

Succession Planning

November 2020

What Does a Succession Plan Look Like?

- We've learned why Succession Planning is important
- Let's talk about what a plan could look like
- It's not hard
- It's not formal
- It's flexible
- It's just a plan

Identifying and Developing Leaders

- As a general rule (depending on the size of your organization), select 5 candidates per Department annually that show leadership potential
- For the Finance Department, I choose one annually
- Large departments such as Police and Fire usually choose more candidates
- I normally complete a worksheet during the annual performance review period

Succession Planning Status Worksheet

Position Title	Incumbent Name	Retirement Status	Criticality	Number of Staff Ready Now	Number of Staff Ready in 1-2 Years	Succession Planning Priorities

Retirement Status:
A: Retirement likely within 1 year
B: Retirement likely within 3 years
C: Retirement likely within 5 years
D: Retirement eligible within 5 years
E: Other

Criticality:
1: Critical – Must “hit the ground running”
2: Very Important – Fully functional within 6 months
3: Other

Worksheet Guidelines

- Choose potential leaders within your Department
- Acceleration Pool/Talent Pool – high potential employees to receive enhanced developmental training
- Your are preparing employees to be able to step-up/step-in should a need arise

Considerations

- It is important to only include those who have real potential for leadership. Development is a time commitment
- It is also important to have a process that ensures every employee with leadership potential is fairly and thoroughly considered for participation annually
- You want to ensure that the process selects a diverse group of deserving employees across the organization

Employee Requirements to Consider

- Education level/degrees
- Years with the organization
- Current or prior supervisory experience
- Classification level
- Base your criteria on future potential of the candidate, not current capacity

Nominations

- Seek nominations from Management, Department Heads, Current Supervisors
- Considering accepting self-nominations

Nomination Form

Employee Information

Name:
Title:
Job Classification:
Length of Service:
Time in Current Job:
Current Supervisor:

Career Goals

1 to 3 Years:
3 to 5 Years:
Beyond 5 Years:

Educational History

Institution:	Degree:	Area of Study:	Years:
Institution:	Degree:	Area of Study:	Years:
Institution:	Degree:	Area of Study:	Years:

Special Skills/Expertise

Languages:
Technology:
Professional Expertise:
Other:

Developmental Experiences - Past 3 Years

Formal Training:	Competencies/Skills Developed:
Special Assignments:	Competencies/Skills Developed:
Other:	Competencies/Skills Developed:

Nomination Form

Acceleration Pool Nomination Form¹

Nominee Name:
Nominated By:

Classification:
Date:

Leadership Area	Strength	Proficient	Developmental Need
Support of Agency Values	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Behaves Consistently with values Displays respect for others Is a good team player Identifies with management 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Leadership Promise	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Is motivated to lead Accepts leadership responsibility Mobilizes resources/people to action Leads teams that have high morale 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Interpersonal Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Communicates clearly and effectively Makes effective presentations Demonstrates diplomacy Is trusted and respected 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Demonstration of Results	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Shows positive team/unit results Displays objective indicators of success Accomplishes major assignments 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Developmental Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Has accurate self-insight Is coachable; accepts feedback Has history of learning from experience Quickly learns new tasks Self-initiates development activities 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

¹ Adapted from Byham, William C., Audrey B. Smith, Matthew J. Paese. 2002. *Grow Your Own Leaders. Acceleration Pools: A New Method of Succession Management.* Upper Saddle River, NJ: Prentice-Hall Inc.

Assessing the Nominees

Acceleration Pool Nomination Summary

Name	Support of Agency Values	Leadership Promise	Interpersonal Skills	Demonstration of Results	Developmental Orientation
Applicant A	S	S	S	P	S
Applicant B	S	S	P	P	S
Applicant C	P	P	S	S	P
Applicant D	P	S	P	S	P
Applicant E	P	P	P	P	S
Applicant F	D	P	P	P	P

S = Strength
 P = Proficiency
 D = Developmental Need

Developing Leaders

- 6 Week Development Training
- 3 full days:
 - Customer Service, Leadership, Discipline
 - Compliance with Labor Laws
 - Performance Appraisals, Difficult People, and Grievances
- 3 half days:
 - Inclusion, Interviewing, Forms, and Workflow
 - Coaching, Teamwork, Motivation
 - Graduation celebration with Department Heads, Management, Elected Officials

Customer Service, Leadership, Discipline

- **Disney's customer service model/examples**
- **Disney's approach to Leadership Excellence**
- **Discipline**
 - **What it is**
 - **When to use it**
 - **How to use it**

Compliance with Labor Laws

- FLSA
- FMLA
- ADA
- Title VII
- Anti-Harassment/Workplace Conduct
- Drug Testing
- Pregnancy Accommodations/Maternity and Parental Leave

Compliance with Labor Laws – cont'd

- Dealing with the Media/First Amendment Audits
- ACA Requirement
- Policies/Laws
- Ethics

- How to complete a Performance Appraisal
- The “DUH” principle
 - Date
 - Unusual
 - Help or Hurt
- Tips for dealing with difficult people/role play
- The grievance Process/Procedures – do’s and don’ts

Inclusion, Interviewing, Forms, and Workflow

- Inclusion
- Interviewing
 - Practice/role play
- Onboarding
 - The hiring process and steps
- Calendars, Communications, Forms, and Procedures

Coaching, Teamwork, Motivation

- Case Studies
- Coaching
- Teamwork
- Motivation

Graduation celebration with Department Heads, Management, Elected Officials

- It is important to recognize the accomplishment of course completion
- It is nice to have the Manager or Chief Elected Official there to congratulate the graduate and present a certificate
- Immediate supervisors and Department Heads should attend the ceremony

Questions?

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