Succession Planning Program – Rutgers University Foundation

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RUTGERS
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Abstract:

Currently, the foundation does not have a systematic process to identify high potential employees to fill vacant positions when opportunities become available; a succession planning program will increase retention and engagement of high potential staff by providing employees with professional development activities and promotion opportunities and will help reduce the time spent to fill vacancies, onboarding, and training new hires. The succession planning program will build a pipeline of talent ready to move into key roles, when needed, by providing continuity in leadership and other crucial positions to avoid extended and costly vacancies.
To accomplish this the foundation will identify priority positions and will design professional development opportunities for high potential employees to provide the growth opportunities.

Primary Stakeholders:

- Foundation Executive Leadership Team
- Unit Vice Presidents
- Recruitment Team, Human Resources Team and Learning and Development Team

Key Steps/Activities:

- Skills/ competencies identification of the roles
- Development of training content, coaching, and other initiatives to provide high performers the chance to acquire the new Skills and Knowledge needed to be considered to those roles
- Create a communication plan
- Implementation of program utilizing software to facilitate the tracking of all activities and future identification of competencies and skills
- Establish metrics

Effectiveness Measures:

- Has the data provided by the software been used to identified internal candidates?
- Time to fill key vacancies
- Were the development opportunities aligned with the identified competencies and skills needed to fill the roles?
- Number of vacancies filled with internal candidates that were identified as high potential and included in the program

Communication/Engagement:

The communication plan will include various methods of communication before, during and after implementation to ensure the success of this initiative.

- The communication plan will include emails from the Foundation president with information about the program and regular updates.
- Quarterly updates during staff meetings.
- Q&A sessions

Proposed Timeline:

FY 23 Q1: Establish the Scope
FY 23 Q2: Create the Plan: Identify job functions/gap analysis/ Design using our HCM (UKG)
FY 23 Q3: Design initiatives
FY 23 Q4 and FY 24 Q1: Implement
FY24 Q2: Evaluate and Revise

Current Status/Future Directions:

The proposal is in the development stages and will include benchmarking and learning from best practices in the field of advancement and in other sectors. It will be presented to the foundation leadership team at the end of October 2022 for approval.