# REDEEMERS HEALTH VILLAGE

Human Resources Department

# SUCCESSION PLANNING POLICY

Policy Code: HR-POL-028

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| **Date Approved:** | — | | |

## Relevant Standards

- Labour Act of Nigeria (Cap L1 LFN 2004)
- RHV Performance Management Policy (HR-POL-027)
- RHV Retirement Policy (HR-POL-014)
- RHV Recruitment & Selection Policy (HR-POL-025)
- RHV Individual Performance-Based Rewards Policy (HR-POL-010)
- ILO Human Resources Development Convention No. 142

## Amendment History

| Issue | Status | Date | Reason for Change | Authorised |
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| 1 | Draft | April 28, 2026 | New Policy — Board Submission | CHRO |
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## 1. Purpose

This policy establishes the framework for succession planning at Redeemers Health Village (RHV). Its purpose is to ensure that RHV always has a pipeline of capable, values-aligned individuals ready to step into critical roles — whether due to planned transitions such as retirement, or unplanned departures resulting from resignation, illness, or other circumstances.

Succession planning is not merely a risk management exercise. It is an expression of RHV's commitment to the long-term development of its people and to the institutional sustainability that our patients and the communities we serve depend on. An institution that does not intentionally develop its next generation of leaders is borrowing against its future.

## 2. Scope

This policy applies to all roles at RHV designated as critical or senior, including: all Head of Department positions; all Executive and C-suite roles; specialised clinical roles where vacancy would materially compromise patient care or service delivery; and any other role identified by the CHRO and CEO as requiring a documented succession plan.

All confirmed employees who are identified as potential successors are covered by this policy with respect to their development and progression planning.

## 3. Principles

- Proactive Planning: Succession planning is conducted on an ongoing basis, not as an emergency response to an imminent departure.
- Merit-Based: Identification as a potential successor is based on demonstrated performance, competencies, values alignment, and growth potential — not seniority, tenure, or personal relationships.
- Transparency: Employees identified as potential successors are, where appropriate, informed of their status and engaged in active development conversations.
- Diversity: RHV is intentional about building a succession pipeline that reflects the diversity of the institution and the communities it serves.
- Complementary to External Recruitment: Succession planning does not eliminate the need for external recruitment. For some roles, the best candidate will come from outside. Succession planning ensures RHV always has informed options.

## 4. Identifying Critical Roles

The CHRO, in collaboration with HODs and the CEO, conducts an annual Critical Role Review to identify roles that: would significantly disrupt patient care or operations if left vacant for more than 30 days; require highly specialised skills, qualifications, or regulatory authorisations that are difficult to source quickly from the external market; involve significant institutional knowledge, relationships, or authority that is not easily transferred; or are currently held by an employee approaching retirement age or who has indicated an intention to leave within 24 months. The Critical Role Register is maintained by HR and reviewed as part of the annual succession planning process.

## 5. Talent Identification — The 9-Box Framework

RHV uses a 9-Box Talent Grid to evaluate employees against two dimensions: current performance (based on the most recent validated performance rating) and future potential (assessed by the line manager and HOD, with HR input, based on observable indicators of leadership capability, learning agility, and values alignment). The nine resulting categories range from 'High Potential / High Performer' (the primary succession pipeline) through to 'Low Performer / Limited Potential' (managed through the performance improvement process). Placement in the 9-Box is conducted annually, following the completion of the year-end performance appraisal

and calibration process. The 9-Box output informs succession nominations, development investment decisions, and retention risk assessment.

## 6. Succession Tiers

For each critical role, the succession plan identifies candidates across three readiness tiers:

- Tier 1 — Ready Now: An individual who could step into the role immediately or within three (3) months with minimal transition support. This candidate has already demonstrated the core competencies and values required for the role, often in an acting or deputy capacity.
- Tier 2 — Ready in 12–24 Months: An individual who shows strong potential but requires further development — in specific skills, experience, or exposure — before being ready to step up. A targeted development plan is in place.
- Tier 3 — Ready in 2–5 Years: A high-potential employee earlier in their career trajectory who, with sustained investment and development, could ultimately be prepared for the critical role in the medium term.

Not all critical roles will have a candidate at every tier at any given time. Where a gap exists, this is documented in the succession plan and addressed either through targeted internal development or, where necessary, a decision to recruit externally.

## 7. Development Planning for Identified Successors

Identification as a potential successor is not sufficient in itself — it must be accompanied by deliberate, structured development. Every identified successor has a personalised Succession Development Plan, developed by HR in collaboration with the employee and their line manager, which may include:

- Acting or interim assignments in the target role during the incumbent's leave or at a defined development milestone
- Stretch assignments that expose the successor to aspects of the target role's responsibilities not yet covered in their current position
- Mentoring by the current incumbent or another senior leader with relevant experience
- Targeted external training, executive education, or professional development programmes
- Cross-departmental rotation to broaden institutional knowledge and operational perspective
- Involvement in strategic projects, committees, or Board presentations to build governance exposure
- Regular development conversations with the CHRO and/or CEO

Succession development plans are reviewed at the mid-year and year-end performance review points and updated to reflect the employee's progression and any changed institutional needs.

## 8. The Annual Succession Planning Review

The CHRO leads an Annual Succession Planning Review, conducted each January, which involves:

1. A review of the Critical Role Register — are the right roles on the list? Are there new roles to add?
2. An assessment of the current succession pipeline for each critical role — who is in Tier 1, 2, and 3?
3. A review of the 9-Box outputs from the completed performance cycle — have any employees moved between tiers?
4. An assessment of retirement risk — which incumbents of critical roles are within 3 years of retirement age?
5. A review of succession development plan progress for each identified successor.
6. Identification of critical talent retention risks and proposed mitigation actions.
7. An updated Succession Plan submitted to the CEO for review and to the REMCO of the Board for information and input.

## 9. Emergency or Unplanned Succession

Where a critical role becomes unexpectedly vacant — due to sudden resignation, incapacitation, or other unplanned event — HR will immediately activate the emergency succession protocol:

8. The CHRO notifies the CEO within 24 hours.
9. The most senior available Tier 1 successor (or, if none exists, a Tier 2 candidate) is identified and offered an acting appointment.
10. A formal acting appointment letter, specifying the duration, responsibilities, and any applicable acting allowance, is issued within five (5) working days.
11. The CHRO presents an interim and permanent succession plan to the CEO within 30 days of the vacancy arising.
12. Where no suitable internal candidate exists, a recruitment process is initiated under the RHV Recruitment & Selection Policy (HR-POL-025).

## 10. High-Potential Employee Programme

Employees consistently identified as Tier 1 or Tier 2 successors, and who demonstrate strong values alignment and leadership potential, may be formally enrolled in RHV's High-Potential Employee Programme. Programme participants receive: priority access to senior leadership mentoring; inclusion in strategic planning forums and Board-facing presentations; priority nomination for funded external leadership or management development programmes; enhanced performance review conversations with the CHRO; and specific career pathway discussions with Executive Management. Enrolment in the programme is communicated to the employee by the CHRO. The programme is reviewed annually and enrolment is subject to sustained performance.

## 11. Confidentiality

Succession planning information — including the identity of named successors for specific roles, 9-Box placements, and individual development plans in this context — is strictly confidential. This information is shared only with the CHRO, the CEO, relevant HODs, and the REMCO of the Board. No employee is identified as a successor to a colleague without the prior knowledge and consent of the CHRO and the relevant HOD. Care is taken to manage succession information in a way that does not create entitlement expectations or cause resentment among colleagues.

## 12. Roles and Responsibilities

### CHRO

Owns and leads the succession planning framework; facilitates the annual review; maintains the Critical Role Register and Succession Plan; presents to the CEO and REMCO; manages the High-Potential Programme.

### CEO

Approves the succession plan annually; is the primary decision-maker for executive and HOD-level succession; ensures the Board is appropriately informed of critical succession risks.

### Board (REMCO)

Receives and reviews the annual succession plan; provides strategic input on executive and governance succession; ensures RHV is not operationally vulnerable to unplanned senior departures.

### Heads of Department

Identify potential successors within their departments; support the development of identified successors; participate in the annual succession planning review.

### HR Department

Facilitates the 9-Box assessment process; maintains development plans; coordinates acting appointments; tracks succession plan progress throughout the year.

### Identified Successors

Engage actively and in good faith with their development plan; maintain the performance level that underpins their succession identification.

## 13. Monitoring and Review

Key metrics tracked by HR include: percentage of critical roles with at least one Tier 1 successor; percentage of critical roles with at least one identified successor at any tier; number of internal promotions made from the succession pipeline; and percentage of unplanned vacancies in critical roles filled internally. These metrics are reported to the CEO quarterly and to the Board annually. This policy is reviewed annually by the CHRO, with input from the CEO and REMCO.