Workforce Services

Succession Planning

Developing Georgia’s Future Leaders
Today’s session will provide foundational information related to a basic succession planning model.

At the end of the session you should have basic knowledge that will be useful in starting a succession plan in your organization.
### Generational Cohorts in the Workplace

<table>
<thead>
<tr>
<th>Generation Y</th>
<th>Generation X</th>
<th>Baby Boomers</th>
<th>Matures</th>
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<tbody>
<tr>
<td>• Personal friends at the workplace</td>
<td>• Confident</td>
<td>• Strong work ethic</td>
<td>• Strong work ethic</td>
</tr>
<tr>
<td>• Sociable</td>
<td>• Competent</td>
<td>• Competent</td>
<td>• Committed to the company</td>
</tr>
<tr>
<td>• Thinks out of the box</td>
<td>• Willing to take responsibility</td>
<td>• Ability to handle a crisis</td>
<td>• Competent</td>
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<tr>
<td>• Open to new ideas</td>
<td>• Willing to put in the extra time to get the job done</td>
<td>• Willing to take on responsibility</td>
<td>• Confident</td>
</tr>
<tr>
<td>• Friendly</td>
<td>• Ethical</td>
<td>• Good communication skills</td>
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What is Succession Planning?

A systematic process of identifying and developing candidates for key leadership and professional positions to ensure the continuity of management and leadership in an organization.
Things to consider…

- Organization’s mission/ Strategic goals
- Relevant workforce planning data (e.g. diversity issues/concerns)
- Impact on current HR practices and initiatives
- Agency’s Initiatives and Budget
Things to consider…

• What support is available for Succession Planning?

• Who will serve on the Succession Planning team?

• What are the critical positions? How many?

• What is our bench strength?
Determine Scope of Initiative

Things to consider…

• What are the objectives?

• How large/ small an applicant pool?

• What are the timelines/ cycle dates?
STEP 1:
IDENTIFY TARGET JOBS
• What positions are vital to your organization’s success?

• These positions may include management and non-management jobs.
Georgia’s Succession Planning Model

1. Identify Target Jobs
2. Evaluate Potential
3. Develop High Potentials
4. Evaluate Succession Planning
Bench Strength

Bench strength measures an organization’s ability to fill critical vacancies from within.
Bench Strength

• Provides a baseline
• Identifies current and future strengths and gaps
• Simple “thumbs up” or “thumbs down”
• What will the plan do?

• Why is the plan important?
The Communication Plan will…

- Document need for succession planning
- Define succession plan
- Declare intent of the program
- Document how the succession planning program will be implemented
Why is the Communication Plan Important?

- Combats rampant misconceptions
- Controls miscommunication
- Manages skepticism
Identify Target Audiences

*Target your audience to determine…*

- Level of awareness
- Key issues & concerns
- What’s in it for me? (WIIFM)
Communication Channels

A few examples include...

• Executive forums & information packets
• Management forums
• Posters
STEP 2:
EVALUATE POTENTIAL
Focus resources on employees that are capable of advancing beyond their present level
Leadership Talent Assessments

Provide Information Regarding…

• Potential for greater leadership

• Strengths

• Areas for Development
Legal Implications

- Assessments are selection events
- All components are considered a test
- Should adhere to Uniform Guidelines
- Assessors should be trained

Uniform Guidelines on Employee Selection Procedures
http://www.dol.gov/dol/allcfr/Title_41/Part_60-3/toc.htm
Who Are Your High Potentials?

• Current exemplary performers

• Capable of undertaking greater responsibility

• Interested in becoming future leaders
Talent Assessment Process

PRE-SCREEN

Identify Candidates for Formal Assessment

FORMAL ASSESSMENT

Identify Participants for Talent Pools

Minimum Entry Requirements
Talent Assessment Pre-Screening

Identify Minimum Entry Requirements

• Is it job related?

• Is there disparate impact?
Talent Assessment Process

PRE-SCREEN

Self-Nomination

Letter of interest, resume, application
Recommendations

Management Nomination

Review & selection of candidates by managers or review committee
Advantages:

• Interested employees have opportunity to be assessed

• Establishes an air of inclusiveness

• Typically yields less challenges to the program

• Encourages diversity of applicant pool
Disadvantages:

- May receive large amounts of applications
- May receive unqualified applications
- Time consuming
Advantages:

• More streamlined and efficient

• Regulate the quantity & quality of applications

• Conserves resources
Disadvantages:

- May be perceived as sanctioned favoritism
- May lead to legal challenges from excluded employees
- Some qualified candidates may be overlooked
Talent Assessment Process

**PRE-SCREEN**
Assess against minimum entry requirements

**FORMAL ASSESSMENT**
Assess against pre-established leadership characteristics
### Formal Assessment Approaches

<table>
<thead>
<tr>
<th>Approach</th>
<th>Description</th>
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<tr>
<td>Achievement tests</td>
<td>Measures current knowledge or skills related to leadership</td>
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<tr>
<td>Interviews</td>
<td>Structured or unstructured discussion</td>
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<td>Personality Inventories</td>
<td>Evaluate underlying characteristics</td>
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<tr>
<td>Multi-rater Surveys</td>
<td>Collect data from multiple sources</td>
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**Note:** The frequency of talent assessments depends on an organization’s needs and resources.
Additional Key Points

• Debrief candidates following the formal assessment (e.g., ratings, criteria)

• Automate the process
Formal Assessments Offered at SPA

Georgia Work Ready Assessment (ACT)
Work Keys

Performance: Measures personal behaviors and attitudes critical to workplace success. Identifies the likelihood of having successful work attitudes and engaging in safety behaviors.
Formal Assessments Offered at SPA

Georgia Work Ready Assessment (ACT)
Work Keys

Fit Portion (Job): Measures fit between your work-relevant interests and values and the characteristics of occupations. Greater fit associates with commitment and worker satisfaction.
Georgia Work Ready Assessment (ACT) Work Keys

Talent Portion: Talent Portion: Measures personal and workplace behaviors and attitudes. Identifies strengths and weaknesses to ensure success in the work place.
Formal Assessments Offered at SPA

Georgia Work Ready Assessment (ACT)
Work Keys

Talent Portion: Indices
Teamwork
Work Discipline
Managerial Potential
Customer Services Orientation
Formal Assessments Offered at SPA

Georgia Work Ready Assessment (ACT)

Work Keys

Talent Portion: Scales

<table>
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<tr>
<th>Carefulness</th>
<th>Optimism</th>
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<tbody>
<tr>
<td>Cooperation</td>
<td>Order</td>
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<tr>
<td>Creativity</td>
<td>Savvy</td>
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<tr>
<td>Discipline</td>
<td>Sociability</td>
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<tr>
<td>Goodwill</td>
<td>Stability</td>
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<tr>
<td>Influence</td>
<td>Striving</td>
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STEP 3: DEVELOP HIGH POTENTIALS
Basic Elements

Develop Goals For The Pool

Identify Developmental Activities

Create an Individual Development Plan
Develop Goals for the Pool

• What will participants need to be able to do at the end of the developmental program?

• What results are desired by your organization?

• What must be addressed to create a readied supply of capable leaders?
• Select developmental goals

• Interview current high performers & capture relevant experiences

• List challenges and benefits

• Document critical and/or optional activities
The IDP should document:

- Competencies, goals and objectives for the participant
- Learning methods & activities
- Time frames
- Review process & dates
Select Developmental Activities

Professional Relationships
  Mentoring and Coaching

Experiential Activities
  Job rotations and Assignments

Formal Training
  e-Learning and Classroom

Off-the-Job Activities
  Professional organizations
STEP 4: EVALUATE SUCCESSION PLANNING
Evaluation

• Assemble an evaluation team (members should include others as well as Succession Planning Team)

• Review measures established during the preplanning phase

• Gather information regarding the succession planning program
Evaluation Measures

• Process measures look at “How are things going (also known as Lead Measures)?”

• Outcome measures look at “How things went (also known as Lag Measures).”
• What went well (and why)?
• What did not go well (and why)?
• What measures do you have to show the results?
Outcome Measures

- Has bench strength increased?
- How many successful promotions?
- How many failures?
- Changes in turnover rates?
- Changes in employee morale?
Information Sources

- Questionnaires
- Surveys
- Interviews
- Focus groups
- Tests
- Existing data
• Categorize, identify trends & patterns, and summarize the information

• Communicate findings and make recommendations to stakeholders
• Develop action plans to make program improvements

• Outputs from this step are action plans to improve the succession planning program
Questions
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Thank You!