Succession/Replacement Planning

A framework for developing succession/replacement strategies
Developing succession/replacement strategies

1. Identification of Key Positions (Leadership and Critical)
2. Identify Competency, Skills and Success Factors (Leadership and Critical positions)
3. Assess Current Bench Strength
4. Design and Implement Succession/Replacement/Career Development Strategies (e.g. IDP)
5. Monitor and Evaluate Strategies
1. Identification of Key Positions

- Evaluate the impact each key position (leadership and critical) has in achieving its strategic goals and objectives.
- Begin with a review of positions at the functional/office level and above to determine which positions are key.
- Conduct an analysis on the information collected. (e.g. see forms on the next slide).
- Positions should be prioritized for succession planning based on this analysis.
- Create a rank order of positions.
### Position Impact / Risk Assessment

Assessment of “Position Impact” should be based on a prioritized list of the department’s mission, goals, objectives, and strategic plan.

Assessment of “Vacancy Risk” should be based on factors such as the incumbent’s retirement eligibility, marketability, etc.

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<thead>
<tr>
<th>Position Title: Classification &amp; Level: Incumbent: Bureau: Location:</th>
<th>Position Impact: High Med Low</th>
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### Position Impact / Risk Assessment Attrition Factor

Using workforce data reports and other turnover data to identify your current and projected human capital (supply) attrition factoring of each position could be conducted utilizing this worksheet.

#### Position Impact Factor
- Manager’s/Supervisor’s estimate of difficulty or effort required based on the function, responsibility, authority, priority of strategic objectives to replace position incumbent.

#### Vacation Risk Factor
- The projected retirement dates from the Workforce Retirement Forecasts, marketability, and other factors for position turnover.

<table>
<thead>
<tr>
<th>Position Impact Factor</th>
<th>X</th>
<th>Vacancy Risk Factor</th>
<th>= Total Attrition Factor</th>
</tr>
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</table>

#### Total Attrition Factor
- Estimated effort and urgency to the delivery of programs and services.

- [ ] High (6 and higher)
- [ ] Medium (4-6 points)
- [ ] Low (1-3 points)
2. Identify Competency, Skills and Success Factors

• Now that the leadership team has identified the priority positions, the next step is to document the education, experiences, key competencies, and other factors necessary for success for each key position

• Collect information about the education, experiences, key competencies, and other factors necessary for success

• In the next slide are examples of forms that could be used to collect the information
Leadership Succession

Critical Position Succession/Replacement

**Position Success Profile**

**Position Title:**

**Classification & Level:**

**Education:**

(Degrees, Certifications, Licenses, etc.)

**Experiences:**

**Competencies:**

(Check the key competencies for the position. It is suggested to limit your selection to a maximum of 5 key competencies.)

- Adaptability
- Aligning Performance for Success
- Building Partnerships
- Building Trust
- Communication
- Customer Focus
- Decision Making
- Delegating Responsibility
- Developing a Successful Team
- Proactive Change
- Innovation
- Leading Through Vision & Values
- Planning & Organizing Work
- Setting Priorities
- Technical/Professional

**Group 1**

- Adaptability
- Aligning Performance for Success
- Building Partnerships
- Building Trust
- Coaching
- Customer Focus
- Decision Making
- Delegating Responsibility
- Developing a Successful Team
- Proactive Change
- Innovation
- Leading Through Vision & Values
- Planning & Organizing Work
- Setting Priorities
- Technical/Professional

**Group 2**

- Adaptability
- Building Strategic Working Relationships
- Building Trust
- Coaching
- Contributions to Team Success
- Communications
- Customer Focus
- Decision Making
- Delegating Responsibility
- Developing a Successful Team
- Managing Conflict
- Planning & Organizing Work
- Safety Awareness
- Stress Tolerance
- Work Standards
- Technical/Professional

**Additional Factors:**

Key technical skills needed e.g. Extensive knowledge of ERP systems
3. Assess Current Bench Strength

- Determine depth of talent for all Identified positions. How many employees could step into any position if necessary.
- Evaluate the depth (strength and/or weakness) of the available talent for each prioritized key position.
- Do not rely on the same person as their bench strength for multiple positions, especially if the positions for which they would be relying on this individual are both high impact and high risk.
In this example there are no employees ready now and in year 1 but, 3 employees ready in year 2 and 2 ready in 3-5.

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<td># Ready within 1 year</td>
<td># Ready within 2 years</td>
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<tr>
<td>Action Plan:</td>
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**EXAMPLE**

Position Title: Chief Financial Officer  
Classification & Level: State Office Administrator  
Location: Lansing-Central Office

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<th># Ready within 1 year</th>
<th># Ready within 2 years</th>
<th># Ready within 3-5 years</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td>3</td>
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Action Plan: The Chief Financial Officer is a key leadership position with a high position impact and vacancy risk. The current incumbent is eligible to retire. Career development assignments and shadowing will be done. The current Office will develop a plan to be presented to the Strategic Leadership Team within 90 days. The plan is to consider Denise Rude, mid-Managers.

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4. Design and Implement Succession/Replacement/Career Development Strategies

This step in the process is focused on helping employees and their managers discuss career development plans

• With the employee, design development plans. (e.g. see FAMU HR Individual Development Plan (IDP) PPT)

• Choose appropriate career development activities for the employee. (e.g. on-the-job training/cross training; participation in projects; participation on teams, task forces, or committees; computer-based training; course work from external providers; work-related conferences; membership and participation in professional organizations; working with a mentor; coaching or consulting others; leadership development programs; self-study or reading assignments)

• Make sure employee understands that participation in associated career development programs is not a guarantee of promotion and/or job selection
5. Monitor and Evaluate Strategies

• Evaluate the effectiveness of strategies implemented to close the high priority talent gap(s). e.g. As a result of strategies is the available talent pool of candidates for key positions aligned with the future needs of organization?

• Continuous monitoring and data collecting will provide necessary information as to whether the strategies are meeting the organizational needs.