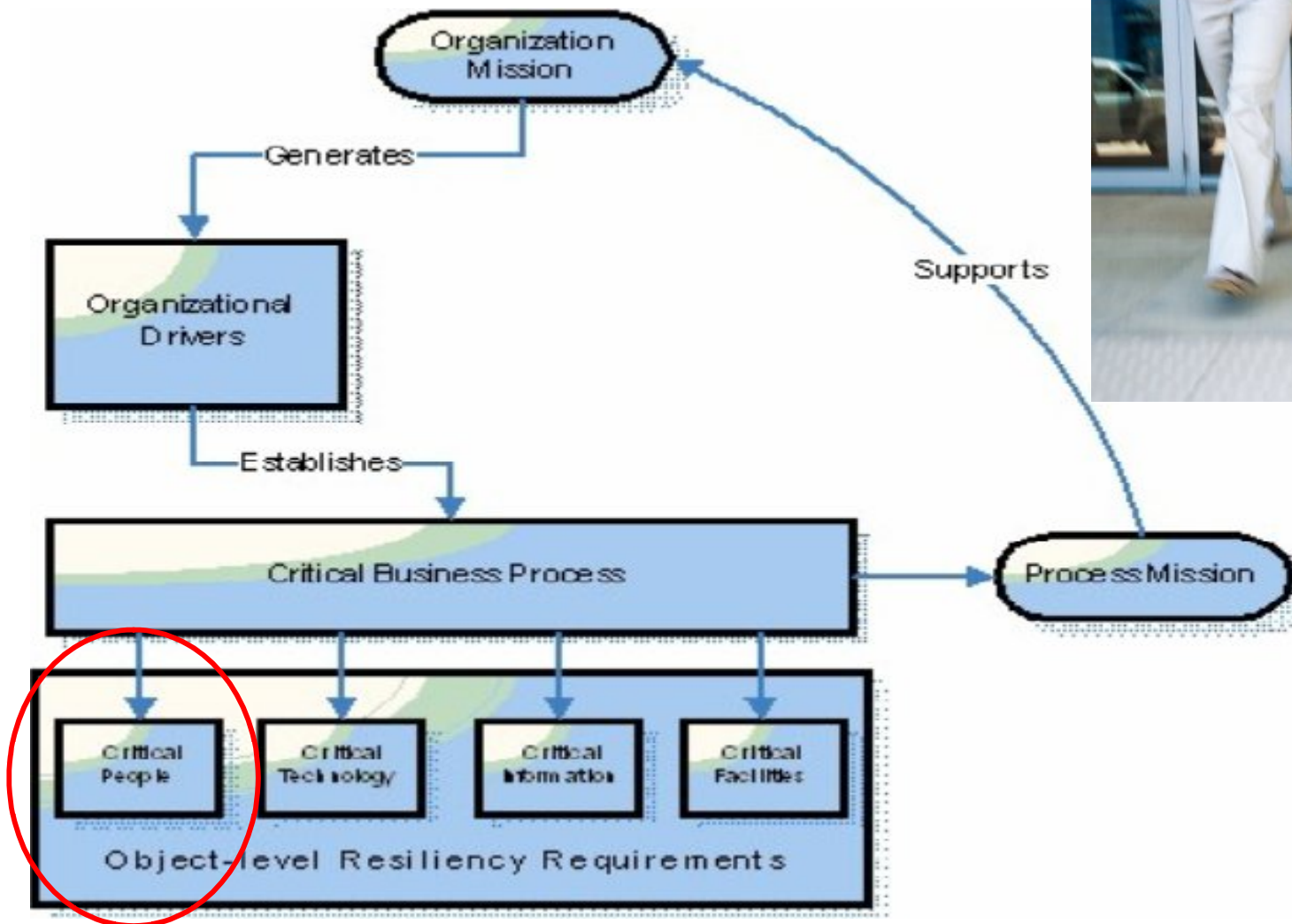
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Human Resource Resiliency

people

- ▶ What is required to reduce current or future HR risks?

- ▶ How do you prepare for an emerging HR issue?

- ▶ What is needed to mitigate potential HR risks?

- ▶ How do you protect your human capital?

Human Resource Resiliency

What are the Risks?

Hazards & Vulnerabilities with crisis potential		
SECURITY	**OPERATIONAL**	**CORPORATE GOVERNANCE**
• Political Instability/ Civil Disorder	• Hazardous Products	• Corporate Malfeasance
• International Conflicts	• Fire/Explosion	• Fraud/Scandal
• Terrorist Acts	• Environmental Issues	• Loss of Leadership
• Executive Kidnapping	• Transportation Accident	• Conflict of Interest
• Consumer / Activist Protests	• Large Scale IT Failures	• Completeness/Accuracy
	• Supply Chain Disruptions	• Organization Structure
PRODUCTS & SERVICES	• Loss of Utilities	• Internal Communications
• Denial of Service	• Business Interruption	• Knowledge Management
• Client Data Security		
• Industry Parity	**LEGAL/REGULATORY/GOV'T**	**NATURAL DISASTERS**
• Service Performance	**RELATIONS**	• Floods
	• Negative Regulatory Action	• Hurricanes/Tornadoes/Storms
HUMAN RESOURCES	• Labor	• Earthquakes
• Employee Sabotage	• Environment	• Wildfires
• Workplace Violence	• Financial	
• Labor Strife	• Transportation	**PUBLIC RELATIONS**
• ==Succession Planning==	• Regulatory Reporting	• Community Issues
• Performance Incentives	• Sovereign/Political	• National/Local Media Issues
• Discrimination/Diversity		
• Infectious Diseases	**BUSINESS & MARKETING**	**FINANCIAL / ECONOMIC**
• Whistleblower	• Competitor	• Budgeting and Forecasting
	• Marketplace	• Equity

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Succession Planning Process : Identify

- Conduct a Business Impact Analysis

- Identify Critical Processes & Functions

- Identify Human Resource requirements to support those critical processes and functions

- Conduct an assessment of your Human Resource current state

  - Current Staffing

  - Attrition (Retirement – Resignations – Re-Organization)

  - Budget

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Succession Planning Process : Identify

➔ Establish a point-of-contact for the Business Impact Analysis (BIA) effort

➔ Schedule meetings with the each of the Business Unit process owners

➔ Provide Subject Matter Experts within each process area and participate in the interviews

➔ Leadership commitment to tasks and schedule

➔ Collect requested documentation

Succession Planning : HR Resiliency Plan

- Develop Human Resource (People) Resiliency Plan

- Prioritize positions based on Criticality

    - Utilize the "All Hazards" approach

    - Current State Vs. Future State

- Align current staffing (specific skills) with critical business functions

    - Available internal skilled resources (even if not assigned to that function)

    - Think outside the box

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Succession Planning Process : Plan

- What are your HR shortages? (Near-term / Long-term)

  - Identify Human Resource requirements to support those critical processes and functions

  - What are your future business drivers?

  - What critical processes will remain static or are scheduled to change?

  - How many staff is needed to ensure financial, operational, and regulatory resiliency?

  - What are the acceptable risks?

Succession Planning Process : Plan

- How to address the (prioritized) shortages?

- Develop a Recruitment Plan

- Internally focused activities

  - Career Development Program

  - Job Fairs

  - Cross-Training

  - Incentives (compensation – bonus – education)

  - Mentorship

Succession Planning Process : Plan

- How to address the (prioritized) shortages?

- Develop a Recruitment Plan

- Externally focused activities

  - Focused recruiting (Conferences – Career Days)

  - Intern Programs

  - Incentives (compensation – signing bonus – education - relocation)

  - University Co-op programs (Align recruiting with needs – Sponsor educational programs)

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Succession Planning Process : Execute

- Execute your Human Resource Resiliency Plan

- Communicate Plan with key stakeholders

- Focus on prioritized requirements

- Schedule activities (internal/external)

  - Conferences – Career Days

  - Incentives (compensation – signing bonus – education - relocation)

  - University Recruiting

- Evaluate results

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Succession Planning Process: Next Steps

- Reconcile the HR Resiliency Plan with your Continuity of Operations (Business Continuity Plans)

- Ensure the critical staffing requirements meet the acceptable levels of risk (staffing depth – skills)

- Continuously review staffing changes to meet the critical requirements

- Establish periodic meetings to identify emerging HR issues

- Stay focused on critical requirements

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Succession Planning Process: Next Steps

- Panel Discussion

- Questions