

Components of a Successful Succession Plan:

- Do you have one?
- Institutionalized Process and Stakeholder Support
- Assessment
- Succession Planning Model
- Plan Implementation
- Regular Evaluation

Worksheets can be used to assess how well you think your organization is doing in each area, using a rating scale of 1-5.

Basic Steps

0. Succession Plan
1. Institutionalize the process and capture stakeholder support
2. Conduct Assessment
3. Develop the succession planning model
4. Implement succession planning strategies
5. Continuously measure, evaluate, and adapt

Step 0 - Succession Plan

We use a Succession Plan that is up to date and one of our most important staffing tools

Always (5)	More Often Than Not (4)	Sometimes (3)	Not Often (2)	Never (1)	Total

Step 1 - We have institutionalized the process and capture stakeholder support for the plan

a. We gain commitment from decision makers

We demonstrate why it's needed and benefits

b. We gather resources for developing and implementing the plan

Senior leadership
 HR/Civil Service
 Union representative
 Employees groups
 Others

c. We understand the role of succession planning in achieving the strategic vision and goals of our organization

We make succession planning a priority

Our strategic plan determines the # of future employees and skills needed

Strategic Plan – Defining the organization's direction and allocating resources to get there. Here is where we need to be and here is how we're going to get there.

We understand what a succession program looks like and what will it do for our organization

We incorporate succession planning into our organization's values

We clearly define the objectives for the program

	Always (5)	More Often Than Not (4)	Sometimes (3)	Not Often (2)	Never (1)	Total

Sum:

Sum/3:

Step 2a - Conduct an Assessment

a. Conduct "As Is" Assessment of Organization

We collect and analyze organization and demographic data

Retirements?
 New leaders being developed?
 Are you identifying new leaders?
 What is average age and tenure of current employees?
 What are attrition and vacancy rates?

We identify and prioritize key work processes/positions

Which are most critical?
 Which have the least amount of resource depth?
 Which processes are documented?
 Are future replacements and leaders prepared?

We identify condition and availability of resources and systems

What items are needed to do work? Maps, policies/procedures, training guides?
 Are they accessible and up to date?
 What technology systems are currently in use?

	Always (5)	More Often Than Not (4)	Sometimes (3)	Not Often (2)	Never (1)	Total

2a Sum:

2a Sum/3:

Step 2b - Conduct an Assessment

b. Conduct "To Be" Assessment of Organization

We analyze future requirements for services

Future demand
 Customer expectations

	Always (5)	More Often Than Not (4)	Sometimes (3)	Not Often (2)	Never (1)	Total

Regulations

What are the goals of the Strategic Plan

Demand placed by Succession Plan
How will Succession Plan change workforce/leadership requirements?

We are aware of upcoming changes in the industry.

We are aware of what demands technology will place on organization.

2b Sum:

2b Sum/4:

Step 2c - Conduct an Assessment

c. Conduct Gap Analysis

How does “as is” organization fall short of “to be”?

Our workforce is prepared for the future

Do current organizational demographics look like the future ones?
Are you prepared to handle shifts in demographics?
Do we have the people skills to keep up with the change?

We are prepared to adapt to future processes

Which ones are most susceptible to changes in personnel?
Where are we most susceptible to losing essential knowledge?

We are prepared to accommodate future systems and resources

	Always (5)	More Often Than Not (4)	Sometimes (3)	Not Often (2)	Never (1)	Total

What info will we need or not need in the future?
What information needs to be more accessible?
How will technology change our resource needs?

We determine our talent needs for the long run

We identify the core leadership KSAs to bridge the gap.

What will future leaders look like?
What skills and behaviors will make them successful?

2c Sum:

2c Sum/5:

Step 3 - Develop the Succession Planning Model

We determine which employees or levels of employees will be involved in program.

- Execs
- Mid Managers
 - Ops, Lab, Maintenance/Repair, Admin, \$
- Supervisors
 - Crew Leaders, Day to Day
- Skilled Workers
 - I&C/SCADA
 - Electrical
 - Mechanical
 - Millwright, pipefitter, welder, fabricator, engine mechanics
 - Process Control
 - Unit Process Operators

We build leadership/talent pipeline.

- Identify internal talent with critical competencies (KSAs).
- Analyze external sources of talent.

We identify training and development strategies.

- Formal professional development.
- Coaching and mentoring.
- Use cross training/multi-skilling.
- Job shadowing.
- Identify career paths.

We develop retention strategies.

We create knowledge management and transfer strategies.

	Always (5)	More Often Than Not (4)	Sometimes (3)	Not Often (2)	Never (1)	Total

Sum:

Sum/5:

Step 4 - Implement Succession Planning Model

We determine resource needs for implementation.

We identify barriers to implementation/develop solutions.

We prepare organization for change.
 Establish communication plan.
 Connect with stakeholders and get their buy in.
 Identify and establish peer and leadership champions of change.

If needed, we implement strategies on pilot basis.

We link succession strategies with HR.
 Recognition
 Workforce planning
 Assessment strategies
 Recruitment strategies

We train staff as necessary.

	Always (5)	More Often Than Not (4)	Sometimes (3)	Not Often (2)	Never (1)	Total

Sum:

Sum/7:

Step 5 - Continuous Measurement, Evaluation, and Adaptation

We define measures of program success

We determine how frequently the program will be evaluated.

We have a reporting process.

We track progress, communicate and celebrate program success.

We get stakeholder feedback on strategy success.

We adjust or adapt programs based on evaluative results.

We ensure top management stays engaged and provides support and attention to program.

We make 3 to 5 year succession plans part of organization's strategic planning process.

	Always (5)	More Often Than Not (4)	Sometimes (3)	Not Often (2)	Never (1)	Total

Sum:

Sum/8:

EXERCISE SUMMARY

Basic Steps

- 0. Succession Plan
- 1. Institutionalize the process and capture stakeholder support
- 2. Conduct Assessment
- 3. Develop the succession planning model
- 4. Implement succession planning strategies
- 5. Continuously measure, evaluate, and adapt

Score

Basic Steps Score Meaning

- 1. Fail. No where to go but up.
- 2. Would like to but just aren't getting it done.
- 3. Trying, but it's such a struggle with all the urgent things.
- 4. It's a priority but still a challenge at times.
- 5. It's one of our core priorities and it's become a useful tool.

0. Succession Plan	1. Process & Support	2. Assessment	3. Model	4. Implementation	5. Evaluate