**Managers Guide to Incorporating Career and Succession Planning into Annual Personal Development Planning Discussions**

**Introduction – Please remember:**

* All staff should be considered when you are applying the Career and Succession Planning Framework to your team, irrespective of whether you think they have the potential or desire to move into a promoted post or not.
* It is entirely normal for a member of staff to feel no desire or not equipped for promotion as it is for another to want to progress their career in a particular direction.
* There will be many personal reasons that may determine an individual’s view one way or the other.
* A significant proportion of our workforce is made up of those who perform their jobs extremely well and their career learning and growth continues without necessarily having an eye on promotion.
* The Career and Succession Planning Framework accommodates all these positions but requires good quality one to one conversations in order for both manager and direct report to explore and establish future direction in a mutual and constructive way.
* It is recommended that this conversation is part of PDP meetings.

**Annual Personal Development Planning and Career & Succession Planning**

All members of staff are required to demonstrate that they are sustaining the knowledge and skills required for their current post. It is recognized that processes, technology, equipment etc. change over time, and staff are supported to continue to develop the knowledge and skills needed to perform their job well.

The application of career and succession planning in this process means the future direction of a person’s development as well as their current needs are explored. This means clarifying the employees own career aspirations and considering the needs of the organisation moving forward. This will ensure we are developing the skills we need internally, particularly for more senior roles when they become vacant.

Please take a look at the [Knowledge & Skills Framework Guidance on HRConnect](http://www.nhsggc.org.uk/working-with-us/hr-connect/learning-education-and-training/personal-development-planning-and-review-pdpr/knowledge-and-skills-framework-ksf/#KSFPDP). In particular the [PDPR Reviewer Video](https://vimeo.com/182668637). This video provides guidance on preparing for and conducting the PDP meeting for best outcomes and agreement about development needs for the year ahead for the employee in their current post.

**Applying Career & Succession Planning to the Development Planning Discussion**

In the ‘Looking Forward’ part of the meeting the following questions may be asked to meet the needs of career and succession planning in your area:

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| What parts of your current role do you find most interesting or in which your strengths are best suited? |
| Where would you like to further develop your skills or learn new skills? |
| Do you feel that at some point, now or future you will outgrow your current role? |
| If not, what will you do to ensure you keep engaged, satisfied and performing well in your current role? |
| If yes, in what direction do you think you would like plan your career? Do you have any specific role in mind? Have you considered….? |
| What are you doing or have you done to find out the key skills, knowledge or experience required in that role and how you currently match up to these? (Technical/professional, Leadership, People Management, QI) |
| Have you had a look at the Career & Development Planning pages on HR Connect? |
| What do you need to have in your development plan to begin to bridge the skills gap? How can I help with this? Shall we meet more regularly to review? |
| With your commitment to a focused development plan within what approximate timescale would you see yourself being ready to be considered in any future recruitment process for that role? |

**Next Steps**

The outcomes you arrive at in these conversations with your team will inform the Career and Development Planning activities you sponsor and support.

These will also support those staff members you have identified as having potential and are in your “readiness quadrant” of your Succession Plan for Critical Posts in your area.

You will also have considered those you have identified with potential to be developed for a future recruitment process to fill your own post over time and this should be fully discussed with your own Line Manager.