Strategic succession planning: Challenges and Frameworks for Modern Talent Management

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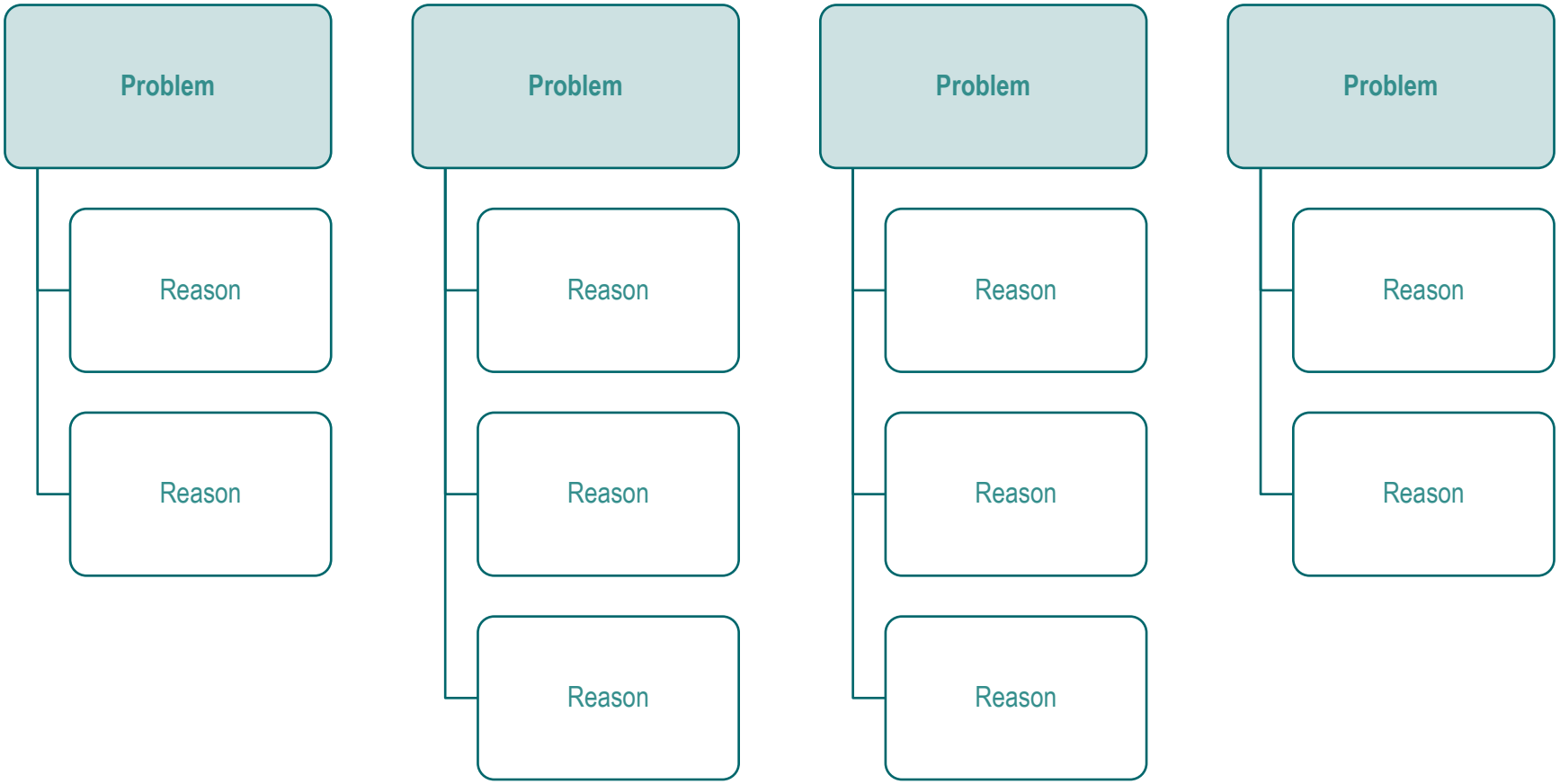
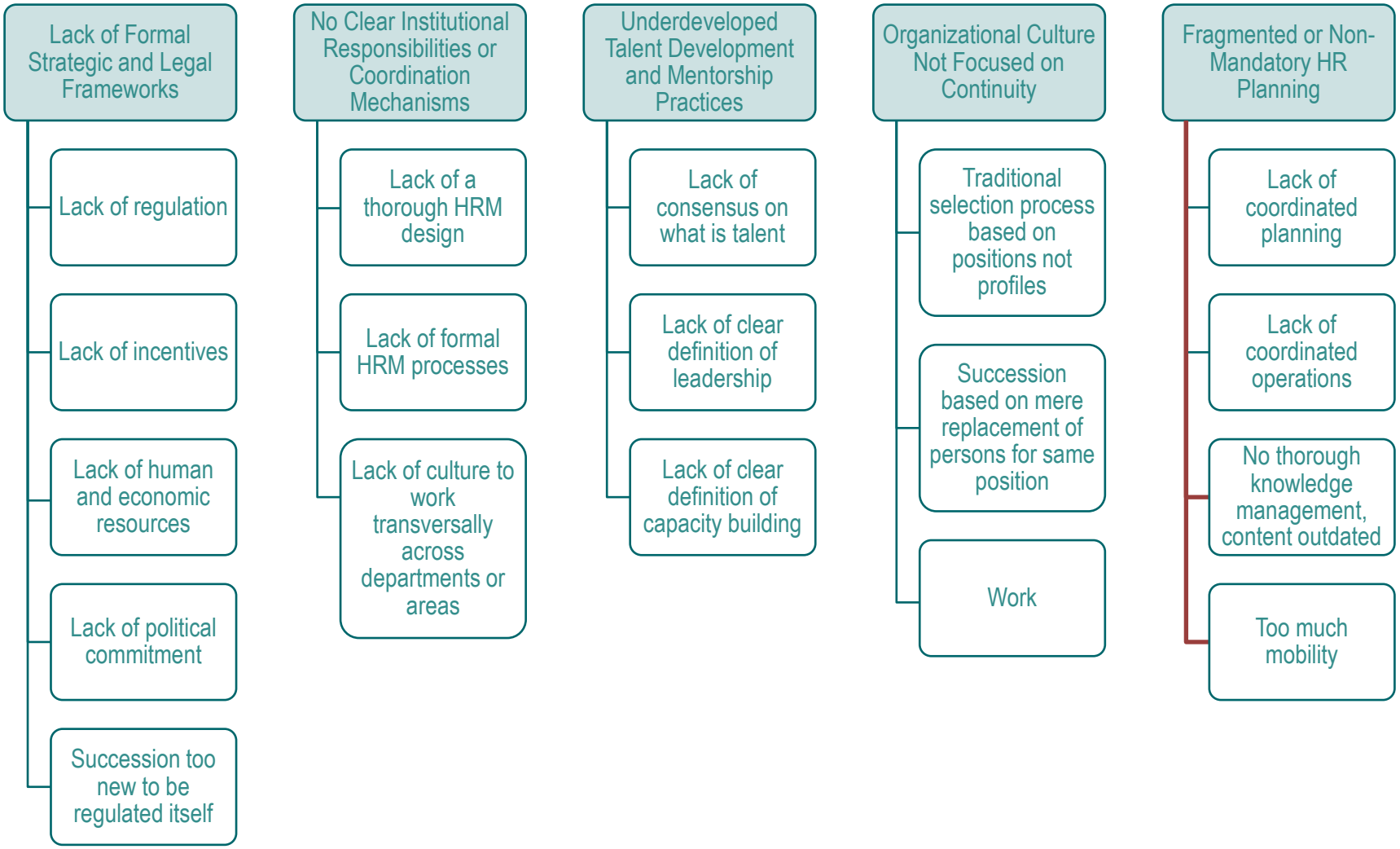
Seasonal School on Talent Management
Structured Succession Planning for Future-Ready Public Administrations
10/06/2025
Podgorica: ReSPA

Problem Tree



Problem Tree



SWOT analysis

ReSPA
Regional School of Public Administration
BUILDING TOGETHER GOVERNANCE FOR THE FUTURE

Strengths

Weakenesses

Opportunities

Threats

SWOT analysis

Strengths

- Emerging recognition of the importance of succession planning (e.g. in strategies like PAR or HRM reforms)
- Some administrations have HR structures and central civil service agencies
- Commitment to merit-based recruitment processes (e.g. Albania)
- Use of open competitions for executive roles
- Existing digital systems and registries in some cases (e.g. Kosovo*)

Weaknesses

- Lack of formal strategic and legal frameworks: informal practices, lack of regulation or incentives
- No clear institutional responsibilities: fragmented HRM functions, weak coordination
- Underdeveloped talent development: no shared definition of talent, leadership or capacity building
- Organizational culture not focused on continuity: replacement over development; focus on positions, not profiles
- Fragmented or non-mandatory HR planning: plans are often informal or non-obligatory, disconnected from operations

Opportunities

- Regional collaboration through platforms like the Seasonal School → peer learning, alignment of good practices
- Leverage digital tools and data for workforce planning, knowledge transfer, and succession maps
- Integrate succession planning in broader public administration reform and HRM strategies
- Define and standardize "talent", "leadership" and "capacity building" across institutions
- Develop pilot initiatives at ministry or agency level to demonstrate value and build consensus

Threads

- Resistance to cultural change: institutions may stick to status quo (e.g. promotion by vacancy only)
- Risk of talent loss due to retirements or turnover without successors prepared
- Political changes may delay or disrupt institutional reform and formalization
- Without incentives or regulation, informal practices may persist indefinitely
- Lack of institutional memory if knowledge management remains unstructured

* This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ opinion on the Kosovo declaration of independence.

Impact and feasibility matrix

Impact and feasibility matrix

Roadmap (dynamic PESTEL)

	Short	Medium	Long
Legal	Action	Action	Action
Political	Action	Action	Action
Economic	Action	Action	Action
Technological	Action	Action	Action
Social	Action	Action	Action
Other	Action	Action	Action

Roadmap (dynamic PESTEL)

	Short	Medium	Long
Legal	Templates for annual HR and succession planning	Harmonize HRM and civil service laws and/or succession policies	National policy or legal framework on succession planning
Political	Succession planning as PAR or HRM strategy	Inter-dept. agreements to coordinate succession planning approaches	Central coordination unit or responsible for strategic HRM and succession
Economic	.	Career incentives for institutions or individuals for succession planning	.
Technological	Digitize knowledge management	.	Integrated HRM system
Social	Mentoring/coaching into staff dev. systems Define talent, leadership, capacity building	.	Shift culture toward leadership continuity and development of talent
Other	.	Inter-institutional working groups to coordinate HRM and succession initiatives	.

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Gràcies!

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