



Making every day a better day

The Many Uses of Succession Planning Data

Julia M. Bayless

David M. Pollack

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STOP HUNGER



A Sodexo Initiative

Overview



- Background
 - Sodexo – who are we?
 - Performance Management v. Succession Planning
 - Succession Planning at Sodexo
- Uses of Succession Planning Data
 - Inventory of Talent
 - Employee Development and Retention
 - Analysis of Organizational Development Needs
 - Sales
 - Recruitment in North America
 - International Recruitment
- Evaluation of the Effectiveness of Succession Planning
- Future Directions



Sodexo – Who Are We?



- Sodexo is the leading food and facilities management services company in North America
- Revenues: \$7.2 billion USD, including approximately \$1 billion in facilities management
- Where we are:
 - Schools: 500
 - Universities & colleges: 1,000
 - Senior Services: 500
 - Hospitals: 1,800
 - Corporate Services: 2,000
 - Government and Defense: 70
 - Remote sites: 50 (Alaska, Canada and Mexico)
- Employees: 120,000+; 20,000 management, 100,000 hourly



Succession Planning v. Performance Management



- **Performance Management:**
 - Focused on past
 - Growth in place
 - Development needed for greater success in current role
 - Tool with organizational benefit, but primarily for individual gain
- **Succession Planning:**
 - Future-focused
 - Career growth/ambition
 - Development needed to advance career
 - Tool with individual benefits, but primarily for organizational gain

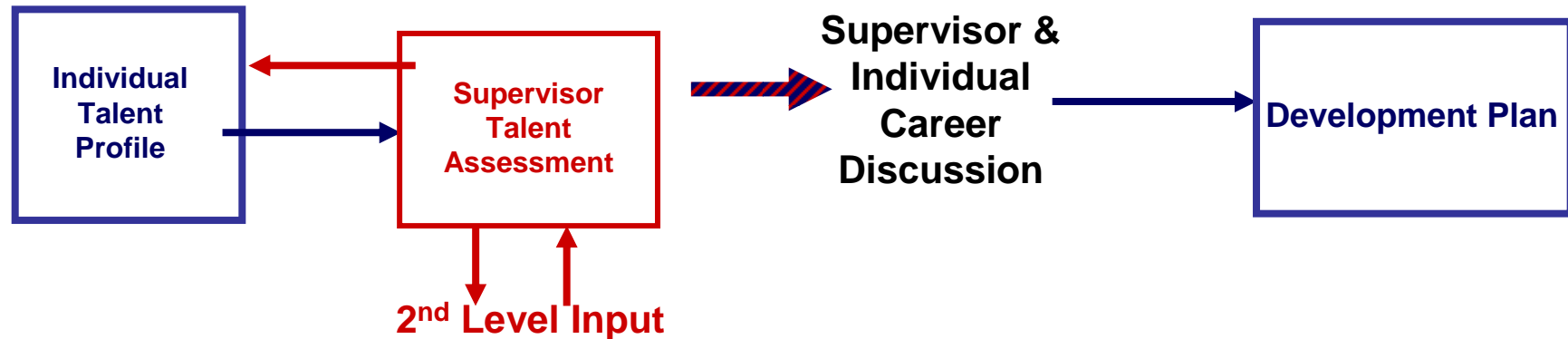
Succession Planning (Talent Review) Purpose



- Helps to identify replacement needs for the organization
- Increase the talent pool of the organization
- Encourages more effective career coaching by managers
- Provide opportunities for individuals to grow in their jobs



Talent Review Process: Overview



Individual Talent Profile:

- Merit ratings, Work History, Training, Education, Language Skills, Software Skills, Task Force/Committee, External Activities, Relocation, Short Term Career Goal, Long Term Career Goal

Supervisor Talent Assessment:

- Future Job Availability, Short-Term Promotable jobs, Long-Term Promotable jobs, Leadership Competency Assessment, Development Strategy

Second Level Approval:

- Supervisor's supervisor reviews, comments, and approves talent review assessment



- **Within a part of the organization (e.g., SVP of Healthcare Western Region)**
 - Identify openings (current and future)
 - Key job functions
 - Review talent pool
 - 9-box rankings
 - Validate rankings
 - Clarify potential talent pools for key openings
 - Clarify high-potentials and development opportunities

Uses of Succession Planning Data: Inventory of Talent



- **Talent Review meetings:**
 - ensure continuity of high-performing senior leadership
 - determine developmental needs
 - determine resource needs

Uses of Succession Planning Data: Employee Development and Retention



- Enhance meaningful talent discussions between employees and managers
- Prepare employees for career progression
- Prepare managers for future talent needs

Uses of Succession Planning Data: Analysis of Organizational Development Needs



- **Analysis of 9-box and competency ratings to determine our strengths and weaknesses as an organization**
 - Assists in creation of leadership development programs
 - Revision of existing and development of new job-specific curricula
 - Organizational analysis by geography/business line

Uses of Succession Planning Data: Sales



- **Search the succession planning database for those who can assist in the sales process:**
 - Highly articulate
 - High-performing
 - Alumni of particular schools
 - Former employees within industries

Uses of Succession Planning Data: Recruitment in North America



- **Sodexo's Executive Recruiters have access to succession planning data and may seek out individuals who have:**
 - Expressed an interest in a certain level of position
 - Indicated a willingness to relocate to a certain area
 - Experience relevant to a given market or situation (e.g., labor)
 - Skill set especially critical for a given role (e.g., sales, negotiating)



Uses of Succession Planning Data: International Recruitment



- Sodexo does business in over 80 countries across the world
- Employees often have the opportunity to relocate internationally
- Succession planning data are used to identify individuals who have needed technical skills for international assignments (e.g., language)

Evaluation of the Effectiveness of Succession Planning



- **Level 1: Compliance**
- **Level 2: Content of Succession Planning Dialogue/Interaction**
- **Level 3: Developmental Outcomes**
- **Level 4: Internal Mobility**
- **Level 5: ROI**

Future Directions



- Upgrade existing succession planning platform
 - Opportunity to gather input from key stakeholders on system/process requirements
- Continued use of succession planning data for a variety of purposes
- Large-scale enterprise-wide initiatives around internal and international mobility

Questions and Contact Information



For more information:

Julia M. Bayless

301-987-4343

julia.bayless@sodexo.com

