HR DELIVERY
Making Sure HR Delivers

D7 / TALENT DEVELOPMENT

Succession Planning

A practitioner toolkit for critical-work continuity, credible successor evidence and funded development.



Discover / Diagnose / Design / Deliver / Review

D7 PRACTITIONER SUITE / OCTOBER 2026

Conceptual brand imagery. Cases and figures are illustrative. Foreword text is prepared for Dr Phillip Welsh's review and approval.

INTRODUCTION

Protect the work. Build real options.

Succession planning starts with consequential work and future requirements, not a private list of names.

Start with critical work

Identify the decisions, services and authority that must continue under plausible change.

Keep risks separate

Structural role criticality, current vacancy exposure and successor readiness answer different questions.

Specify future success

Version the target-role profile before comparing people; check scenarios and mandatory requirements.

Respect employee agency

A candidate's aspiration, mobility and availability must be asked, not inferred from performance.

Test real capacity

One person named for several roles is still one person. Cover and permanent readiness remain distinct.

Fund what closes gaps

Assignments, knowledge transfer, interim cover and external options need owners, resources and review dates.

THREE SEPARATE QUESTIONS THROUGH EVERY STAGE

01 Work
What must continue?

02 People
What does evidence support?

03 Action
What reduces exposure?

CONTENTS

Find the decision. Find the tool.

Use PDF bookmarks and the return-to-contents footer. Every procedure has a matching record.

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Use linked PDF bookmarks to jump to any numbered procedure or working record.

FOREWORD PREPARED FOR REVIEW

The next role is not a promise.

Editorial draft prepared for Dr Phillip Welsh; approval is not represented as complete.



Dr Phillip Welsh

HR Delivery / foreword prepared for approval

Begin with work

A succession plan should protect work that matters and create credible options for people to develop. A familiar name in a box is not the same as tested cover or evidence of future-role readiness.

Look ahead

A future role may require different authority, experience and judgement from the role as it is today. Define that work before comparing candidates, and keep the profile current as strategy changes.

Respect people

Performance, potential, aspiration and availability answer different questions. Give people fair access to experience and honest feedback, without implying that development guarantees appointment.

Turn evidence into action

A plan earns confidence through named owners, funded assignments, realistic cover, live evidence and a willingness to revisit an uncertain judgement. The aim is less hidden dependency and better choices.

A QUESTION TO TAKE INTO THE WORK

What work would fail without this role, and what evidence would show that a willing person could take it on?

THE CONNECTED MODEL

Three outputs. Eight decisions.

The SPF framework fixes the practical outputs. The S8 cycle explains the deeper succession decisions.

01	02	03
Critical-work risk map	Succession evidence record	Development and continuity plan
Consequential roles, future requirements and continuity gaps.	Role standards, candidate evidence, readiness limits and reasoned review.	Owned assignments, cover arrangements, resources and review dates.

THE S8 SUCCESSION DECISIONS

01 SCAN Future strategic demand	02 SEGMENT Critical work and exposure	03 SPECIFY Future role requirements	04 SOURCE Credible talent options
05 SCRUTINISE Relevant evidence	06 SYNCHRONISE Calibrated portfolio	07 STRENGTHEN Development and cover	08 SUSTAIN Assurance and renewal

Role criticality, vacancy exposure and successor readiness remain separate. The S8 stages are the source model; the five dividers in this toolkit are a navigation route.

FIVE-STAGE NAVIGATION

Work first. Evidence next. Action after.

Discover, Diagnose, Design, Deliver and Review organise the toolkit; they do not rename the SPF outputs or the S8 source stages.

DISCOVER

Identify critical work

Strategy, role scope, structural criticality and current exposure

DIAGNOSE

Test future role and options

Versioned requirements, candidate evidence, hard gaps and agency

DESIGN

Approve a fair response

Calibration, concentration, development and continuity design

DELIVER

Create real experience

Assignments, feedback, knowledge transfer and cover tests

REVIEW

Renew assurance

Changed risk, evidence expiry, action outcomes and next cycle

The S8 succession cycle continues across the five toolkit stages. Every candidate judgement remains target-role-specific, conditional and time-bound.

WHAT IS AVAILABLE

A connected source library.

Each publication has its own method, scope and evidence rules. Choose the right one for the decision.

SUCCESSION PLANNING FRAMEWORK

One page / three outputs

The SPF overview connects critical-work risk, role-specific successor evidence and a development and continuity plan.

SPF / DIR-2.0 DIAGNOSTIC

99 pages / eight dimensions

The manual offers exact interview, focus-group, 32-item survey and large-group routes. It diagnoses the succession system, not candidates.

D7 EBOOK

277 pages / learning and cases

Succession Planning That Builds Readiness explains the S8 cycle, future-role evidence, fairness, development, cover and assurance.

S8 FIELD TOOL SOURCE

46 tools / original IDs

The ebook retains forty-six HRD-S8 field tools. This D7 edition adds distinct procedures and records while preserving those source references.

STRUCTURE AND INSTRUCTIONS

Select a route, not a pile of forms.

Use only the tools that improve this decision and carry their outputs into the next stage.

01

Name the decision

Begin with a task, standard, population and owner.

02

Select evidence

Choose the smallest source mix that can test rival explanations.

03

Work the tool

Follow the procedure; capture actual evidence and uncertainty.

04

Complete the record

Use the matching field list and preserve provenance and version.

05

Test the gate

Agree what is proven, what remains open and who accepts the next action.

The working example illustrates how to complete a record. It is not a client finding, benchmark or measured result.

01 / DISCOVER

Name the work. See the exposure.

What critical work must continue under plausible futures, and who owns the succession decision?



20 TOOLS / D7-D01 TO D7-D20

Handover: Approved strategic scope, role and position baseline, criticality and exposure evidence, immediate continuity actions.

D7-D01 / PRACTITIONER TOOL

Governance charter

Define the authority, scope and annual decision rhythm before names are discussed.

FRAME AND GATHER

01 Agree the roles, entities, planning horizon and strategic questions with the executive sponsor.

02 Map who recommends, challenges, approves and audits each judgement; separate appointment authority.

TEST AND DECIDE

03 Set privacy classes, conflict rules, communication rights and review triggers.

04 Approve the charter and calendar before critical-role scoring or nomination begins.

INPUT EVIDENCE

Strategy; sponsor mandate; governance policy; decision-rights register.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Scope	Exclusions	Horizon	Sponsor
Decision rights	Conflict route	Data access	Cadence

QUALITY TEST

Do not let the succession forum become an undeclared appointment committee.

D7-D01 / WORKED AND REUSABLE RECORD

Governance charter

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

An executive committee commissions succession for 12 service-critical roles; HR facilitates evidence reviews while appointment decisions remain with authorised panels.

RECORD FIELDS

Scope	**Exclusions**
Horizon	**Sponsor**
Decision rights	**Conflict route**
Data access	**Cadence**

INTERPRETATION CHECK Do not let the succession forum become an undeclared appointment committee.

D7-D02 / PRACTITIONER TOOL

Ethics, fairness and data charter

Convert fairness, privacy and employee choice into operational controls.

FRAME AND GATHER

01 Map each data item from invitation through assessment, calibration and deletion.

02 Define eligibility, accessible participation, candidate notice and permission to withdraw.

TEST AND DECIDE

03 Set access by role and record type, with recusal and correction routes.

04 Obtain local privacy and employment review before collecting named evidence.

INPUT EVIDENCE

Local policy; privacy advice; assessment standards; participant journey.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Purpose	Allowed data	Notice	Access roles
Retention	Fairness check	Correction owner	

QUALITY TEST

Do not treat one general portal password as authority to view named successor records.

D7-D02 / WORKED AND REUSABLE RECORD

Ethics, fairness and data charter

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A candidate can see which role they are considered for, correct an outdated experience record and decline a move without an adverse inference.

RECORD FIELDS

Purpose	**Allowed data**
Notice	**Access roles**
Retention	**Fairness check**
Correction owner	

INTERPRETATION CHECK Do not treat one general portal password as authority to view named successor records.

D7-D03 / PRACTITIONER TOOL

Annual succession cycle planner

Schedule the whole cycle so evidence and action do not stop at the talent meeting.

FRAME AND GATHER

01 Work backwards from the board or executive assurance date.

02 Reserve dates for role-profile review, evidence collection, candidate consent, calibration and action funding.

TEST AND DECIDE

03 Place quarterly risk reviews and event triggers on the same calendar.

04 Publish accountable owners, decision gates and the next refresh date.

INPUT EVIDENCE

Governance charter; business cycle; workforce planning dates.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Cycle milestone	Owner	Inputs	Decision
Due date	Trigger	Status	

QUALITY TEST

A completed meeting without an action date is not a completed cycle.

D7-D03 / WORKED AND REUSABLE RECORD

Annual succession cycle planner

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A June talent review is preceded by April role-profile sign-off and May candidate evidence; stretch assignments have funded starts in July.

RECORD FIELDS

Cycle milestone	**Owner**
Inputs	**Decision**
Due date	**Trigger**
Status	

INTERPRETATION CHECK A completed meeting without an action date is not a completed cycle.

D7-D04 / PRACTITIONER TOOL

Process maturity baseline

Establish how well the existing succession process works before designing a larger one.

FRAME AND GATHER

01 Select the relevant DIR-2.0 route and protect participant confidentiality.

02 Collect examples of critical-role selection, evidence use, development and review.

TEST AND DECIDE

03 Judge organisational behaviour against the manual criteria; keep survey numbers as signals.

04 Record strengths, missing evidence and the smallest next process improvement.

INPUT EVIDENCE

DIR-2.0 interview, focus-group, survey or large-group evidence; process records.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Dimension	Observed practice	Source	Confidence
Gap	Owner	Next check	

QUALITY TEST

A programme maturity level is not a candidate potential or readiness rating.

D7-D04 / WORKED AND REUSABLE RECORD

Process maturity baseline

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

The survey suggests strong nomination coverage, but sampled files lack future-role profiles; the review records a process gap, not a judgement about nominees.

RECORD FIELDS

Dimension	**Observed practice**
Source	**Confidence**
Gap	**Owner**
Next check	

INTERPRETATION CHECK A programme maturity level is not a candidate potential or readiness rating.

D7-D05 / PRACTITIONER TOOL

Strategy-to-succession canvas

Translate strategy into succession questions about work and capability.

FRAME AND GATHER

01 List the outcomes the organisation must deliver over the chosen horizon.

02 Identify changes in demand, regulation, technology and operating model that alter role requirements.

TEST AND DECIDE

03 Trace each material change to a capability or decision dependency.

04 Select the critical-work questions that succession can address and assign an owner.

INPUT EVIDENCE

Approved strategy; workforce plan; operating model; leadership interviews.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Strategic outcome	Scenario	Capability shift	Affected work
Evidence	Owner		

QUALITY TEST

Do not copy today's job description as a forecast of future success.

D7-D05 / WORKED AND REUSABLE RECORD

Strategy-to-succession canvas

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A new digital service changes the future head of operations role from site supervision to cross-channel service design.

RECORD FIELDS

Strategic outcome	**Scenario**
Capability shift	**Affected work**
Evidence	**Owner**

INTERPRETATION CHECK Do not copy today's job description as a forecast of future success.

D7-D06 / PRACTITIONER TOOL

Strategic scenario scan

Test critical-work assumptions under more than one plausible future.

FRAME AND GATHER

01 Choose two or three strategic conditions with different capability implications.

02 Describe work demand and constraints in each scenario without guessing named departures.

TEST AND DECIDE

03 Compare which roles or knowledge become bottlenecks.

04 Record robust actions and assumptions that require monitoring.

INPUT EVIDENCE

Strategic plan; project pipeline; workforce model; approved scenarios.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Scenario	Assumption	Affected work	Capability need
Trigger	Robust response		

QUALITY TEST

Scenario likelihood is not an incumbent-leaving probability.

D7-D06 / WORKED AND REUSABLE RECORD

Strategic scenario scan

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

In a growth case, a regional licence holder becomes a constraint; in a consolidation case, integration leadership matters more.

RECORD FIELDS

Scenario	**Assumption**
Affected work	**Capability need**
Trigger	**Robust response**

INTERPRETATION CHECK Scenario likelihood is not an incumbent-leaving probability.

D7-D07 / PRACTITIONER TOOL

Future capability map

Identify capabilities whose absence would impair future delivery.

FRAME AND GATHER

01 Start from future work outcomes rather than incumbent strengths.

02 Group technical, leadership, regulatory and relationship capabilities at the right level.

TEST AND DECIDE

03 Map where capabilities are concentrated and where they can be developed or sourced.

04 Flag capability gaps that should shape role profiles and investment.

INPUT EVIDENCE

Strategy; capability architecture; role taxonomy; approved skills directory.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Outcome	Capability	Level	Current supply
Future demand	Concentration	Evidence	

QUALITY TEST

Do not invent a proficiency level when the approved architecture has none.

D7-D07 / WORKED AND REUSABLE RECORD

Future capability map

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

Customer analytics capability is held by two specialists across several roles, so the plan considers a pool rather than one successor per title.

RECORD FIELDS

Outcome	**Capability**
Level	**Current supply**
Future demand	**Concentration**
Evidence	

INTERPRETATION CHECK Do not invent a proficiency level when the approved architecture has none.

D7-D08 / PRACTITIONER TOOL

Executive stakeholder interview

Elicit executive risk and future-work evidence consistently.

FRAME AND GATHER

01 Ask each sponsor the same core questions about critical outcomes and six-month absence impact.

02 Probe future changes, decision authority, hard-to-transfer knowledge and credible alternatives.

TEST AND DECIDE

03 Request concrete incidents or data, not only high-priority labels.

04 Summarise agreements and disagreements for the critical-role panel.

INPUT EVIDENCE

Executive interviews; service incidents; strategy and risk records.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Sponsor	Question	Evidence example	Future change
Disagreement	Follow-up		

QUALITY TEST

A senior title alone does not establish criticality.

D7-D08 / WORKED AND REUSABLE RECORD

Executive stakeholder interview

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

Two leaders disagree on whether a role is critical; the facilitator compares delegated authority and recovery time rather than averaging opinions.

RECORD FIELDS

Sponsor	**Question**
Evidence example	**Future change**
Disagreement	**Follow-up**

INTERPRETATION CHECK A senior title alone does not establish criticality.

D7-D09 / PRACTITIONER TOOL

Role and position inventory

Create a complete role and position baseline before scoring.

FRAME AND GATHER

01 Reconcile approved roles, incumbent positions, vacant positions and temporary assignments.

02 Record entity, family, grade, location, key authority and profile version.

TEST AND DECIDE

03 Identify shared work, multiple incumbents and one person holding multiple positions.

04 Mark missing or unapproved records for correction before analysis.

INPUT EVIDENCE

HRIS; approved architecture; position control; organisation chart.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Role ID	Position ID	Entity	Family
Grade	Incumbent status	Authority	Source date

QUALITY TEST

Do not count a person twice because they appear in two position records.

D7-D09 / WORKED AND REUSABLE RECORD

Role and position inventory

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

Three positions share one engineering role profile; the inventory keeps the role and the three actual posts distinct.

RECORD FIELDS

Role ID	**Position ID**
Entity	**Family**
Grade	**Incumbent status**
Authority	**Source date**

INTERPRETATION CHECK Do not count a person twice because they appear in two position records.

D7-D10 / PRACTITIONER TOOL

Critical role scorecard

Rate structural role criticality independently of the current person.

FRAME AND GATHER

01 Agree the source criteria, weights and five-point anchors before scoring.

02 Have informed raters score the work consequence and substitution difficulty using evidence.

TEST AND DECIDE

03 Resolve material variance and calculate the approved Role Criticality Index.

04 Apply any mandatory override with rationale, owner and expiry.

INPUT EVIDENCE

Approved RCI method; role profile; service and risk evidence; rater notes.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Role	Criteria	Weights	Ratings
RCI	Tier	Override	Approval

QUALITY TEST

Do not mix incumbent-leaving risk into structural criticality or treat source thresholds as validated norms.

D7-D10 / WORKED AND REUSABLE RECORD

Critical role scorecard

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A regulator-authorised role scores highly because its authority cannot be delegated quickly even though its current incumbent is likely to stay.

RECORD FIELDS

Role	**Criteria**
Weights	**Ratings**
RCI	**Tier**
Override	**Approval**

INTERPRETATION CHECK Do not mix incumbent-leaving risk into structural criticality or treat source thresholds as validated norms.

D7-D11 / PRACTITIONER TOOL

Vacancy exposure assessment

Assess current vacancy exposure separately from criticality.

FRAME AND GATHER

01 Set the time horizon and use documented, appropriate indicators.

02 Check actual emergency cover, successor availability and knowledge transfer.

TEST AND DECIDE

03 Calculate the source vacancy exposure index only where inputs are complete.

04 Assign a mitigation owner and a date to refresh high exposure.

INPUT EVIDENCE

Position status; tested cover; successor evidence; knowledge-transfer record.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Role	Horizon	Exposure evidence	Cover
Successor depth	VEI	Mitigation	Review

QUALITY TEST

Never infer likely departure from age, health or a protected-trait proxy.

D7-D11 / WORKED AND REUSABLE RECORD

Vacancy exposure assessment

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A critical safety role has low near-term vacancy indicators but no tested alternate; exposure stays visible because cover is weak.

RECORD FIELDS

Role	**Horizon**
Exposure evidence	**Cover**
Successor depth	**VEI**
Mitigation	**Review**

INTERPRETATION CHECK Never infer likely departure from age, health or a protected-trait proxy.

D7-D12 / PRACTITIONER TOOL

Criticality and coverage heatmap

Show criticality and exposure as two visible axes.

FRAME AND GATHER

01 Load approved role criticality and current exposure values with their dates.

02 Plot each role in the appropriate quadrant, retaining missing values as unplotted.

TEST AND DECIDE

03 Overlay cover and shared-successor flags without changing the axes.

04 Agree the response priority and record the panel decision.

INPUT EVIDENCE

Approved RCI; VEI; cover test; successor-role portfolio.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Role	Criticality	Exposure	Quadrant
Cover	Concentration	Action	

QUALITY TEST

Do not present a green-looking average that hides a mandatory role gap.

D7-D12 / WORKED AND REUSABLE RECORD

Criticality and coverage heatmap

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

Two equally critical roles sit in different exposure quadrants because one has a tested deputy and the other relies on an untested shared candidate.

RECORD FIELDS

Role	**Criticality**
Exposure	**Quadrant**
Cover	**Concentration**
Action	

INTERPRETATION CHECK Do not present a green-looking average that hides a mandatory role gap.

D7-D13 / PRACTITIONER TOOL

Criticality override decision log

Govern exceptions to the standard criticality method.

FRAME AND GATHER

01 Record the policy or business reason for proposing an override.

02 Collect evidence that the standard score misses a material authority or systemic dependency.

TEST AND DECIDE

03 Have a separate approver test the case and possible bias.

04 Time-limit the exception and set the review trigger.

INPUT EVIDENCE

Scorecard; delegated authority; incident or risk record; approval policy.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Role	Proposed exception	Evidence	Reviewer
Decision	Expiry	Trigger	

QUALITY TEST

An override is a documented exception, not a device for protecting a favoured nomination.

D7-D13 / WORKED AND REUSABLE RECORD

Criticality override decision log

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A newly created cybersecurity duty is temporarily escalated while the role profile and criteria are updated.

RECORD FIELDS

Role	**Proposed exception**
Evidence	**Reviewer**
Decision	**Expiry**
Trigger	

INTERPRETATION CHECK An override is a documented exception, not a device for protecting a favoured nomination.

D7-D14 / PRACTITIONER TOOL

Essential-work dependency map

Expose single-person and single-system dependencies in critical work.

FRAME AND GATHER

01 Select a critical service or decision chain.

02 Trace which people, authorities, systems and external parties are required at each handoff.

TEST AND DECIDE

03 Identify where substitution is untested or knowledge is undocumented.

04 Agree an immediate continuity test and longer-term capability response.

INPUT EVIDENCE

Process map; authority matrix; incident lessons; knowledge records.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Work outcome	Dependency	Alternate	Test status
Failure mode	Owner		

QUALITY TEST

A named successor does not solve a missing system access or legal authority.

D7-D14 / WORKED AND REUSABLE RECORD

Essential-work dependency map

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A signed approval depends on one specialist and one unavailable system credential; the plan addresses both dependencies.

RECORD FIELDS

Work outcome	**Dependency**
Alternate	**Test status**
Failure mode	**Owner**

INTERPRETATION CHECK A named successor does not solve a missing system access or legal authority.

D7-D15 / PRACTITIONER TOOL

Six-month absence scenario

Test the practical consequence of a key role being empty for six months.

FRAME AND GATHER

01 Describe the work that must continue and the six-month horizon.

02 List decisions, customers, controls and knowledge that would be affected.

TEST AND DECIDE

03 Test current cover under realistic workload and authority conditions.

04 Record service impact, recoverability and actions without predicting who will leave.

INPUT EVIDENCE

Service standards; risk register; cover arrangements; role authority.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Role	Six-month scenario	Affected work	Cover test
Impact	Recovery action		

QUALITY TEST

This scenario tests continuity, not an individual departure probability.

D7-D15 / WORKED AND REUSABLE RECORD

Six-month absence scenario

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A programme director vacancy delays contract decisions after four weeks because the deputy can cover daily delivery but lacks signature authority.

RECORD FIELDS

Role	**Six-month scenario**
Affected work	**Cover test**
Impact	**Recovery action**

INTERPRETATION CHECK This scenario tests continuity, not an individual departure probability.

D7-D16 / PRACTITIONER TOOL

Section and career-family scope

Choose a proportionate scope across sections and career families.

FRAME AND GATHER

01 List all A–J sections and approved career families in scope.

02 Apply the same critical-work criteria to technical and non-managerial roles.

TEST AND DECIDE

03 Document exclusions, representation and where evidence is currently thin.

04 Approve a phased review that still catches cross-family dependencies.

INPUT EVIDENCE

Approved taxonomy; role inventory; strategic capability map.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Section	Family	Roles reviewed	Exclusions
Evidence gap	Reviewer		

QUALITY TEST

Do not restrict succession to leaders or to the 13 example roles.

D7-D16 / WORKED AND REUSABLE RECORD

Section and career-family scope

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A specialist laboratory family enters the review despite having no senior management titles because its authority is hard to replace.

RECORD FIELDS

Section	**Family**
Roles reviewed	**Exclusions**
Evidence gap	**Reviewer**

INTERPRETATION CHECK Do not restrict succession to leaders or to the 13 example roles.

D7-D17 / PRACTITIONER TOOL

Authority and licence map

Identify duties or credentials that only authorised people can perform.

FRAME AND GATHER

01 Read the approved role profile and actual delegation instruments.

02 Separate legal, regulatory, financial and operational authorities.

TEST AND DECIDE

03 Check which alternate can exercise each authority under the intended scenario.

04 Escalate any authority gap into the continuity plan.

INPUT EVIDENCE

Role profile; delegation policy; licence or certification register.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Authority	Source	Holder	Alternate
Validity	Gap	Escalation	

QUALITY TEST

Do not assume a higher grade automatically has the required licence or delegation.

D7-D17 / WORKED AND REUSABLE RECORD

Authority and licence map

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

An acting manager can lead meetings but cannot sign a regulated filing; the plan names an authorised alternate signer.

RECORD FIELDS

Authority	**Source**
Holder	**Alternate**
Validity	**Gap**
Escalation	

INTERPRETATION CHECK Do not assume a higher grade automatically has the required licence or delegation.

D7-D18 / PRACTITIONER TOOL

Emergency cover baseline

Record what protection exists today before promising future readiness.

FRAME AND GATHER

01 Name interim tasks and the approved temporary decision maker.

02 Test access, availability, capacity and time to take over.

TEST AND DECIDE

03 Mark cover that is only proposed, out of date or dependent on one person.

04 Assign a drill or knowledge-transfer action for every material gap.

INPUT EVIDENCE

Emergency plan; delegation records; workload; prior cover tests.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Role	Cover person or option	Authority	Capacity
Last test	Gap	Action	

QUALITY TEST

Emergency cover does not establish readiness for permanent appointment.

D7-D18 / WORKED AND REUSABLE RECORD

Emergency cover baseline

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

The listed deputy is on another critical rota and could not cover both roles during the same incident.

RECORD FIELDS

Role	**Cover person or option**
Authority	**Capacity**
Last test	**Gap**
Action	

INTERPRETATION CHECK Emergency cover does not establish readiness for permanent appointment.

D7-D19 / PRACTITIONER TOOL

Critical-role confidence review

State how confident the panel is in each critical-role decision.

FRAME AND GATHER

01 List the evidence supporting each role score and exposure judgement.

02 Check freshness, independence and whether a scenario changes the answer.

TEST AND DECIDE

03 Mark missing information and disagreements openly.

04 Approve a provisional or confirmed classification with a revisit date.

INPUT EVIDENCE

Scorecards; interviews; risk records; diagnostic evidence.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Role	Judgement	Sources	Missing evidence
Confidence	Dissent	Expiry	

QUALITY TEST

Missing evidence cannot be converted into a low score or silently averaged away.

D7-D19 / WORKED AND REUSABLE RECORD

Critical-role confidence review

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A new role receives a provisional tier because the first operating quarter has not provided enough service-loss evidence.

RECORD FIELDS

Role	**Judgement**
Sources	**Missing evidence**
Confidence	**Dissent**
Expiry	

INTERPRETATION CHECK Missing evidence cannot be converted into a low score or silently averaged away.

D7-D20 / PRACTITIONER TOOL

Succession commission gate

Close discovery only when the programme has a defensible remit.

FRAME AND GATHER

01 Confirm the strategic question, role inventory and scoring method.

02 Check privacy permission, sponsor authority and fair access across families.

TEST AND DECIDE

03 List unresolved source gaps and immediate continuity actions.

04 Sign the discovery decision and release the diagnostic work.

INPUT EVIDENCE

Charter; role inventory; criticality review; ethics controls.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Scope	Approved method	Source gaps	Exceptions
Action owner	Approval		

QUALITY TEST

Do not advance named candidates while the future role or access rules remain unsettled.

D7-D20 / WORKED AND REUSABLE RECORD

Succession commission gate

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

The sponsor approves 12 roles for detailed review and funds interim cover for two before candidate assessments begin.

RECORD FIELDS

Scope	**Approved method**
Source gaps	**Exceptions**
Action owner	**Approval**

INTERPRETATION CHECK Do not advance named candidates while the future role or access rules remain unsettled.

02 / DIAGNOSE

Define the future. Test the evidence.

What will the future role require, what do candidate and programme evidence actually support, and where is it missing?



21 TOOLS / D7-G01 TO D7-G21

Handover: Versioned future profiles, separate candidate evidence, hard gates, aspiration, availability and uncertainty.

D7-G01 / PRACTITIONER TOOL

Future role success profile

Specify future contribution before comparing people.

FRAME AND GATHER

01 State the role outcome and scenario for the planning horizon.

02 Separate enduring accountabilities from duties likely to change.

TEST AND DECIDE

03 Define required experiences, qualifications, behaviours and technical capability at observable levels.

04 Approve and version the future profile with the role owner.

INPUT EVIDENCE

Strategy; approved architecture; work cases; role owner.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Role	Scenario	Outcomes	Essential requirements
Evidence anchors	Version	Approver	

QUALITY TEST

Do not profile the current incumbent or build an impossible wish list.

D7-G01 / WORKED AND REUSABLE RECORD

Future role success profile

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A future operations role adds digital-service integration; the profile is revised before any successor comparison.

RECORD FIELDS

Role	**Scenario**
Outcomes	**Essential requirements**
Evidence anchors	**Version**
Approver	

INTERPRETATION CHECK Do not profile the current incumbent or build an impossible wish list.

D7-G02 / PRACTITIONER TOOL

Outcome-to-capability decomposition

Break role outcomes into capabilities that can be evidenced and developed.

FRAME AND GATHER

01 Take each future outcome and identify the decisions and tasks that produce it.

02 Name the technical, behavioural and experience requirements for those tasks.

TEST AND DECIDE

03 Distinguish mandatory gates from developable preferences.

04 Test the map with people who know the work and record uncertainty.

INPUT EVIDENCE

Future role profile; job architecture; work samples; subject expert review.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Outcome	Tasks	Capability	Required level
Gate	Evidence	Reviewer	

QUALITY TEST

An attractive competence label without a work link is not a requirement.

D7-G02 / WORKED AND REUSABLE RECORD

Outcome-to-capability decomposition

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A safety decision requires a valid professional licence and incident judgement; a presentation skill is useful but not an entry gate.

RECORD FIELDS

Outcome	**Tasks**
Capability	**Required level**
Gate	**Evidence**
Reviewer	

INTERPRETATION CHECK An attractive competence label without a work link is not a requirement.

D7-G03 / PRACTITIONER TOOL

Proficiency anchor builder

Create observable rating anchors for the target role.

FRAME AND GATHER

01 Select only capabilities that materially differentiate safe or effective performance.

02 Write low, adequate and advanced examples from actual target-role work.

TEST AND DECIDE

03 Have independent reviewers test whether the anchors mean the same thing.

04 Version the anchors and note where evidence is still weak.

INPUT EVIDENCE

Role cases; approved competency directory; assessor review.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Capability	Level	Behaviour example	Work context
Reviewer	Version		

QUALITY TEST

Do not treat a generic personality preference as a proficiency anchor.

D7-G03 / WORKED AND REUSABLE RECORD

Proficiency anchor builder

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

For cross-unit decisions, an adequate anchor includes resolving a real handoff with evidence rather than simply claiming collaboration.

RECORD FIELDS

Capability	**Level**
Behaviour example	**Work context**
Reviewer	**Version**

INTERPRETATION CHECK Do not treat a generic personality preference as a proficiency anchor.

D7-G04 / PRACTITIONER TOOL

Role evidence and assessment blueprint

Plan what evidence can support each role requirement.

FRAME AND GATHER

01 List each mandatory requirement and the evidence method suited to it.

02 Check job relevance, accessibility, consent and assessor competence.

TEST AND DECIDE

03 State which methods are developmental and which are used for a high-stakes decision.

04 Approve the evidence plan before testing any candidate.

INPUT EVIDENCE

Future role profile; assessment standards; existing work records.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Requirement	Method	Source	Assessor
Quality limit	Accommodation	Approval	

QUALITY TEST

No test score alone should make the appointment decision.

D7-G04 / WORKED AND REUSABLE RECORD

Role evidence and assessment blueprint

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A technical licence is checked in the verified register while strategic judgement is explored through a structured work case.

RECORD FIELDS

Requirement	**Method**
Source	**Assessor**
Quality limit	**Accommodation**
Approval	

INTERPRETATION CHECK No test score alone should make the appointment decision.

D7-G05 / PRACTITIONER TOOL

Enterprise talent discovery map

Find talent options across functions and career families.

FRAME AND GATHER

01 Search approved role and skills records beyond the current manager's nominations.

02 Invite self-expression of aspiration where the process allows it.

TEST AND DECIDE

03 Flag missing data and structural barriers to visibility.

04 Produce a discovery map that distinguishes known evidence from hypotheses.

INPUT EVIDENCE

HRIS; career family architecture; employee consent; manager evidence.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Pool	Role fit hypothesis	Source	Aspiration status
Evidence gap	Owner		

QUALITY TEST

Do not assume silence or absence from a manager list means lack of potential.

D7-G05 / WORKED AND REUSABLE RECORD

Enterprise talent discovery map

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A senior specialist in another sector enters the discovery pool because her work evidence matches the future role.

RECORD FIELDS

Pool	**Role fit hypothesis**
Source	**Aspiration status**
Evidence gap	**Owner**

INTERPRETATION CHECK Do not assume silence or absence from a manager list means lack of potential.

D7-G06 / PRACTITIONER TOOL

Structured nomination evidence

Require nominations to cite role-relevant evidence.

FRAME AND GATHER

01 Provide the same target-role profile and prompts to every nominating manager.

02 Ask for dated work examples, scope, observed behaviour and limits.

TEST AND DECIDE

03 Separate present performance, future potential, aspiration and availability.

04 Review nomination completeness and return unsupported claims for evidence.

INPUT EVIDENCE

Manager records; role profile; assignment outcomes; employee view.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Nominee	Target role	Example	Date
Observer	Limitation	Aspiration	Reviewer

QUALITY TEST

A nomination is a proposition to examine, not a readiness decision.

D7-G06 / WORKED AND REUSABLE RECORD

Structured nomination evidence

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A manager proposes a deputy and cites a completed cross-unit programme, but flags that the person has not held budget authority.

RECORD FIELDS

Nominee	**Target role**
Example	**Date**
Observer	**Limitation**
Aspiration	**Reviewer**

INTERPRETATION CHECK A nomination is a proposition to examine, not a readiness decision.

D7-G07 / PRACTITIONER TOOL

Career aspiration and mobility guide

Understand employee interest and mobility conditions before making a plan.

FRAME AND GATHER

01 Explain the possible role or pool and the limits of any discussion.

02 Ask about interests, geographic and work-pattern preferences without pressure.

TEST AND DECIDE

03 Record a choice not to participate and any conditions on future moves.

04 Refresh aspiration before calibration or a real vacancy.

INPUT EVIDENCE

Employee conversation; career plan; consent record.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Target opportunity	Aspiration	Mobility conditions	Support
Date	Permission		

QUALITY TEST

Do not infer aspiration from performance or disclose private circumstances to the panel.

D7-G07 / WORKED AND REUSABLE RECORD

Career aspiration and mobility guide

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A credible candidate wants technical progression, not a people-management role; the plan explores a specialist path.

RECORD FIELDS

Target opportunity	**Aspiration**
Mobility conditions	**Support**
Date	**Permission**

INTERPRETATION CHECK Do not infer aspiration from performance or disclose private circumstances to the panel.

D7-G08 / PRACTITIONER TOOL

Slate quality and fairness audit

Check whether the emerging slate is fair and sufficiently broad.

FRAME AND GATHER

01 Compare nominations with the eligible population and criteria.

02 Look for unexplained concentration by manager, location, contract type or career path.

TEST AND DECIDE

03 Review the accessibility of evidence opportunities and assessments.

04 Document corrective outreach without changing standards for an individual.

INPUT EVIDENCE

Eligibility records; nominations; assessment access; fairness policy.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Population	Slate	Access pattern	Concern
Corrective action	Reviewer		

QUALITY TEST

Small counts and protected data need appropriate privacy-safe handling.

D7-G08 / WORKED AND REUSABLE RECORD

Slate quality and fairness audit

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

Remote specialists rarely received acting assignments, so the panel commissions equivalent evidence opportunities.

RECORD FIELDS

Population	**Slate**
Access pattern	**Concern**
Corrective action	**Reviewer**

INTERPRETATION CHECK Small counts and protected data need appropriate privacy-safe handling.

D7-G09 / PRACTITIONER TOOL

Internal and external supply options

Compare internal development, external sourcing and interim options honestly.

FRAME AND GATHER

01 Define the required capability and time window for each critical role.

02 List internal candidates, pools, external markets and temporary cover separately.

TEST AND DECIDE

03 Estimate lead times and constraints with source and date.

04 Choose a combination that protects continuity while development proceeds.

INPUT EVIDENCE

Talent map; recruitment evidence; workforce plan; cover options.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Role	Option	Lead time	Constraint
Evidence	Owner	Fallback	

QUALITY TEST

Do not mark a speculative external candidate as an available successor.

D7-G09 / WORKED AND REUSABLE RECORD

Internal and external supply options

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

The organisation develops two internal candidates while maintaining an external search option for an urgent specialist licence.

RECORD FIELDS

Role	**Option**
Lead time	**Constraint**
Evidence	**Owner**
Fallback	

INTERPRETATION CHECK Do not mark a speculative external candidate as an available successor.

D7-G10 / PRACTITIONER TOOL

Assessment battery planner

Build a proportionate battery of job-relevant evidence methods.

FRAME AND GATHER

01 Map each important role requirement to at least one defensible method.

02 Check overlap so participants are not repeatedly tested for the same claim.

TEST AND DECIDE

03 Specify assessor qualifications, accommodations and consent.

04 Approve integration rules and feedback before administration.

INPUT EVIDENCE

Role evidence blueprint; assessment catalogue; assessor standards.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Requirement	Method	Assessor	Data class
Accommodation	Integration rule		

QUALITY TEST

Do not add an assessment because it is available rather than relevant.

D7-G10 / WORKED AND REUSABLE RECORD

Assessment battery planner

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A work simulation tests regulatory judgement while a structured interview explores stakeholder decisions.

RECORD FIELDS

Requirement	**Method**
Assessor	**Data class**
Accommodation	**Integration rule**

INTERPRETATION CHECK Do not add an assessment because it is available rather than relevant.

D7-G11 / PRACTITIONER TOOL

Candidate evidence dossier

Collect a candidate's evidence in a traceable dossier.

FRAME AND GATHER

01 Gather dated work outcomes, assignments, qualifications and structured assessments with permission.

02 Link each item to the versioned target-role requirement it addresses.

TEST AND DECIDE

03 Record conflicting evidence, limits and evidence that has expired.

04 Restrict the dossier to authorised reviewers and set a refresh date.

INPUT EVIDENCE

Work examples; qualifications; assessment records; candidate account.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Candidate	Target role	Profile version	Evidence
Source date	Conflict	Access	

QUALITY TEST

Keep the person's private circumstances and unrelated performance notes out of the dossier.

D7-G11 / WORKED AND REUSABLE RECORD

Candidate evidence dossier

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

The dossier includes a successful acting assignment and a still-open need for the mandatory licence.

RECORD FIELDS

Candidate	Target role
Profile version	Evidence
Source date	Conflict
Access	

INTERPRETATION CHECK Keep the person's private circumstances and unrelated performance notes out of the dossier.

D7-G12 / PRACTITIONER TOOL

Successor-to-role fit and gap matrix

Compare evidence with each target-role requirement without hiding hard gaps.

FRAME AND GATHER

01 Check mandatory qualifications and authority first.

02 Assess duties, critical experience, technical and behavioural requirements individually.

TEST AND DECIDE

03 Show met, developing, missing and unassessed separately.

04 Agree the most important gap and evidence to obtain next.

INPUT EVIDENCE

Future role profile; candidate dossier; approved criteria.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Requirement	Target	Evidence	Judgement
Confidence	Action	Owner	

QUALITY TEST

A percentage must never override a mandatory requirement.

D7-G12 / WORKED AND REUSABLE RECORD

Successor-to-role fit and gap matrix

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A candidate demonstrates all customer duties but lacks a required country licence; the gate stays open despite strong aggregate fit.

RECORD FIELDS

Requirement	**Target**
Evidence	**Judgement**
Confidence	**Action**
Owner	

INTERPRETATION CHECK A percentage must never override a mandatory requirement.

D7-G13 / PRACTITIONER TOOL

Evidence confidence rubric

Make confidence and uncertainty visible in each judgement.

FRAME AND GATHER

01 Rate evidence quality, freshness, relevance and independent confirmation.

02 Record where source accounts disagree or are incomplete.

TEST AND DECIDE

03 State which conclusion is supported and which is only plausible.

04 Request an additional work example or leave the rating provisional.

INPUT EVIDENCE

Candidate dossier; assessor notes; evidence-quality criteria.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Claim	Source quality	Date	Corroboration
Conflict	Confidence	Next test	

QUALITY TEST

Confidence is about evidence, not a judgement of the candidate's worth.

D7-G13 / WORKED AND REUSABLE RECORD

Evidence confidence rubric

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A strong interview answer is marked provisional until an observed project demonstrates the same judgement.

RECORD FIELDS

Claim	**Source quality**
Date	**Corroboration**
Conflict	**Confidence**
Next test	

INTERPRETATION CHECK Confidence is about evidence, not a judgement of the candidate's worth.

D7-G14 / PRACTITIONER TOOL

Readiness rating guide

Express readiness as a conditional role-specific judgement.

FRAME AND GATHER

01 State target role, scenario, profile version and evidence date.

02 Separate capability fit from aspiration, availability, mobility and conditions.

TEST AND DECIDE

03 Use the approved readiness anchors; retain missing evidence and mandatory gates.

04 Set decision owner, development conditions and expiry date.

INPUT EVIDENCE

Role profile; fit matrix; candidate view; cover and availability records.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Candidate	Target role	Readiness	Conditions
Hard gaps	Confidence	Expiry	

QUALITY TEST

Ready now is not a promise of appointment or a transferable label for every role.

D7-G14 / WORKED AND REUSABLE RECORD

Readiness rating guide

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A person is ready for short-term cover with supervision but not yet ready for permanent appointment because of budget experience.

RECORD FIELDS

Candidate	**Target role**
Readiness	**Conditions**
Hard gaps	**Confidence**
Expiry	

INTERPRETATION CHECK Ready now is not a promise of appointment or a transferable label for every role.

D7-G15 / PRACTITIONER TOOL

Assessor integration and feedback

Integrate multiple assessor views and give usable feedback.

FRAME AND GATHER

01 Collect assessor observations against the same role requirements.

02 Resolve material disagreement by checking examples and methods.

TEST AND DECIDE

03 Explain supported strengths, gaps and the limits of the evidence.

04 Give the candidate a correction route and a development discussion.

INPUT EVIDENCE

Assessment outputs; role anchors; assessor discussion; feedback policy.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Requirement	Findings	Disagreement	Agreed view
Candidate feedback	Correction		

QUALITY TEST

Do not average unlike assessment scales into a false precision score.

D7-G15 / WORKED AND REUSABLE RECORD

Assessor integration and feedback

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

Two assessors differ on crisis judgement; they revisit the same simulation evidence before agreeing a conditional rating.

RECORD FIELDS

Requirement	**Findings**
Disagreement	**Agreed view**
Candidate feedback	**Correction**

INTERPRETATION CHECK Do not average unlike assessment scales into a false precision score.

D7-G16 / PRACTITIONER TOOL

Future-role change comparison

Compare the current role with the future target role explicitly.

FRAME AND GATHER

01 Put current and future outcomes side by side.

02 Identify new authority, scale, technology and relationships required.

TEST AND DECIDE

03 Label requirements that remain stable versus those changing by scenario.

04 Update the evidence plan and candidate opportunity map.

INPUT EVIDENCE

Current job description; future profile; strategy scenario.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Current outcome	Future outcome	Change	Evidence
Development route			

QUALITY TEST

Do not revise a profile after seeing a preferred nominee to make them fit.

D7-G16 / WORKED AND REUSABLE RECORD

Future-role change comparison

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

The future finance role adds investor reporting, so present-month-close performance alone cannot prove readiness.

RECORD FIELDS

Current outcome

Future outcome

Change

Evidence

Development route

INTERPRETATION CHECK Do not revise a profile after seeing a preferred nominee to make them fit.

D7-G17 / PRACTITIONER TOOL

Essential qualification gate

Check non-negotiable credentials before readiness discussion.

FRAME AND GATHER

01 List licences, certifications, legal powers and qualifications essential to the role.

02 Verify issuer, validity, jurisdiction and any renewal condition.

TEST AND DECIDE

03 Record what can be achieved through development and what cannot be waived.

04 Keep the appointment gate open until verified evidence is present.

INPUT EVIDENCE

Approved role profile; credential register; local professional rules.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Requirement	Holder	Issuer	Expiry
Jurisdiction	Verified status	Action	

QUALITY TEST

A high competency average cannot compensate for a missing legal licence.

D7-G17 / WORKED AND REUSABLE RECORD

Essential qualification gate

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A candidate’s professional membership has lapsed; the plan includes reinstatement but does not mark the gate met.

RECORD FIELDS

Requirement	**Holder**
Issuer	**Expiry**
Jurisdiction	**Verified status**
Action	

INTERPRETATION CHECK A high competency average cannot compensate for a missing legal licence.

D7-G18 / PRACTITIONER TOOL

Critical experience gap analysis

Identify experience that can only be gained through real work.

FRAME AND GATHER

01 Name critical decisions, scope and ambiguity the future role will face.

02 Compare the candidate's actual work history with those demands.

TEST AND DECIDE

03 Choose an assignment that provides the missing experience with safe supervision.

04 Specify observable evidence and a review point.

INPUT EVIDENCE

Role profile; project history; manager and candidate account.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Experience demand	Current evidence	Gap	Assignment
Sponsor	Review		

QUALITY TEST

Workshop attendance does not substitute for an untested high-stakes experience.

D7-G18 / WORKED AND REUSABLE RECORD

Critical experience gap analysis

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

The candidate has led one site but needs a cross-border handover; a scoped regional project offers the missing experience.

RECORD FIELDS

Experience demand	**Current evidence**
Gap	**Assignment**
Sponsor	**Review**

INTERPRETATION CHECK Workshop attendance does not substitute for an untested high-stakes experience.

D7-G19 / PRACTITIONER TOOL

Scenario-specific role evidence

Check evidence against each plausible future scenario.

FRAME AND GATHER

01 Select the scenario that changes the role most materially.

02 Identify which candidate evidence travels and which may not.

TEST AND DECIDE

03 Test the candidate with a relevant work case or assignment.

04 Record readiness as scenario-dependent where necessary.

INPUT EVIDENCE

Approved scenarios; target-role profiles; candidate evidence.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Scenario	Requirement shift	Transferable evidence	Gap
Next test			

QUALITY TEST

Do not use a single readiness label to conceal scenario differences.

D7-G19 / WORKED AND REUSABLE RECORD

Scenario-specific role evidence

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A candidate fits a steady-state operations role but lacks integration experience needed after an acquisition.

RECORD FIELDS

Scenario

Requirement shift

Transferable evidence

Gap

Next test

INTERPRETATION CHECK Do not use a single readiness label to conceal scenario differences.

D7-G20 / PRACTITIONER TOOL

Candidate capacity and availability check

Check whether a named person can actually cover the role when required.

FRAME AND GATHER

01 Ask the candidate about interest and timing through an authorised conversation.

02 Check current commitments, mobility, release conditions and contractual limits.

TEST AND DECIDE

03 Look for simultaneous demand from other critical roles.

04 Record a feasible deployment window and fallback.

INPUT EVIDENCE

Candidate aspiration; line-manager release; portfolio matrix; workforce plan.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Candidate	Target role	Available date	Release condition
Competing role	Fallback		

QUALITY TEST

Counting three role links does not create three available successors.

D7-G20 / WORKED AND REUSABLE RECORD

Candidate capacity and availability check

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

One specialist is named for three roles; the portfolio marks only one simultaneous deployment as feasible.

RECORD FIELDS

Candidate	**Target role**
Available date	**Release condition**
Competing role	**Fallback**

INTERPRETATION CHECK Counting three role links does not create three available successors.

D7-G21 / PRACTITIONER TOOL

Diagnostic synthesis and limits

Bring role, candidate and programme evidence into one bounded decision.

FRAME AND GATHER

01 Summarise future work and the role's criticality and exposure separately.

02 Show candidate options with essential gaps, evidence confidence, aspiration and availability.

TEST AND DECIDE

03 State immediate cover, development and external contingencies.

04 Record unresolved questions and the approval route into design.

INPUT EVIDENCE

SPF outputs; DIR-2.0 findings; candidate dossiers; role profile.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Role	Criticality	Exposure	Options
Evidence limits	Cover	Decision	

QUALITY TEST

Do not close a diagnostic gap with a familiar name or an invented score.

D7-G21 / WORKED AND REUSABLE RECORD

Diagnostic synthesis and limits

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

The panel confirms a critical role with two developing candidates and commissions a cover drill before calibration.

RECORD FIELDS

Role

Criticality

Exposure

Options

Evidence limits

Cover

Decision

INTERPRETATION CHECK Do not close a diagnostic gap with a familiar name or an invented score.

03 / DESIGN

Calibrate fairly. Commit to action.

How will decisions be calibrated fairly, and what funded development and continuity response will reduce exposure?



21 TOOLS / D7-S01 TO D7-S21

Handover: Approved portfolio, conditional readiness decisions, cover and development plans, ownership and residual risk.

D7-S01 / PRACTITIONER TOOL

Calibration pre-read pack

Give calibration reviewers the same bounded evidence before discussion.

FRAME AND GATHER

01 State the target role, profile version, scenario and decision requested.

02 Summarise each candidate's relevant evidence, gaps, aspiration, availability and confidence.

TEST AND DECIDE

03 Show role criticality, vacancy exposure and emergency cover in separate fields.

04 Circulate to authorised reviewers with access controls and a correction deadline.

INPUT EVIDENCE

Role profiles; candidate dossiers; risk register; access list.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Role	Decision	Profile	Candidate summary
Limitations	Reviewer	Deadline	

QUALITY TEST

No protected personal detail or unsupported potential label belongs in the pre-read.

D7-S01 / WORKED AND REUSABLE RECORD

Calibration pre-read pack

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

Panel members see that two candidates have different experience gaps and that neither is the current emergency cover.

RECORD FIELDS

Role	**Decision**
Profile	**Candidate summary**
Limitations	**Reviewer**
Deadline	

INTERPRETATION CHECK No protected personal detail or unsupported potential label belongs in the pre-read.

D7-S02 / PRACTITIONER TOOL

Evidence-led calibration guide

Run a meeting that tests evidence before consensus.

FRAME AND GATHER

01 Open with role requirements and decision rules, not candidate rank.

02 Invite each reviewer to cite relevant evidence and state uncertainty.

TEST AND DECIDE

03 Resolve disagreement by testing the source, scenario or standard.

04 Record the conditional judgement, dissent and development action.

INPUT EVIDENCE

Approved pre-read; role anchors; facilitator guide; conflict declarations.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Role	Evidence issue	Views	Resolution
Dissent	Decision	Action	

QUALITY TEST

Do not bargain a rating midpoint without resolving why reviewers differ.

D7-S02 / WORKED AND REUSABLE RECORD

Evidence-led calibration guide

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A manager's ready-now claim changes to six-month conditional after the panel checks a missing budget assignment.

RECORD FIELDS

Role

Evidence issue

Views

Resolution

Dissent

Decision

Action

INTERPRETATION CHECK Do not bargain a rating midpoint without resolving why reviewers differ.

D7-S03 / PRACTITIONER TOOL

Decision, condition and dissent log

Make uncertainty, conditions and dissent part of the formal record.

FRAME AND GATHER

01 Write the precise judgement and target-role conditions.

02 Document evidence that supports and challenges it.

TEST AND DECIDE

03 Record unresolved dissent with its materiality and follow-up.

04 Name the authorised decision owner and expiry.

INPUT EVIDENCE

Calibration notes; role profile; candidate evidence.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Decision	Condition	Source	Dissent
Owner	Expiry	Follow-up	

QUALITY TEST

A majority vote cannot convert missing essential evidence into readiness.

D7-S03 / WORKED AND REUSABLE RECORD

Decision, condition and dissent log

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

One reviewer remains concerned about regulatory judgement; the decision is provisional pending a supervised work case.

RECORD FIELDS

Decision	**Condition**
Source	**Dissent**
Owner	**Expiry**
Follow-up	

INTERPRETATION CHECK A majority vote cannot convert missing essential evidence into readiness.

D7-S04 / PRACTITIONER TOOL

Successor-role portfolio matrix

Show all successor-role links without counting people twice.

FRAME AND GATHER

01 List each critical role and candidate relationship with evidence status.

02 Separate candidate count from role-link count and mark concurrent feasibility.

TEST AND DECIDE

03 Display hard gates, aspiration and availability on each link.

04 Review coverage gaps and dependencies with an enterprise owner.

INPUT EVIDENCE

Candidate-role records; role inventory; availability and mobility.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Role	Candidate	Readiness	Conditions
Link status	Conflict	Owner	

QUALITY TEST

Do not report four successors when there are only two people.

D7-S04 / WORKED AND REUSABLE RECORD

Successor-role portfolio matrix

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

Four role links refer to two people; the portfolio shows two distinct candidates and one simultaneous cover conflict.

RECORD FIELDS

Role	**Candidate**
Readiness	**Conditions**
Link status	**Conflict**
Owner	

INTERPRETATION CHECK Do not report four successors when there are only two people.

D7-S05 / PRACTITIONER TOOL

Candidate concentration map

Find overreliance on a small number of candidates.

FRAME AND GATHER

01 Count distinct candidates and the roles for which each is named.

02 Overlay timing, current workload, geography and emergency cover.

TEST AND DECIDE

03 Simulate two vacancies occurring together.

04 Assign a second option or risk treatment where concentration is material.

INPUT EVIDENCE

Portfolio matrix; workforce plan; candidate availability.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Candidate	Role links	Simultaneous limit	Conflict
Action	Owner		

QUALITY TEST

A person cannot provide full capacity to simultaneous roles.

D7-S05 / WORKED AND REUSABLE RECORD

Candidate concentration map

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A finance specialist is the only plausible option for two regulated roles, so one requires an external contingency.

RECORD FIELDS

Candidate	**Role links**
Simultaneous limit	**Conflict**
Action	**Owner**

INTERPRETATION CHECK A person cannot provide full capacity to simultaneous roles.

D7-S06 / PRACTITIONER TOOL

Succession scenario stress test

Stress-test the plan against plausible disruption.

FRAME AND GATHER

01 Select scenarios such as concurrent vacancy, delayed development or role redesign.

02 Apply each to role criticality, cover and candidate availability separately.

TEST AND DECIDE

03 Identify the first failing service or decision and recovery time.

04 Rebuild the action plan and record residual risk.

INPUT EVIDENCE

Risk map; scenario assumptions; portfolio; cover tests.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Scenario	Affected roles	Available people	Failure point
Response	Residual risk		

QUALITY TEST

Do not treat optimistic future readiness as current emergency cover.

D7-S06 / WORKED AND REUSABLE RECORD

Succession scenario stress test

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A same-week loss of two site leaders reveals that one deputy cannot cover both locations.

RECORD FIELDS

Scenario	**Affected roles**
Available people	**Failure point**
Response	**Residual risk**

INTERPRETATION CHECK Do not treat optimistic future readiness as current emergency cover.

D7-S07 / PRACTITIONER TOOL

Successor development contract

Turn a readiness gap into a mutual, funded development agreement.

FRAME AND GATHER

01 Select one or two material gaps tied to the target role.

02 Agree the candidate's interest, opportunity, sponsor support and safe scope.

TEST AND DECIDE

03 Define observable evidence, milestones and review dates.

04 Record what happens if the opportunity or aspiration changes.

INPUT EVIDENCE

Role fit matrix; candidate discussion; assignment options.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Gap	Assignment	Candidate consent	Sponsor
Resources	Evidence	Milestone	

QUALITY TEST

A development contract is not a promise of promotion.

D7-S07 / WORKED AND REUSABLE RECORD

Successor development contract

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A candidate accepts a regional handover project to gain cross-unit judgement with quarterly feedback.

RECORD FIELDS

Gap	**Assignment**
Candidate consent	**Sponsor**
Resources	**Evidence**
Milestone	

INTERPRETATION CHECK A development contract is not a promise of promotion.

D7-S08 / PRACTITIONER TOOL

Critical experience assignment plan

Give each critical gap a real experience rather than a course label.

FRAME AND GATHER

01 Describe the decision or context the person must practise.

02 Find a stretch assignment, rotation, acting role or shadowing opportunity with authority bounds.

TEST AND DECIDE

03 Agree supervision, workload release and evidence collection.

04 Set a review that tests work performance and participant learning.

INPUT EVIDENCE

Role requirements; assignment inventory; candidate capacity.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Experience gap	Assignment	Supervisor	Release
Milestone	Evidence		

QUALITY TEST

Do not create an unsafe acting assignment to manufacture evidence.

D7-S08 / WORKED AND REUSABLE RECORD

Critical experience assignment plan

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A deputy leads an actual month-end risk committee under a sponsor, not merely a classroom simulation.

RECORD FIELDS

Experience gap	**Assignment**
Supervisor	**Release**
Milestone	**Evidence**

INTERPRETATION CHECK Do not create an unsafe acting assignment to manufacture evidence.

D7-S09 / PRACTITIONER TOOL

Emergency cover and knowledge transfer

Design emergency cover and knowledge transfer as separate capabilities.

FRAME AND GATHER

01 List work that must continue immediately and authority required to do it.

02 Nominate primary and alternate cover with capacity and access verified.

TEST AND DECIDE

03 Identify critical knowledge and rehearse its transfer.

04 Schedule a drill and set escalation when cover fails.

INPUT EVIDENCE

Continuity plan; delegation; knowledge map; cover availability.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Role	Immediate duties	Cover	Authority
Knowledge	Drill	Escalation	

QUALITY TEST

A succession candidate may not be the best emergency cover.

D7-S09 / WORKED AND REUSABLE RECORD

Emergency cover and knowledge transfer

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

The acting head can run daily service, while a separately authorised director signs regulated decisions.

RECORD FIELDS

Role	**Immediate duties**
Cover	**Authority**
Knowledge	**Drill**
Escalation	

INTERPRETATION CHECK A succession candidate may not be the best emergency cover.

D7-S10 / PRACTITIONER TOOL

Build-buy-borrow-redesign-automate choice

Compare build, buy, borrow, redesign and automate options on the same decision basis.

FRAME AND GATHER

01 State the capability gap and the time by which it must be closed.

02 Estimate lead time, cost, quality, fairness and continuity risk for each option.

TEST AND DECIDE

03 Check whether a mixed response is needed during internal development.

04 Recommend an option with assumptions, owner and fallback.

INPUT EVIDENCE

Workforce plan; market intelligence; role profile; budget.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Gap	Option	Lead time	Cost
Constraint	Chosen response	Fallback	

QUALITY TEST

Do not call a speculative technology project a guaranteed capacity saving.

D7-S10 / WORKED AND REUSABLE RECORD

Build-buy-borrow-redesign-automate choice

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

The organisation develops an internal successor, borrows specialist cover for six months and redesigns a control step.

RECORD FIELDS

Gap	**Option**
Lead time	**Cost**
Constraint	**Chosen response**
Fallback	

INTERPRETATION CHECK Do not call a speculative technology project a guaranteed capacity saving.

D7-S11 / PRACTITIONER TOOL

Candidate and manager communication

Plan honest communication with candidates and managers.

FRAME AND GATHER

01 Decide what can be shared, by whom and at which stage.

02 Explain that discussion concerns development options, not appointment entitlement.

TEST AND DECIDE

03 Give each participant relevant feedback and a correction route.

04 Tell managers what support and release time they are expected to provide.

INPUT EVIDENCE

Privacy charter; employee notice; calibration outcome; development plan.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Audience	Message	Permission	Speaker
Timing	Feedback	Record	

QUALITY TEST

Do not announce a succession slate as a list of future appointees.

D7-S11 / WORKED AND REUSABLE RECORD

Candidate and manager communication

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A candidate hears the target role and experience gap but not another candidate's confidential assessment.

RECORD FIELDS

Audience	**Message**
Permission	**Speaker**
Timing	**Feedback**
Record	

INTERPRETATION CHECK Do not announce a succession slate as a list of future appointees.

D7-S12 / PRACTITIONER TOOL

Succession sponsor guide

Secure sponsor action beyond endorsing a list.

FRAME AND GATHER

01 Ask the sponsor to confirm the role risk and future requirements.

02 Identify the assignment, exposure and decision access the sponsor can provide.

TEST AND DECIDE

03 Agree resources, boundaries and a review date.

04 Escalate an unfunded promise before approving the plan.

INPUT EVIDENCE

Critical-role map; development contracts; sponsor capacity.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Sponsor	Role	Commitment	Resource
Evidence	Due date	Escalation	

QUALITY TEST

A sponsor signature without time or opportunity does not build readiness.

D7-S12 / WORKED AND REUSABLE RECORD

Succession sponsor guide

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

The COO reserves two cross-site assignments and a monthly review for the next quarter.

RECORD FIELDS

Sponsor	**Role**
Commitment	**Resource**
Evidence	**Due date**
Escalation	

INTERPRETATION CHECK A sponsor signature without time or opportunity does not build readiness.

D7-S13 / PRACTITIONER TOOL

Role-profile version control

Keep future-role definitions traceable through changes.

FRAME AND GATHER

01 Assign each target-role profile a version and effective date.

02 Record which strategy scenario and authorised owner shaped it.

TEST AND DECIDE

03 Link evidence and readiness decisions to that version.

04 Re-open affected judgements when the profile changes.

INPUT EVIDENCE

Role architecture; strategy approval; calibration decisions.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Role ID	Version	Change	Effective date
Affected evidence	Reviewer		

QUALITY TEST

Never silently apply a new standard to a past decision.

D7-S13 / WORKED AND REUSABLE RECORD

Role-profile version control

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A revised digital licence requirement invalidates an earlier ready-now judgement until the candidate evidence is rechecked.

RECORD FIELDS

Role ID	**Version**
Change	**Effective date**
Affected evidence	**Reviewer**

INTERPRETATION CHECK Never silently apply a new standard to a past decision.

D7-S14 / PRACTITIONER TOOL

Assessment permission design

Design consent and access for sensitive assessment evidence.

FRAME AND GATHER

01 Specify the question each assessment will answer and who may administer it.

02 Set candidate notice, choice, accommodation and feedback route.

TEST AND DECIDE

03 Restrict raw outputs separately from calibrated summaries.

04 Define retention and local legal review before collection.

INPUT EVIDENCE

Assessment blueprint; privacy policy; provider terms.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Purpose	Method	Consent	Access
Retention	Feedback	Approval	

QUALITY TEST

Portal access is not blanket permission to view or download named results.

D7-S14 / WORKED AND REUSABLE RECORD

Assessment permission design

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A simulation's raw notes stay with qualified assessors while the panel sees a role-linked summary and limits.

RECORD FIELDS

Purpose

Method

Consent

Access

Retention

Feedback

Approval

INTERPRETATION CHECK Portal access is not blanket permission to view or download named results.

D7-S15 / PRACTITIONER TOOL

Conflict and recusal route

Build recusal into the decision before a conflict arises.

FRAME AND GATHER

01 Identify managers, sponsors or assessors with direct interests in a nomination.

02 Define who declares, reviews and records a conflict.

TEST AND DECIDE

03 Arrange alternate evidence review or decision authority.

04 Check the recusal record at every calibration meeting.

INPUT EVIDENCE

Governance charter; panel roster; nomination relationships.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Conflict	Person	Decision	Recusal
Alternate	Date	Reviewer	

QUALITY TEST

A declared conflict still needs a recorded practical remedy.

D7-S15 / WORKED AND REUSABLE RECORD

Conflict and recusal route

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A director who nominated a close report provides evidence but does not chair the final readiness calibration.

RECORD FIELDS

Conflict	**Person**
Decision	**Recusal**
Alternate	**Date**
Reviewer	

INTERPRETATION CHECK A declared conflict still needs a recorded practical remedy.

D7-S16 / PRACTITIONER TOOL

Development opportunity allocation

Allocate development opportunities using clear criteria.

FRAME AND GATHER

01 List scarce acting roles, projects and mentoring access.

02 Publish eligibility and role-relevant criteria to the authorised population.

TEST AND DECIDE

03 Compare access patterns and reasonable accommodation.

04 Record selections, exceptions and later outcomes.

INPUT EVIDENCE

Assignment inventory; candidate pool; fairness review.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Opportunity	Criteria	Applicants	Decision
Accommodation	Exception	Outcome	

QUALITY TEST

Do not make access to developmental work depend solely on manager advocacy.

D7-S16 / WORKED AND REUSABLE RECORD

Development opportunity allocation

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

Two candidates with the same gap receive equivalent evidence opportunities on different projects.

RECORD FIELDS

Opportunity

Criteria

Applicants

Decision

Accommodation

Exception

Outcome

INTERPRETATION CHECK Do not make access to developmental work depend solely on manager advocacy.

D7-S17 / PRACTITIONER TOOL

Simultaneous vacancy response

Design a response when two vacancies occur together.

FRAME AND GATHER

01 Select the role pair and the timing assumption.

02 Test candidate overlap, cover authority and actual capacity.

TEST AND DECIDE

03 Trace the effect on linked teams and controls.

04 Create distinct primary and fallback actions with an escalation owner.

INPUT EVIDENCE

Role portfolio; cover plans; scenario stress test.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Vacancy pair	Simultaneous capacity	Control gap	Primary
Fallback	Owner		

QUALITY TEST

A single name on two cards is not two simultaneous covers.

D7-S17 / WORKED AND REUSABLE RECORD

Simultaneous vacancy response

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

One candidate can cover a site manager role, while an external interim covers the separate regulatory post.

RECORD FIELDS

Vacancy pair	**Simultaneous capacity**
Control gap	**Primary**
Fallback	**Owner**

INTERPRETATION CHECK A single name on two cards is not two simultaneous covers.

D7-S18 / PRACTITIONER TOOL

Cross-function mobility conditions

Set conditions for cross-function moves before naming a destination.

FRAME AND GATHER

01 Check the target role's essential capability and candidate aspiration.

02 Identify work-pattern, location, release and compensation implications.

TEST AND DECIDE

03 Agree an experience bridge and return or alternative route.

04 Record approvals and candidate decision points.

INPUT EVIDENCE

Role profile; career pathway; mobility policy; employee view.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Origin	Target	Gap	Mobility condition
Release	Bridge	Choice	

QUALITY TEST

Do not describe a mobility possibility as a committed transfer.

D7-S18 / WORKED AND REUSABLE RECORD

Cross-function mobility conditions

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A technical specialist explores an operations role through a six-month project before deciding on a permanent move.

RECORD FIELDS

Origin	**Target**
Gap	**Mobility condition**
Release	**Bridge**
Choice	

INTERPRETATION CHECK Do not describe a mobility possibility as a committed transfer.

D7-S19 / PRACTITIONER TOOL

External contingency design

Preserve an external option where internal readiness cannot close risk in time.

FRAME AND GATHER

01 State the capability and time window not covered internally.

02 Map credible external sources, lead times and approval constraints.

TEST AND DECIDE

03 Define a trigger to start search or interim contracting.

04 Review cost and fairness alongside internal development.

INPUT EVIDENCE

Market evidence; recruitment process; risk register; budget.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Role	Gap	Market source	Lead time
Trigger	Interim	Owner	

QUALITY TEST

An external pipeline is not a named available successor until verified.

D7-S19 / WORKED AND REUSABLE RECORD

External contingency design

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

The employer maintains an approved search brief for a licence role while a candidate completes accreditation.

RECORD FIELDS

Role	**Gap**
Market source	**Lead time**
Trigger	**Interim**
Owner	

INTERPRETATION CHECK An external pipeline is not a named available successor until verified.

D7-S20 / PRACTITIONER TOOL

Knowledge transfer architecture

Arrange transfer of know-how that a job description does not capture.

FRAME AND GATHER

01 Identify decisions, relationships and exceptions that only the incumbent understands.

02 Choose shadowing, documented cases and supervised practice for each.

TEST AND DECIDE

03 Check confidentiality and the willingness of both parties.

04 Test the alternate's use of the knowledge before declaring coverage.

INPUT EVIDENCE

Incident history; process records; incumbent and alternate interviews.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Knowledge item	Owner	Transfer method	Test
Evidence	Date		

QUALITY TEST

A document repository alone is not evidence of usable knowledge.

D7-S20 / WORKED AND REUSABLE RECORD

Knowledge transfer architecture

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A deputy rehearses a difficult regulator escalation using past cases before taking the next live handover.

RECORD FIELDS

Knowledge item	**Owner**
Transfer method	**Test**
Evidence	**Date**

INTERPRETATION CHECK A document repository alone is not evidence of usable knowledge.

D7-S21 / PRACTITIONER TOOL

Succession plan approval gate

Approve a plan that funds action and discloses residual risk.

FRAME AND GATHER

01 Check the three SPF outputs: risk map, evidence record and development/continuity plan.

02 Confirm each action has owner, resources, date and success evidence.

TEST AND DECIDE

03 List material gaps, dissent, privacy limits and external dependencies.

04 Obtain authorised approval and schedule review triggers.

INPUT EVIDENCE

SPF records; calibration log; funding decisions; risk register.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Plan version	Approved actions	Residual risk	Funding
Approver	Review		

QUALITY TEST

Approval records uncertainty; it does not erase unresolved exposure.

D7-S21 / WORKED AND REUSABLE RECORD

Succession plan approval gate

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

The board approves two assignments and interim cover while retaining a visible red risk for an unlicensed role.

RECORD FIELDS

Plan version	**Approved actions**
Residual risk	**Funding**
Approver	**Review**

INTERPRETATION CHECK Approval records uncertainty; it does not erase unresolved exposure.

04 / DELIVER

Create experience. Test real cover.

Are candidates getting real work experiences and is immediate cover tested rather than assumed?



21 TOOLS / D7-L01 TO D7-L21

Handover: Live assignments, feedback, consent, sponsor release, cover drills and milestone evidence.

D7-L01 / PRACTITIONER TOOL

Programme launch conversation

Start the approved succession cycle with a shared understanding of work and boundaries.

FRAME AND GATHER

01 Present the strategic scope, critical-work criteria and named decision owners.

02 Explain candidate access, confidential records and the difference between cover and readiness.

TEST AND DECIDE

03 Agree the first evidence and development milestones.

04 Capture unresolved questions and assign follow-up owners.

INPUT EVIDENCE

Approved charter; critical-work map; communication plan.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Audience	Message	Decisions	Questions
Owner	Due date		

QUALITY TEST

Do not present a list of favoured people as the programme purpose.

D7-L01 / WORKED AND REUSABLE RECORD

Programme launch conversation

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

The sponsor launches a 12-role cycle and names HR as methodology owner while managers own work evidence.

RECORD FIELDS

Audience	**Message**
Decisions	**Questions**
Owner	**Due date**

INTERPRETATION CHECK Do not present a list of favoured people as the programme purpose.

D7-L02 / PRACTITIONER TOOL

Candidate consent confirmation

Confirm a candidate knows and accepts the specific evidence route.

FRAME AND GATHER

01 Explain the target role or pool and the information to be collected.

02 Check choice, accommodation, language and feedback preferences.

TEST AND DECIDE

03 Record consent or the relevant authorised basis and its limits.

04 Pause or redirect the process if the person does not wish to proceed.

INPUT EVIDENCE

Participant notice; assessment plan; local privacy advice.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Candidate	Purpose	Method	Choice
Accommodation	Permission date	Next step	

QUALITY TEST

A general employee record does not substitute for an informed candidate conversation.

D7-L02 / WORKED AND REUSABLE RECORD

Candidate consent confirmation

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A candidate agrees to a work simulation but declines a geographic move; the records keep those decisions separate.

RECORD FIELDS

Candidate	**Purpose**
Method	**Choice**
Accommodation	**Permission date**
Next step	

INTERPRETATION CHECK A general employee record does not substitute for an informed candidate conversation.

D7-L03 / PRACTITIONER TOOL

Manager release briefing

Help line managers release candidates for real developmental work.

FRAME AND GATHER

01 Show the target-role gap and proposed assignment.

02 Agree workload coverage, decision authority and timing with the current manager.

TEST AND DECIDE

03 Explain how performance in the present role will still be supported.

04 Confirm the manager's commitment and escalation if release fails.

INPUT EVIDENCE

Development contract; workload plan; sponsor approval.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Candidate	Assignment	Release hours	Cover
Manager	Start	Escalation	

QUALITY TEST

Do not call an unfunded assignment a development action.

D7-L03 / WORKED AND REUSABLE RECORD

Manager release briefing

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A candidate receives one day per week for a cross-site project while the team has temporary cover.

RECORD FIELDS

Candidate	**Assignment**
Release hours	**Cover**
Manager	**Start**
Escalation	

INTERPRETATION CHECK Do not call an unfunded assignment a development action.

D7-L04 / PRACTITIONER TOOL

Structured evidence collection

Collect comparable work evidence against the approved profile.

FRAME AND GATHER

01 Give reviewers the same target-role requirement and evidence prompt.

02 Record an actual episode, the candidate's action and observed result.

TEST AND DECIDE

03 Note date, context, observer and alternative explanation.

04 Store the evidence in the restricted dossier for later calibration.

INPUT EVIDENCE

Role profile; work records; assessor guide.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Requirement	Episode	Action	Result
Observer	Date	Limitation	

QUALITY TEST

Avoid hindsight praise without a concrete work example.

D7-L04 / WORKED AND REUSABLE RECORD

Structured evidence collection

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A service recovery case records how the candidate coordinated two teams and what the customer received.

RECORD FIELDS

Requirement

Episode

Action

Result

Observer

Date

Limitation

INTERPRETATION CHECK Avoid hindsight praise without a concrete work example.

D7-L05 / PRACTITIONER TOOL

Assessment scheduling and accommodation

Deliver assessments with consistent access and qualified oversight.

FRAME AND GATHER

01 Confirm method, assessor competence and candidate notice.

02 Arrange approved accommodations and technology checks before the session.

TEST AND DECIDE

03 Use versioned instructions and record deviations.

04 Give the promised feedback and secure raw outputs afterward.

INPUT EVIDENCE

Assessment blueprint; participant needs; assessor roster.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Method	Date	Assessor	Accommodation
Deviation	Feedback	Storage	

QUALITY TEST

A cancelled or compromised assessment cannot be scored as missing capability.

D7-L05 / WORKED AND REUSABLE RECORD

Assessment scheduling and accommodation

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A structured simulation is rescheduled when the candidate's accessibility setup fails the pre-check.

RECORD FIELDS

Method	**Date**
Assessor	**Accommodation**
Deviation	**Feedback**
Storage	

INTERPRETATION CHECK A cancelled or compromised assessment cannot be scored as missing capability.

D7-L06 / PRACTITIONER TOOL

Calibration meeting run sheet

Run the agreed calibration sequence with evidence in front of the panel.

FRAME AND GATHER

01 Reconfirm conflicts and the role-profile version at the opening.

02 Review mandatory gates before comparative judgements.

TEST AND DECIDE

03 Test evidence, confidence, aspiration and availability in turn.

04 Log conditions, dissent and next actions before closing.

INPUT EVIDENCE

Calibration pre-read; conflict log; evidence dossiers.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Panel	Role	Gate	Evidence
Judgement	Dissent	Owner	

QUALITY TEST

Do not negotiate a label merely to finish the meeting.

D7-L06 / WORKED AND REUSABLE RECORD

Calibration meeting run sheet

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

The panel separates a ready-for-cover conclusion from a conditional twelve-month development route.

RECORD FIELDS

Panel	**Role**
Gate	**Evidence**
Judgement	**Dissent**
Owner	

INTERPRETATION CHECK Do not negotiate a label merely to finish the meeting.

D7-L07 / PRACTITIONER TOOL

Candidate feedback conversation

Give the candidate an honest, useful development account.

FRAME AND GATHER

01 Explain which target-role requirements have strong evidence.

02 Discuss specific gaps and what evidence would alter the judgement.

TEST AND DECIDE

03 Invite correction, candidate aspiration and preferred support.

04 Agree one or two next experiences with dates and an owner.

INPUT EVIDENCE

Calibrated decision; candidate evidence; communication guide.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Strength	Gap	Evidence limit	Candidate view
Action	Review		

QUALITY TEST

Do not compare the candidate with other named people.

D7-L07 / WORKED AND REUSABLE RECORD

Candidate feedback conversation

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

The candidate hears that cross-border decisions are untested and accepts a supervised project to build that evidence.

RECORD FIELDS

Strength	**Gap**
Evidence limit	**Candidate view**
Action	**Review**

INTERPRETATION CHECK Do not compare the candidate with other named people.

D7-L08 / PRACTITIONER TOOL

Stretch assignment launch

Start a stretch assignment with safe scope and testable outcomes.

FRAME AND GATHER

01 Define the role-relevant decision or work product to be practised.

02 Set authority, support, workload and risk limits.

TEST AND DECIDE

03 Agree observation points and criteria for a meaningful result.

04 Hold an early check-in and change the assignment if unsafe or unproductive.

INPUT EVIDENCE

Development contract; project brief; sponsor capacity.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Assignment	Target capability	Authority	Support
Milestone	Evidence		

QUALITY TEST

Stretch must be developmental, not an unsupported transfer of risk.

D7-L08 / WORKED AND REUSABLE RECORD

Stretch assignment launch

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A candidate leads one regional service redesign with an executive sponsor and a defined decision boundary.

RECORD FIELDS

Assignment	**Target capability**
Authority	**Support**
Milestone	**Evidence**

INTERPRETATION CHECK Stretch must be developmental, not an unsupported transfer of risk.

D7-L09 / PRACTITIONER TOOL

Acting-role trial

Use a time-bound acting trial to test role demands responsibly.

FRAME AND GATHER

01 Select a vacancy or planned cover period with clear authority.

02 Separate duties the acting candidate may perform from delegated decisions they may not.

TEST AND DECIDE

03 Arrange feedback from work recipients and the accountable leader.

04 Record what the trial proves, what remains untested and the next decision.

INPUT EVIDENCE

Cover plan; delegation; role requirements; work outputs.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Acting scope	Dates	Authority	Observed work
Gap	Next action		

QUALITY TEST

A successful temporary trial is evidence, not automatic permanent appointment.

D7-L09 / WORKED AND REUSABLE RECORD

Acting-role trial

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

An acting director manages the team for six weeks but regulated signatures remain with an authorised officer.

RECORD FIELDS

Acting scope	**Dates**
Authority	**Observed work**
Gap	**Next action**

INTERPRETATION CHECK A successful temporary trial is evidence, not automatic permanent appointment.

D7-L10 / PRACTITIONER TOOL

Cross-function rotation

Build cross-function experience without losing the current role's obligations.

FRAME AND GATHER

01 Choose a host assignment that meets a specific future-role gap.

02 Agree release, host supervisor, output and return arrangements.

TEST AND DECIDE

03 Check candidate interest and practical mobility conditions.

04 Review evidence at the midpoint and close.

INPUT EVIDENCE

Career plan; mobility policy; host project.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Origin	Host	Gap	Dates
Release	Output	Supervisor	Review

QUALITY TEST

A rotation title is not evidence unless the person did relevant work.

D7-L10 / WORKED AND REUSABLE RECORD

Cross-function rotation

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A specialist spends a quarter with operations to learn the customer impact of technical decisions.

RECORD FIELDS

Origin	**Host**
Gap	**Dates**
Release	**Output**
Supervisor	**Review**

INTERPRETATION CHECK A rotation title is not evidence unless the person did relevant work.

D7-L11 / PRACTITIONER TOOL

Mentor pairing for role knowledge

Pair a mentor to transfer judgement and opportunity with clear boundaries.

FRAME AND GATHER

01 Identify a target-role experience gap that a mentor can illuminate.

02 Match on relevant experience, availability and absence of conflict.

TEST AND DECIDE

03 Agree confidentiality, access opportunities and participant agency.

04 Check a workplace application rather than session count.

INPUT EVIDENCE

Development contract; mentoring policy; mentor availability.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Gap	Mentor	Agreement	Experience
Work application	Review		

QUALITY TEST

A mentor cannot certify readiness or promise a future role.

D7-L11 / WORKED AND REUSABLE RECORD

Mentor pairing for role knowledge

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A retiring expert shares cases and invites the candidate to observe one regulator discussion, then debriefs decisions.

RECORD FIELDS

Gap	**Mentor**
Agreement	**Experience**
Work application	**Review**

INTERPRETATION CHECK A mentor cannot certify readiness or promise a future role.

D7-L12 / PRACTITIONER TOOL

Sponsor access commitment

Turn sponsor support into concrete access and decisions.

FRAME AND GATHER

01 Present the critical experience the candidate needs.

02 Ask the sponsor for an actual project, forum or decision exposure.

TEST AND DECIDE

03 Agree boundaries, coaching support and what evidence will be recorded.

04 Confirm the sponsor's follow-through at the next review.

INPUT EVIDENCE

Sponsor guide; assignment plan; business calendar.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Sponsor	Opportunity	Access	Boundary
Evidence	Date		

QUALITY TEST

Visibility alone is not a developmental outcome.

D7-L12 / WORKED AND REUSABLE RECORD

Sponsor access commitment

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A COO invites the candidate to chair two integration reviews with feedback on trade-offs.

RECORD FIELDS

Sponsor	**Opportunity**
Access	**Boundary**
Evidence	**Date**

INTERPRETATION CHECK Visibility alone is not a developmental outcome.

D7-L13 / PRACTITIONER TOOL

Knowledge-transfer sprint

Transfer fragile knowledge in a short, tested cycle.

FRAME AND GATHER

01 Select the decisions or exceptions most vulnerable to loss.

02 Have the holder explain real cases, then let the alternate practise under supervision.

TEST AND DECIDE

03 Document the decision path and necessary access.

04 Test the alternate's response without the holder supplying the answer.

INPUT EVIDENCE

Knowledge map; past cases; alternate authority.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Knowledge item	Case	Practice	Test
Gap	Owner	Date	

QUALITY TEST

A folder of notes is not proven continuity.

D7-L13 / WORKED AND REUSABLE RECORD

Knowledge-transfer sprint

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A deputy resolves a simulated supplier failure using the recorded escalation path without prompting.

RECORD FIELDS

Knowledge item	**Case**
Practice	**Test**
Gap	**Owner**
Date	

INTERPRETATION CHECK A folder of notes is not proven continuity.

D7-L14 / PRACTITIONER TOOL

Emergency cover drill

Test immediate cover before treating it as available.

FRAME AND GATHER

01 Choose an absence scenario and launch without coaching the cover holder.

02 Check access, authority, capacity and service continuity.

TEST AND DECIDE

03 Record elapsed time, missed decisions and escalation points.

04 Correct the plan and schedule a repeat test.

INPUT EVIDENCE

Emergency plan; delegation; service standards.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Scenario	Cover	Start time	Decisions
Failures	Corrections	Retest	

QUALITY TEST

A paper plan is not a tested cover arrangement.

D7-L14 / WORKED AND REUSABLE RECORD

Emergency cover drill

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

The deputy can access the dashboard but not the procurement approval system; the gap is fixed before the retest.

RECORD FIELDS

Scenario	**Cover**
Start time	**Decisions**
Failures	**Corrections**
Retest	

INTERPRETATION CHECK A paper plan is not a tested cover arrangement.

D7-L15 / PRACTITIONER TOOL

External pipeline activation

Activate external supply only when the agreed trigger is met.

FRAME AND GATHER

01 Check the role profile, unresolved internal gap and time horizon.

02 Confirm budget, recruitment authority and fair selection route.

TEST AND DECIDE

03 Brief the market or approved partner with job-relevant evidence needs.

04 Track lead time and keep interim cover independent.

INPUT EVIDENCE

External contingency; recruitment policy; role profile.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Trigger	Authorisation	Market channel	Lead time
Interim cover	Status		

QUALITY TEST

Do not imply a market conversation equals an available external successor.

D7-L15 / WORKED AND REUSABLE RECORD

External pipeline activation

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A delayed licence completion activates the approved external search while interim sign-off remains covered.

RECORD FIELDS

Trigger	**Authorisation**
Market channel	**Lead time**
Interim cover	**Status**

INTERPRETATION CHECK Do not imply a market conversation equals an available external successor.

D7-L16 / PRACTITIONER TOOL

Portfolio deployment check

Reconcile role links with real simultaneous deployment capacity.

FRAME AND GATHER

01 Update the portfolio with current candidate commitments.

02 Mark each person's feasible role and timing under the active scenario.

TEST AND DECIDE

03 Resolve overlapping acting, cover and development assignments.

04 Escalate remaining uncovered roles and revise fallback.

INPUT EVIDENCE

Portfolio matrix; manager release; cover rota.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Candidate	Linked roles	Current capacity	Conflict
Decision	Fallback		

QUALITY TEST

Role-link count is not headcount.

D7-L16 / WORKED AND REUSABLE RECORD

Portfolio deployment check

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

One candidate can take a stretch assignment or emergency cover, but not both during the same month.

RECORD FIELDS

Candidate	**Linked roles**
Current capacity	**Conflict**
Decision	**Fallback**

INTERPRETATION CHECK Role-link count is not headcount.

D7-L17 / PRACTITIONER TOOL

Action-owner tracker

Keep approved succession actions owned and visible.

FRAME AND GATHER

01 Load every development, cover and sourcing action from the decision record.

02 Assign one accountable owner, due date, resource and evidence of completion.

TEST AND DECIDE

03 Review overdue or blocked actions at the promised cadence.

04 Escalate risk when the action cannot be delivered.

INPUT EVIDENCE

Approved plan; development contracts; risk register.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Action	Linked risk	Owner	Due
Resource	Evidence	Escalation	

QUALITY TEST

A completed checkbox requires evidence of the intended work change.

D7-L17 / WORKED AND REUSABLE RECORD

Action-owner tracker

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A rotation delayed by six weeks appears as a readiness risk, not merely a project scheduling issue.

RECORD FIELDS

Action	**Linked risk**
Owner	**Due**
Resource	**Evidence**
Escalation	

INTERPRETATION CHECK A completed checkbox requires evidence of the intended work change.

D7-L18 / PRACTITIONER TOOL

Development funding release

Release funding and time before a plan is represented as active.

FRAME AND GATHER

01 Price assignments, cover, assessment and external contingencies.

02 Confirm budget authority and manager release.

TEST AND DECIDE

03 Record conditions or staged approvals.

04 Update the programme plan to show funded versus proposed actions.

INPUT EVIDENCE

Budget; sponsor approval; manager capacity; action register.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Action	Cost	Release time	Approver
Condition	Status	Date	

QUALITY TEST

Do not report an unfunded plan as a delivered development pathway.

D7-L18 / WORKED AND REUSABLE RECORD

Development funding release

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A cross-border assignment remains proposed until travel, cover and supervision are approved.

RECORD FIELDS

Action	**Cost**
Release time	**Approver**
Condition	**Status**
Date	

INTERPRETATION CHECK Do not report an unfunded plan as a delivered development pathway.

D7-L19 / PRACTITIONER TOOL

Accessible participation check

Make each assessment and opportunity accessible in practice.

FRAME AND GATHER

01 Ask what language, format, timing or work-pattern support is needed.

02 Apply approved adjustments without changing essential role requirements.

TEST AND DECIDE

03 Check access to projects and acting opportunities across locations.

04 Record barriers removed and any unresolved issues for the fairness review.

INPUT EVIDENCE

Participant view; accessibility policy; assignment distribution.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Opportunity	Barrier	Adjustment	Owner
Candidate feedback	Review		

QUALITY TEST

A fair process requires comparable opportunity, not identical logistics.

D7-L19 / WORKED AND REUSABLE RECORD

Accessible participation check

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A remote candidate receives an equivalent live project and structured evidence route to a headquarters acting assignment.

RECORD FIELDS

Opportunity	**Barrier**
Adjustment	**Owner**
Candidate feedback	**Review**

INTERPRETATION CHECK A fair process requires comparable opportunity, not identical logistics.

D7-L20 / PRACTITIONER TOOL

Candidate withdrawal response

Respond to a candidate's change of mind without concealing the portfolio risk.

FRAME AND GATHER

01 Confirm the person's current choice privately and without pressure.

02 Withdraw or limit the role link according to their permission.

TEST AND DECIDE

03 Update cover, concentration and sourcing actions immediately.

04 Offer a different development route if wanted.

INPUT EVIDENCE

Candidate conversation; consent record; portfolio.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Candidate choice	Affected role	Risk change	Action
Owner	Date		

QUALITY TEST

Do not keep an unwilling person on a ready-now list.

D7-L20 / WORKED AND REUSABLE RECORD

Candidate withdrawal response

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A candidate opts out of a relocation role; the plan reopens external sourcing and offers a specialist path.

RECORD FIELDS

Candidate choice	**Affected role**
Risk change	**Action**
Owner	**Date**

INTERPRETATION CHECK Do not keep an unwilling person on a ready-now list.

D7-L21 / PRACTITIONER TOOL

Milestone evidence capture

Capture evidence at milestones rather than waiting for an annual meeting.

FRAME AND GATHER

01 Choose the work product and behaviour expected from the assignment.

02 Ask the candidate, supervisor and recipients for bounded observations.

TEST AND DECIDE

03 Compare the evidence with the target-role requirement and note remaining gaps.

04 Update development actions while preserving the existing readiness decision history.

INPUT EVIDENCE

Assignment plan; work outputs; feedback; target-role profile.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Milestone	Evidence	Source	Candidate reflection
Gap	Next action		

QUALITY TEST

One positive episode should not silently upgrade every readiness dimension.

D7-L21 / WORKED AND REUSABLE RECORD

Milestone evidence capture

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

After a regional handover, the candidate demonstrates stakeholder alignment but still needs exposure to budget trade-offs.

RECORD FIELDS

Milestone	**Evidence**
Source	**Candidate reflection**
Gap	**Next action**

INTERPRETATION CHECK One positive episode should not silently upgrade every readiness dimension.

05 / REVIEW

Renew the evidence. Decide what follows.

What changed in critical work, readiness, cover, fairness and action delivery, and what must be renewed?



21 TOOLS / D7-R01 TO D7-R21

Handover: Assurance, refreshed profiles and evidence, corrected actions, residual risk and next-cycle commission.

D7-R01 / PRACTITIONER TOOL

Annual succession assurance register

Give executives an honest annual account of succession exposure and action.

FRAME AND GATHER

01 Reconcile the approved role scope and current strategic scenario.

02 Summarise criticality, exposure, tested cover, role-specific readiness and concentration separately.

TEST AND DECIDE

03 Disclose missing evidence, unresolved gaps and action delivery.

04 Obtain the authorised assurance decision and set the next review.

INPUT EVIDENCE

Role register; portfolio; action log; risk reviews.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Period	Scope	Key risks	Coverage
Limitations	Decisions	Approver	

QUALITY TEST

An assurance statement is not a guarantee that vacancies can all be filled.

D7-R01 / WORKED AND REUSABLE RECORD

Annual succession assurance register

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

The annual statement reports improved cover for eight roles and an unresolved licence gap for one enterprise-critical post.

RECORD FIELDS

Period

Scope

Key risks

Coverage

Limitations

Decisions

Approver

INTERPRETATION CHECK An assurance statement is not a guarantee that vacancies can all be filled.

D7-R02 / PRACTITIONER TOOL

Executive succession dashboard

Display a small set of measures without hiding uncertainty.

FRAME AND GATHER

01 Define each measure, population, date and source.

02 Show critical roles, tested cover, distinct candidates, readiness and action status separately.

TEST AND DECIDE

03 Flag missing or expired data and concentrated candidates.

04 Give every red or amber item a route to its evidence and owner.

INPUT EVIDENCE

Approved registers; candidate-role matrix; action history.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Measure	Numerator	Denominator	Date
Exception	Owner		

QUALITY TEST

Do not use a single composite colour to obscure a hard gap.

D7-R02 / WORKED AND REUSABLE RECORD

Executive succession dashboard

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A dashboard shows 12 critical roles, nine with tested cover and seven distinct potential successors; it does not add role links as people.

RECORD FIELDS

Measure	**Numerator**
Denominator	**Date**
Exception	**Owner**

INTERPRETATION CHECK Do not use a single composite colour to obscure a hard gap.

D7-R03 / PRACTITIONER TOOL

Quarterly risk review pack

Revisit exposure and delivery on a quarterly cadence.

FRAME AND GATHER

01 Identify changes in strategy, role profiles, incumbency and candidate availability.

02 Review red risks, cover tests and overdue development actions.

TEST AND DECIDE

03 Recalculate only measures with valid current inputs.

04 Record decisions, owners and the trigger for earlier review.

INPUT EVIDENCE

Quarterly role updates; action register; cover tests.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Role	Change	Exposure	Action status
Decision	Owner	Next date	

QUALITY TEST

Do not roll forward a readiness label solely because no meeting occurred.

D7-R03 / WORKED AND REUSABLE RECORD

Quarterly risk review pack

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A delayed cross-site assignment keeps a successor in the six-month conditional category and triggers interim cover.

RECORD FIELDS

Role	**Change**
Exposure	**Action status**
Decision	**Owner**
Next date	

INTERPRETATION CHECK Do not roll forward a readiness label solely because no meeting occurred.

D7-R04 / PRACTITIONER TOOL

Appointment and transition outcome

Learn whether an actual appointment and transition worked.

FRAME AND GATHER

01 Define the role requirement and decision evidence available at appointment.

02 Review transition outcomes, support, recipient feedback and surprises at agreed intervals.

TEST AND DECIDE

03 Compare predicted readiness with observed performance while allowing context.

04 Adjust profiles, methods or development support for the next decision.

INPUT EVIDENCE

Appointment record; onboarding plan; work outcomes; participant account.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Role	Expected readiness	Transition evidence	Context
Learning	Action		

QUALITY TEST

Do not blame a candidate for a system or sponsor failure.

D7-R04 / WORKED AND REUSABLE RECORD

Appointment and transition outcome

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

An appointee succeeds operationally but needed more stakeholder support; future plans add a regional briefing assignment.

RECORD FIELDS

Role	**Expected readiness**
Transition evidence	**Context**
Learning	**Action**

INTERPRETATION CHECK Do not blame a candidate for a system or sponsor failure.

D7-R05 / PRACTITIONER TOOL

Process maturity and validation

Test whether the succession process itself improved.

FRAME AND GATHER

01 Repeat the appropriate DIR-2.0 diagnostic route with comparable participants and scope.

02 Check observable behaviour against the eight dimension criteria.

TEST AND DECIDE

03 Compare survey signals with other evidence and note method changes.

04 Update process actions without confusing maturity with candidate quality.

INPUT EVIDENCE

DIR-2.0 data; governance records; interviews; prior baseline.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Dimension	Baseline	Current evidence	Method
Limitation	Action		

QUALITY TEST

The four-level practice guide is a transparent operating convention, not a validated norm.

D7-R05 / WORKED AND REUSABLE RECORD

Process maturity and validation

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

Nomination fairness improves after open criteria, but calibration records still lack dissent, so the process action remains open.

RECORD FIELDS

Dimension	**Baseline**
Current evidence	**Method**
Limitation	**Action**

INTERPRETATION CHECK The four-level practice guide is a transparent operating convention, not a validated norm.

D7-R06 / PRACTITIONER TOOL

Succession data audit and retention

Keep named succession data accurate, restricted and time-bounded.

FRAME AND GATHER

01 Inventory the candidate, assessment and decision records held in each system.

02 Check source, permission, access log, version and retention date.

TEST AND DECIDE

03 Correct stale or duplicated role links and dispose of records under approved rules.

04 Record exceptions and the next audit owner.

INPUT EVIDENCE

Privacy policy; access logs; data inventory; records schedule.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Record	Purpose	Holder	Access
Accuracy	Retention	Correction	

QUALITY TEST

Do not leave sensitive named evidence in public toolkit files or broad shared folders.

D7-R06 / WORKED AND REUSABLE RECORD

Succession data audit and retention

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

An expired simulation result is removed from the current dossier while its decision history is retained only as policy permits.

RECORD FIELDS

Record	**Purpose**
Holder	**Access**
Accuracy	**Retention**
Correction	

INTERPRETATION CHECK Do not leave sensitive named evidence in public toolkit files or broad shared folders.

D7-R07 / PRACTITIONER TOOL

Critical-role scope refresh

Refresh which work is critical as strategy changes.

FRAME AND GATHER

01 Review new services, controls, technology and operating model changes.

02 Test whether old critical-role scores still describe current work.

TEST AND DECIDE

03 Add or remove roles through the approved criteria and exception route.

04 Reissue the scope and explain material changes.

INPUT EVIDENCE

Strategy update; role inventory; criticality evidence.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Role	Prior tier	New work	Evidence
Decision	Effective date		

QUALITY TEST

Do not preserve a role in the plan only because it appeared last year.

D7-R07 / WORKED AND REUSABLE RECORD

Critical-role scope refresh

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A newly regulated data service creates a critical specialist role while an obsolete reporting post leaves scope.

RECORD FIELDS

Role	**Prior tier**
New work	**Evidence**
Decision	**Effective date**

INTERPRETATION CHECK Do not preserve a role in the plan only because it appeared last year.

D7-R08 / PRACTITIONER TOOL

Strategic scenario assumption refresh

Keep scenario assumptions visible and current.

FRAME AND GATHER

01 List the scenarios used in role and supply decisions.

02 Compare actual demand and strategic signals with each assumption.

TEST AND DECIDE

03 Retire or revise scenarios through the approved owner.

04 Recheck role profiles and coverage affected by the change.

INPUT EVIDENCE

Strategy; workforce forecasts; approved scenario register.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Scenario	Assumption	Signal	Change
Affected role	Owner		

QUALITY TEST

Do not silently recalculate historical decisions under a new scenario.

D7-R08 / WORKED AND REUSABLE RECORD

Strategic scenario assumption refresh

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A planned acquisition does not proceed, so integration-role demand is reduced and candidates' development plans are reconsidered.

RECORD FIELDS

Scenario	**Assumption**
Signal	**Change**
Affected role	**Owner**

INTERPRETATION CHECK Do not silently recalculate historical decisions under a new scenario.

D7-R09 / PRACTITIONER TOOL

Readiness evidence expiry check

Expire readiness when its evidence or role basis expires.

FRAME AND GATHER

01 Find the role profile version, evidence date and stated readiness conditions.

02 Check qualification validity, assignment outcomes and changed role demands.

TEST AND DECIDE

03 Reconfirm aspiration and availability where relevant.

04 Renew, downgrade or mark unassessed with a documented reason.

INPUT EVIDENCE

Readiness log; credential register; role version history.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Candidate	Role	Old status	Changed evidence
New status	Owner		

QUALITY TEST

A stale label is not current evidence.

D7-R09 / WORKED AND REUSABLE RECORD

Readiness evidence expiry check

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A ready-now conclusion expires after the role adds a mandatory digital control and must be re-evidenced.

RECORD FIELDS

Candidate	**Role**
Old status	**Changed evidence**
New status	**Owner**

INTERPRETATION CHECK A stale label is not current evidence.

D7-R10 / PRACTITIONER TOOL

Aspiration reconfirmation

Reconfirm the person's interest as opportunities become real.

FRAME AND GATHER

01 Explain the target role and likely timing without promising appointment.

02 Ask what has changed in interest, location, work pattern and life constraints.

TEST AND DECIDE

03 Record only the choice and conditions needed for the succession decision.

04 Update role links and sourcing alternatives promptly.

INPUT EVIDENCE

Candidate conversation; career plan; consent record.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Candidate	Role	Interest	Conditions
Date	Permission	Action	

QUALITY TEST

Do not interpret changed aspiration as a performance failure.

D7-R10 / WORKED AND REUSABLE RECORD

Aspiration reconfirmation

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A candidate now prefers a technical route, so the manager withdraws them from a people-leadership slate.

RECORD FIELDS

Candidate	**Role**
Interest	**Conditions**
Date	**Permission**
Action	

INTERPRETATION CHECK Do not interpret changed aspiration as a performance failure.

D7-R11 / PRACTITIONER TOOL

Vacancy exposure movement

Track whether vacancy risk has actually changed.

FRAME AND GATHER

01 Compare the same horizon and objective indicators as the prior exposure review.

02 Check any changes in cover, knowledge transfer and candidate availability.

TEST AND DECIDE

03 Explain which component moved and why.

04 Update mitigation before reporting a new exposure band.

INPUT EVIDENCE

Vacancy exposure record; cover tests; role changes.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Role	Prior VEI	Current evidence	Movement
Action	Review		

QUALITY TEST

Do not use age or another protected-trait proxy for departure risk.

D7-R11 / WORKED AND REUSABLE RECORD

Vacancy exposure movement

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A tested alternate reduces exposure even though the role remains structurally critical.

RECORD FIELDS

Role	**Prior VEI**
Current evidence	**Movement**
Action	**Review**

INTERPRETATION CHECK Do not use age or another protected-trait proxy for departure risk.

D7-R12 / PRACTITIONER TOOL

Coverage depth audit

Review the depth of credible cover, not just whether a name exists.

FRAME AND GATHER

01 Count tested emergency cover and role-specific successor options separately.

02 Check candidate distinctness and simultaneous deployability.

TEST AND DECIDE

03 Mark hard gaps, conditional readiness and stale evidence.

04 Assign actions to each uncovered critical role.

INPUT EVIDENCE

Portfolio; cover drills; readiness dossiers.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Role	Cover depth	Distinct options	Conditions
Gaps	Owner		

QUALITY TEST

Coverage is not the number of names in cells.

D7-R12 / WORKED AND REUSABLE RECORD

Coverage depth audit

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

Three role cards show the same candidate, so only one simultaneous full cover is counted.

RECORD FIELDS

Role	**Cover depth**
Distinct options	**Conditions**
Gaps	**Owner**

INTERPRETATION CHECK Coverage is not the number of names in cells.

D7-R13 / PRACTITIONER TOOL

Candidate concentration recheck

Recheck shared candidates after role and staffing changes.

FRAME AND GATHER

01 Map each candidate to all current critical-role links.

02 Check current role duties, development commitments and move timing.

TEST AND DECIDE

03 Model at least one simultaneous vacancy and one candidate withdrawal.

04 Name alternative cover or accept residual risk openly.

INPUT EVIDENCE

Successor-role portfolio; workload; mobility decisions.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Candidate	Links	Capacity	Scenario
Conflict	Mitigation		

QUALITY TEST

One person’s availability cannot be multiplied across roles.

D7-R13 / WORKED AND REUSABLE RECORD

Candidate concentration recheck

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

After a lateral move, a candidate can no longer cover a second site at short notice; the role needs a new alternate.

RECORD FIELDS

Candidate	**Links**
Capacity	**Scenario**
Conflict	**Mitigation**

INTERPRETATION CHECK One person’s availability cannot be multiplied across roles.

D7-R14 / PRACTITIONER TOOL

Development assignment outcome

Judge whether a development assignment produced relevant capability evidence.

FRAME AND GATHER

01 Compare the assignment's planned work with what the person actually did.

02 Gather work output, supervisor observation and participant reflection.

TEST AND DECIDE

03 Map the result to target-role requirements and note remaining uncertainty.

04 Decide whether to continue, alter or close the development action.

INPUT EVIDENCE

Assignment contract; work output; feedback; role profile.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Assignment	Planned gap	Actual work	Evidence
Remaining gap	Next step		

QUALITY TEST

Completion of an assignment is not proof that every intended capability improved.

D7-R14 / WORKED AND REUSABLE RECORD

Development assignment outcome

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A candidate successfully led stakeholder negotiations but did not handle the planned budget decision, so that gap remains.

RECORD FIELDS

Assignment	**Planned gap**
Actual work	**Evidence**
Remaining gap	**Next step**

INTERPRETATION CHECK Completion of an assignment is not proof that every intended capability improved.

D7-R15 / PRACTITIONER TOOL

Unsuccessful assignment learning

Learn from an assignment that did not produce the intended evidence.

FRAME AND GATHER

01 Ask whether scope, authority, workload or sponsorship prevented the work.

02 Separate candidate action from system constraints and changed priorities.

TEST AND DECIDE

03 Agree a safe alternative opportunity or stop the route.

04 Update the plan and explain the decision to the participant.

INPUT EVIDENCE

Assignment record; candidate and sponsor accounts; work context.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Intended experience	Blocker	Attribution	Alternative
Owner	Date		

QUALITY TEST

Do not turn a missing opportunity into a negative ability rating.

D7-R15 / WORKED AND REUSABLE RECORD

Unsuccessful assignment learning

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A cross-site project was cancelled by a budget freeze; the candidate is not marked less capable and receives another route.

RECORD FIELDS

Intended experience	**Blocker**
Attribution	**Alternative**
Owner	**Date**

INTERPRETATION CHECK Do not turn a missing opportunity into a negative ability rating.

D7-R16 / PRACTITIONER TOOL

Fair-access and adverse-pattern review

Check who had access to nomination, evidence and development opportunities.

FRAME AND GATHER

01 Compare the eligible population with nominations and assignments.

02 Look for unexplained patterns by function, location, work pattern and other permitted dimensions.

TEST AND DECIDE

03 Investigate decision and opportunity barriers with appropriate privacy safeguards.

04 Change criteria, outreach or access arrangements and monitor results.

INPUT EVIDENCE

Eligibility data; nominations; assignments; fairness policy.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Population	Access measure	Pattern	Cause
Correction	Reviewer		

QUALITY TEST

Small numbers and sensitive characteristics require controlled analysis.

D7-R16 / WORKED AND REUSABLE RECORD

Fair-access and adverse-pattern review

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

Site-based employees have fewer exposure assignments; equivalent regional projects are opened and tracked.

RECORD FIELDS

Population	**Access measure**
Pattern	**Cause**
Correction	**Reviewer**

INTERPRETATION CHECK Small numbers and sensitive characteristics require controlled analysis.

D7-R17 / PRACTITIONER TOOL

Successor experience review

Ask participants whether the process was clear and developmental.

FRAME AND GATHER

01 Invite confidential feedback on choice, communication, evidence and support.

02 Separate service experience from readiness ratings and appointment decisions.

TEST AND DECIDE

03 Identify recurring friction and credible examples.

04 Return a response and amend the process where warranted.

INPUT EVIDENCE

Participant feedback; communication records; service review.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Theme	Example	Affected step	Response
Owner	Review		

QUALITY TEST

Do not expose an identifiable participant comment in an executive dashboard.

D7-R17 / WORKED AND REUSABLE RECORD

Successor experience review

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

Candidates value specific feedback but report unclear review dates; the next cycle adds scheduled updates.

RECORD FIELDS

Theme	**Example**
Affected step	**Response**
Owner	**Review**

INTERPRETATION CHECK Do not expose an identifiable participant comment in an executive dashboard.

D7-R18 / PRACTITIONER TOOL

Sponsor commitment review

Check whether sponsors delivered promised access and cover.

FRAME AND GATHER

01 Compare commitments with assignments actually released and resources used.

02 Ask what changed in business conditions or authority.

TEST AND DECIDE

03 Assess the effect on readiness and continuity risk.

04 Renew, reassign or escalate unmet commitments.

INPUT EVIDENCE

Sponsor guide; budget; action register; candidate evidence.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Commitment	Owner	Due date	Delivered evidence
Effect	Escalation		

QUALITY TEST

Sponsorship is measured by enabling action, not by an endorsement sentence.

D7-R18 / WORKED AND REUSABLE RECORD

Sponsor commitment review

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A sponsor attended meetings but did not provide the planned decision exposure, so readiness remains conditional.

RECORD FIELDS

Commitment	**Owner**
Due date	**Delivered evidence**
Effect	**Escalation**

INTERPRETATION CHECK Sponsorship is measured by enabling action, not by an endorsement sentence.

D7-R19 / PRACTITIONER TOOL

Portfolio action closure

Close actions only with evidence and residual-risk review.

FRAME AND GATHER

01 Review each action’s intended effect and completion evidence.

02 Check whether the related role gap or exposure changed.

TEST AND DECIDE

03 Leave actions open when only an activity occurred without the outcome.

04 Record closure authority and any replacement action.

INPUT EVIDENCE

Action register; cover test; assignment outcome; risk record.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Action	Intended effect	Evidence	Risk change
Closure	Next action		

QUALITY TEST

A checkbox cannot close a risk that persists.

D7-R19 / WORKED AND REUSABLE RECORD

Portfolio action closure

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

A knowledge-transfer session is complete, but the cover drill fails; the transfer action stays open.

RECORD FIELDS

Action	**Intended effect**
Evidence	**Risk change**
Closure	**Next action**

INTERPRETATION CHECK A checkbox cannot close a risk that persists.

D7-R20 / PRACTITIONER TOOL

Board decision note

Give the board a decision paper with clear options and limits.

FRAME AND GATHER

01 State the specific decision or assurance requested.

02 Summarise strategic change, critical work, exposure, coverage and funding needs.

TEST AND DECIDE

03 Show options, recommendation, fairness controls and residual uncertainty.

04 Record the decision owner, due date and next assurance point.

INPUT EVIDENCE

Annual assurance; risk map; action proposals; governance charter.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Decision	Context	Options	Recommendation
Controls	Owner	Date	

QUALITY TEST

Do not present a green overview without the unresolved critical role.

D7-R20 / WORKED AND REUSABLE RECORD

Board decision note

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

The board approves an interim licence holder and two development assignments while accepting a stated residual gap.

RECORD FIELDS

Decision

Context

Options

Recommendation

Controls

Owner

Date

INTERPRETATION CHECK Do not present a green overview without the unresolved critical role.

D7-R21 / PRACTITIONER TOOL

Next-cycle commission

Commission the next cycle using evidence from the one just completed.

FRAME AND GATHER

01 Gather role changes, appointment outcomes and process lessons.

02 Identify source profiles and controls that need revision.

TEST AND DECIDE

03 Choose the next scope, owners, method and resource envelope.

04 Approve the refreshed charter and communicate the start date.

INPUT EVIDENCE

Annual review; diagnostic; strategy; action history.

OUTPUT RECORD / CAPTURE AT THE HANDOVER

Lesson	Change	Scope	Owner
Resource	Approval	Start	

QUALITY TEST

Do not copy last year's slate unchanged into the new cycle.

D7-R21 / WORKED AND REUSABLE RECORD

Next-cycle commission

Keep the evidence, interpretation and decision separate.

ILLUSTRATIVE COMPLETED RECORD

After a transition review, the next cycle adds cross-functional decision experience to future-role profiles.

RECORD FIELDS

Lesson	**Change**
Scope	**Owner**
Resource	**Approval**
Start	

INTERPRETATION CHECK Do not copy last year's slate unchanged into the new cycle.

APPLIED CASE / OVERVIEW

Six roles. Three people. Different risks.

Illustrative case: a regional service organisation reviews six critical roles. Three distinct people appear on five successor-role links; cover and future readiness still need separate evidence.

ILLUSTRATIVE PRACTICE CASE / NOT A CLIENT RESULT

01

Discover

Name consequential work and structural exposure.

02

Diagnose

Version future roles and test candidate evidence.

03

Design

Calibrate, stress-test and fund response options.

04

Deliver

Give real experience and test emergency cover.

05

Review

Check changed risk, limits and the next owner.

APPLIED CASE / DISCOVER

The work, not the names, sets the scope.

Matched tools: D7-D09 role inventory, D7-D10 criticality, D7-D11 vacancy exposure and D7-D15 absence scenario.

ILLUSTRATIVE PRACTICE CASE / NOT A CLIENT RESULT

CRITICAL-WORK QUESTION

What service or decision would fail if each role were empty for six months, and how much of that work could continue with authorised cover?

CURRENT PORTFOLIO

Six critical roles across operations, regulation, digital service and specialist functions. Three people are linked to five roles; two roles have tested emergency cover.

Decision field	Illustrative completed entry
Structural criticality	R2 regulatory signatory and R6 procurement lead are high because authority and control would be difficult to replace.
Vacancy exposure	R2 and R6 also have high current exposure; R1 has moderate exposure because a deputy has passed a cover test.
Future demand	A digital service change alters the requirements of R3, so its profile is versioned before nomination.
Immediate action	Commission a signatory-cover test for R2 and an external contingency brief for R6.
Scope boundary	Candidate availability and role criticality are not blended into one score.

APPLIED CASE / DIAGNOSE

A role link is a hypothesis to test.

Matched tools: D7-G01 future profile, D7-G11 dossier, D7-G12 fit matrix and D7-G20 capacity check.

ILLUSTRATIVE PRACTICE CASE / NOT A CLIENT RESULT

Role link	Evidence and gap	Interpretation
A to R1 and R4	Strong operations record; one person named twice.	Can develop for both, but cannot fill simultaneous vacancies.
B to R2 and R5	R2 licence not yet valid; R5 analysis work is relevant.	R2 hard gate remains open; R5 needs role-specific review.
C to R3	Digital delivery experience; future profile changed.	Test integration judgement against the new profile.
R6 / no successor	No internal option with adequate evidence.	Keep external and redesign options visible.

EVIDENCE BOUNDARY

Five role links represent three people. The diagnostic's eight process dimensions do not rate A, B or C. Candidate evidence is restricted and time-bound.

APPLIED CASE / INTERPRETATION

Three judgements, no magic average.

Criticality, exposure and readiness answer separate questions; each has a different source and owner.

ILLUSTRATIVE PRACTICE CASE / NOT A CLIENT RESULT

CRITICALITY

THE ROLE

R2 remains structurally critical even if its incumbent is unlikely to leave soon.

EXPOSURE

THE MOMENT

No tested alternate signatory means a near-term continuity gap.

READINESS

THE PERSON

B’s evidence is conditional; a missing licence cannot be averaged away.

GATE

Proceed only with a versioned role profile, candidate permission, explicit essential requirements and a separate immediate-cover plan.

APPLIED CASE / DESIGN

The portfolio reveals the constraint.

Matched tools: D7-S03 decision log, D7-S05 concentration map, D7-S06 stress test and D7-S21 approval gate.

ILLUSTRATIVE PRACTICE CASE / NOT A CLIENT RESULT

Owner	Action	Evidence to inspect
Executive sponsor	Approve six-role scope and interim treatment of R2 and R6.	Signed risk decision and funding.
HR and panel	Calibrate A, B and C against versioned target roles.	Role-specific evidence and dissent log.
Line managers	Release A and C for different work assignments.	Capacity and milestone agreement.
Risk owner	Stress-test R1 and R4 vacancies together.	One A cannot cover both roles at once.

DECISION BOUNDARY

B may pursue the R2 credential, but the organisation keeps an authorised interim signatory. R6 gets a market contingency rather than a fictitious internal successor.

APPLIED CASE / DELIVER

Development and cover become real work.

Matched tools: D7-L08 stretch assignment, D7-L13 knowledge sprint, D7-L14 cover drill and D7-L21 milestone capture.

ILLUSTRATIVE PRACTICE CASE / NOT A CLIENT RESULT

Route	Activity	What gets checked
A / experience	Lead one cross-site service decision under a sponsor.	Observed judgement and workload release.
B / credential	Complete the verified signatory route for R2.	Validity and jurisdiction; no early gate closure.
C / future role	Lead a digital integration case against the new R3 profile.	Work output and independent feedback.
Continuity	Drill R2 signatory cover and start R6 external brief.	Authority, access, lead time and fallback.

EARLY GATE

A's cross-site assignment is delayed. The role portfolio records the delay and keeps R1/R4 concentration visible instead of upgrading A's readiness.

APPLIED CASE / REVIEW

Some cover improved. Gaps remain visible.

Matched tools: D7-R02 dashboard, D7-R09 evidence expiry, D7-R12 coverage depth and D7-R19 action closure.

ILLUSTRATIVE PRACTICE CASE / NOT A CLIENT RESULT

Evidence	At start	After review	Meaning
Tested emergency cover	2 of 6 roles	3 of 6 roles	R3 drill passed; other gaps remain.
Distinct candidates	3 people	3 people	Five links still do not equal five people.
Essential R2 licence	Unverified	Still unverified	R2 readiness gate stays open.
R6 external route	No approved brief	Brief approved	Supply lead time remains uncertain.

DECISION

Fund a second R1/R4 option, maintain interim signatory cover and review R6 market evidence in six weeks. Report residual exposure to the sponsor.

APPLIED CASE / TRANSFER

Carry forward evidence, not a promise.

This example illustrates the method. It is not a client finding, benchmark, validated cut score or appointment recommendation.

ILLUSTRATIVE PRACTICE CASE / NOT A CLIENT RESULT

DISCOVER TO DIAGNOSE

Six roles, separate criticality and exposure, two tested covers and future scenario.

DIAGNOSE TO DESIGN

Three distinct people, five role links, hard R2 licence gap and R6 supply gap.

DESIGN TO DELIVER

Calibrated conditions, simultaneous-vacancy test, funded assignments and interim controls.

DELIVER TO REVIEW

Actual work evidence, one delayed assignment, R3 drill and R6 search trigger.

REVIEW TO NEXT CYCLE

Improved cover for one role; unresolved signatory and concentration risks with owners.

DIAGNOSTIC BOUNDARY

DIR-2.0 controls its exact questions and organisational practice-level rules. The S8 source's five-point discipline is an operating aid, not a validated norm. Named candidate data requires authorised access.

SOURCES AND EDITION BOUNDARY

Keep each judgement in its lane.

This edition connects approved HR Delivery material with current professional guidance, without inventing validated cut scores.

HR DELIVERY / SPF FRAMEWORK

The one-page Succession Planning Framework names a critical-work risk map, succession evidence record, and development and continuity plan.

HR DELIVERY / DIR-2.0 DIAGNOSTIC

The 99-page manual controls eight dimensions, 32 survey items and its interview, focus-group, survey and large-group routes. It assesses the process, not a person.

HR DELIVERY / D7 EBOOK

Succession Planning That Builds Readiness, 277 pages, teaches the S8 cycle and retains forty-six HRD-S8 source field tools with worked material.

CIPD / SUCCESSION PLANNING

The December 2025 professional factsheet discusses business-critical roles, talent pools, practical experience, broad access and employee agency.

US OPM / LEADERSHIP DEVELOPMENT

Official guidance describes relevant developmental assignments, coaching and mentoring as possible elements of future leadership preparation.

PRACTICE BOUNDARY

Role criticality, vacancy exposure, emergency cover, candidate fit, aspiration and readiness are separate. Missing evidence is not zero; no worksheet appoints a person.