



MINISTRY FOR PUBLIC ENTERPRISES

WORKFORCE PLAN 2022-2024

FOREWORD

This is the second Workforce Plan for the Ministry and it is intended to be a living document that is reviewed periodically to monitor the progress of our employees. MPE takes pride in hiring the best employees who can contribute to the work of the Ministry, and in its Mission and Vision. This plan will play a crucial role in the identification of Human Resource Development and Human Resource Management needs to ensure the Ministry has the right skills, and a capable workforce with sufficient resources.

The role of this Workforce Plan is to address the challenges, and provide support to our employees to ensure that they are equipped with the right resources and knowledge to carry out their duties. MPE will also ensure, through this plan that our employees are performing in an enabling environment, allowing them to recognize their strengths, and work in mutual respect with their colleagues.

Our Mission is “*to monitor and assess the performance and quality of service delivery by Public Bodies to ensure they are making a valuable contribution to economic and social development*” and thus, this workforce plan will help us achieve this and more.


To'uala Elita

CHIEF EXECUTIVE OFFICER

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1. INTRODUCTION

1.1 Purpose

The purpose of this workforce plan is to ensure that the Ministry of Public Enterprises (MPE) has the necessary human resource skills, knowledge and experience to achieve its strategic goals both in the short and long term. The current Workforce plan exists to strengthen two critical areas; Human Resource Management (HRM) and Human Resource Development (HRD). As such, this plan has been prepared as a result of the review of the current Workforce Plan 2017-2020 together with a SWOT analysis that was carried out to gather divisional views on key areas that need attention and emerging issues that needs to be addressed. Thus, the aim of this Workforce Plan is to address existing gaps in the competencies of the staff to enhance their performance and strengthen their abilities. This Workforce Plan will be a living document for the next two years (2022-2024) and will be reviewed accordingly.

The plan complements existing corporate documents and other organizational plans such as;

- Pathway for the Development of Samoa 2021/22-2025/26
- MPE Corporate Plan 2021-2024
- Public Administration Sector Plan 2020/2025
- Public Service Act 2004
- Public Bodies (Performance & Accountability) Act 2001
- Public Finance Management Act 2001
- Ministerial and Departmental Arrangements Act 2003

1.2 Our Principles & Values

1. Accountability & Transparency
 - ✚ Taking action and taking responsibility
2. Efficiency and Effectiveness

- ✦ Achieving our goals for the benefit of Samoa
- 3. Honesty and Respect
 - ✦ Being truthful and treating everyone with courtesy and respect
- 4. Impartiality
 - ✦ Providing impartial advice and making decisions on their merits
- 5. Support & Collaboration
 - ✦ To be supportive and work collaboratively with stakeholders

1.3 Our Priorities

As an organization, MPE staff are ensured that they are supported in their roles and are working in a positive and rewarding environment, thus the following are key objectives MPE prioritizes;

- Improved staff performance;
- Attract and retain quality employees;
- Staff training and development;
- Rewarding and Recognition;
- Increased employee satisfaction and productivity;
- Improved teamwork and internal and external relationships.

2. OUR OPERATING ENVIRONMENT

2.1 Background

MPE is made up of five Divisions, consisting of four technical¹ and one supporting division². In accordance with Public Bodies (Performance and Accountability) Act 2001, MPE is mandated to monitor the performance of 27 Public Bodies to ensure full compliance the Public Bodies Act as well as their overall performance in terms of enhancing profitability, productivity, and providing quality service delivery to its stakeholders. The Ministry is also responsible to provide evidence-based policy advice and support to the shareholding Ministers³ and Cabinet with regards to Public Body's performance.

To date, a total of 36 employees are employed by MPE. The work of MPE carried out by its 5 Divisions includes:

1. *Technical Divisions:*

- a. *Public Bodies Governance Division* is responsible for strengthening Public Bodies governance and regulatory frameworks in accordance with Public Bodies (Performance and Accountability) Act 2001.
- b. *Commercial Entities and Monitoring Division* is responsible for the effective monitoring and policy advice via consultative approaches that drives improved performance of Public Trading Bodies listed under Schedule 1 of the Public Bodies (Performance and Accountability) Act 2001 ("The Act").
- c. *Mutual & Beneficial Monitoring Division* is responsible for the effective monitoring and policy advice via consultative approaches that enhance the compliance, financial sustainability and service delivery of Public Beneficial and Mutual Bodies.

¹ Public Bodies Governance Division, Commercial Entities Monitoring Division, Mutual & Beneficial Monitoring Division and Public Private Partnership & Privatization Division

² Corporate Service Division

³ Minister for Public Enterprises and Minister of Finance

- d. *Public Private Partnership & Privatization Division* operates to effectively identify, screen and assess most suitable PPPs and Privatization candidates as part of its key policy implementation.

2. *Supporting Division*

- a. *Corporate Service Division* provides essential support to the technical divisions in the followings:

- Human resource management
- Human resource development
- Finance
- IT System
- Recruitment and Selection for MPE positions
- Induction program
- Performance Management System
- Administrative Services.
- And other ad-hoc work from time to time

3. Our Current Workforce Profile

3.1. Gender Profile.

As of 30th June 2022, MPE workforce consists of 36 staff, of which 21 are female and 15 male. Despite female being the majority gender, these numbers signify that there is a little significant gender gap in the Ministry's workforce.

Division	Males		Females	
CEO Office	0		2	
Public Bodies Governance Division	3		3	
Public Private Partnership & Privatization Division	2		3	
Mutual & Beneficial Monitoring Division	2		2	
Commercial Entities Monitoring Division	2		6	
Corporate Services Division	6		5	
Total	15		21	

Table 1

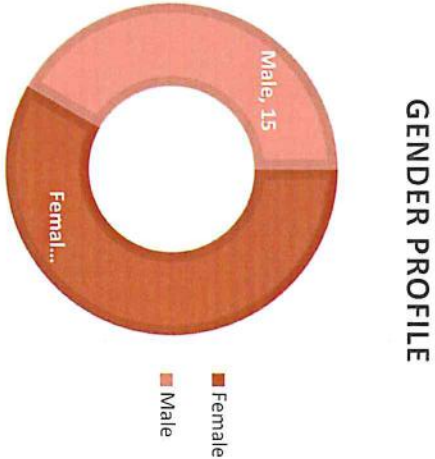
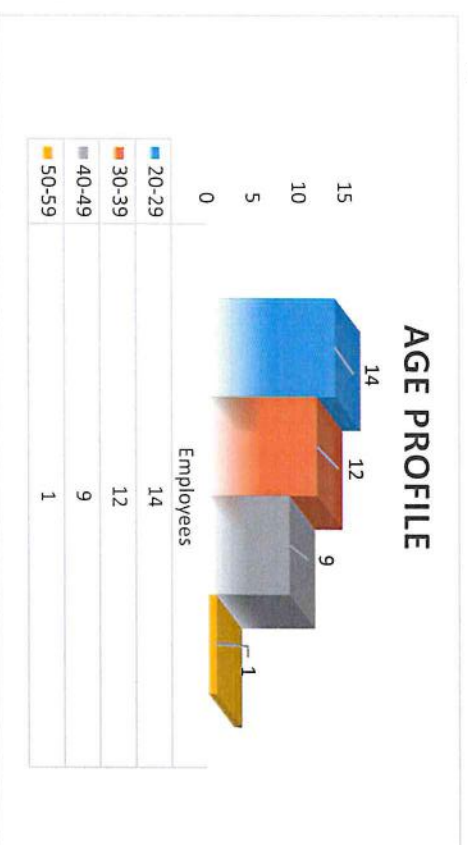


Figure 1

3.2. Age Profile

Figure 2



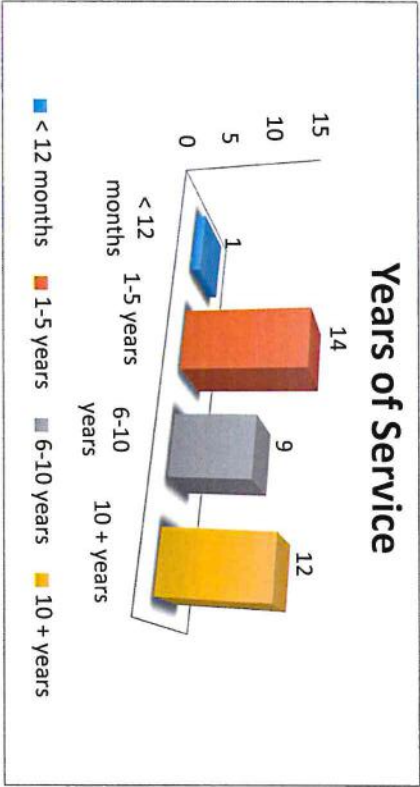
their views.

Age Group	Contract Employees		Principals		Seniors		Officers		Total		Total Workforce
Gender	F	M	F	M	F	M	F	M	F	M	F + M
20-29	0	0	0	1	6	1	5	1	11	3	14
30-39	2	0	1	4	1	2	1	1	5	7	12
40-49	2	1	1	2	1	0	1	1	5	4	9
50-59	0	1	0	0	0	0	0	0	0	1	1
Total	4	2	2	7	8	3	7	3	21	15	36

Table 2

3.3. Years of Service

Figure 3



MPE was officially established as a Ministry in 2015 but was originally a State-Owned Enterprises Monitoring Division within the Ministry of Finance (MoF). Comprising of a significant number of staff with 5 to more than 10 years of being a public servant, suggest staff with extensive knowledge of the public service rules and laws as well as the Code of Conduct. This also suggest that while they may have well versed knowledge of the work relation of the public service, the Ministry should continue to ensure that junior officers are encouraged to learn on the job, be innovative and productive

3.4 Educational Level

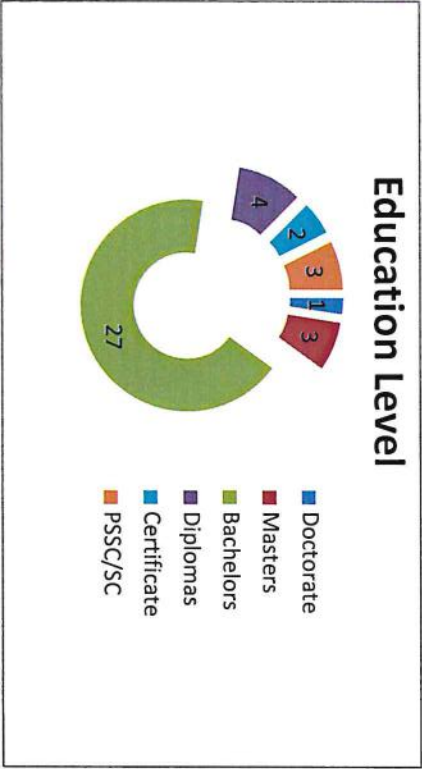


Figure 4

27 of 36 staff have a Bachelor's degree in the various disciplines such as Commerce, Arts, Business, Science, International Relations, HR Management and etc. Four staff have higher qualification (Doctorates and Masters). These figures positively show that MPE has an educated workforce. The high number of people with Bachelor's degrees is due to the fact that a minimum requirement for technical positions is a Bachelor Degree. Employees with Diplomas and lower qualifications are to be encouraged to take advantage of on the job trainings to help build their careers and increase their chances of

Level of Employment

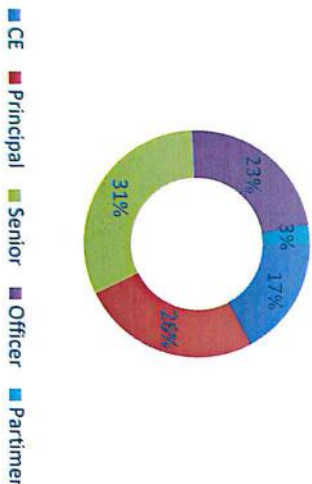


Figure 5

3.6. Staff Turnover

With reference to table 3, a total of twenty (20) staff members resigned from the Ministry in the last 5 years as a result of job promotions in other Ministries.

A few staff members resigned from the Ministry due to other reasons such as End of Contract and others.

Majority of employees who resigned from the Ministry were permanent employees. Despite MPE's efforts to retain good and knowledgeable employees, this is the reality that cannot be avoided as people seek better job opportunities and professional growth elsewhere.

This is a concern for the Ministry as employees have gained institutional knowledge that is useful for the achievement of the Ministry's goals. The loss of these employees to other Ministries is also the loss of institutional knowledge and skills integral to MPE.

3.5. Level of Employment

According to the data, there are 8 (23%) officer positions, 11 (31%) senior positions, 9 (26%) principal positions and 6 (17%) contract positions. There is only one (3%) par-timer. 19 out of 35 employees are senior and junior officers.

For career progression and professional development, it is very important that this group of employees be given in-house training to ensure that they are well versed with the mandate of the Ministry and its purposes.

Category	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22
Contract	-	-	-	-	1
Permanent	4	6	4	1	3
Term Employee	-	-	-	1	-
Total	4	6	4	2	4

Table 3

3. Summary of Strategies and KRAs in the Workforce Plan 2017-2020

This summary has been put together as a guide to identify the reasons why some KRAs were not achieved. This is intended to be a record for future WFP planning and committees for their reference.

KEY:

Achieved
Partially achieved
Outstanding and behind schedule

Key Result Areas	Objectives	Action Strategy	Responsible Division	Timeframe	Success Measures	Traffic lights	Reasons: Internal or External?
Recruitment & Selection	R&S process strengthened	Develop practical tests for all positions interviews.	CSD and all Divisional Managers	Action: Ongoing	Practical test conducted for all interviews.		No structured attempt was made by CSD to promote and implement it.
		Encourage headhunting approach					There was no follow through by CSD to use the merits of headhunting and when to use it.
		Develop office social media (facebook page) to extend forms of advertisement for office positions.					CEOs discretion: MPE to refrain from establishing a Facebook page due to harassment that is promulgated on social media platform and to protect the integrity and reputation of the Ministry.
		Develop an induction pack			Induction pack		Divisional induction package are in

		for newly recruited employees.			completed.		existence but need to be updated. Induction is not part of R&S. It should be part of Training & Development.
		Enforce reference check and develop a referee response template.			Referee response template in place.		Reference and security check is a current practice done by CSD for all interviewees.
Training & Development	Provide staff with the skills and knowledge to be able to do their job efficiently and effectively.	Develop an Annual Training Calendar (refer Appendix 1.1)	All of MPE	Report: Monthly Action: Ongoing	Improve creativity and innovation.		Annual Training Calendar was developed and included in the 2017 Workforce Plan, however, a monitoring tool needed to be developed to monitor the success of trainings attended.
		Develop a Training Methodology/Framework for Implementation of Annual Training Calendar. <ul style="list-style-type: none"> o Trainings Needs Analysis. o Training Plans. o Training pre& post assessment of participants. o Training Evaluation. 	Coordination of Training Calendar must lead by CSD		Improvement from division and staff members in meeting goals and objectives on time		Other Divisions, such as PBGD and PPPD, have created their own training calendar and framework to track the progress of identified training needs.
	Increase employee productivity and teamwork	Develop institutional knowledge mechanism for knowledge sharing.			High staff participation in trainings.		Action Learning Program is currently in practice to allow staff to share knowledge and skills obtained from trainings locally and internationally.
		Support and encourage employees to further their studies for higher qualification.			All trainings successfully conducted.		Only three employees took courses with local and international institutions and have graduated.
		Encourage teamwork by					There has been team building activities

		conducting team building activities.				conducted in the past however we haven't seen any record to justify this action.
Employee Retention	Employees job satisfaction improved.	Ensure to reward and recognize employee's performance. <ul style="list-style-type: none"> Ensure full compliance and implementation of PMS. 	Management	Report: Monthly Action: Ongoing	PMS successfully incorporated and improve employee performance	Divisional Heads are reminded of Performance Plans and Appraisals Financial Year.
	Impact of staff turnover is minimized.	Initiate employee of the month by each division and employee of the year awards by Management.	Management		Award system implemented.	Employees of the Month was conducted in the previous FYs however, it was on hold since the former ACEO for CSD resigned.
	Succession plan strategy implemented.					
	Promote health and safety of employees.	Promote high performing employees				Not measurable
		Provide coaching and mentoring support to newly recruited employees.				Coaching and mentoring are provided on the job but there is still lack of awareness for other staff and new employees.
		Encourage on the job learning and training				
		Divisional leaders to ensure to conduct succession plans for principal and senior level positions by using the succession planning worksheet attached in appendix 2.			Knowledge sharing is encouraged.	Only the Public Bodies and Governance Division has a succession plan in place.

		Ensure to have First Aid Kit available for all divisions.			Increase health awareness		There is a First Aid Kit which is in the care of CSD.
		Conduct First Aid training for staff through the support of Red Cross.			Employees become resilient to any fire or disaster emergency situation		There are only two certified First Aider in MPE which are Shalom Maiava and Telesia Bryce. Other Divisions were not aware of this training.
		Conduct health check through the National Kidney Foundation at least once a year.					It was done in few years back but not every year as per strategy activity.
		Develop a fire & disaster management plan.					There is no fire & disaster management plan in place. There were staffs nominated for fire warden trainings but have resigned from MPE.
Customer Focus	Meet client/stakeholder expectations. Building constructive client/stakeholder relationship.	Include and conduct Customer Service trainings in Annual Training Calendar.	CSD	Report: Monthly Action: Ongoing	Internal Customer Service Trainings.		Record on Customer Services Training need to be updated.
		Promote customer feedback			High Customer Satisfactory.		
		<ul style="list-style-type: none"> Provide a feedback box Online feedback option 					
		Develop a Service Charter			Service Charter implemented		Achieved
Communication and Information Access	Greater information sharing with client/stakeholder.	Conduct Annual CEO Forum <ul style="list-style-type: none"> Invite all CEOs from respective 	PBGD	Annually Action: Ongoing	1 Annual CEO forum conducted per year 4 Quarterly		Not achieved CEO Forum- It is unclear as to the reasons why this was introduced in the

	<p>Reliable and efficient access by client/stakeholders to information.</p> <p>Build awareness and impart knowledge between the Ministry and its stakeholders.</p>	<p>SOEs to share knowledge, experience and information.</p>	CEMD & MBMD	<p>Quarterly Action: Ongoing</p>	<p>reporting forums conducted per year.</p> <p>Ministry website developed and online.</p> <p>High customer awareness</p> <p>Standard records management system in place.</p>		previous WFP.
		<p>Conduct Quarterly Reporting Forum.</p> <ul style="list-style-type: none"> ▪ Invite all SOEs Corporate Services Managers & Financial Controllers to share knowledge and experience. ▪ Conduct refresher reporting trainings during forums. ▪ An opportunity to raise issues and raise ideas to improve reporting compliance. 		Ongoing			<p>Not achieved</p> <p>The activity is specifically for the Division CP. Change Forum to refresher workshop for CP, Quarterly Report and Annual Report.</p> <p>Also for access by SOEs activity should focus on website update and refresher workshop to help improve compliance.</p>
		<p>Ministry Website updated.</p> <ul style="list-style-type: none"> • Provide all the required information about MPE 					
							<p>Achieved</p> <p>MPE website has been updated with new and amended policies, legislations, acts,</p>

		<ul style="list-style-type: none"> • Link all SOE's and Government Ministries websites to MPE website. • Develop social media 					manuals and procedures.
		Provide Visual information and advertisement <ul style="list-style-type: none"> • In place pull up banners • Provide brochures • Yellow pages advertisement • Media inclusive approach 					Pull up banners need to be updated
		Implement a standardize Records management system					Achieved

5. SWOT Analysis

The SWOT Analysis was utilized to examine MPE's organizational performance. The SWOT analysis is a useful tool to examine strengths and weaknesses that warrants attention as well as opportunities that needs to be capitalized. Internal Divisions were given the chance to conduct their SWOT analysis, assessing their performances which are summarized below.

Strengths	Weakness
<ul style="list-style-type: none"> ✓ Strong Legislation & policies ✓ Young & Innovative ✓ Healthy and Professional working environment ✓ Very Supportive ✓ Team work ✓ Qualified and Experienced Staff ✓ Leaderships Skills ✓ Effective Communication with Public Bodies 	<ul style="list-style-type: none"> • Shortage of staff compared to the number of PBs being monitored. • Ineffective Communication at all levels especially the distribution & sharing of information. • Analysis Tools (excel form) not supported by office computers • Non-compliance with policies and processes in place. PMS-non-identification of Learning Development needs • Absent of Legal advisor causing delays in our R&S process.
Opportunities	Threats
<ul style="list-style-type: none"> • Communication between employees at all levels to be strengthened • Encourage inter-divisional meetings where tasks are inter-related • Capacity building opportunities-Trainings, Workshops, Consultations and Meetings • Hire Technical Assistance for policy development • Awareness Program on processes and procedures in place-Continuous Learning Dialogue • Obtaining knowledge and skills in HRM by assisting with the R&S of board directors. This is an advantage for us (staff) without HRM background as we gain skills and experience in this area which opens up new working opportunities for us. • Amendments to the Legislation – to reflect Policies recently developed. 	<ul style="list-style-type: none"> • Change in Government Administration • Age, gender, status barrier: <ul style="list-style-type: none"> → Some applicants and current Directors tend to be disrespectful towards staff that: <ul style="list-style-type: none"> ○ are not in high managerial positions ○ are female ○ they perceive to be young • Non-compliance of PBs to reporting guidelines (due dates) • Lack of cooperation and support from other Public Trading Bodies of MPE policies • PBs competing priorities as opposed to reporting requirements • Impact of Natural Disasters and Pandemic. • Ad-hoc activities

5.1 Development Needs

The common development needs raised by Divisions in their SWOT analysis above and PMS (Part D: Individual Learning Needs) are listed below. Strategic goals and responses are drawn from this analysis thus it is important that attention should be given in the identified challenges and opportunities. These needs warrant attention and initiatives to address them.

1. Sound understanding of Public Bodies policies and regulations
2. Updated software programs
3. Clear and effective communication between employees.
4. To have the most experienced and qualified people for the job.
5. Sound knowledge on policy development, report writing, financial analysis and research purposes.
6. Understand internal policies and processes and be able to apply them
7. Time Management.
8. Be able to implement and abide by human resource policies.
9. Have effective leadership and how leadership can impact their performance.
10. Be well versed with MPE legislative mandate.

The Following are the most appropriate strategies to close or address skills gaps identified above:

1. Staff Development/Capacity Building
2. Refresher Trainings (R&S Process, HR policies and other Generic Skills)
3. Knowledge sharing

4. Induction Trainings for new recruits.
5. Effective Leadership
6. Incentives to motivate employees.

6. Our Workforce Plan

The Ministry's Key Result Areas based on the current workforce needs and resources available are as follows:

Key Result Area	Objectives
Recruitment & Selection	<ul style="list-style-type: none"> • Improve and or strengthen recruitment and selection process. • To hire the most competent candidate who can contribute to the development of a high-performance culture.
Training & Development	<ul style="list-style-type: none"> • Provide staff with the skills and knowledge to be able to do their job efficiently and effectively. • Increase staff productivity and teamwork. • Leadership • Ensure that the Ministry has the talented, skilled and engaged human capital it needs.
Staff Retention	<ul style="list-style-type: none"> • Improve job satisfaction • Minimised impacts of staff turnover • Develop succession plan. • Foster a safe, enjoyable and inclusive workplace

	environment.
Health and Safety of Employees	<ul style="list-style-type: none"> Promote and prioritize Health and Safety of employees Increase health awareness
Communication & Information Access	<ul style="list-style-type: none"> Greater information sharing with client/stakeholder. Reliable and efficient access by client/stakeholders to information. Build awareness and impart knowledge between the Ministry and its stakeholders.

7. Action Plan 2022-2024: How to achieve our Key Result Areas

Key Result Areas	Objectives	Action Strategy	Responsible Division	Success Measures/KPIs
Recruitment & Selection	Improved and strengthen R&S process. Appointing the right people with the right skills	Develop practical tests for all positions interviews	CSD and all Divisional Managers	Practical test conducted for all interviews one day before interview.
		For Panel Members to ensure all questions are framed based on the Job Description, key deliverables of the position, competencies and any professional questions related to the position.	CSD and all Divisions	
		Divisions to make sure to hire the right people for the right positions to ensure success for the Ministry as a whole.		R&S process must be followed during any vacancy positions.
		Enforce reference check		Referees or current Office can

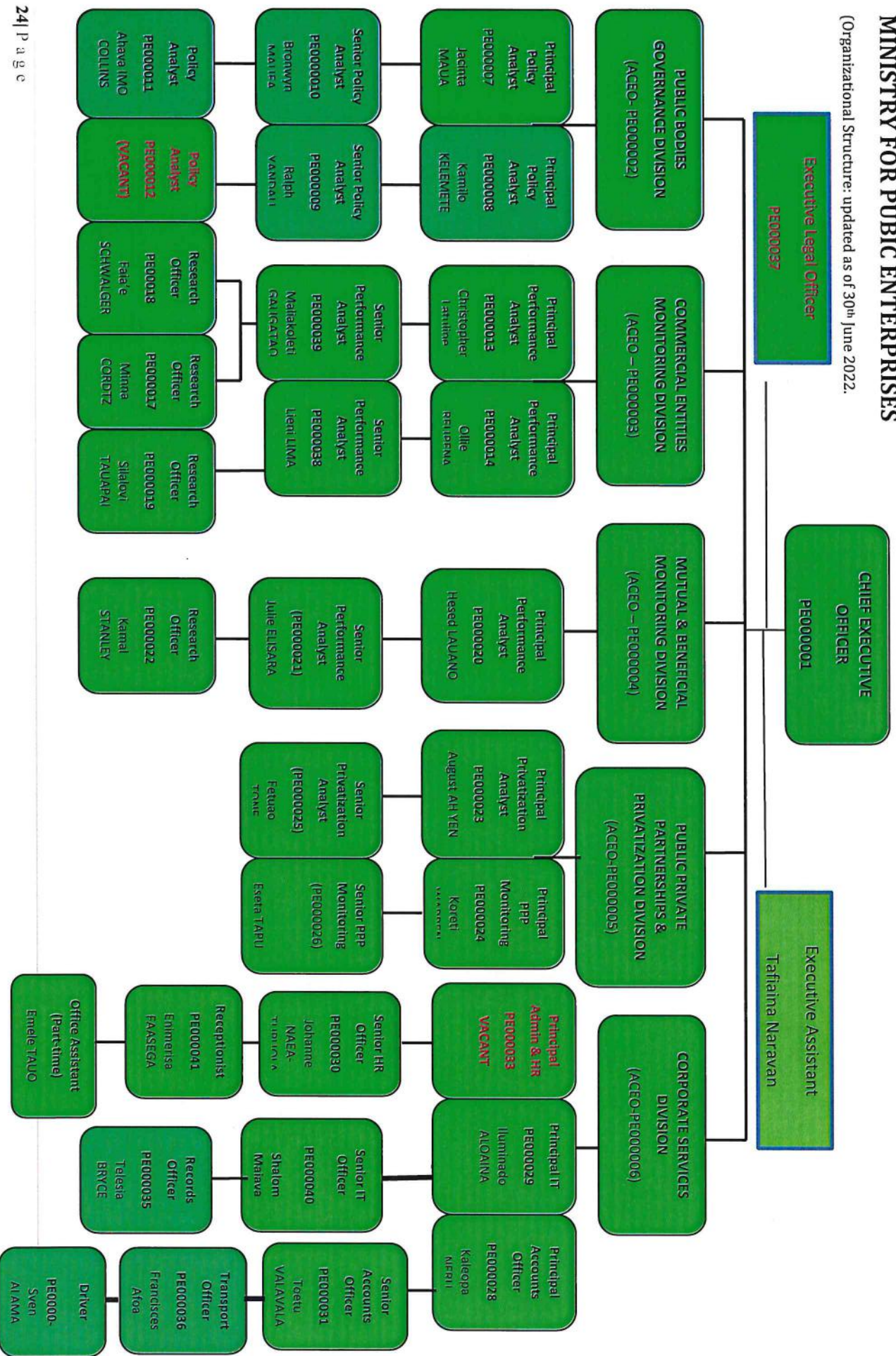
				be contacted to verify the information provided before the interview is conducted.
Training & Development	Provide staff with the skills and knowledge to be able to do their job efficiently and effectively. Increase employee productivity and teamwork	Develop an Annual Training Calendar.	CSD ACEO	CSD to develop an Annual Training Calendar by January 30 th , 2023 for Staff Training Needs identified in their Performance Plans 2022-2023.
		Develop a Training Methodology/Framework for Implementation of Annual Training Calendar. Staff Training Needs Analysis.	Coordination of Training Calendar must lead by CSD	CSD will have developed a Training Needs Analysis for implementation of Annual Training Calendar by 30 th of January 2023.
		Develop institutional knowledge mechanism for knowledge sharing.	All Staff	Knowledge sharing is encouraged. Action Learning Program for knowledge sharing must be conducted throughout the whole Calendar Year 2023.
		Provide coaching and mentoring support to newly recruited employees. Encourage on the job learning and training Develop and conduct induction pack for newly recruited employees.	Superiors Staff CSD and All Divisions	Newly recruits have learned and received support from senior employees. Induction Package to be updated accordingly by the end of January 2023. Conduct Inductions for new recruits within their first week with MPE.

		Support and encourage employees to attend short term trainings to upgrade their skills and knowledge.	All Employees	Majority of staff attended short term training by the end of Financial Year 2022/2023.
Employee Retention	Employee's job satisfaction improved. Impact of staff turnover is minimized. Succession plan strategy implemented. Foster a safe, enjoyable and inclusive workplace environment.	Ensure to reward and recognize employee's performance. • Ensure full compliance and implementation of PMS.	ACEO CSD and Management	PMS successfully incorporated and improve employee performance.
		ACEO of each Division to have initiatives in place of rewarding staff. Initiate employee of the month awards by Management.	Management Management	Staff performance to be acknowledged by their Divisional Heads through appreciative notes or messages after every month. Management staff to meet after every month to discuss approved criteria's for recognizing high performing staff.
		Divisional leaders to ensure to conduct succession plans for principal and senior level positions by using the succession planning worksheet attached in appendix 2.	Management	Divisional Leaders to implement succession plan when the position is vacant to ensure MPE have the right people with the right skills to fill-in the position.

Health and safety of employees.	Promote and prioritize Health and Safety of employees	Ensure to have First Aid Kit available for all divisions.	CSD	First Aid Kit set made available for all staff.
	Increase health awareness	Conduct First Aid training for staff through the support of Red Cross, including refresher training on the already certified First Aider.	All Staff and must lead by CSD	MPE to have new Certified First Aider by the end of this Financial Year 2022/2023.
		Conduct health check.	CSD and NKF	Conduct health check through the National Kidney Foundation at least once a year, depending on their availability.
		Social Activities for the Staff. Ministry to coordinate more activities for staff engagement	Social Committee	The Social Committee will have provided social activities to improve staff engagement throughout the Year 2023.
		Ministry Website updated. <ul style="list-style-type: none"> Provide all the required information about MPE To advertise Vacancy Positions and SOE CEOs on MPE website. 	CSD	MPE website to be updated with new and amended policies, legislations, acts, manuals and procedures as well as vacancy positions
Communication and Information Access	Greater information sharing with client/stakeholder. Reliable and efficient access by client/stakeholders to information.			

MINISTRY FOR PUBIC ENTERPRISES

(Organizational Structure: updated as of 30th June 2022.



Appendix 1

Succession Planning Worksheet

What is succession planning?

A planning process that allows your organization to identify if you have the people in place with the skills to potentially cover key positions today and into the future, if existing staff leave or the organization grows.

Why do succession planning?

It allows you to develop a plan to have the 'right people in the right place at the right time'. If you don't have a succession plan, then the organization can be vulnerable if key people leave or the organization grows.

Who should do succession planning?

A manager that is involved in the operations should be responsible for conducting succession planning. It is important that the person doing this has direct involvement with staff and is familiar with the day-to-day operation and requirements of roles.

Getting started

The Workforce Planning Worksheet must be complete and up to date.

Before you fill in the Succession Planning Worksheet, you need to determine which employees you are assessing.

Hint

- ▶ *Start with the key people in the organization, for example, ACEO or Principal level.*

How to complete the Succession Planning Worksheet

Step 1 For each employee - Fill in the employee information box, current person and the number of people in this role/position. This appears on the left hand side of the worksheet.

Step 2 Fill in the potential internal candidate(s) that could fill the position.

Hints

- ▶ *This may require consultation with other senior staff to get their input concerning potential candidates.*
- ▶ *There is also an Issues/notes column where you can record issues about these internal candidates – e.g. skill development they may require for the position, qualifications, experience, mentoring etc. It is important to fill out the Issues/notes column as you go through the exercise*

Step 3 If there is no potential internal candidate for the position then you can record your comments for potential external recruitment to fill positions in the External recruitment column.

Hint

- ▶ *When filling in the External recruitment column, it is important to note the potential positions to be filled, the timeframe and any other relevant issues.*

When the Succession Planning Worksheet is completed you will have a list of potential internal candidates to fill positions and the potential professional development activities and support they may need. This information will be used in the Professional Development Worksheet.

You will also have a list of the potential external hires (if can be identified) you may need and the timeframe for engagement - this will assist with ongoing and future planning.

