

Overview

This standard is about the skills and knowledge needed for you to manage succession in a food and drink business.

Succession planning is the technique of identifying individuals in the current workforce who have the skills and knowledge or potential to progress into management roles. It can identify potential to fulfil specific roles or potential to aid success across the business. Succession planning should be in line with the strategy, vision and organisational development of the food and drink business.

You will need the skills and knowledge to identify the current and future skills and knowledge required by the food and drink business and map this to the skills and knowledge currently available in the workforce. You must also have the skills and knowledge to identify individuals for development and put processes into place to support their learning. You must also have the skills and knowledge to identify opportunities within the food and drink business where individuals could develop their skills and knowledge in a working environment.

This standard is for you if you work in food and drink manufacture and/or supply operations and are involved in managing succession in a food and drink business.

Performance criteria

You must be able to:

Review the current workforce

1. access the organisational or work area strategy, vision, objectives and development plan
2. identify the knowledge, skills and behaviours needed to progress towards and fulfilment of the organisational or work area strategy, objectives and development plan
3. review the existing workforce and establish if they have the skills, knowledge and behaviours required
4. establish if the current workforce has the potential to gain the required skills, knowledge and behaviours

Establish processes to manage succession

5. identify individuals who have the potential required to help fulfil current and future organisational objectives
6. create a structured program of learning to enable potential in individuals to be developed in line with organisational requirements
7. identify in-house and external opportunities for the development of individuals skills and knowledge
8. deploy identified individuals into a role earmarked for them
9. monitor progress towards organisational requirements
10. plan the recruitment of talent where the current workforce is lacking in the required knowledge, skills or behaviours and is unable to be upskilled

Knowledge and understanding

You need to know and understand:

1. how to access the organisational or work area strategy, vision, objectives and development plan and why it is important to do so
2. the importance of aligning organisational strategy, objectives and goals to the organisational requirements for skills, knowledge and behaviours and how to do this
3. why it is important to identify the knowledge, skills and behaviours required by the organisation or work area and how to do this
4. what the competencies and behaviours are of the current workforce and how to identify and measure them
5. how to identify potential amongst colleagues in the food and drink business
6. the importance of creating a structured program of learning and development and how to do this
7. why it is important to identify in-house development opportunities including lateral promotion
8. the benefits and challenges of developing succession into key roles and into developing the workforce to achieving organisational goals
9. how to monitor progress towards organisational requirements
10. what the benefits and challenges are of using succession management compared to recruiting new talent to a business

Manage succession in a food and drink business

Developed by	NSAFD
Version Number	2
Date Approved	January 2019
Indicative Review Date	January 2024
Validity	Current
Status	Original
Originating Organisation	Improve
Original URN	IMPMPR312S, IMPMPR313K
Relevant Occupations	Associate professionals and technical oc; Administration; Business Management
Suite	Food Business Resource Development
Keywords	food; drink; manufacturing; manage succession; team; organisation