



# *गार्डन रीच शिपबिल्डर्स एण्ड इंजीनियर्स लिमिटेड* *Garden Reach Shipbuilders & Engineers Ltd.*

## Succession Planning and Leadership Development Plan (SPLDP)



## **GARDEN REACH SHIPBUILDERS & ENGINEERS LIMITED**

### **SUCCESSION PLANNING & LEADERSHIP DEVELOPMENT PLAN (SPLDP)**

#### **1. SUCCESSION PLANNING AND LEADERSHIP DEVELOPMENT PHILOSOPHY**

The Succession Planning is a proactive strategic initiative that aims to develop a leadership pipeline well in advance for successful transition of potential executives to its critical leadership positions in the Company in a clearly defined, transparent and objective manner. A leadership pipeline is built within the organization through identifying, developing, and retaining high-potential executives who will take critical leadership roles as soon as they fall vacant. Towards succession planning, it is imperative to formulate a Leadership Development Plan which shall focus on equipping executives with knowledge, skills and experience to face changing business realities and build competencies within the organization to take it to the next level of growth. A well-defined Leadership Development Plan is envisioned to enable both the organization and the executives to develop and grow in order to achieve strategic organizational objectives.

#### **2. OBJECTIVES**

GRSE's Succession Planning & Leadership Development Plan aims to meet the following objectives in consonance with GRSE's Board approved Succession Planning Policy:

- (a) To ensure continuity in Critical Leadership Positions by creating and maintaining a competent internal talent pool
- (b) To identify and groom executives with high potential and high demonstrated performance in a fair, transparent manner aligned with individual's career aspirations and organization's business needs.
- (c) To minimize operational risks from vacancies arising unplanned occurring naturally
- (d) Provide learning, knowledge enhancement opportunities and exposure to executives in order to build competencies required for leadership/ critical positions.
- (e) To foster individual growth enhance executive morale and engagement levels leading to higher retention levels.

### 3. **APPLICABILITY**

The Succession Planning & Leadership Development Plan shall be applicable to all regular executives from Senior Manager (E-4) to Executive Director (E-9) level.

### 4. **PROCESS FLOW**

Succession Planning & Leadership Development plan is an integration of independent and interrelated activities in the organization. The process shall involve identification of high potential executives at E4 level and above and grooming them for higher/leadership roles. Promotions, Recruitment and Transfers shall be in alignment with Succession Planning. The comprehensive workflow of various activities involved in the Succession Planning & execution of Leadership Development Plan is given at **Appendix-I**. The same is elaborated in succeeding paragraphs.

### 5. **STEERING COMMITTEE**

A Steering Committee will review the list of Critical Roles in various departments and identify potential successors for the critical positions from the talent pool. The Committee will also monitor the execution of the Leadership Development Plan for grooming the potential successors in order to prepare the leadership pipeline. The committee will comprise the following members:

- (a) Senior Most Functional Director - Chairman
- (b) All Functional Directors - Members
- (c) HoD – HR Department - Member Secretary

The committee shall undertake review of critical roles and the talent pool at least once every two years. The committee shall shortlist executives for critical roles.

### 6. **SALIENT FEATURES OF THE SUCCESSION PLAN**

#### (a) **Identification of Critical Roles**

Critical Roles / positions are the ones which have a disproportionately high impact on the value chain of an organization or where the skill-set required to execute the responsibilities of the role is highly scarce within the available talent pool or the roles which are statutory in nature as per various statutes/ compliance of the organization. Accordingly, GRSE will define critical positions based on

- (i) High impact on operations/ decision making
- (ii) Level of specialization and skills scarcity
- (iii) Statutory responsibilities
- (iv) All roles held by executives of GM (E-7) and above rank shall be designated as critical roles. All roles of GM/AGM I/C shall also be designated as critical.

The number of Critical positions will be restricted reasonably within 15% of the total strength of officers for precise execution of the plan.

(b) **Role Profiling and Competency Mapping**

The technical and managerial competencies for each critical role shall be mapped under the GRSE's Competency Framework at **Appendix-II**.

(c) **Identification of Potential Successors**

Critical roles already vacant or getting vacated due to natural wastage within the next 05 years are to be listed. The Potential Successors for such Critical Roles will be shortlisted by the Steering Committee from the '**Talent Pool**' of executives identified through various assessment methods and will undergo leadership development interventions conducted as per Leadership Development Plan.

(i) **Eligibility Screening**

The potential successors against each Critical Role shall be identified from E-4(SM) and above levels on the basis of the following critical evaluation criteria:-

(aa) **The executive is selected in the 'Talent Pool' and has undergone the planned developmental interventions satisfactorily.**

(bb) **Completed minimum 02 years of service in GRSE in case of Executives in E-9 and E-8 Grades and 03 years in case of E-4 to E-7 Grades. Residual service of at least 03 years**

(cc) Must have multi-functional exposure for E-7 and above roles

(dd) Must have Minimum Educational Qualification as prescribed for Entry Level

(ee) Average previous 03 years APAR rating must be  $\geq 80\%$  for E-4 & E-5 levels and  $\geq 85\%$  for E-6 and above levels. Managerial Competency (from APAR) scores are to be  $\geq 80\%$  for all levels

(ii) **Creation of Talent Pool**

The executives will be identified under 'Talent Pool' based on the following:

(aa) **Performance Evaluation**

Weighted APAR Scores for the last 03 years will be taken for deriving the '**Performance Score**' of an Officer.

(bb) **Leadership Competency Framework**

Leadership Competency Framework is a structure that outlines the key competencies required for success in leadership roles.

(cc) **Potential Evaluation through Assessment Centres**

Leadership Potential of the individuals will be assessed through assessment within the defined Leadership Competency Framework. Assessment Centres will be conducted in respect of Officers to ascertain the present (As-Is) competency profile vis-à-vis desired competency profile for future leadership roles. The '**Potential Score**' will be derived from the outcome of Assessment Centres. The frequency of Assessment Centre activity shall be 03-05 years.

(dd) **Performance-Potential Matrix**

Performance-Potential Matrix (PPM) is a 9-box matrix of Performance (based on track record) and Potential (based on Competency Assessment) categorized in 3 levels (viz., Low, Medium and High) as per prescribed benchmark. The PPM will position officers in the following 9-boxes (Quadrants)

<b>POTENTIAL</b> ↑	<b>Rough Diamond</b> (Low Performance, High Potential)	<b>Future Star</b> (Mid Performance, High Potential)	<b>Consistent Star</b> (High Performance, High Potential)
	<b>Inconsistent Performer</b>	<b>Key Player</b> (Mid Performance, Mid Potential)	<b>Current Star</b> (High Performance, Mid Potential)
	<b>Under Performer</b> (Low Performance, Low Potential)	<b>Solid Performer</b> (Mid Performance, Low Potential)	<b>Consistent Performer</b> (High Performance, Low Potential)
<b>PERFORMANCE</b> →			

The executives placed in the top quadrants viz. Consistent Star, Current Star, Future Star, Key Player and Consistent Performer will be proposed for consideration in the Talent Pool. The list will be reviewed by the Steering Committee and 'Talent Pool' will be finalized.

(iii) **Appointment of Successor for a Critical Role**

The successors for the Critical Roles which are going to be vacated in next six months will be identified from the list of Potential Successors and the same will be put up for approval of CMD with recommendation of concerned Functional Director and Director (CP&P).

## 7. LEADERSHIP DEVELOPMENT PLAN

The executives considered as Talent Pool will be groomed through systematic Leadership Development Plan for accelerating their learning so that they can be developed to fit into the requirement of the Critical Roles when due through the organization's Competency Framework.

The various developmental intervention which will be instrumental in executing the leadership development plan are given below:-

### (a) Identification of Competency Gap

Based on the outcome of the Assessment Centre which evaluates the 'As-is' competency level of individual against benchmark competency level, Competency Gap will be identified both at organizational level (grade/ level-wise) as well as for individual Officers.

### (b) Structured Leadership Development Programme

Structured Leadership Development Programme (SLDP) will be designed in collaboration with premier B-schools / Institutes of Eminence to instil strategic and visionary thinking among the executives identified for future leadership roles. The content of SLDP will be designed based on the inputs from the Competency Gap and interaction with senior officials of GRSE. Topics relevant in context with GRSE's operation and business, best practices followed in industry and case studies will be part of the programme content. Structured Leadership Development Programmes will be as below.

(i) **Specialized Leadership Development Programmes:** Specialized Leadership Development Programmes (SLDP) for duration of upto 01 to 04 weeks at Institutes of Eminence shall be conducted for all executives in the rank of SM/E-4 to AGM/E-6 grades in the talent pool. Development modules in functional areas will be developed in collaboration with the Institutes like IIM, Calcutta / other IIMs / IITs etc. for grooming the leaders to address the global challenges including those specific to shipbuilding industry.

(ii) **Advanced Leadership Development Programme:** The objective of conducting the Advanced Leadership Development Programme (ALDP) is to sensitize the senior executives about the nuances of business volatility caused due to various social, political and economic reasons and to learn various skills needed in the volatile world which include strategic thinking, adversity management, risk management, project management, team building skills, adoption of emerging technologies etc. The Officers in senior management level (GM/E-7 & above) will be nominated for Advanced Leadership Development Programmes conducted by premier national or international institutes and under DAKSH. Relevant developmental programmes from SCOPE, IICA, IOD etc. will be suitably included for Board level positions in the Advanced Leadership Development Programmes.

(c) **Other Learning Interventions**

Based on the current job roles and career planning, the officers will be nominated for various Management Development Programme by GRSE from time to time as per Training Needs Assessment (TNA). Officers are also sponsored for various higher education programs or certification programs etc. to develop their leadership and functional competencies.

(d) **Mentoring**

Officers in the level of (SM/E-4 to AGM/E-6 grades) from the talent pool will be placed under mentoring of seniors within the organization for focused development of power skills like strategic decision making, conflict resolution and increased networking etc.

(e) **Job Rotation and Cross-Functional Exposure**

In the changed business environment, role/profile of executives needs to be honed up continuously. Executives will be given on-the-job training and exposure in various types of work situations so as to enable them to handle different job profiles. The executives are job rotated to different sections / departments to have exposure to different areas and functions. This will also enable acquiring of multi-dimensional knowledge and skills for self-development so as to shoulder higher responsibilities. Executives will also be provided opportunities for cross-functional exposure through tenure posting in other relevant functional areas.

(f) **Experiential Learning**

As part of the Leadership Development Plan, the executives in the Talent Pool will be provided various experiential learning opportunities to develop their skills. Some of the experiential learning interventions are given below:-

- (i) Cross-functional groups to study problems and suggest implementable ideas
- (ii) Action Learning Projects of current strategic interests to the organization
- (iii) Inter-departmental team to organize any prestigious event
- (iv) Study groups for adoption of Best practices for process improvement

(g) **Individual Development Plan (IDP)**

Individual Development Plan (IDP) reports will be prepared for individual officers after identification of the Competency Gap. The Individual Development Plan will contain recommended learning and other interventions which aims to provide support to individual Officers based on the areas of improvement identified in the Assessment. Progress of the IDP will be reviewed every six months by respective Departmental Heads.

## 8. **GENERAL PROCEDURE FOR PLAN IMPLEMENTATION**

- (a) Succession Planning and Leadership Development shall be centrally owned by HR Department.
- (b) HR Department will coordinate with Department Heads and all stakeholders for successful implementation of the plan.
- (c) Successor details and other data related to the whole process shall remain confidential and shall be shared strictly on a need-to-know basis.
- (d) Departments Heads shall personally mentor and monitor the progress of individuals nominated in various developmental interventions.
- (e) Steering committee shall endeavour to identify at least two potential successors for each critical Roles of E-7 and above grade.

## 9. **PERIODIC REVIEW**

- (a) Progress of Specialised Leadership Development Programme (SLDP) and Advanced Leadership Development Programme (ALDP) shall be reviewed by D(CP&P) every year.
- (b) The overall process including Identified Critical Roles, List of Potential Successors and outcomes of SLDP and ALDP will be reviewed by the Steering Committee every 02 years considering retirements/separations in the next 05 years. Necessary course correction as deemed fit will be implemented accordingly.
- (c) The whole Succession Planning and Leadership Development Plan (SPLDP) and Competency Framework of the organization will be reviewed every 05 years

## 10. **APPROVING AUTHORITY**

Chairman and Managing Director will be the approving authority for list of identified Critical Roles, Potential Successors of the Roles and rolling out of Leadership Development Plan.

## 11. **POWER TO AMEND AND INTERPRETATION**

CMD reserves the right to amend, alter / withdraw this Succession Planning and Leadership Development Plan (SPLDP) as required at any time without assigning reasons. CMD will also be the Competent Authority to approve interpretation of any provisions of this SPLDP.

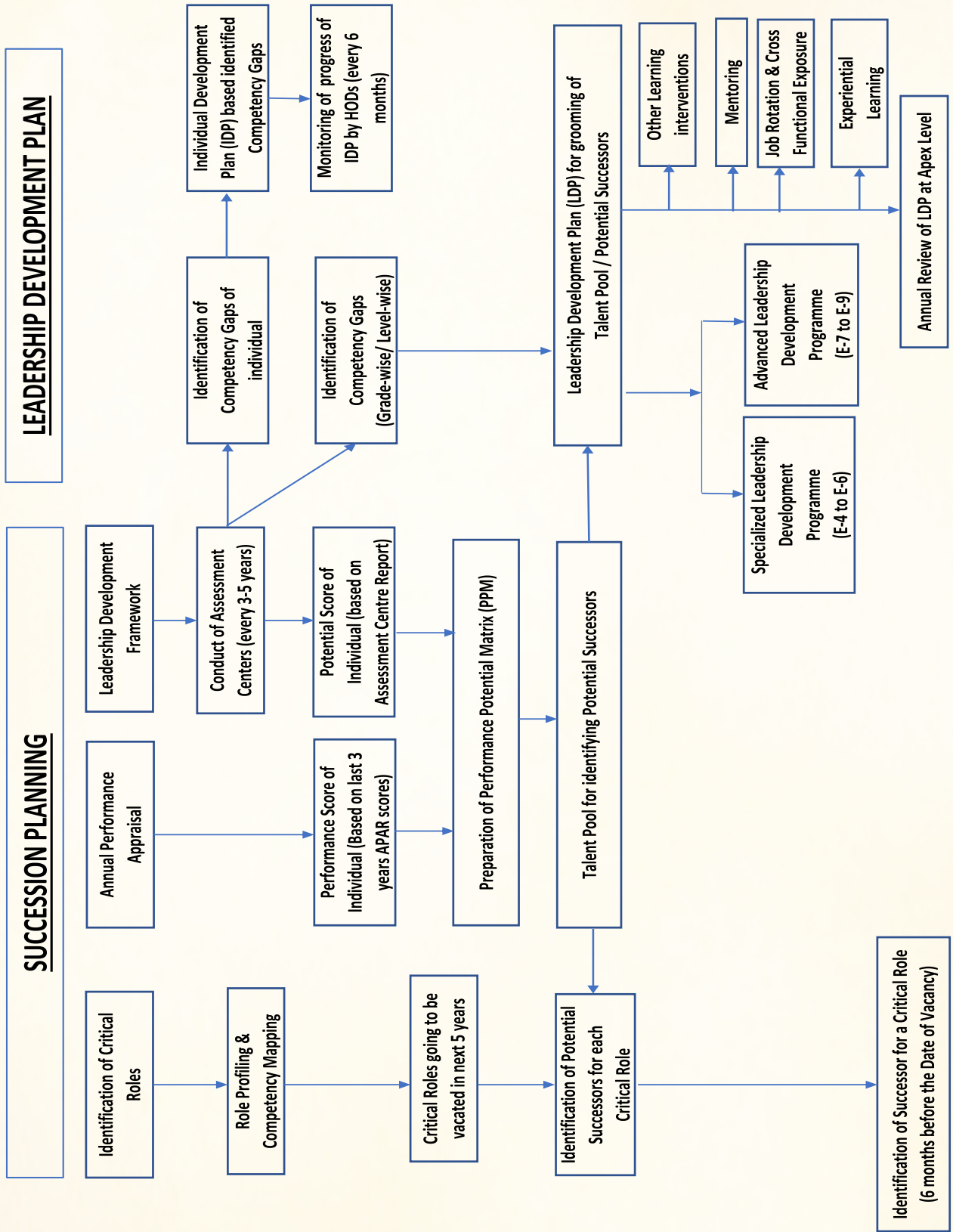
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### **Enclosure:-**

**Appendix-I:** Process Flow

**Appendix-II:** Leadership Competency Framework

APPENDIX-1 : PROCESS FLOW



**LEADERSHIP COMPETENCY FRAMEWORK**

GRSE's Leadership Competency Framework comprises of Competencies defined under following key themes:

<b>Themes</b>	<b>Leadership Competencies</b>
1. Business & Strategy	<ul style="list-style-type: none"> <li>• Strategy Alignment</li> <li>• Domain Understanding</li> <li>• Business Foresight</li> <li>• Financial Acumen</li> </ul>
2. Learning & Adoptability	<ul style="list-style-type: none"> <li>• Cross-Functional Knowledge</li> <li>• Knowledge sharing &amp; Self Development</li> <li>• Change Agility</li> </ul>
3. Initiative & Accountability	<ul style="list-style-type: none"> <li>• Driving performance</li> <li>• Execution Excellence</li> <li>• Risk Management</li> </ul>
4. Project Management	<ul style="list-style-type: none"> <li>• Cost, Quality, Time</li> <li>• Process Improvement</li> <li>• Problem Solving, Decision Making</li> <li>• Benchmarking</li> </ul>
5. Communication	<ul style="list-style-type: none"> <li>• Communication Clarity (Formal &amp; Informal)</li> <li>• Negotiation &amp; Conflict Resolution</li> </ul>
6. Teamwork	<ul style="list-style-type: none"> <li>• Collaboration</li> <li>• Cross Functional Cohesiveness</li> <li>• Interpersonal sensitivity</li> </ul>
7. People Development	<ul style="list-style-type: none"> <li>• Goal Setting</li> <li>• Coaching &amp; Feedback</li> </ul>
8. Digital Orientation	<ul style="list-style-type: none"> <li>• Technology Awareness</li> <li>• Technological Solution application</li> </ul>



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