

Business Case for Succession Planning

<Insert Bureau Name>

Department of Commerce

As of <enter date>



Summary: *Provide a short statement that succinctly conveys important information about the project and what you are requesting from leadership.*

Challenge: *Provide a description of relevant background information and clearly state the nature of the challenges, issues, or risks you and your team intend to overcome by implementing a formal succession planning strategy and activities. Use the data you collected in the data collection worksheet to outline your organization's current state and justify the need for succession planning to solve the stated problem.*

Questions to consider when writing this section:

- What percentage of the talent pool is retirement-eligible?
- What are the turnover trends for my organization? What are the turnover trends across key positions at my organization?
- How many employees can I expect to leave over the next few years? In the next 5 years? In the next 10 years?
- What challenges will the organization likely face in the future due to changing workforce demands (i.e., skillset gaps, leadership readiness)?
- What are the demographics of the talent pool for the identified critical positions?
- What are the challenges for implementing succession planning activities?
- What competencies are critical to the organization's mission?
- What will occur if succession planning is not done?

Business Objective: *Provide a high-level overview that outlines why you want to engage in succession planning activities, how a succession plan will support the broader strategy, and how succession planning can mitigate the challenges outlined above to enable mission delivery. Use this space to link the challenge and your proposed succession planning strategy to your organization's broader objectives.*

Questions to consider when completing this section:

- What are my organization's strategic goals?
- What is the ideal state of the bureau workforce (leadership readiness, demographics, etc.) to support organizational goals?
- What succession planning activities would contribute to achieving broader, strategic goals?
- How would additional succession planning activities address the challenges stated above, which pose a threat to mission delivery?
- How would additional succession planning activities support other organizational human capital or workforce planning strategies?

<p>Possible Solutions:</p>	<p><i>Provide a description of the solution you are proposing by outlining a compelling argument on how you plan to solve the identified problem. Engage your team and conduct research to make sure the solution you are proposing considers your organization's needs, capabilities, resource availability, and industry-specific best practices.</i></p> <p>Questions to consider when completing this section:</p> <ul style="list-style-type: none"> • What is the best approach to addressing identified succession planning risk? • How does the approach link to the Department's overarching human capital and succession planning strategies? • How long will it take to stand up the succession planning strategy? What will maintenance of these activities look like in the long term? • What structures or governance will support the solution? • How will my organization measure the success of the succession planning program?
<p>Benefits:</p>	<p><i>Define how your proposed succession planning activities will help the organization both now and in the future. To convince stakeholders to support your project, include information on why a formal succession planning program is needed and the specific benefits of what you are recommending.</i></p> <p>Questions to consider when writing this section:</p> <ul style="list-style-type: none"> • How will succession planning benefit my organization (i.e., increased competition for key positions)? • How can succession planning support retention of institutional knowledge and continued mission delivery amid position turnover? • How can succession planning limit the risks caused by turnover (i.e., organizational knowledge loss)? • How will my organization's employees benefit from succession planning program? • What is the expected return on investment? • What will happen if my organization does not invest in solving the identified challenge?
<p>Goals and Next Steps:</p>	<p><i>Describe the next steps and what you are requesting from leadership, including implementation strategy, goals and objectives, and immediate resource needs. Provide details about your desired outcomes and how the resources and/or support you are requesting will enable those outcomes.</i></p> <p>Questions to consider when completing this section:</p> <ul style="list-style-type: none"> • What are the anticipated work products or program outcomes that come next? • What are your goals for the next 30, 60, and 90 days to achieve these

outcomes?

- What financial or non-financial resources (i.e., staff, technology) are needed to conduct activities?
- Who will be accountable for conducting and/or managing proposed activities?
- What is the long-term timeline for proposed activities?
- How will you sustain succession planning activities?
- Outline your succession planning market strategy.