DEPARTMENT OF EDUCATION
RECORDS SECTION, REGIONAL OFFICE NO. IV-A
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Republic of the Philippines
Department of Education
REGION IV-A CALABARZON

HRDD-RO-2023-2

26 June 2023

Regional Order
No.2 s.2023

ADOPTION OF GUIDELINES FOR THE DEPED REGION 4A CALABARZON SUCCESSION DEVELOPMENT PLAN

To **Assistant Regional Director**
Schools Division Superintendent
Functional Division Chiefs

1. The Civil Service Commission (CSC) issued Memorandum Circular (MC) No. 3 series of 2012 on the Program to Institutionalize Meritocracy and Excellence in Human Resource Management, directs all government agencies in public service to establish a succession plan.

2. With this premise, DepEd Region IV-A, through the Human Resource Development Division, developed a succession plan to be adopted in the Regional Office and in the Schools Division Offices.

3. The aim of the Succession Plan is to identify, prepare, and develop suitable employees to fill in key/critical positions in DepEd CALABARZON. The establishment and implementation of the Succession Development Plan Policy are hereby enjoined. Attached hereto are the Guidelines for DepEd Region IV-A CALABARZON Succession Plan.

4. This Regional Order shall take effect immediately and shall remain in effect unless revoked or modified accordingly.

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Regional Director

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SUCCESSION DEVELOPMENT PLAN POLICY

I. INTRODUCTION

Succession planning is the process of identifying and developing talent within an organization to ensure that important roles can be filled in the future. It involves creating a plan for how key positions will be filled when the current incumbents leave, retire, or otherwise vacate their roles.

Succession planning is important for several reasons. It helps to ensure that there are qualified individuals ready to step into important roles when needed. It also helps organizations retain top talent by providing career development opportunities and a clear path for advancement.

Effective succession planning requires a clear understanding of an organization's goals and objectives and the skills and abilities required for success in different roles. It also requires a commitment to ongoing development and training and an openness to new ideas and approaches.

By investing in succession planning, organizations can build a strong talent pipeline that will help them achieve their goals and thrive in the long term.

Thus, the Department of Education, Region IV-A CALABARZON, continuously upholds its commitment to providing quality basic education that is imperative to the continuous operations of the organization from the regional to the school level. Thus, the highly competent and committed officials, teaching, and non-teaching personnel within the organization will no longer be elusive.

The Succession Development Plan has been crafted to reskill and upskill employees who are found to be potential successors. Thus, this Plan will be implemented based on the existing DepEd Merit Selection Plan; CSC Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM); and the DepEd Learning and Development Guidelines to establish a list of potentially qualified personnel to fill future vacant key or critical positions.

DepEd Region IV-A CALABARZON carefully and appropriately chooses who will be the most competent successor(s) in light of the early separation and retirement of present workers holding key or critical positions in order to maintain continuity and effective delivery of quality education services. Aside from the Key Results Areas (KRAs) of functional division(s), unit(s), and section(s) being successfully executed,

the leadership, core behavioral, and technical competencies of the successor must be evident.

Moreover, it is important that DepEd Region IV-A CALABARZON implement this Succession Development Plan to ensure the continuity of the operation of the organization as well as the retention and advancement of performing personnel.

II. GOALS AND OBJECTIVES OF THE SUCCESSION PLAN

DepEd Region IV-CALABARZON succession plan's main goal is to ensure a smooth transition of roles and responsibilities among personnel. Objectives of a succession plan may include identifying key positions and potential successors, developing and implementing training and development programs for future leaders, creating a structured plan for transferring knowledge and responsibilities, and ensuring that the organization continues to thrive after a change in leadership.

Specifically, this aims to:

1. identify, prepare, and develop well-trained, motivated, and potential personnel who are ready to take on key and critical positions;
2. maintain the list of qualified personnel to apply for vacant positions;
3. provide valuable insights/information about the organizational workforce that will serve as the basis for human resource actions and decisions; and
4. strengthen the employee's commitment to meet the expectations of a certain plantilla position and to establish positive career goals.

III. GUIDING VALUES AND PRINCIPLES

The guiding principles of succession planning typically include: identifying key positions, developing and retaining employees, creating a succession plan, regularly assessing progress, and ensuring transparency and communication throughout the process. The DepEd Region IV-A CALABARZON Succession Development Plan is also anchored to the DepEd Mission, Vision, and Core Values (Maka-Diyos; Maka-tao; Makakalikasan, and Makabansa). This adheres to the equal opportunity principle. It also follows the principles of the succession planning process, such as:

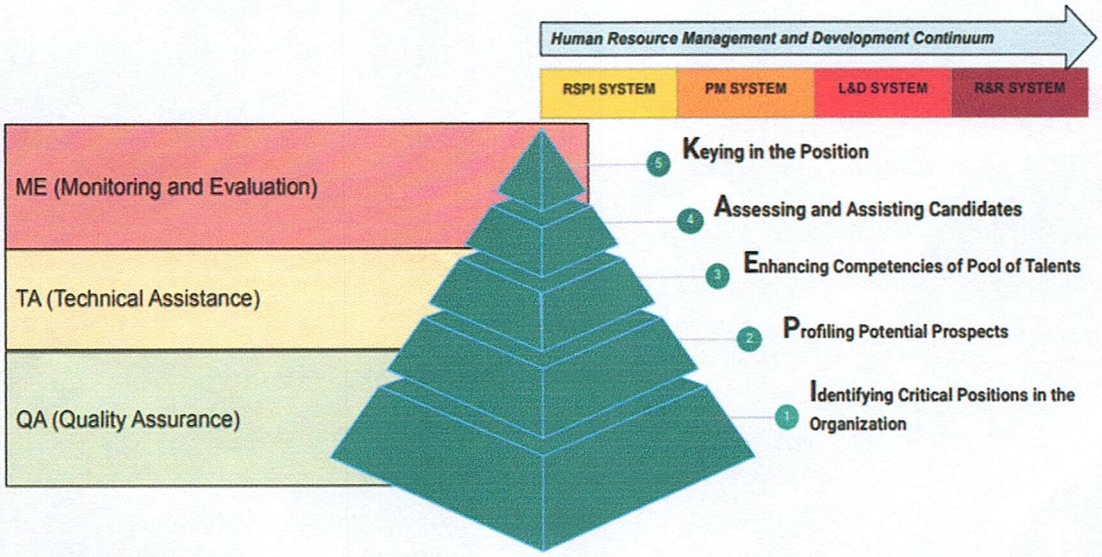
1. Hold people accountable
2. Develop and commit to action plans
3. Communicate with clarity and confidentiality
4. Offer no guarantee
5. Break down silos
6. Think out-of-the-box

7. Play big
8. Focus on strengths
9. Identify experience, behavior, and skills for success
10. Enhance personnel's skills in their different areas of expertise
11. Conduct a regular performance review of the effectiveness of this policy

IV. LEGAL BASIS

The Succession Development Plan is established pursuant to Civil Service Commission (CSC) Memorandum Circular No. 3 s. 2012 on the Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM). The basis of the selection is D.O. 009 s. 2022, Merit Selection Plan, and D.O. 007, s. 2023 on Guidelines for Recruitment, Selection, and Appointment in the Department of Education.

V. Conceptual Framework



I PEAK Model for Succession Planning and Talent Management System

The succession development plan is represented by the **IPEAK** framework. It will undergo five processes: **I**dentifying Critical positions, **P**rofiling potential prospects, **E**nhancing Competencies of the pool of talents, **A**ssessing and assisting Candidates, and **K**eying in the position.

The pyramid signifies that in an organization there are key or critical positions that, when vacated, may affect the performance of the organization or hamper deliverables. Hence, there is a need to profile potential candidates who could possibly

be the next successor. This has to be quality assured so that the organization can select the best candidates. Technical assistance shall be given to possible prospects since not all of them are fully equipped with the competencies needed for the position, thus enhancing their competency is part of the plan. Monitoring and evaluating their performance is one way of assessing the candidate's readiness for the critical position. All candidates ready for the position will undergo the recruitment and selection process adhering to the equal opportunity principle and to DepEd Order 009 s. 2022 on Merit Selection Plan (MSP).

VI. Succession Development Plan Process and Procedures

The succession development plan as a dynamic tool shall include the following processes and procedures.

1. Identifying critical or Key Positions

- Identifying critical or key positions in an organization is important for effective succession planning and risk management. These positions are typically those that are essential to the organization's success and have a significant impact on the achievement of its goals. Some examples of critical positions may include top executives, key technical experts, and individuals with specialized skills or knowledge. Identifying and developing a plan for these positions can help ensure the organization's continued success and mitigate potential disruptions in the event of turnover or unexpected departures.

In identifying key or critical positions, the following questions must have clear answers.

- Is the position significant and essential to the organization's success?
- If the position is vacated will it put the office/organization in jeopardy?
- Does the individual holding the position now possess a significant amount of institutional memory that will be lost when she/he leaves the current post?

2. Profiling potential prospects/successors

- Profiling potential successors involves assessing the skills, experience, and character traits of individuals who could potentially take on leadership roles in an organization. This process can help identify individuals who have the potential to succeed in these roles and can help organizations develop plans for grooming these individuals for

leadership positions. Some common approaches to profiling potential successors include assessing their past performance, soliciting feedback from colleagues and mentors, and evaluating their leadership potential through various assessments and exercises. It's important to remember that profiling potential successors should be a collaborative process involving input from multiple stakeholders and a focus on identifying individuals who have the necessary skills and qualities to lead an organization successfully. Thus, those who have been profiled will be included in the pool of talents.

3. Enhancing Competencies of Pool of Talents

- Enhancing the competencies of a pool of talents is crucial for organizations to remain innovative and competitive. One way to do this is to provide regular training and development opportunities that align with both the employees' career goals and the organization's objectives. Additionally, creating a culture of continuous learning and knowledge sharing can encourage individuals to learn from one another and develop new skills. It is also important to provide regular feedback and recognition to employees to help them recognize their strengths and areas for improvement. By investing in the development of their employees, organizations can build a stronger and more skilled workforce that can adapt to changing organizational needs and drive success.

4. Assessing Progress

- Assessing the progress of a pool of talents involves measuring their development and growth over a period of time. This can be done through various methods, such as performance reviews, skill assessments, and feedback from managers and peers. By regularly evaluating the progress of the talent pool, it is easy to identify areas for improvement and provide targeted support and training to help them reach their full potential. Additionally, tracking progress can help make better decisions about promotions and career development opportunities within the organization. This also helps the organization determine who among the pool of talents is ready now, ready next, and ready soon.

5. Keying in the Positions

- No promises should be made. All potential successors who are identified as ready now will undergo the recruitment and selection process.

VI. ROLES AND RESPONSIBILITIES

1. Candidate

- Commit to providing the information needed for profiling.
- Submit oneself for professional development.
- Provide feedback on enhancing the succession plan.
- Show a willingness to allocate time and effort to learn and adapt.
- Sustain high performance.
- Accept feedback and advice.
- Attend/enroll in professional development programs/courses/ scholarships for personal and professional development.
- Prepare the necessary supporting documentation for the position.

2. Personnel Section/Unit

- Provide the Qualification Standards based on the Civil Service Commission and the approved Merit Selection Plan based on the vacant position(s) being ready to fill.
- Maintain and update the database of possible successors in particular positions
- Accomplish the Critical Position Worksheet and Critical Success Factor Worksheet
- Identify vacant positions and anticipated vacancies annually
- Provide a complete picture of the job requirements
- Orient unit/section heads in the accomplishments of different forms

3. Human Resource Development Division/ Section

- Review the competency profiling database
- Review the accomplished summary talent planning and the success readiness form and provide feedback to the Chiefs and Unit Heads
- Provide input to the top management on matters concerning succession planning
- Conduct a training workshop on succession planning and career development.

- Determine the training and competency needs/interventions for the candidate.
- Design and develop professional development programs/activities and recommend PD service providers appropriate to the needs of the employee.
- Recommend qualified employees for scholarship opportunities
- Assist the chief/unit/section head to identify the candidate pool
- Create a developmental plan for potential candidates with training and learning opportunities that are aligned with the successor position.
- Establish partnerships with learning service providers to give more opportunities for personnel development.
- Conduct an orientation program to newly hired employees (Duties and Functions, QS, Welfare and Benefits, Career Pathing)

4. Division Chiefs, Unit/Section Heads

- Prepare career development plans for the identified critical positions.
- Accomplish the summary talent planning of his/ her division/ unit and the success readiness form.
- Recommend employees to participate in research activities in order to propose innovations.
- Assess the candidates and provide them with feedback and coaching.
- Conduct mentoring and coaching activities.
- Conduct a performance review and evaluation.
- Monitor and track employees' attainment of developmental goals.
- Measure the progress of the candidates.
- Select the candidate pool.

5. Directors and DepEd Management / SDS

- Oversee the implementation of the succession development programs of the division.
- Identify and understand the developmental needs of the employees.
- Ensure that all key employees understand their career paths.
- Direct chiefs to submit reports on the progress of the career development programs implemented.

- Approve the Succession Development Plan
- Foster a culture of trust and fairness.

IX. REVIEW AND AMENDMENT

The succession plan is valid for three years from the date of implementation and is subject to amendments when deemed necessary.

X. FINANCIAL REQUIREMENTS

Funds shall be allocated for the purpose of training and developing the identified committed candidates as indicated in the Human Resource Development Plan.

XI. ANNEXES

Succession Plan Forms and Templates