



SUCCESSION PLANNING POLICY



VPL has decided to introduce a systemized process for planning the succession for SMP (Senior Management Position i.e. Vice President and above) within the organization.

1.0 Objective

- 1.1 To map critical roles within VPL
- 1.2 To ensure that successors are identified for each critical role
- 1.3 To evaluate development needs of successors *vis-à-vis* the critical role
- 1.4 To identify gaps in succession plan

2.0 Applicability

- 2.1 This Policy shall be applicable to all the Employees in the SMP cadre i.e. Vice President and above in Viraj Profiles limited (VPL) and other Associated Companies and Organizations falling under the overall umbrella of VPL covering all its divisions, units, locations, and offices who are identified for succession planning.

3.0 Process

- 3.1 Corporate HR will create a list of SMP within the organization.
 - 3.1.1 A list of business-specific critical positions will be created with the Unit HR of the respective businesses with inputs from Business Head
 - 3.1.2 A list of critical positions in Corporate will be created with the CHRO with inputs from Corporate Function Head
 - 3.1.3 The compiled list of critical positions will be finalized by CHRO
- 3.2 Corporate HR will send the Succession Planning template (Annexure 1) to Incumbents in SMP, copying their Reporting Officers.
- 3.3 Incumbents in SMP will fill out Succession Planning template, identifying *at least* 1 immediate successor (capable of succeeding incumbent in 0-1 years) and 1 down-the-line successor (capable of succeeding incumbent in 1-3 years).
- 3.4 After completing Succession Planning template, Incumbent will forward the output to his/her Reporting Officer.
- 3.5 Reporting Officer will review Succession Planning template, ensuring that Incumbent has completed the exercise objectively, with no bias or prejudice.
 - 3.5.1 Reporting Officer and Incumbent must meet if Reporting Officer has additional suggestions of people Incumbent should add to his/her Succession Planning template.
- 3.6 After Reporting Officer approves Succession Planning template, Incumbent will send a copy of it, containing his/her and Reporting Officer's signature, to Corporate HR.



- 3.7 Corporate HR will compile all Succession Planning templates received from all incumbents.
- 3.8 CMD & CHRO will review all succession plans for all critical positions to verify decisions and ensure that no viable candidate has been omitted as part of panel reviews.
- 3.9 For all identified successors, Corporate HR will map skills against requirements of Incumbent's position, and identify development needs based on:
 - 3.9.1 PDR form
 - 3.9.2 Outcomes of Panel Discussion
 - 3.9.3 Incumbent's completed Succession Planning template
 - 3.9.4 Inputs from diagnostic instruments like Assessment Center, Development Center, Evaluation of Leadership potential
- 3.10 Based on a thorough list of development needs, Corporate HR will develop each successor's training and development program. Corporate HR will employ development tools (like job rotation, job enrichment, job shadowing, development leader program, special projects, executive coaching and technical/management/leadership training) as needed.
- 3.11 For positions without successors, Corporate HR and Incumbent will identify successor, either within firm or through lateral recruitment, and create robust development plan to target developmental needs
 - 3.11.1 Such cases will be reviewed and approved by CMD.
- 3.12 All decisions made on Succession Planning will be codified in the Master Succession Planning sheet.
- 3.13 Succession plans will be strictly confidential, and will not be shared with anyone (including successors) except the CMD and CHRO and corresponding Reporting Officers.
- 3.14 Progress of successors against their development plans will be reviewed by CHRO and corresponding Reporting Officers on a semi-annual basis, and by CMD on an annual basis.

4.0 General Conditions

- 4.1 In case of any ambiguity/concern on policy for succession planning the interpretation of CMD shall be final and binding on all concerned.
- 4.2 The Succession Planning exercise is to be treated with utmost confidentiality. Under no conditions is anyone to reveal any information pertaining to this exercise without explicit approval from CHRO and CMD.



• **Annexure I. Succession Planning template**

Template for Succession Planning			
Incumbent Information			
Name Your name	xx		
Position Your Position	xx		
Immediate successor 1			
Successor ready in 0 – 1 year			
Name Successor's name	xx	Track record Rating	
Designation/Role Successor's position	xx		▪ Last year
		▪ Year before last	xx
Strengths Reasons why he/she would make a good successor			Dev. Needs Gaps between skill set and job requirements
- xx			▪ xx
Immediate successor 2			
Successor ready in 0 – 1 year			
Name Successor's name	xx	Track record Rating	
Designation/Role Successor's position	xx		▪ Last year
		▪ Year before last	xx
Strengths Reasons why he/she would make a good successor			Dev. Needs Gaps between skill set and job requirements
- xx			▪ xx
Down-the-line successor 1			
Successor ready in 1 – 3 years			
Name Successor's name	xx	Track record Rating	
Designation/Role Successor's position	xx		▪ Last year
		▪ Year before last	xx
Strengths Reasons why he/she would make a good successor			Dev. Needs Gaps between skill set and job requirements
- xx			▪ xx
Down-the-line successor 2			
Successor ready in 1 – 3 years			
Name Successor's name	xx	Track record Rating	
Designation/Role Successor's position	xx		▪ Last year
		▪ Year before last	xx
Strengths Reasons why he/she would make a good successor			Dev. Needs Gaps between skill set and job requirements
- xx			▪ xx
Down-the-line successor 3			
Successor ready in 1 – 3 years			
Name Successor's name	xx	Track record Rating	
Designation/Role Successor's position	xx		▪ Last year
		▪ Year before last	xx
Strengths Reasons why he/she would make a good successor			Dev. Needs Gaps between skill set and job requirements
- xx			▪ xx
Approval			
Incumbent: _____		Direct superior: _____	



• **Annexure II. Master Succession Planning template**

MASTER SUCCESSION PLANNING SHEET										
No	SMP	Incumbent	Type of successor (Immediate/D own-the-line)	Name of successor	Strengths	Weaknesses	Development plan			
							Job rotation	Development leader	LDI	Other
1	ABC	XYZ	Immediate	xyz	- xyz - xyz	- xyz - xyz				- xyz - xyz
2	ABC	XYZ	Immediate	xyz	- xyz - xyz	- xyz - xyz				- xyz - xyz
3	ABC	XYZ	Immediate	xyz	- xyz - xyz	- xyz - xyz				- xyz - xyz
4	ABC	XYZ	Immediate	xyz	- xyz - xyz	- xyz - xyz				- xyz - xyz
5	ABC	XYZ	Immediate	xyz	- xyz - xyz	- xyz - xyz				- xyz - xyz
6	ABC	XYZ	Immediate	xyz	- xyz - xyz	- xyz - xyz				- xyz - xyz
7	ABC	XYZ	Immediate	xyz	- xyz - xyz	- xyz - xyz				- xyz - xyz
8	ABC	XYZ	Immediate	xyz	- xyz - xyz	- xyz - xyz				- xyz - xyz
9	ABC	XYZ	Immediate	xyz	- xyz - xyz	- xyz - xyz				- xyz - xyz
10	ABC	XYZ	Immediate	xyz	- xyz - xyz	- xyz - xyz				- xyz - xyz