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Raslag Corp. prioritize cultivating strong competencies, particularly in vital roles like management, leadership, and technical positions where skills are essential yet rare. Proactive planning is vital for smooth transitions in critical leadership positions.

Succession planning at Raslag Corp. involves collaborative efforts across the organization. It's about identifying and preparing top talent for senior roles through various preparation activities to fill vacancies caused by retirements, resignations, or new business opportunities.

I. Policy Objectives

1. Strategically help employees advance in their careers by matching their personal development goals and preferences with what the organization needs and the resources available, all the way from planning to placing them in roles.
2. Identify important leadership roles that are hard to fill and develop people within the organization to take over these positions.
3. Train employees within Raslag Corp. to meet its unique and competitive staffing needs, and create a pool of talent for future growth.
4. Enhance employee retention, performance, and motivation with a well-established succession planning program.
5. Ensure that the significant investment in learning and development yields tangible benefits.

II. Definition of Terms

1. *Management Committee (ManCom)*: Refers to the management committee composed of department managers or middle management of Raslag Corp.
2. *Key Performance Indicators (KPIs)*: Specific metrics used to evaluate the performance and effectiveness of organizational strategies and processes, that linked to organizational goals and objectives.
3. *Executive Committee (ExeCom)*: A group of senior executives responsible for making high-level decisions and providing strategic direction to the organization.
4. *Top Talent Pool*: Comprises high-performing individuals with demonstrated leadership potential, marked by exceptional performance and strong interpersonal skills.
5. *Individual Development Plan*: A personalized plan outlining specific development goals, activities, and timelines for employees to enhance their

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skills and capabilities in alignment with organizational needs and objectives.

6. *Developmental Intervention:* The implementation of developmental activities aimed at improving the skills and capabilities of identified successors to prepare them for future leadership roles.

III. Procedure

In order to ensure our organization continues to operate smoothly and effectively, it's important to have a clear plan in place for when key roles become vacant. Following the core succession planning process as listed below ensures that Raslag Corp. can identify and prepare the right people to step into those roles seamlessly.

Step 1. Relating Organizational Strategies with Workforce planning

Every after the formulation of the organizational strategies, the Management Team Committee shall submit to the Human Resources & Administrative Department the result of the planning analysis. Such analysis shall include the following:

1. Company's purpose, goals, and direction
2. Specific, measurable targets for the organization to achieve within a defined timeframe.
3. Identified potential risks and developed strategies.
4. Allocation of resources to areas that align with strategic priorities.
5. Organizational alignment & Workforce composition
6. Established metrics and Key Performance Indicators (KPIs).

Step 2. Identification of Key Roles

1. The ManCom shall collect information about the structure and operations of Raslag Corp. This may include organizational charts, job descriptions, and discussions with key stakeholders such as department managers and ExeCom.
2. Within each function or department, the ManCom shall identify the roles that are critical to the success of Raslag Corp. These are the positions that have a significant impact on achieving organizational goals and objectives.
3. The ManCom shall assess the impact and dependency of each critical role on the overall operations and performance of Raslag Corp. Roles that directly contribute to revenue generation,

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operational efficiency, or regulatory compliance may be considered more critical.

4. Prioritize the critical roles based on their strategic importance, level of risk, and succession needs.
5. The ManCom shall document the identified key roles, detailing job titles, responsibilities, required skills and qualifications, reporting relationships, and any other pertinent information, along with the potential timeline for when these roles may become vacant.
6. The list of critical positions shall be approved by the President / CEO and/or confirmed by the Executive Committee (ExeCom), as endorsed by the concerned Chairman of the ManCom.

Step 3. Competency Assessment

1. The HRAD & ManCom identify the specific competencies required for each key role. Competencies may include technical skills, industry knowledge, leadership abilities, problem-solving skills, communication skills, adaptability, and any other qualities deemed essential for success in the role.
2. The HRAD shall implement the assessment criteria to evaluate the proficiency of individuals in each competency. Using an appropriate method of assessment, evaluation shall be done against the standard competencies through any of the following: self-assessments, superior's assessments, peer evaluations, skills tests, and interviews.

Step 4. Top Talent Identification & Assessment

1. The ManCom will identify and rate employees from within who could be future leaders, as long as they meet certain standards of competencies and are approved by the appropriate authorities.
2. Alternatively, if no internal candidates are suitable, external candidates will be considered. External sourcing will also be explored if the position demands unique skills or specialized business requirements that internal candidates do not possess.
3. Potential successors shall be sourced primarily from the Raslag's Top Talent pool. The Top Talent pool shall consist of employees who have proven track record of exceptional performance based from the standards, leadership potential, and organizational commitment.
4. Evaluate current leadership and potential successors through performance reviews, leadership qualities, and development potential.

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5. The following shall be the qualifications to be regarded as a top talent:
 - a. Overall Performance rating of at least “4” for the last two years.
 - b. One year of receiving a low rating (below "4" on the performance scale) won't automatically remove an employee from consideration as a potential top talent. Valid reasons, like adjusting to a new role or unexpected business challenges, will be taken into account. For instance, if an accounting staff member's performance declines due to adjusting to new accounting software.
 - c. Assessed to be of above average leadership and interpersonal skills by the immediate supervisor and the next level superior including the psychological assessment scores.
 - d. After the list of designated successors is approved, the current job holder will meet with their successor/s with Human Resources and Administrative Department to talk about activities for growth using the Key Position Development Plan.

Step 5. Key Roles, Individual Development Plan, and Communication Strategy

1. After the discussion, all ideas will be put into the Individual Development Plan and signed by both people involved. A copy of the Key Position Development Plan will be sent to the Human Resources and Administrative Department to keep track of and monitor.
2. The Human Resources and Administrative Department will conduct a comprehensive assessment of each top talent's current competencies related to leadership, strategic thinking, and decision-making.
3. Based on the competency assessment, the HRAD shall identify specific areas (such as but not limited to communication skills, conflict resolution, emotional intelligence, strategic planning, problem-solving, or risk management, where each individual needs development.
4. The assessment will focus on addressing the most important development needs for each individual, considering how it helps their current job, career growth, and the goals of the organization.
5. Ensure that all legal and ethical considerations, including contractual obligations and non-disclosure agreements, are addressed during the discussion. Document all inputs in the Individual Development Plan, which should be signed by both the successor and HRAD.

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Additionally, the Key Position Development Plan, signed by the President & CEO, must be submitted to the Human Resources and Administrative Department for proper recording and monitoring.

Step 6. Developmental Intervention

1. The succession plan should emphasize diversity in leadership by fostering a wide range of perspectives, while also offering identified successors the developmental support they need to strengthen their skills and prepare for future roles. This could involve things like:
 - a. Executive training,
 - b. Mentoring / executive coaching,
 - c. Leadership training,
 - d. Technical trainings,
 - e. Knowledge Transfer;
 - f. Job rotations, or
 - g. Getting additional education or certifications.
2. To establish clear timelines and milestones for tracking progress throughout the developmental intervention process, the developmental interventions will be recorded through the Developmental Intervention Tool.
3. After each developmental activity, evaluations will be done to assess the nominated successor's progress, which will be considered in their yearly performance review which to be monitored and consolidated by HRAD.

Step 7. Confirmation and Appointment of Successor

1. Before formally appointing a successor, they need to finish their development plan or show significant progress in it with positive evaluations.
2. Confirming the nominated successor for important roles is necessary. The successor officially takes over when the current person leaves or changes positions.

Successor Level	Confirmed by
Departmental Key Position	ManCom
Technical and Subject Matter Experts	ManCom
Mid-Level Management	Executive Leadership Team
Senior Management	Executive Leadership Team
Executive Leadership Team	Board of Director

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IV. Contingency Plan

1. In case of below-stated situations, emergency replacements will be brought in for continuity:
 - a. When a leader or a key role resigns, retires, falls seriously ill, or faces any other unexpected circumstance that renders them unable to perform their duties.
 - b. In cases where a leader or a key role plan to take a leave of absence, such as parental leave, a period during which an employee can take time away from work to study or travel, or extended vacation.
 - c. If a leader or a key role experiences a sudden health crisis, injury, or personal emergency that prevents them from fulfilling their role.
 - d. During periods of organizational restructuring, mergers, acquisitions.
 - e. In cases where a leader or a key role is underperforming or under disciplinary action.
2. A successor can be someone who works above, alongside, or below the employee. They need to know the employee's job well and be able to make smart decisions and offer helpful advice about day-to-day tasks.
3. The emergency successor will do the job of the person they're filling in for until that person comes back or a new person takes over permanently.

A. Responsible Entity Matrix

No.	Activity	Responsible Entity
1	Strategic Alignment	Management Committee
2	Key Role Identification	
3	Competency Assessment	
4	Top Talent Identification & Assessment	Human Resources & Administrative Department (HRAD)
5	Key Roles, Individual Development Plan, and Communication Strategy	
6	Developmental Intervention	
7	Confirmation and Appointment of Successor	a. ManCom: Departmental Key Position; Technical and Subject Matter Experts b. Executive Leadership Team: Mid-Level Management, Senior Management, c. Board of Director: Executive Leadership Team
8	Contingency Planning	

Any practices, policies, and guidelines inconsistent with the provisions of this policy is deemed ineffective accordingly.

This policy shall be subject to review by the Human Resource & Administrative Department and Management Committee (ManCom) or any concerned unit to reflect changes for improvement or remove as may deem necessary.

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