# **Policy on Succession Planning**

J. Kumar Infraprojects Limited has been focusing on career growth of its members through a process of succession planning and competency development.

There is a process laid down for the purpose:

#### A. Critical/Key Roles:

- 1. Identification & annual review of critical/key roles in each company.
- 2. Competency mapping for each critical/key role through an in-house 360degree survey.
- 3. Assessment of competency levels of member's in critical positions and identification of their competency gaps through Assessment Centers.
- 4. Providing feedback to members on their competency level, including competency gaps.
- 5. Facilitating bridging of competency gaps through Training, Job rotation & Job enlargement.

#### **B.** Creating a Talent Pool:

- 1. Identification of potential leaders at various levels of organizational hierarchy. This exercise is conducted every year & identified potentials are put through an Assessment Center to ascertain potential for taking on higher roles.
- 2. Members who qualify the in the Assessment Center also need to qualify the criteria of minimum performance rating of 3.5 on a 5 point scale in the past two appraisal cycles for entry to the TALENT POOL.
- 3. Opportunity is provided for fast track upward career movement to members in the Talent Pool.

### **C.** Succession Planning for Critical Positions:

- 1. From the Talent Pool, successors are identified for critical positions.
- 2. Succession plan is prepared for Critical Positions in each business & put up for review by the Apex body.

# **D.** Competency Development of Talent Pool:

- 1. Development programs are designed to fill in competency gaps of potential Leaders.
- 2. Job enlargement and Job rotation within the Group also provides the opportunity for competency development of Potential leaders.

### E. Strengthening the Leadership Pipeline:

- 1. A strong & deep Leadership Pipeline is required for Succession Planning.
- 2. There is a framework created for evaluating the depth of Leadership pipeline in the group. Each function is assessed for the depth of its Leadership pipeline & accorded a rating.
- 3. Improving the rating of the Leadership Pipeline in each is adopted as a Lead Goal in the Balanced Score Card & finds its way into the KRA's of Functional Heads.