

Donna Wies Consulting
Matching Succession Planning Strategies to Risks

To be used with the Succession Plan Worksheet. For each at-risk position, identify potential strategies based on 1) the particular risks you've identified and 2) the needs of the position.

Risk	Strategy
Concentration of skills and knowledge in one employee	Document and test work process through Standard Operating Procedures, process maps, desk manuals, etc.
	Cross-train employees in critical skills and give them experience by rotating work or making temporary assignments.
	Plan to overlap exiting employee with the new employee for several months to allow time for training
	Update recruitment materials. Know what knowledge, skills and abilities you need in new hires. Prepare effective testing materials. Determine most effective advertising.
High percentage of employees in a classification eligible to retire	Document and test work process through Standard Operating Procedures, process maps, desk manuals, etc.
	Update recruitment materials. Know what knowledge, skills and abilities you need in new hires. Prepare effective testing materials. Determine most effective advertising.
	Capture knowledge of experienced employees and design a training program to transfer knowledge.
	Improve on-boarding processes so new employees are effective faster.
	Create opportunities to retain experienced employee and keep them engaged (special projects, mentoring other employees, etc.)
Low availability of qualified internal candidates	Focus training programs on preparing current employees for promotion through technical and leadership training.
	Encourage employees to take advantage of opportunities to advance their education.
	Create opportunities for employees to gain experience through more challenging assignments.
	Ensure that HR policies are in alignment with training goals (education reimbursement, out of class pay, etc.)
Low availability of qualified external candidates	Partner with community colleges to offer courses and advertise positions
	Emphasize environmental careers in recruitment materials
	Offer competitive pay and benefits to attract skilled candidates
	Create programs and promotional paths that allow you to hire employees with basic skills and attributes you need and train them in specific jobs.

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Risk	Strategy
	Became more visible in the community. Participate in job fairs, community outreach and professional organizations to project the image of an organization people would want to work for.