



# 6<sup>th</sup> UIC World Congress on Rail Training 2022



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## Succession Planning

Ensuring a sustainable talent pipeline

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30 November – 2 December  
Paris

# Succession Planning 2.0 – the reasons

## CHALLENGES

HIRING STARTED WHEN THE POSITION ALREADY GOT VACANT

THE POSITIONS WERE VACANT FOR SEVERAL MONTHS

QUALITY OF HIRING SUFFERED UNDER THE TIME PRESSURE

SYSTEMATIC HANDOVER FROM POSITION HOLDER TO SUCCESSORS WAS NOT POSSIBLE

DEVELOPMENT OPPORTUNITIES WERE STRONGLY DEPENDING ON THE DIRECT MANAGER ONLY



## OPPORTUNITIES

EARLY IDENTIFICATION OF RISKS THROUGH TRANSPARENCY & CONTINUITY OF THE PROCESS

ACCELERATE THE HIRING PROCESS & MINIMIZE RISKS

HIGHER MATCHING OF HIRING THROUGH EARLY DEVELOPMENT OF SUCCESSORS

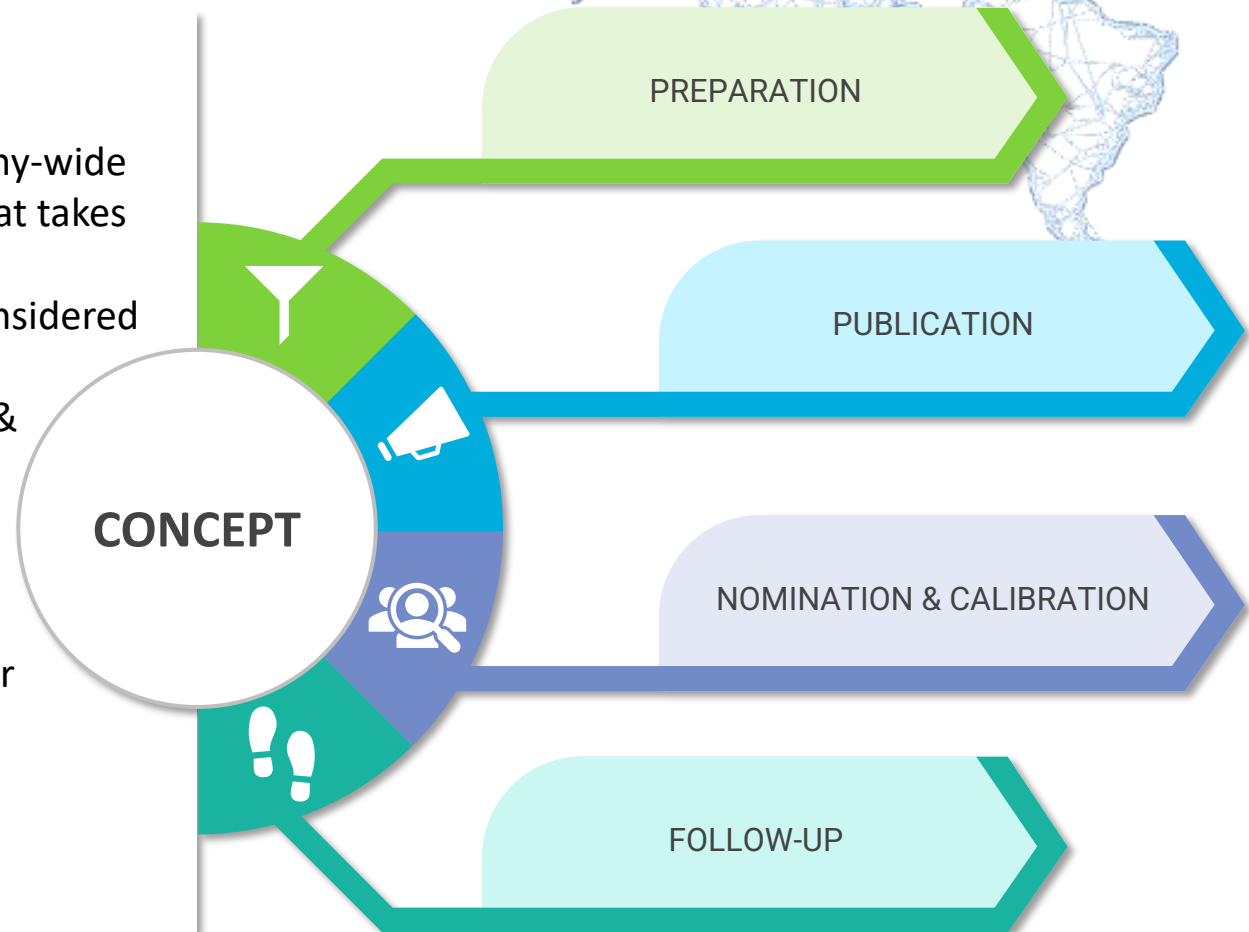
SECURING KNOWLEDGE MANAGEMENT THROUGH EARLY SKILLS DEVELOPMENT

OFFERING ADDITIONAL DEVELOPMENT & CAREER OPPORTUNITINIES

# Succession Planning 2.0 – the concept

## KEY FACTS

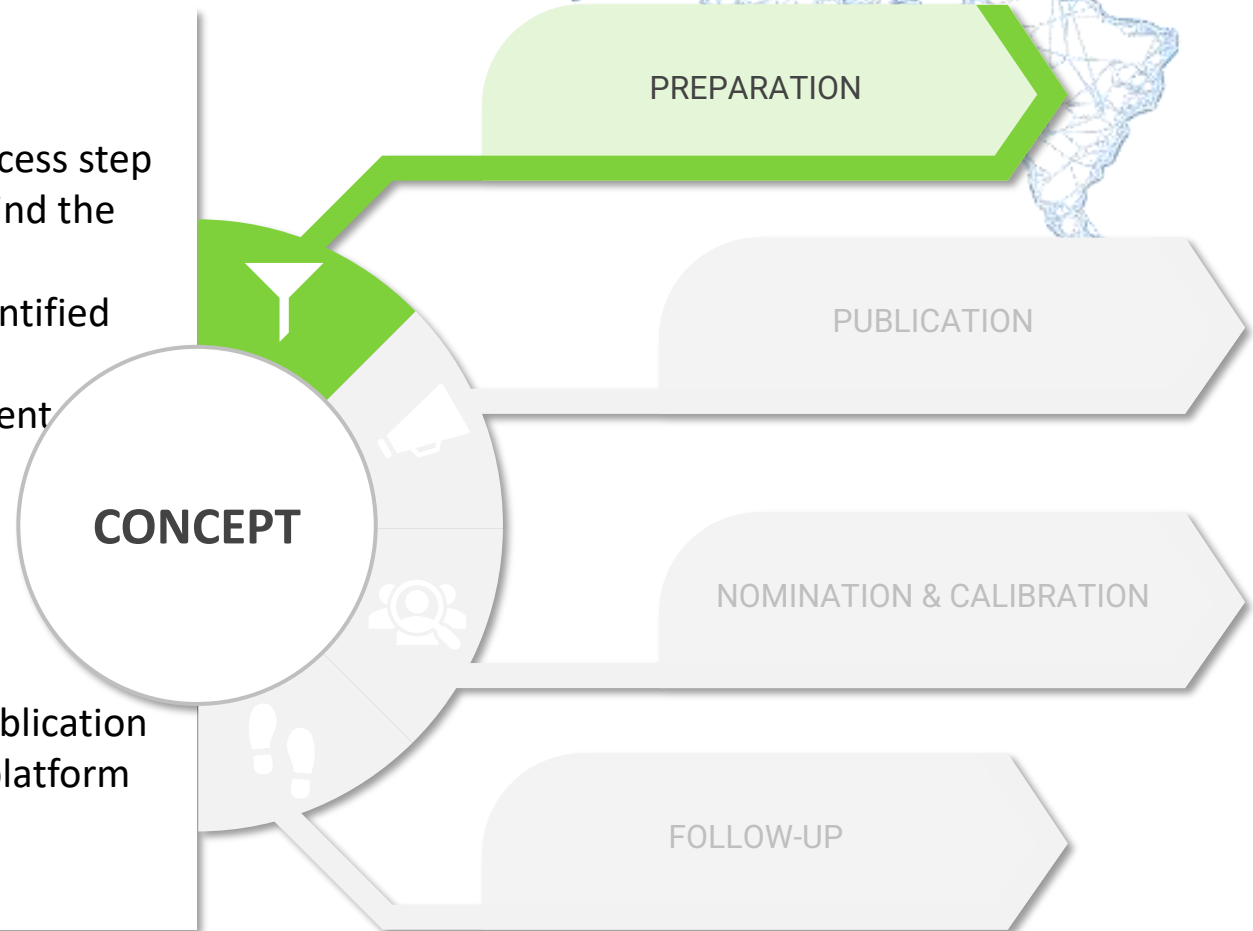
- SPP is an annual company-wide standardized process that takes place in four steps
- Focus is on positions considered as highly critical
- In the scope: Executive & top management area
- Since 2022: Operational management area
- Potential successors can nominate themselves for a position on our career network platform



# The concept: Preparation

## KEY FACTS

- The preparation is a process step takes mainly place “behind the scenes”
- Critical positions are identified and selected
- Business Unit/ Department and HR Department decide if the critical position(s) will be integrated in in the SPP
- Preparation of positions description ready for publication on the career network platform



# The concept: Preparation

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## CAREER NETWORK PLATFORM

- The career network platform is a restricted online platform to which talents and potentials as well as all management staff have access to it
- All members have a personal profile that is considered as business card and CV
- On this platform, current vacancies as well as critical positions foreseen for the SPP are published
- News and events are published here as well

The screenshot displays the DB Career Network platform interface, which is divided into several sections:

- Job Postings:** Located on the left sidebar, it features filters for 'Auswählen...', 'Region', 'Standort', 'Jobfamilie', and 'Nur eigene Elemente'. A search button 'Suche starten' is visible.
- News Feed:** The central section displays a post titled 'WORKHACK #16: CONFERENCE SUMMARY' by Pascale Beekmann, published yesterday at 12:00. It includes a photo of a conference and a description of the event. Below the post, there is a 'Gefällt mir' button and a comment section.
- Events:** The right sidebar shows an event titled 'Offene Sprechstunde @DB Karriere Lab' by Theresa Wüding, published on 10.08.2022 at 18:12. It includes a photo of a person and a description of the event. Below the event, there is a 'Gefällt mir' button and a comment section.
- Profile:** The bottom right section shows a user profile for 'Theresa Wüding', including a photo, a bio, and a list of skills and interests.

# The concept: Publication

## KEY FACTS

- Every year in June, the selected critical positions are published in the career network platform
- Here, the candidates can nominate themselves as potential successor
- By making a nomination, candidates put themselves in the process and will be since then considered as official possible successor for this specific position

## CONCEPT



```
graph LR; PREPARATION --> PUBLICATION; PUBLICATION --> NOMINATION_CALIBRATION[NOMINATION & CALIBRATION]; NOMINATION_CALIBRATION --> FOLLOW_UP[FOLLOW-UP];
```

PREPARATION

PUBLICATION

NOMINATION & CALIBRATION

FOLLOW-UP



# The concept: Publication



Funktion Test 123

AT FK

Als Kandidat:in platzieren!

Funktion merken

## Self-Nomination Fields

Basisdaten NFP-Nominierungen Gemarkte NFP-Funktionen Aktivitäten

Lorem ipsum sit dolor

- Anforderung 1
- Anforderung 2
- Anforderung 3

Und so weiter

## Description & Requirements

### Weitere Informationen zur Nachfolgefunktion

Organisationseinheit	DB Cargo
Arbeitsort	Aachen
Bundesland	Bayern
Geschäftsfeld	DB Cargo
Unternehmen	DB Cargo

## Key Facts

### Details

Geschäftsfeld  
DB Cargo  
Arbeitsort  
Aachen

Jennifer Mullins (do not touch) • 11.05.2022 16:23 •  
NFP-AT-FK DB Engineering & Consulting, NFP-AT-FK  
DB Regio • 3 Aufrufe

Als Nachfolgekandidat:in für diese Funktion ins Spiel bringen

Du möchtest dich als potenzielle:r Nachfolgekandidat:in nominieren? Bitte beachte, dass dein Profil von der:dem jeweiligen HR-Ansprechpartner:in der Funktion und im weiteren Verlauf auch von der:dem Vorgesetzten und Stelleninhaber:in betrachtet wird. Stelle deshalb bitte sicher, dass dein Profil aussagekräftig befüllt ist. Lade dazu gern einen aktuellen Lebenslauf hoch. Bitte beantworte kurz die Fragen zu deiner Motivation und klicke auf den Button „Als Kandidat:in platzieren!“. Viel Erfolg für deine Nominierung!

1. Warum ist die Funktion für dich interessant? (max. 500 Zeichen) \*

Rich text editor interface with a toolbar containing icons for bold, italic, underline, link, unlink, list, and image. The main text area contains the text "Questions about Motivation" followed by a cursor.

2. Welche deiner Erfahrungen und Kenntnisse können dir helfen, diese Funktion zukünftig erfolgreich zu übernehmen? (max. 500 Zeichen) \*

Rich text editor interface with a toolbar containing icons for bold, italic, underline, link, unlink, list, and image. The main text area is empty.

Möchtest du noch etwas ergänzen? (max. 500 Zeichen)

Rich text editor interface with a toolbar containing icons for bold, italic, underline, link, unlink, list, and image. The main text area is empty.

# The concept: Nomination & Calibration

## KEY FACTS

- During the nomination and calibration process, supervisors, position holders and HR managers can nominate other candidates from their own network (external nomination)
- All potential nominated successors' profiles are being reviewed
- At the end of October each year, the final decision is made on who will be confirmed as a potential successor candidate

## CONCEPT



PREPARATION

PUBLICATION

NOMINATION & CALIBRATION

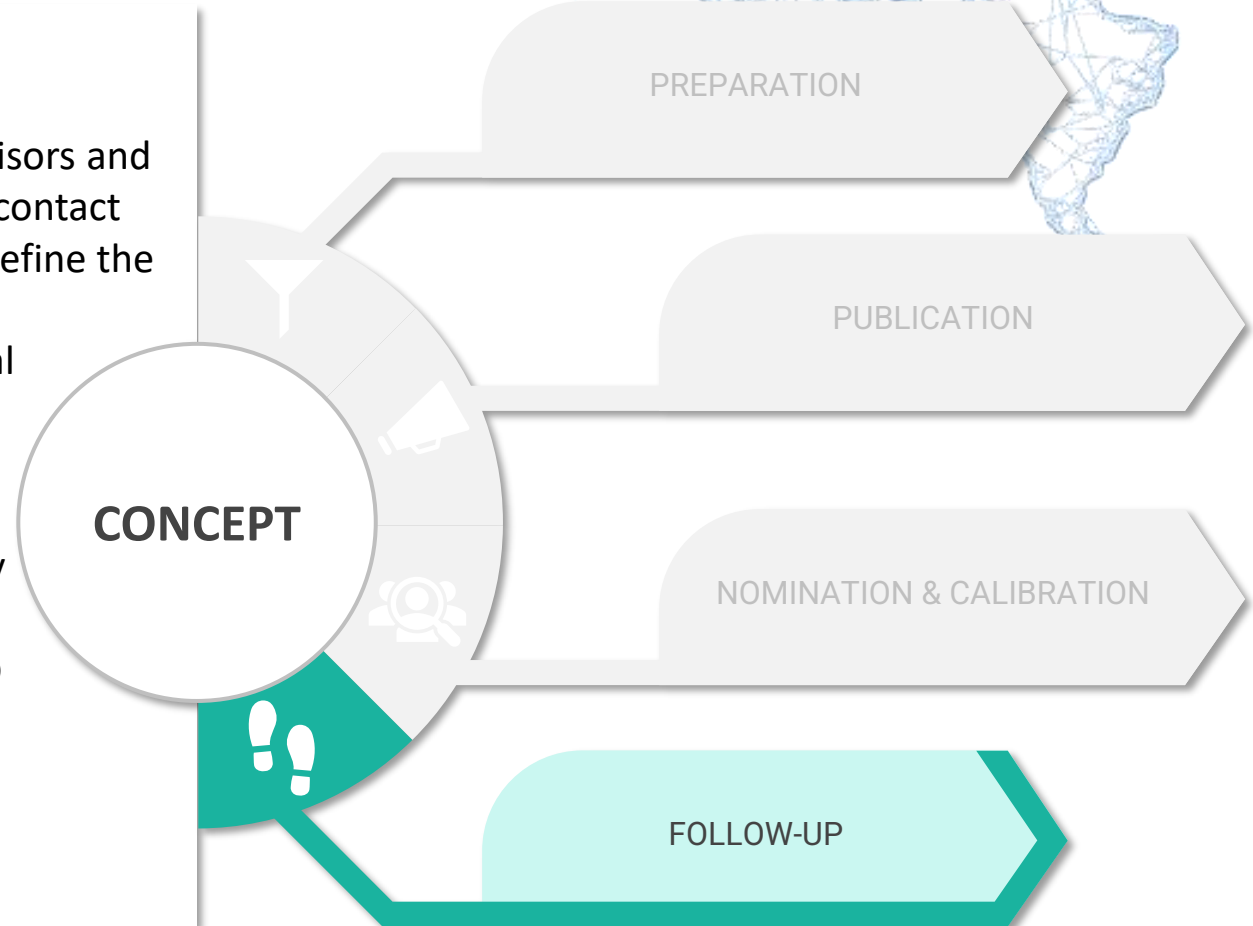
FOLLOW-UP



# The concept: Follow-Up

## KEY FACTS

- In the follow-up, supervisors and position holders stay in contact with the successors to define the next steps
- In the event of an official vacancy or application, the successor and all other applicants are invited to officially apply
- The official application process starts with a job interview



# The concept: Roles



# Success Stories

Since 2020

**REDUCTION OF HIRING TIME FROM 60 DAYS TO 5 DAYS**

**1,650 CRITICAL POSITIONS PUBLISHED**

**4,300 SUCCESSORS IDENTIFIED**

**26% OF THE 900 POSITIONS RECEIVED SHORT-TERM MITIGATING MEASURES**

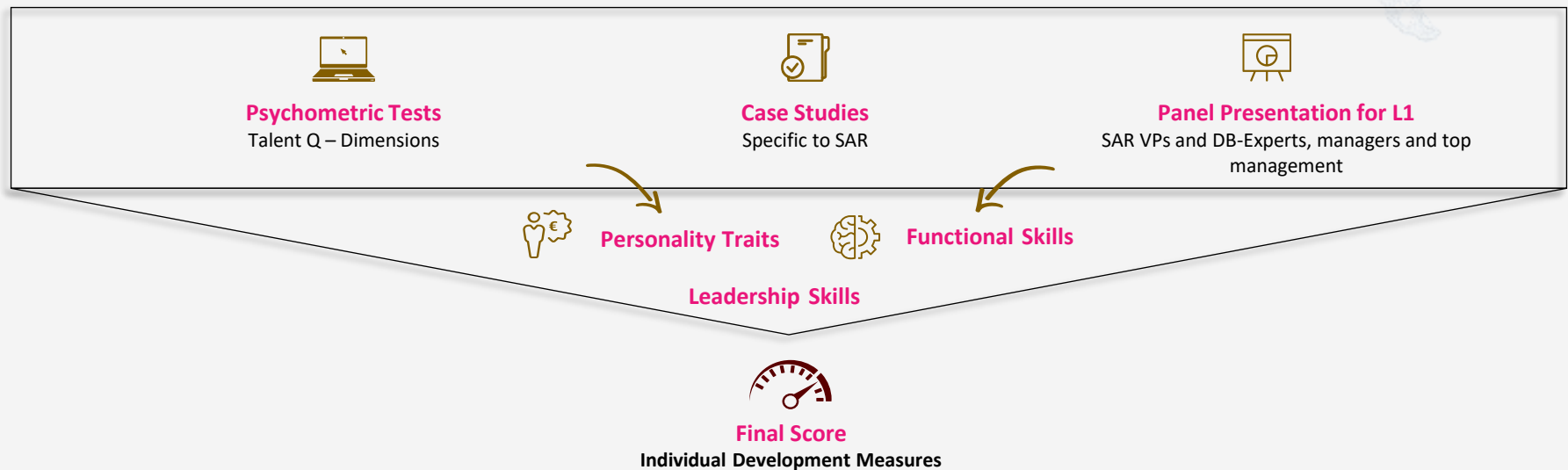
**37% OF THE SUCCESSORS WERE WOMEN**

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# Success Stories: SPP for a railway company

## PERFORMANCE AREAS & METHODS USED



The individual development measures are based on the assessment results and work experiences



Exclusion



Transit Zone



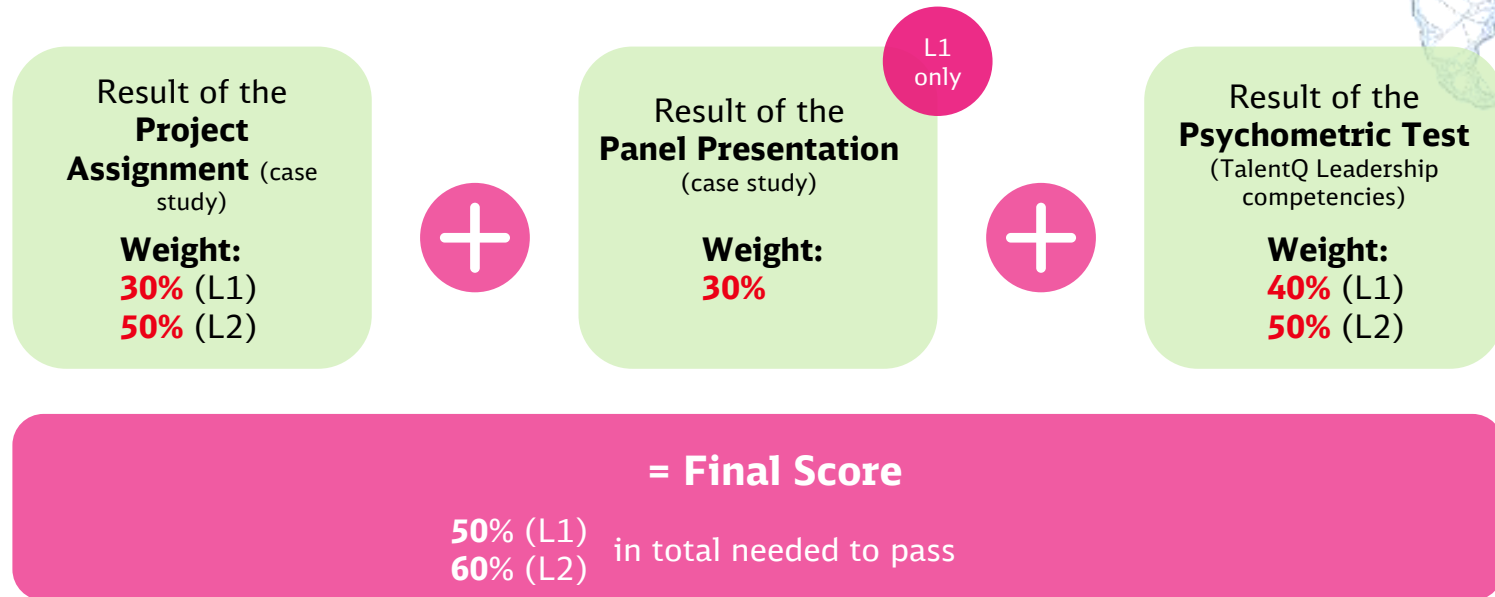
Rising Star



Shining Star

# Success Stories: SPP for a railway company





## THE MECHANICS OF THE SCORING MODEL



Individual Development Plan with Development measures

# Success Stories: SPP for a railway company

## OVERVIEW OF RESULT CATEGORIES – READINESS LEVEL SCORES

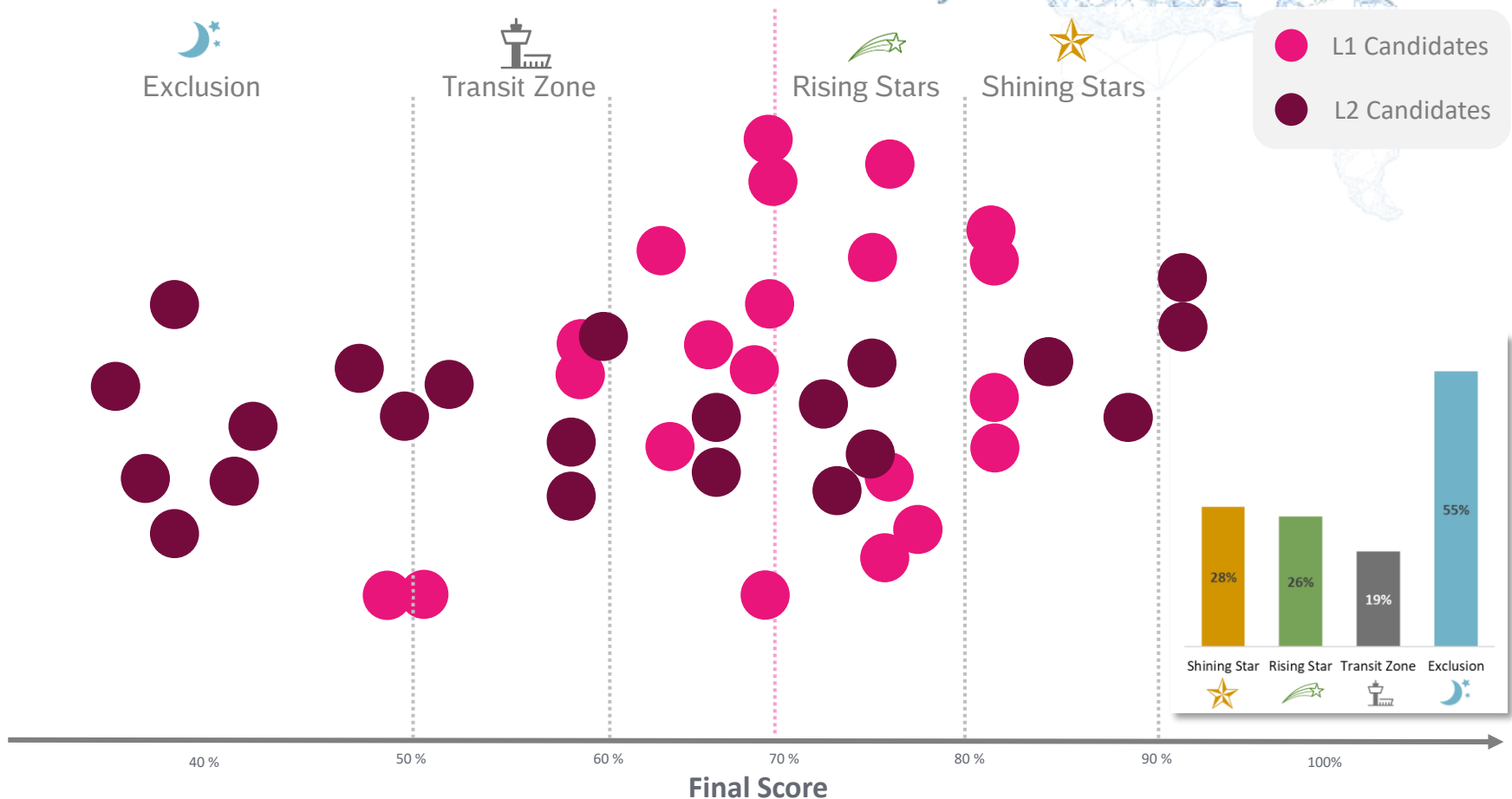
Shining Star	 Score ≥ 80%	<ul style="list-style-type: none"><li>The candidates will need a development duration of min. <b>1 – 2.5 years</b> before taking over the desired position</li></ul>
Rising Star	 Score 70% - 79%	<ul style="list-style-type: none"><li>The candidates will need a development duration of min. <b>2.5 – 3.5 years</b> before taking over the desired position</li></ul>
Transit Zone	 Score 50-69% (L1) 60-69 (L2)	<ul style="list-style-type: none"><li>The candidates will need a development duration of <b>more than 3.5 years</b> before taking over the desired position</li></ul>
Exclusion	 Score ≤ 49/59%*	<ul style="list-style-type: none"><li>The candidates will be <b>excluded</b> from the program</li><li>The excluded L1-candidates can be nominated for other L2 and L3 Positions and undergo another assessment to evaluate their suitability for the targeted position</li></ul>

\* In L2 candidates who achieved less than 50% in the case study were excluded (even if they achieved more than 60% in total)



# Success Stories: SPP for a railway company

## OVERVIEW OF READINESS LEVELS



**BASED ON THE INDIVIDUAL READINESS LEVEL – INDIVIDUAL DEVELOPMENT PLANS HAVE BEEN CREATED**

- Creativity: thinking out of the box, creative methods and ideas development
- Success factor Leadership: Mastering challenging tasks and changes together, shaping change safely and dealing with complexity and uncertainty
- Corporate compliance: learning about rules and expected behavior, creating awareness of potential compliance issues

Activity	Start Week	End Week
Peer Case Consultation	7	12
Network Program	3	6
Project Lead	5	8
Job Shadowing	1	1
Social Events	4	9
Technical Course(s)	2	3
Training Program	6	12

