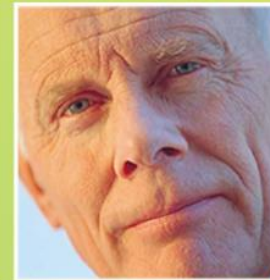




Georgia™

State Personnel Administration

Workforce Services



Succession Planning

Developing Georgia's Future Leaders

Objectives



- **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

Generation Y (Born 1980 – 1988)

- Personal friends at the workplace
- Sociable
- Thinks out of the box
- Open to new ideas
- Friendly

Generation X (Born 1965 – 1979)

- Confident
- Competent
- Willing to take responsibility
- Willing to put in the extra time to get the job done
- Ethical

Baby Boomers (Born 1946 – 1964)

- Strong work ethic
- Competent
- Ability to handle a crisis
- Willing to take on responsibility
- Good communication skills

Matures (Born 1900 – 1945)

- Strong work ethic
- Committed to the company
- Competent
- Confident

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



Steps Prior to Implementation

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**

Determine Scope of Initiative

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?**



Georgia™

State Personnel Administration

Determine Scope of Initiative

Things to consider...

- **What are the objectives?**
- **How large/ small an applicant pool?**
- **What are the are timelines/ cycle dates?**



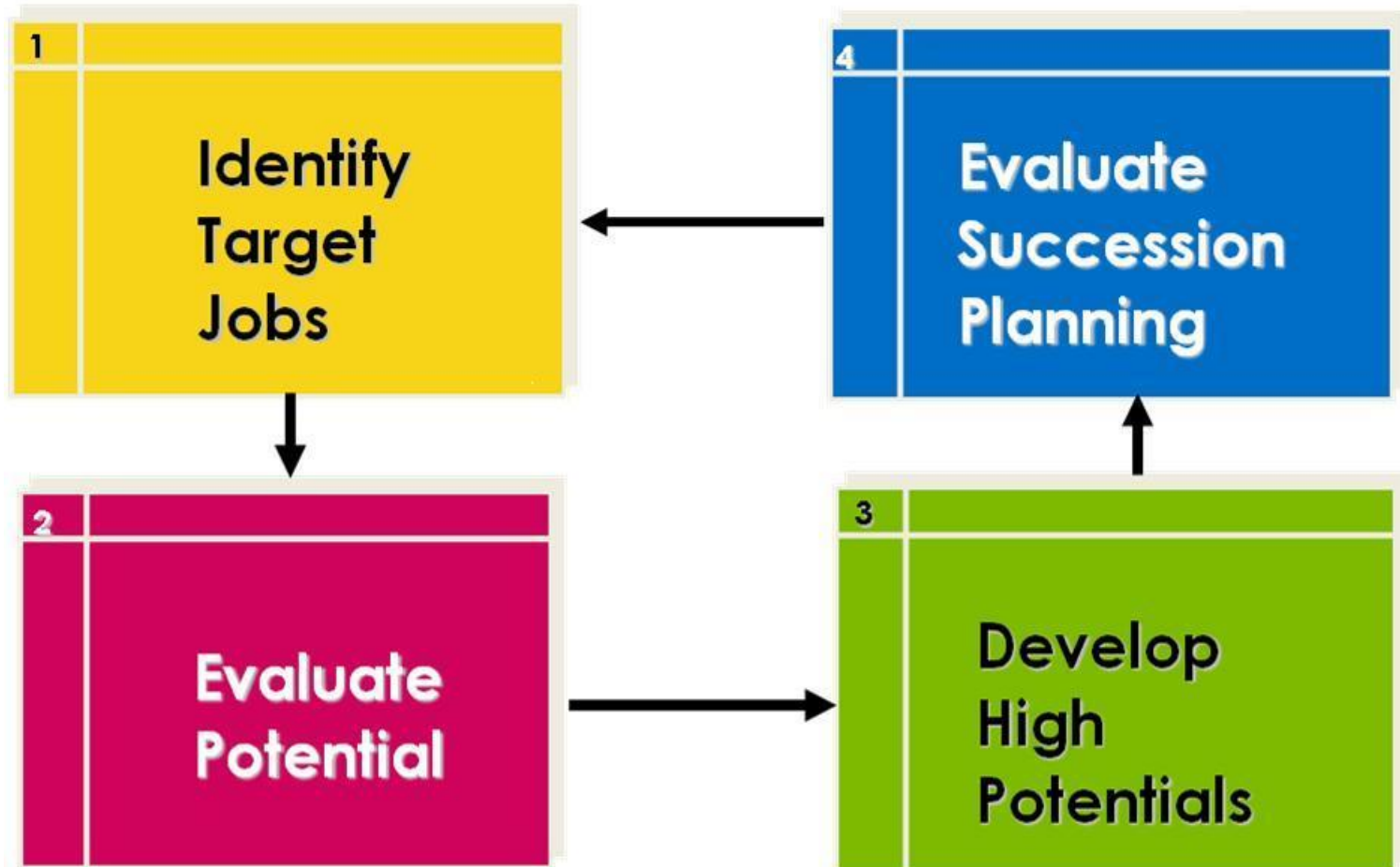
STEP 1:

IDENTIFY TARGET JOBS

Determine 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





Georgia™

State Personnel Administration

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”**

Communication Plan

- **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**



Georgia™

State Personnel Administration

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

Why Evaluate Potential?

Focus resources on employees that are capable of advancing beyond their present level



High Potentials



Provide Information Regarding...

- **Potential for greater leadership**
- **Strengths**
- **Areas for Development**

Legal Implications



Georgia™

State Personnel Administration

Document ! Document !

- 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



Georgia™

State Personnel Administration

Who Are Your High Potentials?

- **Current exemplary performers**
- **Capable of undertaking greater responsibility**
- **Interested in becoming future leaders**



Talent Assessment Process



PRE-SCREEN

**FORMAL
ASSESSMENT**

**Identify Candidates for
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**

Self Nomination

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

Management Nomination

Advantages:

- More streamlined and efficient
- Regulate the quantity & quality of applications
- Conserves resources

Management Nomination

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**



Georgia™

State Personnel Administration

Formal Assessment Approaches

Achievement tests	...	<i>Measures current knowledge or skills related to leadership</i>
Interviews	...	<i>Structured or unstructured discussion</i>
Personality Inventories	...	<i>Evaluate underlying characteristics</i>
Multi-rater Surveys	...	<i>Collect data from multiple sources</i>

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**

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.



Georgia™

State Personnel Administration

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.**

Georgia Work Ready Assessment (ACT) Work Keys

Talent Portion: Indices

Teamwork

Work Discipline

Managerial Potential

Customer Services Orientation

Georgia Work Ready Assessment (ACT) Work Keys

Talent Portion: Scales

Carefulness

Optimism

Cooperation

Order

Creativity

Savvy

Discipline

Sociability

Goodwill

Stability

Influence

Striving



STEP 3:

**DEVELOP HIGH
POTENTIALS**

Developing High Potentials

Basic Elements

Develop Goals For The Pool

Identify Developmental Activities

Create an Individual Development Plan



Georgia™

State Personnel Administration

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?**



Georgia™

State Personnel Administration

Identify Developmental Activities

- **Select developmental goals**
- **Interview current high performers & capture relevant experiences**
- **List challenges and benefits**
- **Document critical and/or optional activities**

Individual Development Plan

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**



Georgia™

State Personnel Administration

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**

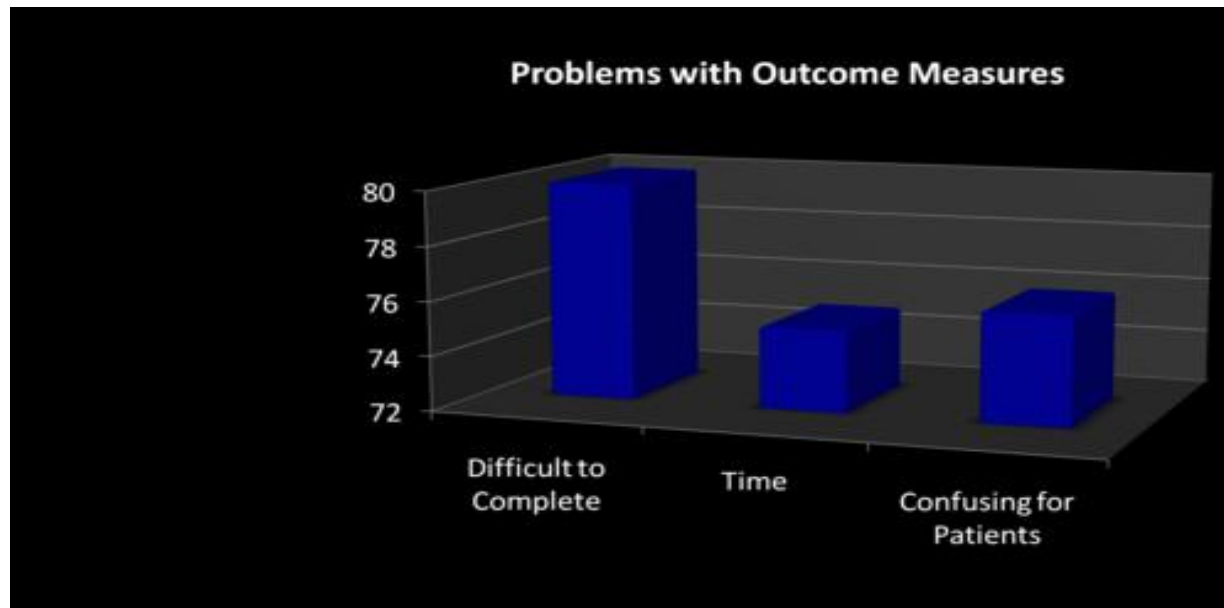


Georgia™

State Personnel Administration

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).”**



Outcome Measures

- **What went well (and why)?**
- **What did not go well (and why)?**
- **What measures do you have to show the results?**



Georgia™

State Personnel Administration

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**



Georgia™

State Personnel Administration

Evaluation

- **Develop action plans to make program improvements**
- **Outputs from this step are action plans to improve the succession planning program**



Georgia™
State Personnel Administration

Questions



Workforce Consulting Services HR Consultants

Sabrina Armour, HR Consultant

Email: Sabrina.Armour@spa.ga.gov

Phone: 404-651-9460

DeKisha Montaque Jones, HR Consultant

Email: DeKisha.Montaque@spa.ga.gov

Phone: 404-657-0362

James ‘Drew’ Simmons, HR Consultant

Email: James.Simmons@spa.ga.gov

Phone: 404-651-6073

Kimberly Williams, HR Consultant

Email: Kimberly.Williams@spa.ga.gov

Phone: 404-463-3539



Georgia™

State Personnel Administration



Georgia™

State Personnel Administration

Thank You!