

HR14 · STEP 3 · INTERIM

Succession Planning

## Succession Gap Report

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Priority gap list showing where bench coverage is thin, which roles carry vacancy risk, and which pipeline themes need attention.

### ABOUT THIS DOCUMENT

This is a **sample** deliverable from the **Succession Planning** workflow (HR14) in AGASI AiOS. It shows the expected structure and tone. All names, numbers, and facts are **fictional**.

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# Succession Gap Report

**Organisation:** Northbridge Advisory Partners **Assessment Date:** Current succession review cycle **Prepared For:** HR Director, People & Culture; Talent Management Lead **Confidentiality:** Internal - Restrict Access

## 1. Priority Gap Table

Roles rated Thin or Critical are listed below, ordered by gap severity. CR-2 (Adequate, Imminent vacancy risk) is included per policy Section 6.2 because the vacancy risk level warrants action despite the Adequate bench rating.

Role ID	Role Title	Bench Rating	Vacancy Risk	Gap Severity	Gap Description
CR-2	Director of Client Delivery	Adequate	Imminent	High	Current incumbent has accepted an external offer with a 60-day notice period starting in the current exit window (date on file). The strongest successor (Principal Consultant, Strategy & Operations) is at Ready 1-2 Years, not Ready Now. No interim coverage arrangement is documented.
CR-1	Practice Head, Data & AI Advisory	Thin	Near-term	High	Single successor candidate at Ready 1-2 Years. The same candidate (Principal Consultant, Strategy & Operations) is also the strongest candidate for CR-2, creating a single-point dependency. Knowledge sharing and strategic planning gaps remain unaddressed.
CR-3	Head of Technology Advisory	Thin	Planned	Moderate	Single successor candidate (Lead Engineer, Technology Advisory) at Ready 1-2 Years. Delegation and business development gaps flagged in the current promotion panel. Planned vacancy horizon (3-5 years) provides development runway, but no backup candidate exists.
CR-4	Head of People Operations	Thin	Unknown	Moderate	Two candidates identified but neither is above Development Needed. Senior HR Business Partner profile is based on outdated prior-cycle assessment using the legacy rating scale. Employee Relations Specialist lacks breadth and leadership evidence. Vacancy risk is unassessed, which itself is a gap.

## 2. Cross-Cutting Themes

- **No Ready Now candidates across the entire critical role portfolio.** Every succession scenario requires either interim coverage or accelerated development, increasing organisational risk if multiple vacancies occur in the same period.
- **Candidate concentration risk on the Principal Consultant, Strategy & Operations.** This individual is the strongest (or only) candidate for both CR-1 and CR-2. Developing them toward one role effectively removes them from the other pipeline, which would downgrade that role's bench rating.
- **Recurring delegation and knowledge-sharing gaps.** Three of five successor candidates (Principal Consultant, Lead Engineer, Engagement Manager) have gaps in delegation, knowledge sharing, or both — identified across the current promotion panel and capability profiles. These gaps suggest a systemic development shortfall rather than isolated candidate issues.
- **Data quality gaps undermine assessment confidence.** CR-3 is missing a last-reviewed date. CR-4 uses a deprecated criticality label. Candidate D's profile uses the legacy rating scale. These inconsistencies reduce the reliability of readiness assessments and bench ratings.