

---

# JACKSTONES, INC.

593 Antonio Drive, Bagumbayan, Taguig City 1630

<b><u>SUCCESSION PLANNING PROGRAM</u></b>	Version No:
	Initial Issue Date:
	Revision Date:
	Revision No:

## Section 1. Purpose.

Jackstones, Inc. (“Corporation”) shall implement a Succession Planning Program (“Program”) for the primary purpose of ensuring business continuity. The Program involves the process of securing the Corporation’s readiness to replace key positions in the event such roles and functions are vacated due to retirement, resignations, and other unforeseen circumstances.

## Section 2. Scope.

These guidelines shall cover and shall be applicable to the Members of the Board of Directors, the Management of the Corporation, and other key officers as may be determined by the Board of Directors.

## Section 3. Objectives.

- A. Ensure sustainability of a competent, experienced, and committed business leadership.
- B. Align the current and future leadership competencies with the Corporation’s short- and long-term business strategies and goals.
- C. Identify the critical positions within the Corporation and develop actions plans for individuals to assume such positions.
- D. Strengthen and promote the Corporation’s commitment to diversity and inclusion thereby ensuring equal opportunity in the workplace.
- E. Select key competencies and skills necessary for business continuity.

## Section 4. Guidelines.

- A. Succession planning shall be anchored on the Corporation’s short- and long-term corporate goals and objectives vis-à-vis the areas of competencies for key leadership positions to ensure the continuity of an effective organizational performance and attainment of business objectives and targets.
- B. This Policy shall be implemented by the Board of Directors, with the assistance of the Management and the Human Resources Department, through these programs:
  - 1. Succession Planning; and
  - 2. Leadership Development.

### C. Succession Planning.

1. In an annual meeting called for this purpose, the Board of Directors shall identify the significant business challenges in the next 3-5 years.
2. The Board of Directors shall then conduct environmental scans through surveying or talking with the shareholders. During the meeting, an Environmental Scan Worksheet shall be filled out.<sup>1</sup>
3. The Board of Directors, with the assistance of the Human Resources Department, shall then identify the critical positions that will be needed to support business continuity. During the meeting, a Critical Position Worksheet shall be filled out.<sup>2</sup>
4. After determining which positions are mission-critical and have a significant vacancy risk, the Board of Directors shall identify the competencies, skills, and institutional knowledge that are critical success factors for each of the positions that require a succession plan. During the meeting, a Critical Success Factor Worksheet shall be filled out.<sup>3</sup>
5. After evaluating which positions require a succession plan and what competencies, skills, and institutional knowledge are considered critical success factors for each of the critical positions, the Board of Directors, with the assistance of the Human Resources Department, shall consider if there are current staff members or employees who are ready to successfully assume the role or have the potential to grow into it over time. During the meeting, a High Potential Employee Identification Worksheet shall be filled out.<sup>4</sup>
6. After considering if there are current staff members or employees who are ready to successfully assume the role or have the potential to grow into it over time, the Board of Directors shall select the competencies individuals will need to be successful in positions and meet the identified business challenges. The Board of Directors shall encourage career development conversations with high potential employees that focus on closing the gaps and/or strengthen existing skills and competencies. During the meeting, a Career Development Plan Worksheet shall be filled out.<sup>5</sup>

### D. Leadership Development.

1. After the Succession Planning Stage is done, the Board of Directors, with the Assistance of the Human Resources Department, shall implement two (2) main plans, particularly the Learning and Development Plan and the Performance Management System.
2. The Learning and Development Plan seeks to ensure that candidates will be provided with focused and structured learning and are given access to advancement opportunities to allow them to reach their full potentials, and

---

<sup>1</sup> See Annex "A" for the template of an Environmental Scan Worksheet.

<sup>2</sup> See Annex "B" for the template of a Critical Position Worksheet.

<sup>3</sup> See Annex "C" for the template of a Critical Success Factor Worksheet.

<sup>4</sup> See Annex "D" for the template of a High Potential Employee Identification Worksheet.

<sup>5</sup> See Annex "E" for the template of a Career Development Plan Worksheet.

3. The Performance Management System seeks to provide a mechanism for measuring performance, identify areas for improvement, provide feedback and implement mentoring, when necessary, to eliminate gaps between required competencies and current level of knowledge, skills, and abilities.
- E. Regular Reviews. The Board of Directors, with the assistance of the Human Resources Department, shall conduct an annual check of the Program to ensure that the succession map remains to be aligned with the business strategy of the Corporation, and it shall update the same according to the changing external environment factors should the Board of Directors deem it necessary.
  - F. Effectivity. This Policy shall take effect upon approval of the Board of Directors.

**ANNEX "A"**

**ENVIRONMENTAL SCAN WORKSHEET**

**I. PARTICIPANTS:**


**II. DATE OF MEETING: \_\_\_\_\_**

**III. WHAT'S HAPPENING INSIDE AND OUTSIDE THE CORPORATION?**

<b>Right Now?</b>	<b>In The Near Future?</b>	<b>In The Distant Future?</b>

**ANNEX "B"**

**CRITICAL POSITION WORKSHEET**

**POSITION TITLE:** \_\_\_\_\_

**POSITION PAYROLL TITLE:** \_\_\_\_\_

**POSITION STATUS (Filled or Vacant):** \_\_\_\_\_

**POSITION IMPACT (High, Medium, Low):** \_\_\_\_\_

**Note:** Assessment of "Position Impact" should be based on a prioritized list of the Corporation's or the Corporation Department's mission, goals, objectives, and strategic plan.

**VACANCY RISK (High, Medium, Low):** \_\_\_\_\_

**Note:** Assessment of "Vacancy Risk" should be based on factors such as the incumbent's retirement, eligibility, marketability, among others.

**ANNEX "C"**

**CRITICAL SUCCESS FACTOR WORKSHEET**

**POSITION TITLE:** \_\_\_\_\_

**POSITION PAYROLL TITLE:** \_\_\_\_\_

**EDUCATION (degrees, certification, licensure):** \_\_\_\_\_

**WORK EXPERIENCES:** \_\_\_\_\_

<b>CORE COMPETENCIES:</b>	
	<b>Communication</b>
	<b>Strategic Planning</b>
	<b>Building Productive Relationships</b>
	<b>Continuously Improving Quality</b>
	<b>Developing Self</b>
	<b>Focusing on Clients</b>
	<b>Valuing Cultural Diversity</b>
	<b>Managing Change</b>
	<b>Developing and Coaching Others</b>
	<b>Next Generation Mindset</b>

<b>TECHNICAL COMPETENCIES:</b>	
	<b>Project Management</b>
	<b>Policy Development and Analysis</b>
	<b>Negotiations</b>
	<b>Budget and Fiscal Management</b>
	<b>Human Resources Management</b>
	<b>Legal Compliance</b>
	<b>Computer Systems &amp; Technology</b>
	<b>Program Development</b>
	<b>Data Analysis</b>

	<b>Grants and Contract Management</b>
--	---------------------------------------

**OTHER SKILLS:** \_\_\_\_\_

**IDENTIFY UNIQUE INSTITUTIONAL KNOWLEDGE OR RELATIONSHIPS**

**What unique institutional knowledge or relationships are inherent to the success of this position?**

\_\_\_\_\_

**Does anyone else have this knowledge in the Corporation? Is yes, who?**

\_\_\_\_\_

**How critical is it that this knowledge is documented and shared? (High, medium, low)**

\_\_\_\_\_

<b>PLANS FOR SHARING KNOWLEDGE:</b>	
	<b>Process Documentation</b>
	<b>Job Aids</b>
	<b>Job Shadowing</b>
	<b>Mentoring</b>
	<b>Job Rotation</b>
	<b>Other:</b>

**ANNEX "D"**

**HIGH POTENTIAL EMPLOYEE IDENTIFICATION WORKSHEET**

**NAME:** \_\_\_\_\_

**POSITION TITLE:** \_\_\_\_\_

**UNIT/DEPARTMENT:** \_\_\_\_\_

**YEARS IN CURRENT POSITION:** \_\_\_\_\_

**CURRENT SUPERVISOR/MANAGER:** \_\_\_\_\_

**TARGET POSITION:** \_\_\_\_\_

**TARGET POSITIONS KEY COMPETENCIES:** \_\_\_\_\_

**READY?** \_\_\_ Now \_\_\_ Within 1 year \_\_\_ Within 2 years \_\_\_ Within 3-5 years

**ACTION PLAN:**



**ANNEX "E"**

**CAREER DEVELOPMENT PLAN WORKSHEET**

**NAME:** \_\_\_\_\_

**POSITION TITLE:** \_\_\_\_\_

**UNIT/DEPARTMENT:** \_\_\_\_\_

**SUPERVISOR'S/MANAGER'S NAME:** \_\_\_\_\_

**LONG-TERM GOALS**

**What are your long-term career goals over the next 3-5 years? Describe how your long-term goals fit in with the goals and priorities of your unit/department?**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_

**SHORT-TERM GOALS**

**What are your career goals for the next year or two (these may or may not be the same as your annual performance goals)? Describe how your short-term goals fit in with the goals and priorities of your unit/department?**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_

**SKILL AND COMPETENCY REQUIREMENTS**

**What skills or competencies do you need to build to reach your goals?**

Skill or Competency to be Developed	Training Activities (formal training, mentorship, cross training, independent learning, etc.)	Target Dates	Associated Costs	Results

*This career development plan provides an opportunity to demonstrate your career potential and is not a guarantee of a promotion. The plan should be evaluated at least every six (6) months and adjusted as needed based on organizational and/or personal priorities.*

\_\_\_\_\_/\_\_\_\_\_  
*Employee's signature & date*

\_\_\_\_\_/\_\_\_\_\_  
*Supervisor's signature & date*