

MERt SA Middle Management Succession Survey, 3 March 2004

Survey Number	Employe Number of Employees						Age Group	Average Age of Workforce						Turnov Staff Turnover					Skill Average Skill Base						
	Number	10-50	50-100	100-200	200-500	500+		18-25	25-35	35-45	45-55	55-65	>65	dk	Group	Vlow	Low	Average	High	Vhigh	Group	Vlow	Low	Average	High
7=5.1	5	2	1				2	1						3.2		skille	1	unskilled		2.5		unsk	1	skilled	
		2	1				2.5	sales, / Managemt						3		sales operations			stores		3.5		operation specific engi		
10	3			1			2	1						3			1			4				1	
11=10.1	3			1			2	1						3			1			4				1	
4	3			1			4			1				1	1					3			1		
3	3			1			4			1				1	1					3			1		
8	4				1		3			1				1	1					3			1		
9=8.1	4				1		3			1				1	1					3			1		
12	4				1		3			1				3				1		5				1	
15=12.1	4				1		3			1				4				1		4				1	
21	4				1		3			1				2		1				3			1		
16	4				1		3			1				2		1				3			1		
14	4				1		3			1				4				1		3			1		
6	4				1		4			1				1	1					2		1			
13	5				1		2	1						4				1		3			1		
2	5				1		3			1				2		1				3			1		
18	5				1		3			1				1	1					3			1		
20=18.1	5				1		3			1				1	1					2		1			
17	5				1		3			1				1	1					4				1	
19=17.1	5				1		3			1				1	1					4				1	
1	5				1		7						1	1	1					3			1		

15 companies 0 1 3 6 5 0 3 8 3 0 0 1 7 3 3 2 0 0 1 11 2 1

21 responses

Smaller employment

Larger employment

Succession Planning Action 1)

Succession Planning Action 2)

Succession Planning Action 3)

Dept 2IC with Supervisor mentor	Continuous Improvemt to identify Leaders	Management training of Supervisors
Middle Mgt training external	Key person development in line	Sales & Admin training
Leaders train a back up associate	Annual discuss self development form	One on One on future and direction
Train & Encourage back up associates	Grow to require leaders & depth	
Worrying	Expose Middle Managers to areas	
Human Resource profiles	One on One	Development plan
Mgt, Superv, Team Leader training	Reviewing succession planning	Dept Heads plan succession
In Business Plan & Individual MBO's	Formal training of potential leaders	Recognise career path opportunities
Graduate management education	Formal training & development function	Devel systems, PARP, Product supervisor train, training assist
Individual performance plans	Inc training focus on high skill areas	identify top performers promote from within
Management coaching/ education	Front line down - nothing	
Short&Long term Succession planning	Devel strategies, FL, MBA Job specific	All supervisors & up colour coded
Thinking, Little in place		
MiddleMgt Grad Diploma	Team Leaders Diploma (FLM)	Managers MBA
Appraisal system	Food Processing Cert 3&4 External	Training matrix, multiskilling, MBA for managers
Define position, roles, needs	develop people in all roles (MarcoPolo)	Mentor star prospects
Staff rotation	Appraisals	Development assistance
Internal development program	Industry competency standards	
HR resource to P&S of salaried	P&S planning across operations of salaried	Training & development centres targeted to level of salaried
Upskill training @ every level	Hi potential list acceleration	Cross Dept HRMtg's succession, progression, multi skilling
Little in 5 Years, Reductions	Training Mech/Elec Technicians	Operator Training Scheme

Comment

One on one discussions of aspirations. Associates committing to study
Few New employees for succession planning

Aspire to be employer of choice (major initiative), seen as learning organisation

Front line mgt structure underperforms; restructure from top --->succession planning right or wrong?
Green=promotable, White=new & shows potential, red=reached peak, black=to be managed out

Graduate engineer program
Suggest sharing of team leader & supervisor development programs rather than reinvent the wheel