

MEMO

TO: liP Steering Group Members
FROM: Philip Stuhldreer
Deputy Director HR Directorate
DATE: 13 September 2013

Progression Planning at Oxford Brookes University

The term progression planning is proposed as an alternative to the more commonly used succession planning. This is because the term succession planning is typically associated with senior executive positions and the identification of future leaders for the purposes of internal promotion. This is not helpful in our context of congruent with either the employment practices or culture at Brookes where all vacancies, including promotion opportunities, are externally advertised. Progression planning is therefore intended to refer to a range of management practices and development activities which:

- Facilitate the development of colleagues to acquire the skills and experiences that equip them for promotion opportunities.
- Create pools of internal candidates for promotion or appropriate lateral moves.
- Allow individuals to understand the types of development activity and work experiences needed to move into other roles.
- Minimise the creation of single points of failure through the limiting of key skills to individuals.
- Increase institutional and organisational flexibility.