

6th UIC World Congress on Rail Training 2022





Unite, Inspire, Connect

Succession Planning

Ensuring a sustainable talent pipeline

Heiko Scholz Global Director DB Rail Academy

> 30 November – 2 December Paris



Unite, Inspire, Connect 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

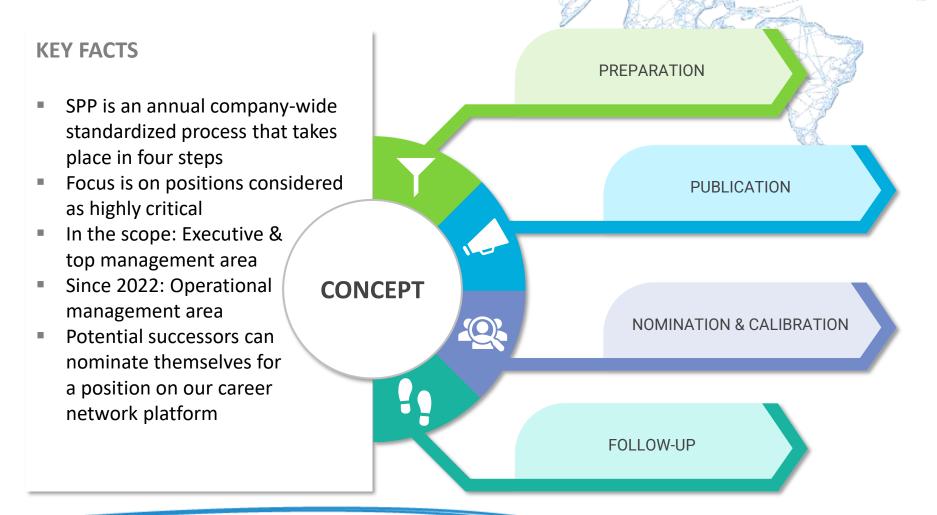
ACCELERATE THE HIRING PROCESS & MINIMIZE RISKS

HIGHER MATCHING OF HIRING THROUGH EARLY DEVELOPMENT OF SUCCESSORS

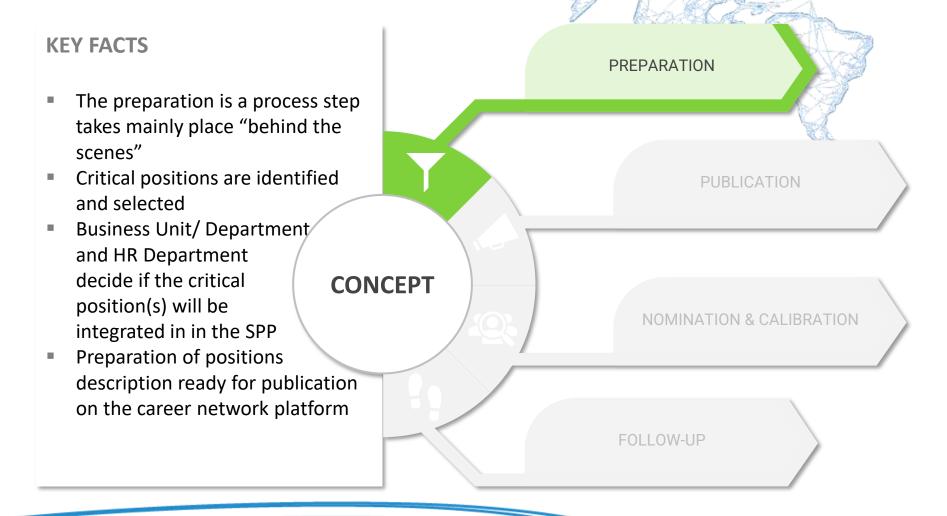
SECURING KNOWLEDGE MANAGEMENT THROUGH EARLY SKILLS DEVELOPMENT

OFFERING ADDITIONAL DEVELOPMENT & CAREER OPPORTUNITINIES

Unite, Inspire, Connect Succession Planning 2.0 – the concept



The concept: Preparation



The concept: Preparation

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

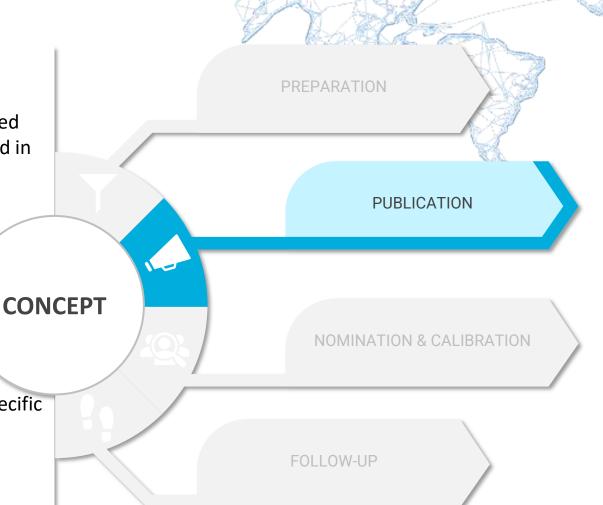
- All members have a personal profile that is considered as business card and CV
- On this platform, current vacancies as well as critical positions foreseen for the SPP are published
- News and events are published here as well

- university and			IAL STRUCTURE ALCOLOGICAL THE ACCOUNT OF ACTIVE BY ACTIVE BY ACCOUNT AND SACE AND SA
Auswählen	DB Cazeer Network / Home	DB Career Network / Home	
Gesellschaft	WORKHACK #16: CONFERENCE SUMMARY	Offene Sprechstunde @DB Karriere Lab	
Auswählen	() Veröffentlicht gestern um 12:00 💄 Pascale Beekmann		
Auswählen Job Postings	Seminare und Konferenzen sind eine tolle Möglichkeit, um den eigenen Horizont zu erweitern. Damit das Gehörte und	Veröffendicht 10.08.2022 18:12 Thereas Willing Un hast offene Fragen, die Du getne im direkten Austausch mit uns klänen möchtest? Dann komm in unsere Offene	
Standort Auswählen	Gelernte nicht mit der Euphorie des Eventtages verschwindet, sollten wir es dokumentieren und am besten gleich mit den Kolleginnen teilen.	Sprechstunde @DB Karriere Lab am 27. September um 11:00 - 11:45 Uhr.	Profile
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Standort Frankfurt/Main Iobfamilie Finanzen/Controlling	🕐 Veröffentlicht am Donnerstag um 12:00 🔹 Pascale Beekmann		Advisor(Strefwient) Heave Antwiser(State) Earthrey/Main
Leiter:in Controlling	Um die tatsächlichen Bedürfnisse der Mitarbeitenden einzuschätzen, müssen Führungskräfte auch einmal genauer	Präsenzveranstaltung "Karriere im Dialog"	fact ibe mid kA.
Casellachaft DB	Food hinsehen – statt nur an der Oberfläche zu kratzen. » Mehr	(§ Veröffentlicht 04.07.2022 18:07 💄 Theresa Wißing	la suche SA. In New A.A.
Standort Frankfut/Main Jobfamilie Finanzen/Controlling		Du bist Teilnehmerzin des DB Karriere Lab Bereich 2, hast	Besuftangaben bis heuta beaus kausto with also mighawa zomaa, anter se sene finaazartak men pakseen nas.

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



The concept: Publication



Funktion Test 123

Geschäftsfeld

Unternehmen

- Information

Self-Nomination Fields

Als Kandidat:in platzieren!

Funktion merken

Basisdaten NFP-Nominierungen Gemerkte NFP-Funktionen

Aktivitäten

Anforderung 1Anforderung 2	Description & Requirements	
 Anforderung 3 Und so weiter 		
64, 2004 CC 2, 529 C 2004 C 2004		
Weitere Informationen a	zur Nachfolgefunktion	
	zur Nachfolgefunktion DB Cargo	
Weitere Informationen a Organisationseinheit Arbeitsort		

Details Geschäftsfeld DB Cargo

Arbeitsort Aachen

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

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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!

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

Questions about Motivation

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

→ < B I U E 로 로 표 ■ ∞ <= :: :: □ X Maximieren</p>

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

→ ◆ B I U E 로 표 표 ● ··· = 2 :: □ X Maximieren

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DB Cargo

DB Cargo

Unite, Inspire, Connect The concept: Nomination & Calibration

KEY FACTS

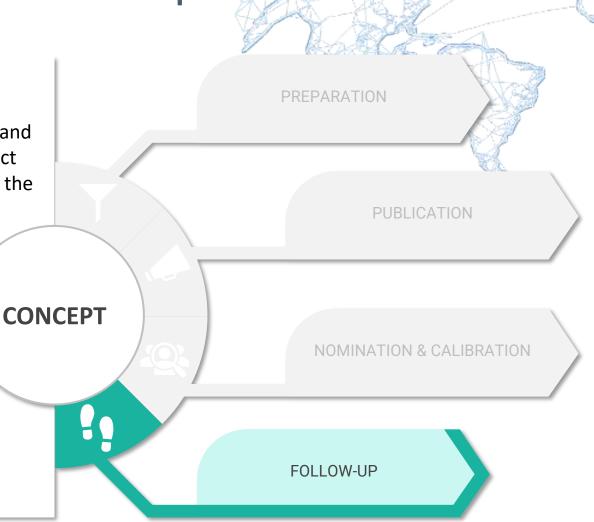
- During the nomination and calibration process, supervisors, position holders and HR managers can nominate other candidates from their own network (external nomination)
- All potential nominated successors' profiles are being reviewed
- At the end of October each year, the final decision is made on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

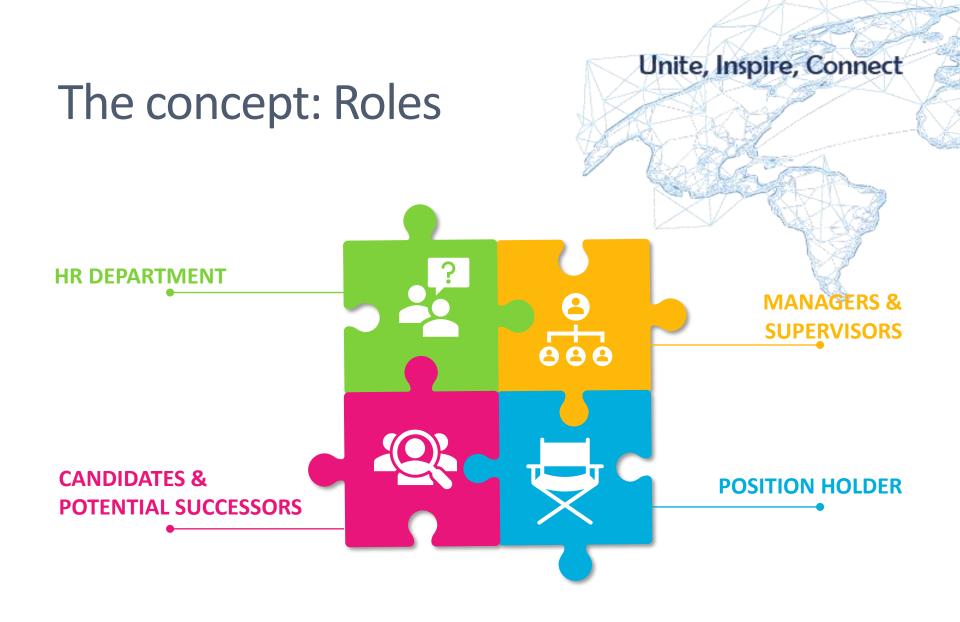


The concept: Follow-Up

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





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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





Unite, Inspire, Connect Success Stories: SPP for a railway company **PERFORMANCE AREAS & METHODS USED** 5 , **Psychometric Tests Case Studies** Panel Presentation for L1 Specific to SAR Talent Q - Dimensions SAR VPs and DB-Experts, managers and top management ĥ€ **Functional Skills Personality Traits Leadership Skills Final Score** Individual Development Measures The individual development measures are based on the assessment results and work experiences Exclusion Transit Zone 🛠 Rising Star **Shining Star** 6th UIC World Congress on Rail Training 2022 uíc/

Unite, Inspire, Connect Success Stories: SPP for a railway company THE MACHANICS OF THE SCORING MODEL L1 only Result of the Result of the Result of the Project **Psychometric Test Panel Presentation** Assignment (case (TalentQ Leadership (case study) competencies) study) Weight: Weight: Weight: 30% 40% (L1) **30%** (L1) 50% (L2) 50% (L2) = Final Score **50%** (L1) in total needed to pass 60% (L2)

Individual Development Plan with Development measures

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Unite, Inspire, Connect Success Stories: SPP for a railway company

OVERVIEW OF RESULT CATEGORIES – READINESS LEVEL SCORES

Shining Star	
Rising Star	
Transit Zone	
Exclusion	

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Score

≥ 80%

Score

70% - 79%

†____

Score 50-69% (L1)

60-69 (L2)

Score

≤ 49/59%*

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- The candidates will need a development duration of min. 1 2.5 years before taking over the desired position
- The candidates will need a development duration of min. 2.5 3.5 years before taking over the desired position
- The candidates will need a development duration of more than 3.5 years before taking over the desired position
- The candidates will be excluded from the program
- 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

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

Unite, Inspire, Connect Success Stories: SPP for a railway company





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Success Stories: SPP for a railway company

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

IDP Activity	Description & Objectives	Frequency	Duration
Job Enrichment	Increase of duties and responsibilities within the scope of tasks Quarterly Expansion on functions that are performed by the higher-level superiors in order to take over slowly		6-12 months
	 Expansion of tasks, role, responsibilities, and authority across different levels in the organization 		•
Training Course(s)	 Stress Management & Resilience: methods for efficiently using personal resources to achieve goals, reflection on attitudes and concepts based resulting in how to develop a high degree of personal strength and resilience 	4 courses	>94 hours
	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 		
Peer Case Consultation			
Network Program			
Project Lead			
Job Shadowing			
Social Events			
Technical Course(s)			
Training Program			

BASED ON #26 DIFFERENT DEVELOPMENT MEASURE TYPES

IMPLEMENTATION PLAN FOR MONITORING REASONS