

Succession Tool: Succession Scorecard

Instructions:

Use a succession scorecard to track the success of your succession management program and the results at the team, unit, or functional level. You can also use a scorecard to demonstrate how your succession program integrates with other human resources metrics such as turnover rates, performance and rewards information, and the cost of turnover. This document outlines possible metrics, what these metrics may reveal and a sample scorecard.

Category	Metric	Comments
Successor advancement and development	<ul style="list-style-type: none"> Percentage of successors placed in development positions Average time successors spend in each position Readiness of successors Percentage of development plans completed Percentage of successors promoted Performance ratings of successors Performance ratings once promoted 	<p>If development plans are not completed or slow to complete, it may indicate plans are too ambitious. There will be a risk of the program derailing or turnover in the succession pool.</p> <p>When promoting successors track their performance rating in the new role. This is the biggest success indicator.</p>
Development of leadership bench strength	<ul style="list-style-type: none"> Number of successors for each critical role Percentage of key positions filled by successors Financial resources devoted to programs 	<p>Successors can be targeted inside or outside of the organization. Track whether you are filling roles with identified successors to track ROI.</p>
Successor retention	<ul style="list-style-type: none"> Retention rates of successors by role and business unit 	<p>When successors leave, it is very costly and hampers return on investment. Important analysis is by manager, position, tenure and background.</p>
Successor diversity	<ul style="list-style-type: none"> Diversity indicators like females or minority groups 	<p>A diverse leadership team has been shown to improve business results.</p>

Sample Scorecard (Illustrative Only)

Metric	Business Unit 1	Business Unit 2	Business Unit 3
Successor Promotion Rate	27%	32%	5%
Successor Turnover 0 -18 months	30%	0%	0%
18-36 months	15%	5%	0%
Successor Diversity	% by target group	% by target group	% by target group
Performance Ratings Of Successors Once Promoted	% of successors with each rating	% of successors with each rating	% of successors with each rating



Metrics indicate a turnover problem.



Metrics indicate that successors in a specific business unit are not advancing at rates comparable to other areas.