

Organizational Transition Planning

Succession/Replacement Planning
Career Development

Replacement and Succession Planning

A deliberate and systematic effort:

- to ensure operational and leadership continuity for key areas and positions;
- to retain and develop intellectual and knowledge capital for the future;
- to encourage individual advancement.

What Replacement/Succession Planning is NOT

- A one-time event
- Decided by one individual
- Choosing someone “like us” or relying on familiarity and comfort with candidates to select
- Recruiting only external candidates for change
- Used solely for individual career advancement
- Reacting only when a position comes open
- One dimensional -there are more components than just selecting a new leader

Preparing for Successful Transitions

Key Strategy Components:

- Replacement Plans (risk management/temporary)
- Succession Plans (future continuity/enduring)
- Career Development Plans (to build the above)

All three of these plans provide for successful transitions. By themselves they are not as effective. Having all three plans in place for contingencies is critical to mitigate risk and ensure continuity.

Replacement vs. Succession

Replacement Planning

- Extremely efficient for temporary back ups and provides a good risk management tool
- Tactical
- Sets the foundation for establishing talent pools
- Uses job enlargement and enrichment to cultivate skills as part of career development
- Generally used more frequently
- Can use internal and external talent to fill positions
- Does not guarantee promotion

Succession Planning

- Focused on the expected and permanent succession to a particular role
- Strategic
- Uses Replacement Planning pools to focus on potential talent needed for the future.
- Uses focused development plans to put candidate on the playing field
- Generally used less frequently
- Can use internal and external candidates to fill positions
- Does not guarantee promotion

Replacement Plans

Replacement planning is a tactical approach of identifying short-term or interim backups to fill critical positions.

- Typical criteria involves:
 - How quickly one can find a replacement?
 - If one were to leave, who would most likely be capable (internally or externally) to take the role in the interim?
 - The number of people you have as back ups in key positions (bench strength)?
 - The length of time that the interim would serve or if the interim is fully prepared for a promotion, if considered.
 - How far down should the plan go in the organization?

Succession Plans

- Succession planning is strategically focused on the expected and permanent succession to a particular role.
- Succession planning criteria typically involves:
 - An assessment of those currently in existing positions
 - Strategically identifying new positions or skills that the organization will require in the future
 - An analysis of the gaps
 - The development of a plan to fill the gaps with talent that may either be nurtured internally or recruited from outside the organization

Succession Plans: Benefits and Limitations

Benefits:

- Focuses on specific positions, a competency-specific talent pool and individuals within the pool that have the talent or potential to fill a specific position.
- It can utilize tactical replacement plans (via talent pools and stretch goal experiences) to build strategic talent pools for transition plans driven by current and future needs.
- Can move from a succession system of entitlement, next in line, or buddy system to successors determined by an open process with multiple inputs and factors.
- It is driven by individual development plans, readiness assessments or competencies focused on the expected and permanent succession.

Limitations:

- Although an on-going process, it may not be used as often as replacement planning.

Career Development Plans

Career Development is the foundation for both Replacement and Succession Planning. It is the adhesive that joins both types of planning.

Tools for career development:

- In **replacement planning**: Development occurs through cross training; job enlargement (developing existing or new skills); job enrichment (creating opportunities for achievement and control- self-actualization); progress is gauged on the ability to fill in temporarily; identifies broad potential talent through demonstration.
- In **succession planning**: Individual development plans or readiness assessments are used; established competencies that are needed for specific positions; progress is gauged on level of competency needed for position; identifies specific talent through demonstration and competency achievement

Career Development Plans

Any Career Development strategy should:

- Be a reciprocal agreement between employee and manager, focused on:
 - At minimum- improving skills for the current job or future jobs internally or externally.
 - At most- a comprehensive plan created by the employee and manager that shows the employee what competencies are needed for a desired position and how the manager or organization may help with acquiring those skills.
- Have clear expectations that the plan or activities do not guarantee promotion or the desired job. Instead relays that the manager and employee will work together to help the employee get on the playing field.
- Include relevant competency and skill identification by both the manager and employee. Involve training and a chance to apply the training for those competencies and skills. Include stretch goals and special projects for enrichment. Ensure the availability of mentors and be available for any replacement planning needs.
- Be performed as a separate activity from the performance evaluation. It should focus on attaining developmental goals and achieving competency levels. Although related, the performance evaluation focuses on accountability and performance of the current job while career development focuses on preparation for future endeavors.
- Be more than a one time conversation.

Individual Development Plan (IDP)

The best practice for Career Development is the employee Individual Development Plan. The IDP helps to identify:

- The employee's career aspirations in current or future roles;
- The supervisor's perspective and feedback on the potential accomplishment of those aspirations;
- Ways the supervisor and employee can work together within the resources, budget workload and opportunities for learning to facilitate their development.

A Framework Replacement / Succession Planning

- Identify key/critical positions
- Conduct analysis of positions identified
- Develop competencies, attributes and skills needed
- Establish career development at replacement and succession planning levels
- Develop IDPs for all employees that are reviewed annually and can supply internal pipelines to replacement and succession
- Develop Replacements Plans down to Functional Levels (for risk management/talent pool)
- Develop Succession Plans for all Key Leadership Roles (future leadership/continuity)
- Monitor, Evaluate, and Revise