



DEPARTMENT OF THE ARMY
UNITED STATES ARMY GARRISON BADEN-WUERTTENBERG
UNIT 29237
APO AE 09014-9237

IMEU-BW-ZA

7 July 2011

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: United States Army Garrison (USAG) Baden-Wuerttemberg Command Policy Memorandum #20, Succession Planning

1. We operate in a dynamic environment challenged by transformation and other critical Army initiatives. Within our organization, we manage non-enduring, enduring, and closing garrison operational structures supporting transformation. To mitigate this challenge, I am directing that we build succession planning into our strategic and workforce planning decision making processes.
2. Succession planning is a systematic approach to building a leadership pipeline/talent pool to ensure leadership continuity, develop potential successors in ways that best fit their strengths, identify the best candidates for categories of positions and concentrate resources on the talent development process thereby yielding a greater return on investment. Succession planning recognizes that some jobs are the lifeblood of the organization and too critical to be left vacant or filled by anyone but the best qualified persons. Effectively done, succession planning is critical to mission success and creates a process for recognizing, developing, and retaining top leadership talent. Succession planning requires leader commitment to process, employee commitment to learning and clear program goals.
3. Effective immediately, each director and special staff will identify positions within their organization that are critical to succession planning, and develop criteria to competitively seek candidates for cross-training. Directors and special staff will then identify developmental and learning strategies for these positions based on our strategic outlook.
4. It is clear that we operate in a demanding and ever-evolving environment. It is also clear to me that one of the critical success factors that will determine how well we execute our nation's mission as we transform is the degree to which we incorporate and embrace succession planning within our organization.

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5. I encourage you to support this program for the benefit our workforce and our organization.



BRYAN D. DECOSTER
COL, MI
Commanding

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