

## Competency Based Succession Planning

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### INTRODUCTION

More than half of companies today cannot immediately name a successor to their Managers and CEO, should the need arise. Not having a truly operational succession plan can have devastating consequences for companies — from tanking stock prices to serious regulatory and reputational impact.

Succession planning has been defined as *“perpetuating the enterprise by filling the pipeline with high-performing people to assure that every leadership level has an abundance of these performers to draw from, both now and in the future”*

Succession Planning can be looked at in both simple and in comprehensive terms.

- Put simply, leaders should ask themselves, —If I am hit by a bus, who will be my back- up?
- From a more comprehensive viewpoint, companies may have successive management programs that are fully aligned with their visions, missions, ethics, goals, policies and practices.

### Commentators have stressed that:

- Managers should get involved in succession planning and make it part of their jobs; and
- Human resources staff plays an integral role in succession planning by being behind the scenes in helping managers to do their jobs.

Sandvik Asia Pvt. Ltd has a large pool of Managers and Directors who have contributed to Sandvik’s growth for long years. Many of them have come close to retirement and many would retire within 5 to 10 years. Ensuring that the right pool of leadership is available to fill in the vacant positions at all times is therefore a challenge before the Sandvik Human Resources. Sandvik therefore has promoted that succession planning is a vital practice for its Members to adopt in the continuous development of their workforces.

Sandvik can develop only with and through its employees. All of the company’s employees are entitled to receive an individual development plan that clearly defines the actions that are expected to be taken for employees to optimize their development in their current and future roles. This plan is drawn up jointly by manager and employee and forms part of the employee objective discussions, at which performance targets and competency development plans are also established. It is highly important to Sandvik that the correct competencies are available for each position. A number of positions have been designated key positions for which Group-wide activities are being undertaken to ensure access to potential replacements. This planning process is being coordinated at Group level and is continuously revised. The individuals identified under the key position replacement plans have separate development plans that are regularly reviewed and revised. Succession planning is a key component of Sandvik’s Human Resource strategy.

The purpose of this study is to ascertain and understand employee plans and behavior as they relate to working in Sandvik. The scope of this research effort includes both employees nearing and contemplating retirement and employees at risk of leaving for reasons other than retirement. Given the importance of succession planning, developing an ongoing research agenda as it applies to employee succession planning.

### COMPANY PROFILE

#### **Sandvik Asia Pvt. Ltd., Pune**

On 8th July 1960 the incorporation of Sandvik Asia Ltd took place in Pune, India. The Company then manufactured tungsten oxide, mixed tungsten carbide power, tungsten carbide blankets, tungsten carbide tipped integral rock drill steels, detachable bits and extension drill steel equipment etc. The Company entered into a technical collaboration agreement with its parent company Sandviken Jernverks AB, Sandviken, Sweden. In 1961 a collaboration agreement was entered into between Sandvikens Jernverks Aktiebolag, Guest Keen Williams Ltd., and the Company in which the technical know-how of Sandviken Jernverks Aktiebolag would be utilised by Guest Keen Williams Ltd., for manufacturing hollow drill- steel bars to be supplied to the company. In 1982 the Company obtained an amendment for the industrial license, production of specialized tools up to a value of Rs 10 million per annum. The Company agreed a foreign collaboration with Sandvik AB, Sweden, for the manufacture of process plants. Some new mineral tool products like p-4 Bar Picks and Sagem Shearer Picks were developed and introduced in the market.

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In 1983 the Company began to diversify into new channels of production like the manufacture of specialized tools such as precision working holding and tool holding devices. The Company also introduced hot-rolls for rolling of wire rods, model mills, threading tool holders and inserts, 'p' inserts and T-Max 'U' trepanning heads for metal drilling. New types of point attack picks suitable for highway engineering were also developed.

In 1993 the Company added the agency business of whole range of new tungsten carbide metal working, rock drilling, hard material products besides taking up new stainless steel products and process plant equipment being manufactured by other group companies. New products such as T-Max 145 cutters, Delta drills, holding tools for CNC machinery centers were launched.

Sandvik's objective is to provide its customers and manufacture the right quality products. Sandvik is a high-technology engineering group, with advanced products and world- leading positions in selected niches. Operations comprise the Tooling, Mining and Construction, and the Materials Technology business areas. Since its founding in Sandviken in Sweden in 1862, Sandvik has developed into a global enterprise, with a multifaceted expertise in the field of materials technology. The business philosophy has been largely the same through the years: Sandvik shall be the leader in selected areas. Products are based on high value content and are developed in close cooperation with customers. Quality is the guiding principle in the global operations.

Sandvik's Mission: Commitment with passion on the clearly defined roles. To fulfill organizational objectives with internal and external customer approach.

## SCOPE & OBJECTIVES

It is highly important to Sandvik that the correct competencies are available for each position. A number of positions have been designated key positions for which Group-wide activities are being undertaken to ensure access to potential replacements. This planning process is being coordinated at Group level and is continuously revised. The individuals identified under the key position replacement plans have separate development plans that are regularly reviewed and revised. Succession planning is a key component of the Group's competence sourcing. The workforce of Sandvik will need a leadership to not only lead them through this growth, but also develop them into leaders as well. To ensure that Sandvik continues to surpass its success story in the future, Sandvik has to ensure that succession planning is addressed. It is expected that the product of this project will be a resource for human resource planning managers who are responsible for succession planning and provide a basis for further research.

### The Primary Objective:

To improve the retention of critical skills by investigating the importance of succession planning and management development in retaining staff. More specifically, the study investigates how effective succession planning is done at Sandvik Asia Pvt. Ltd.

### Secondary Objective:

In order to develop a strategy for solving the primary objective, the following secondary objectives are identified:

1. What succession planning strategies does the literature reveal that will assist managers in effectively retaining critical skills?
2. What management development strategies do managers utilize to assist them in key labor retention?
3. How can the results of sub problem one and two be integrated?
4. How does management succession planning practice at Sandvik Asia Pvt. Ltd. comply with the theoretical Model and guidelines developed in this research?
5. What recommendations can be made to further optimize the process?

## LITERATURE REVIEW

This chapter discusses literature description of various concepts related to the competencies and succession. A competency is the capability of applying or using knowledge, skills, behaviors, and personal characteristics to successfully perform the tasks.

The term "competence" first appeared in an article authored by R.W. White in 1959 as a concept for performance motivation. Later, in 1970, Craig C. Lundberg defined the concept in "Planning the Executive Development Program". The term gained traction when in 1973, David McClelland, Ph.D. wrote a seminal paper entitled, "Testing for Competence Rather Than for Intelligence". It has since been popularized by one-time fellow McBer & Company (Currently the "Hay Group") colleague Richard Boyatzis and many others, such as T.F. Gilbert (1978) who used the concept in relationship to performance improvement.

Succession planning is a process for identifying and developing internal people with the potential to fill key business

leadership positions in the company. Succession planning increases the availability of experienced and capable employees that are prepared to assume these roles as they become available.

According to a 2006 Canadian Federation of Independent Business survey, slightly more than one third of independent business owners plan to exit their business within the next 5 years and within the next 10 years two-thirds of owners plan to exit their business. The survey also found that small and medium-sized enterprises are not adequately prepared for their business succession: only 10% of owners have a formal, written succession plan; 38% have an informal, unwritten plan; and the remaining 52% do not have any succession plan at all. The results are backed by a 2004 CIBC survey which suggests that succession planning is increasingly becoming a critical issue.

Succession management and leadership development is an investment for organizations bright future (SHRM Foundation's Effective Practice Guidelines Series by David V. Day)

Research indicates many succession-planning initiatives fall short of their intent (Corporate Leadership Council, 1998)

Competencies are increased through job rotation and training, competency based recruitment will result proper selection. (Dr. Murlidhar Chandekar ISSN-2320-0073)

As per the researchers competency mapping is more applicable during recruitment process. Researchers not given that much of importance to relation between competency and succession, this research more focuses on competency based succession planning.

## **RESEARCH METHODOLOGY**

### **Source of Information:-**

**Primary data:** The data is collected for the first time hence is fresh and happens to be original in nature.

**Secondary data:** The data is the collected and processed information by some other person or organization.

Primary data were collected from employees who hold an important position in the organization and are involved in the Succession Planning Process E.g. Managers, Asst. Managers, and Supervisors etc.

Secondary data are gathered from the official website of the company, the internet and from reference books.

### **Research Tool:-**

For the data collection we used structured close-ended questionnaire as well as open ended questions. In which we used both the **likert scale** as well as the **nominal scale** type of questions to collect our data.

### **Mean and Standard Deviations:**

Likert scale questions are appropriate to print means for since the number that is coded can give us a feel for which direction the average answer is. The standard deviation is also important as it gives us an indication of the average distance from the mean. A low standard deviation would mean that most observations cluster around the mean. A high standard deviation would mean that there was a lot of variation in the answers. A standard deviation of 0 is obtained when all responses to a question are the same.

### **Pie Charts and Bar Diagrams**

Charts such as pie charts and Bar diagrams are easy understand and are very useful when we have to show percentages.

### **Sampling Methods**

Since the domain of Sandvik is very large we decided to use multistage sampling method to collect our data.

### **Cluster Sampling:**

Sandvik Asia Pvt. Ltd. Pune covers three areas viz. **Tooling, Mining and Construction & Materials Technology**. Therefore here we decided to do **cluster sampling**.

### **Stratified Sampling:**

Since Succession planning mainly involves the involvement of the higher/key positions in the department/organization we decided to do a survey of important positions like Managers, Asst. Managers, Supervisors, and Production Leaders in the tooling division.

### **Random Sampling method:**

We used random sampling to select the candidates for our research from the selected strata.

### **Questionnaires**

The Tooling Division of Sandvik consists of 532 employees, out of which the number of employees coming under our area of interest are 107. Two questionnaires were prepared '**Questionnaire1**' only for the management that actually takes part in the Succession planning process. There are in total 60 Managers in the Tooling Division. We took the **sample size of 20**. '**Questionnaire2**' was prepared for all the key positions in the department including Supervisors and Production Leaders. A total of 107 employees were identified. We took the **sample size of 40**.

## DATA ANALYS FOR QUESTIONNAIRE 1

### Demographics

This chapter includes analysis of the demographic make-up of employees in the Tooling Department of Sandvik.

### Educational Status

It was found that 27 of the 34 employees that we questioned were Diploma holders, especially Diploma in Engineering. The graduates were mostly Mechanical Engineers and the post Graduates had a Management degree such as MBA, MMS, PGDM.

### No. of years in Service

Considering the number of years in service the trend seems that the experienced personnel have better chances of getting promoted. Out of the 10 managers that we questioned 8 of them had an experience of more than 15 years. But also a case was found where a managerial post had a candidate with less than 10 years of experience.

### Gender Classification

It was found that Sandvik has very few numbers of female employees. Out of the 34 employees that were randomly selected only 2 employees were found to be female.

### Workforce Satisfaction

The satisfaction of an employee is an important factor to determine whether the employee has an intention to continue or leave the job. Knowing the workforce satisfaction would help us in succession planning in two ways. First we can study why the employee is not satisfied and take certain measures to retain him/her if he/she has an intention of leaving. Second we know in advance that which positions are likely to be vacant and be prepared for it accordingly.

Here 5=Strongly Agree, 4=Agree, 3=neither Agree nor Disagree, 2=Disagree, 1=Strongly Disagree, DK=Don't Know

Q.No.	Question	5	4	3	2	1	DK	Mean	SD
1	At my department my performance on the job is evaluated fairly.	9	14	8	1	0	2	3.87	0.82
2	The mission/purpose of my department makes me feel my job is important.	19	12	2	1	0	0	4.44	0.74
3	I have some control over what I am supposed to accomplish (my job objectives).	9	23	1	0	0	1	4.24	0.50
4	My supervisor seems to care about me as a person.	17	13	3	1	0	0	4.35	0.77
7	My department does an adequate job of keeping employees informed about matters affecting us.	10	13	3	0	0	1	4.03	0.78
8	In my department we can speak our minds without fear of reprisal.	17	12	3	2	0	0	4.29	0.87
9	I am satisfied with the advancement or promotion opportunities within my department.	10	12	5	3	4	0	3.61	1.32
10	Overall, I am satisfied with my department as a place to work.	15	12	5	2	0	0	4.17	0.90

Table: Workforce Satisfaction

Most of the employees agreed that they were satisfied when it comes to workplace satisfaction. Most of the employees had their answers between 5 (Strongly Agree) and 4 (Agree) to the question that were related to their satisfaction at workplace. Question number 9 which asked about the advancement opportunities, however showed a large standard deviation where we also have answers on the negative side.

### Job Training

Employees were asked a series of questions related to their interest in receiving job training and in training their co-workers about their job duties. These questions would indicate the level feasibility for the management to conduct training and development programs in case of succession planning.

Q. No	Question	5	4	3	2	1	DK	Mean	SD
23	Learn other's job duties.	19	13	3	0	0	0	4.5	0.61
24	Attend management or other training for your career advancement.	22	12	0	0	0	0	4.64	0.48
25	Participate in a career advancement program within my department if such a program were to exist.	21	12	3	0	0	0	4.58	0.55

26	Train co-workers for your job duties.	27	7	0	0	0	0	4.79	0.41
27	Train interns about your job duties.	21	12	1	0	0	0	4.58	0.55

TABLE: JOB TRAINING

### Compensation

Employees were asked two questions regarding their satisfaction with pay. Here though the mean has an inclination towards the positive side the answers are showing a large standard deviation and there are many employees who disagree that they are satisfied with their salary.

### Job Performance

This is the area where we got good and positive responses from the employees. The mean of all the questions that were asked to the employees came out to between 5 (Strongly agree) & 4 (Agree) when we asked whether the department inspires their best job performances. The standard deviation also appeared to be less i.e. all the responses cluster around the average responses.

### Barriers to Success

In this section we got the most unsatisfactory answers. As we can notice about 53.12% people believe that they have to do things that should have to be done differently. Also for questions 20, 21, 22 there are many responses that say that they work under vague directives, they do not have time to get everything done at work, and their workload is too heavy.

### Intent to Leave Employment

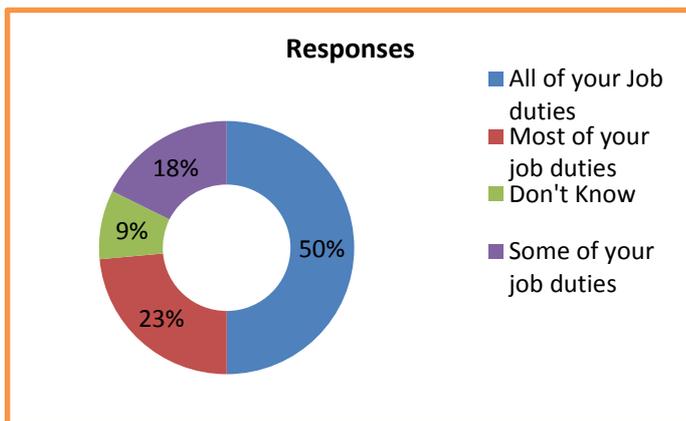
“Do you plan to leave employment with your department within the next 12 months?” Doing so allows us to identify the characteristics associated with a “yes” response to the question. **In addition, modeling may indicate**

**future management actions to reduce the risk of employee separations.**

**Q. 28.** If you left your job tomorrow, someone in your unit could immediately take over (*please select one*):

50% of the employees believed that someone could take their job duties all of their job duties when they leave the organization. This reflects that the succession planning model in Sandvik is very effective. Though there are a significant 18% who say that only some of their job duties could be taken this gap could be filled with appropriate training and development programs.

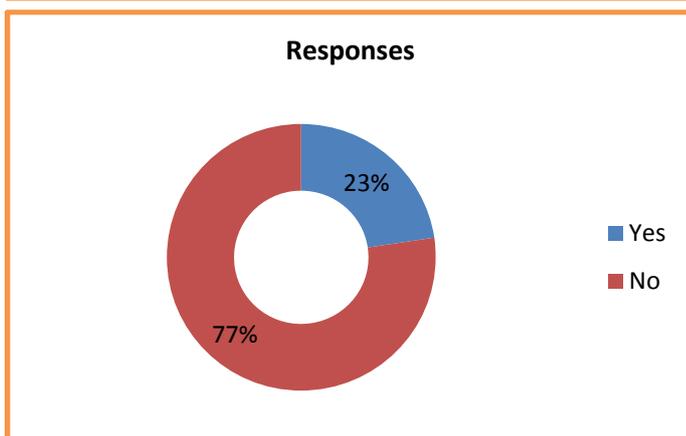
*Figure: Question no. 28.*



**Q. 29.** Do you plan to leave employment with your department within the next 12 months?

Though this is a direct question and people would be hesitant to answer it we thought of including it as at least we would get a rough idea about which positions are going to be vacant in the near future. 23% of the respondents said that they had a intention to leave the organization within the next 12 months.

*Figure: Question no 29.*



**Q. 30.** If you answered YES to question #29, what is your primary reason for leaving? (*Please select one*)

Here surprisingly only 20% of the employees were leaving due to retirement. We got significant numbers who gave their reasons such as continuing education, family status change and others. It Sandvik looks in to the situation and finds out a way that the goals of both the employee and the organization are achieved together it could be able to retain its key positions. This in turn would make the succession planning process easy.

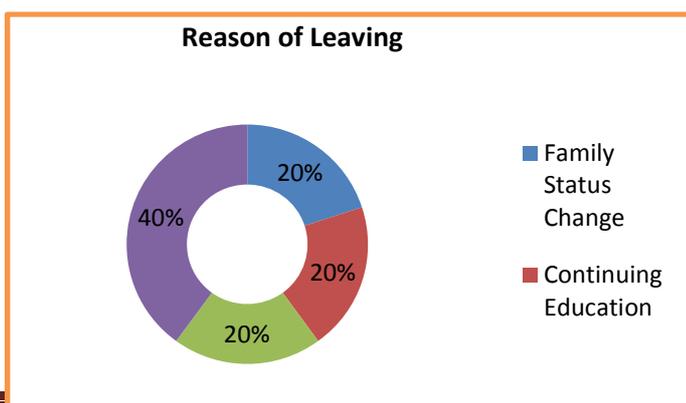


Figure: Question no 30.

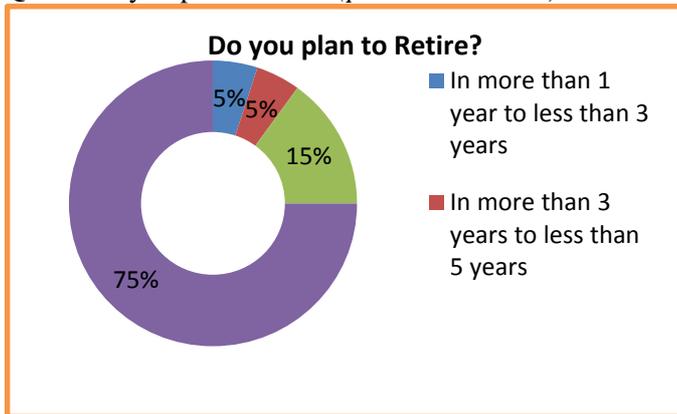
**Q. 32.** Even if you do not have definite plans for leaving your department, which of the following factors, if offered by a different employer, would lead you to take a job somewhere else?

For this question the majority was for 'opportunity for advancement', 'more recognition' and 'higher salary' i.e. 20%, 18% & 15% respectively.

**Intention to Work after Retirement**

Part of the purpose of succession planning is to identify the conditions that could possibly influence the decision of these employees to return to work for the state following retirement.

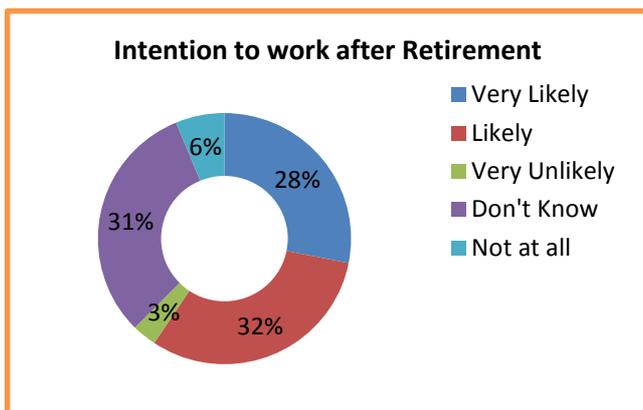
**Q. 31.** Do you plan to retire (please select one):



There are few employees that are planning to retire in the span of 5 years. As the succession planning model of Sandvik is for 5 years such data would prove to be crucial to prepare a plan of action.

Figure: Question no 31.

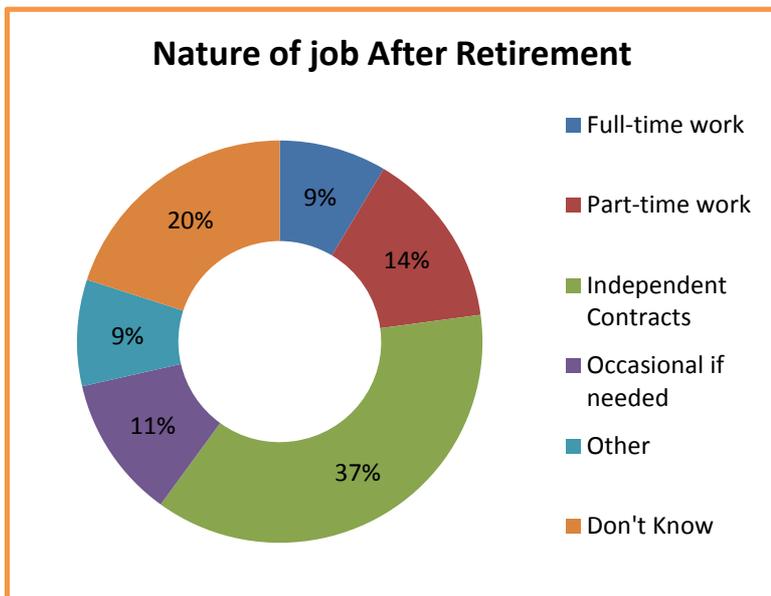
**Q. 33.** How likely are you to work after retirement?



Many employees opted to work after retirement. Considering their experience and vast domain knowledge related to Sandvik such cases can be considered if it proves beneficial to the organization.

Figure: Question no 33.

**Q. 34.** If you plan to work after retirement, in what type of work are you most likely to engage? (Please select one)



When asked about the nature of job they would prefer if they work after employment majority of the opted to work as independent contractors. Also we have few employees who would prefer to work full time, part time and occasionally.

Figure: Question no 34

**Q. 35.** Under what circumstance(s) after retirement might you be willing to return to work for Sandvik Asia. (*Please select all that apply*)

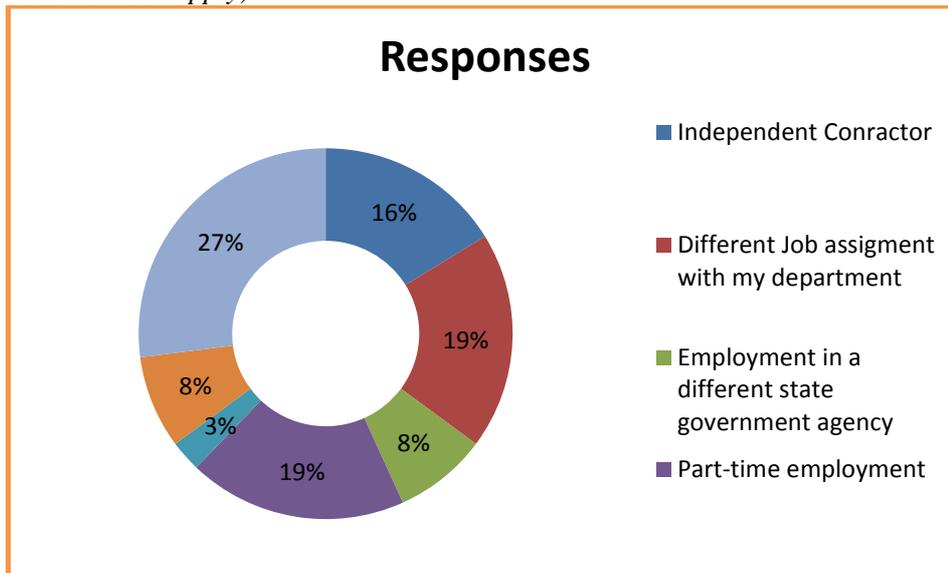


Figure: Question no. 35.

Even here we can notice that the share of employees that prefer to work as independent contractors for Sandvik is large.

## DATA ANALYSIS FOR QUESTIONNAIRE 2

### Section A

This questionnaire was developed only for the managers. The managers are the key personnel and the effectiveness of succession plan mostly lies in their hands. These managers are the one who actually implement the succession plan in the organization. In this section we asked a number of questions that evaluates how much the succession plan is brought into implementation and is it really proving to be effective.

Q. No	Question	Yes	No	NA
1	Have you identified the key positions or “critical positions” in your organization/department?	14 (93.33%)	1 (6.67%)	0 (0%)
2	In Your department/organization are the potential successors identified for key positions?	14 (93.33%)	1 (6.67%)	0 (0%)
3	Are you aware of the length and time required to fill the key positions.	13 (86.67%)	2 (13.34%)	0 (0%)
4	Does your department have a skills profile of each employee and are these skills in line with the goals of the department?	13 (86.67%)	2 (13.34%)	0 (0%)
5	The Succession Planning Model provided a strong base to proficiently identify key employees requiring immediate support.	13 (86.67%)	2 (13.34%)	0 (0%)
6	The Succession Planning Model assisted you/organization in planning and recruitment for key positions.	12 (80%)	2 (13.34%)	1 (6.67%)
7	The Succession Planning Model is expected to continue to be a resource for how you conduct workforce planning.	13 (86.67%)	1 (6.67%)	1 (6.67%)
8	What is the likelihood that the next hire/promotion at your level of the organization will be an internal hire/promotion?	11 (73.34%)	3 (20%)	1 (6.67%)
9	Do you believe that the person hired to fill your position when you leave will be an internal hire/promotion or will be an external hire? Select one	11 (73.34%)	3 (20%)	1 (6.67%)
10	Have you had High level performers leave the organization due to lack of opportunity?	12 (80%)	3 (20%)	0 (0%)

Table: Section A

Looking at the above analysis we can easily make out that the succession planning model has proved to be very effective in Sandvik. The major concern here should be **Question number 10** which say that there were many high level performers that left the organization due to lack of opportunity. This is a problem of **employee retention**. Since employee retention is also an aspect of succession planning is should be taken care of with priority.

### Section B

**Section B** verifies the satisfaction level of the managers with the ongoing succession plan.

Here 5- Fully satisfied 4- High level of satisfaction 3- Moderate level of satisfaction 2- Some satisfaction 1- Not Satisfied

Q.No	Question	5	4	3	2	1	NA	Mea n	SD
1	How satisfied are you with the organization of the succession plan?	2	1	9	2	0	1	3.21	0.86
2	How satisfied are you with the level of detail provided in each section of the succession plan?	1	3	10	0	0	1	3.35	0.61
3	How satisfied are you with the usefulness of the succession plan?	1	5	7	1	0	1	3.42	0.72
4	How satisfied are you with the involvement of appropriate persons in collection of information for the succession plan.	1	4	7	2	0	1	3.28	0.79
5	How satisfied are you with the evaluation methods used in the succession plan?	0	4	9	0	1	1	3.14	0.74

Table: Section B

Here most of the managers gave an average response that clustered around **moderate level of satisfaction**. I.e. they are moderately satisfied with the succession planning model and believe that improvements can be done in the same.

### CONCLUSION

One of the main purposes of succession planning is to identify groups of employees that state an intention to leave due to retirement or for some other reason. Another purpose is to identify factors that might either influence the employee to not leave, delay exit, or, in the case of retirees, induce returning to work in some capacity after retirement. This will continue to be important in the future as the Sandvik's employees continue to age.

Overall the process of evaluating the succession planning process was carried out successfully in Sandvik Asia Pvt. Ltd. The data provided can be used by the organization for planning its training and development programs for the year ahead. The submitted sheets also provide a good insight into the current position of the employees as far as skills and competencies are concerned and also an idea as to how to use them for the benefit of the organization.

Detailed recommendations on improving the exercise in the future and also regarding the use of the data provided are mentioned earlier in the report.

The exercise carried out this time has some limitations which are also mentioned in detail in the report. It would be advantageous if these limitations are overcome the next time. It would improve the quality of the exercise by leaps and bounds.

The project was carried out in a good manner and has met the expectations of the organization and the institute satisfactorily, though it still has quite some scope for improvements which could be incorporated subsequently.

### RECOMMENDATION

#### A Proper Development Plan and Schedule

After having a detailed literature study of succession planning in Sandvik it was found that Sandvik does not have any standard development plan for the candidates with respect to succession planning. Once the candidates are identified the management should have a proper development plan planned for at least six months. This development plan can be reviewed after each quarter.

#### Generate a Development Plan for each individual

The management should go further below set focus on each individual as a whole. Complete record of the individual's assessment and development activities can be maintained.

### **SWOT Analysis for each Employee**

A SWOT (Strength, Weakness, Opportunity, Threats) analysis for every individual can be done and accordingly an appropriate action plan can be developed for him/her.

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