

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

EXAMPLES

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.

Position	Impact/Risk Assessment
Position Title: Classification & Level: Incumbent: Bureau: Location:	Position Impact: High Med Low Vacancy Risk: High Med Low
Position Title: Classification & Level: Incumbent: Bureau: Location:	Position Impact: High Med Low Vacancy Risk: High Med Low
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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.¹

Position Title:		Classification & Level:		
Incumbent:		Location:		
<p>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.</p> <p>3-Critical and unique knowledge (e.g., Specialist, ECP 3, 4) 2-Important, proceduralized, knowledge and skills (e.g., ECP 1, 2, 3) 1-Common knowledge and skills (e.g., Entry-Level, ECP 1, 2, 3)</p> <p>Vacancy Risk Factor–The projected retirement dates from the Workforce Retirement Forecast Reports, marketability, and other factors for position turnover.</p> <p>3-Projected Retirement date or other turnover factors w/in 1 year 2-Projected Retirement date or other turnover factors w/in 5 years 1-Projected Retirement date or other turnover factors greater than 5 years</p>				
Position Impact Factor	X	Vacancy Risk Factor	=	Total Attrition Factor
<p>Total Attrition Factor – Estimated effort and urgency to the delivery of programs and services.</p> <p><input type="checkbox"/> High (6 and higher) <input type="checkbox"/> Medium (4-6 points) <input type="checkbox"/> Low (1-3 points)</p>				

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

EXAMPLES

Leadership Succession

<i>Position Success Profile</i>	
Position Title:	Classification & Level:
Location:	
Education: <i>(Degrees, Certifications, Licensure, etc.)</i>	
Experiences:	
Competencies: <i>(Check the key competencies for the position. It is suggested to limit your selection to a maximum of 5 key competencies.)</i>	
Group 4/SES <ul style="list-style-type: none"> <input type="checkbox"/> Adaptability <input type="checkbox"/> Aligning Performance for Success <input type="checkbox"/> Building Partnerships <input type="checkbox"/> Building Trust <input type="checkbox"/> Communication <input type="checkbox"/> Customer Focus <input type="checkbox"/> Decision Making <input type="checkbox"/> Delegating Responsibility <input type="checkbox"/> Developing a Successful Team <input type="checkbox"/> Facilitating Change <input type="checkbox"/> Innovation <input type="checkbox"/> Leading Through Vision & Values <input type="checkbox"/> Planning & Organizing Work <input type="checkbox"/> Strategic Planning <input type="checkbox"/> Technical/Professional 	Group 3 <ul style="list-style-type: none"> <input type="checkbox"/> Adaptability <input type="checkbox"/> Aligning Performance for Success <input type="checkbox"/> Building Partnerships <input type="checkbox"/> Building Trust <input type="checkbox"/> Coaching <input type="checkbox"/> Communication <input type="checkbox"/> Customer Focus <input type="checkbox"/> Decision Making <input type="checkbox"/> Delegating Responsibility <input type="checkbox"/> Developing a Successful Team <input type="checkbox"/> Managing Conflict <input type="checkbox"/> Planning & Organizing Work <input type="checkbox"/> Safety Awareness <input type="checkbox"/> Stress Tolerance <input type="checkbox"/> Work Standards <input type="checkbox"/> Technical/Professional
Additional Factors:	

Critical Position Succession/Replacement

<i>Position Success Profile</i>	
Position Title:	Classification & Level:
Bureau:	Location:
Education: <i>(Degrees, Certifications, Licensure, etc.)</i>	
Experiences:	
Competencies: <i>(Check the key competencies for the position. It is suggested to limit your selection to a maximum of 5 key competencies.)</i>	
Group 2 <ul style="list-style-type: none"> <input type="checkbox"/> Adaptability <input type="checkbox"/> Building Strategic Working Relationships <input type="checkbox"/> Building Trust <input type="checkbox"/> Coaching <input type="checkbox"/> Continuous Learning <input type="checkbox"/> Contributing to Team Success <input type="checkbox"/> Communication <input type="checkbox"/> Customer Focus <input type="checkbox"/> Decision Making <input type="checkbox"/> Follow-Up <input type="checkbox"/> Initiating Action <input type="checkbox"/> Innovation <input type="checkbox"/> Planning & Organizing Work <input type="checkbox"/> Technical/Professional <input type="checkbox"/> Work Standards 	Key technical skills needed <i>e.g. Extensive knowledge of ERP systems</i>
Additional Factors:	



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

EXAMPLES

Position Bench Strength Assessment

Position Title:		Classification & Level:	
Location:			
# Ready Now	# Ready within 1 year	#Ready within 2 years	#Ready within 3-5 years
number			
Action Plan:			
Position Title:		Classification & Level:	
Location:			
# Ready Now	# Ready within 1 year	#Ready within 2 years	#Ready within 3-5 years
Action Plan:			
Position Title:		Classification & Level:	
Location:			
# Ready Now	# Ready within 1 year	#Ready within 2 years	#Ready within 3-5 years
Action Plan:			

EXAMPLE

Position Bench Strength Assessment

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

Position Title: Chief Financial Officer		Classification & Level: State Office Administrator 17	
Finance		Location: Lansing-Central Office	
# Ready Now	# Ready within 1 year	#Ready within 2 years	#Ready within 3-5 years
number		3	2
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 Officer will develop a plan to be presented to the Strategic Leadership Team within 30 days. The plan is to consider Division Heads, mid-Managers.			
Position Title:		Classification & Level:	
Location:			
# Ready Now	# Ready within 1 year	#Ready within 2 years	#Ready within 3-5 years
Action Plan:			
Position Title:		Classification & Level:	
Location:			
# Ready Now	# Ready within 1 year	#Ready within 2 years	#Ready within 3-5 years
Action Plan:			

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.