

# Succession Planning Insights

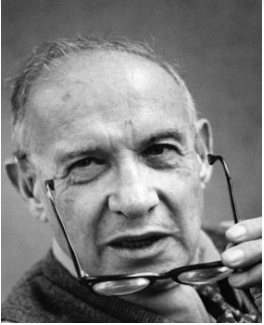
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*Working for You!*



A Fairfax County, VA, publication  
2018 EPA International Decontamination Research & Development Conference

# What is it?



“There is no success without a successor.” - Peter Drucker

## What is Succession Planning?

The continual business of developing and monitoring internal talent to assure that employees have the knowledge, skills and abilities necessary to succeed in future critical organizational roles.

- A systematic process for identifying and developing internal people with the potential to fill key positions in an organization
- Increasing the availability of experienced and capable employees that are prepared to assume key roles as they become available

# What is not

**“Succession planning often results in the selection of a weaker representation of yourself.”**

— Peter F. Drucker

## Succession Planning – What it is Not

- A one-time event
- Decided by a single individual
- Used solely for individual career advancement opportunities
- Acting only when a position becomes open
- Managers relying solely on their own knowledge/comfort with candidates
- Identifying candidates arbitrarily
- Conducted in the absence of a strategic organizational vision

## The Need for Succession Development in Public Sector

- ❖ Silver tsunami (USDOL)- 10K boomers retire/day, leaving a huge gap in public sector
- ❖ Retirement-eligible employees postponing retirement has fallen by >50% since 2009
- ❖ 52% of public workers (CRS) are age 45-64 compared to 42% in private sector
- ❖ Feds older than state/local employees. Of those age 45-64, 57% are federal, 52% are local, and 50% are state
- ❖ Center for State & Local Government Excellence (2018), 44% of public sector HR directors report higher numbers of retirements
- ❖ 13% of local government managers are under 40; in 1970's, ≈ 71% were under age 40

# Status in State and Municipal Governments

## 2018 Survey Results on Succession Planning in State and Municipal Governments

### SURVEY RESPONDENTS' ORGANIZATIONS...

**11%** Have a process

**27%** Are currently developing a formal succession planning process

**33%** Will likely develop a formal succession planning process in the next 5 years

**16%** Will not develop a process in the next 5 years

**13%** Don't know

### BARRIERS:

Main reason why formal succession plans have and/or will not be developed...

**37%** not a leadership priority

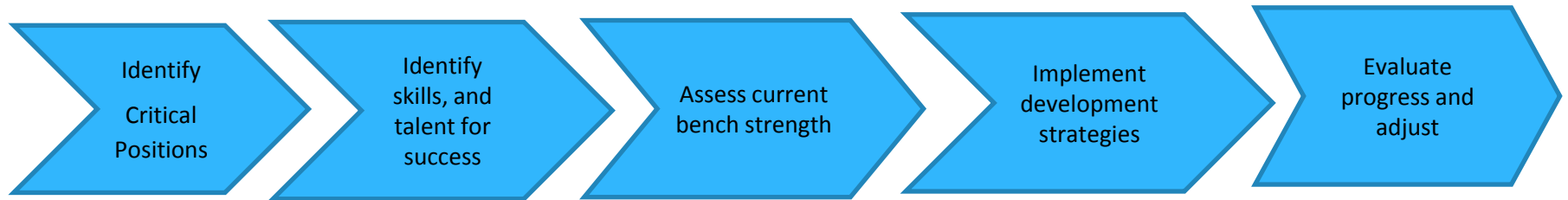
**19%** lack of internal expertise

**12%** lack of financial resources

**5%** general view that the organization does not need a formal plan



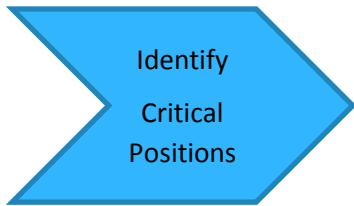
## Essential Model of Succession Planning



**Plans are only good intentions unless they immediately degenerate into hard work!**

**- Peter Drucker**

## Step 1 – Identify Key Positions



- What are the key positions needed to achieve the organization's mission or if vacant would hinder vital functions?
- What positions requires specialized or unique expertise?
- How deep in the organization does the assessment need to penetrate? Top level/Mid level/All employees?
- Plan for future, not just existing roles (link to long-term)
- Seek assistance and support from senior leadership and HR

# Identify Success Factors



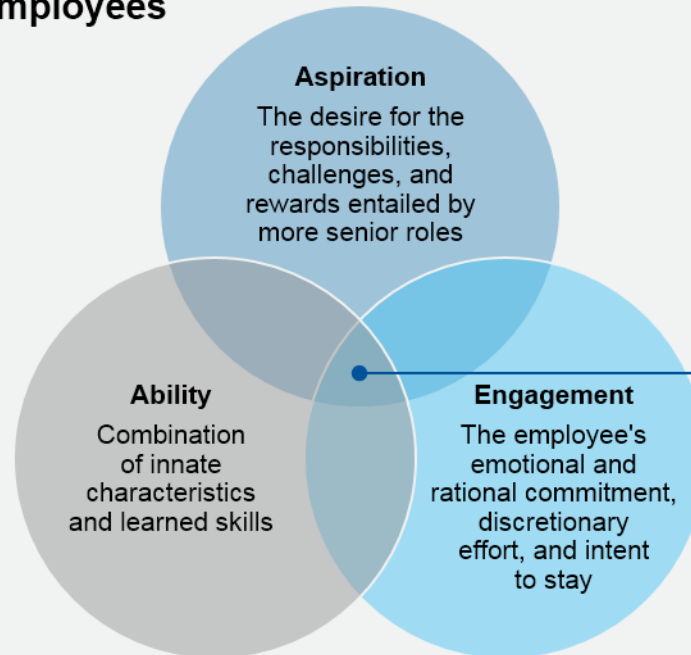
- What are the skills, knowledge, education and experiences for each key position?
- What behavioral talents will be required for each position?
- What are the core technical skills requirements?
- What are the critical thinking and decision-making skills?
- Are hiring and retention actions aligned with needs?



# Does the Talent Exist?



## Define Characteristics of High-Potential Employees



**High-Potential Employee Defined:**  
An individual with the ability, aspiration and engagement to rise to and succeed in more senior, critical positions

Source: CEB, Now Gartner  
ID: 328801

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- Create a Road Map to Key Positions with supporting structured plans that emphasize developmental assignments and formal training
- Create a targeted Career Path to get employees “position ready”
- Develop Toolbox to provide Job Enrichment:
  - Special Projects or Programs
  - Committee or Task Force Assignments
  - Planned job assignments & rotations
  - Working with Mentor or Job Coach including shadowing
  - 360 Assessments or other formal Feedback
  - Seminars, Conferences, Continuing Education
  - Action-learning projects
  - Exposure – internal and external
  - Problem resolution opportunities
  - Engagement in Communities of practice



## Assessing Progress and Adjusting



- Annual or semi-annual plan review held to ensure accountability to performance
- Ensure plan still aligns with strategic goals and vision – leadership update
- Assessing response to changing requirements & needs
- Address specific human capital challenges, such as diversity, and retention
- Updating plan for individuals based on progress and changing requirements
  - Provide opportunity for on-going feedback
  - Status check with candidates to confirm engagement
  - “Stay” interviews/discussions where retention risks identified
  - Analyzing feedback from customers & fellow colleagues

## Succession Planning References

<https://www.sigmoidcurve.com/assets/Multimedia-Hub-Readings/Talent-Assessment-and-Talent-Pipeline/October-2015-Articles/The-Nuts-Bolts-of-Succession-Planning.pdf>

<https://www.opm.gov/policy-data-oversight/human-capital-management/reference-materials/leadership-knowledge-management/developmenttraining.pdf>

[https://www.gallup.com/topic/succession\\_planning.aspx](https://www.gallup.com/topic/succession_planning.aspx)

## Case Study

### Fairfax County Environmental Laboratory Succession Planning Practices

- Support from senior business area and departmental leadership
- Aligned to Employee Development Goal of Departmental Strategic Plan
- Attention to hiring for both technical capacity and interpersonal skills (behavioral interviews, consistent reference checks)
- Established feeder pool thru work-study program with GMU Chemistry Department
- Rotational assignments within laboratory stations to assist in skill development
- Upward Mobility Program allowing lab analysts to be non-competitively promoted thru capability demonstration and examinations
- Opportunity to participate in internal/external training for enhancing technical, leadership and soft skills aligned with employee development goals and organizational needs
- Opportunities to participate in special projects, and departmental workgroups
- Annual performance reviews and corresponding individual career development plans
- Periodic salary reviews in coordination with HR specialists to determine if and what market rate adjustments (above annual county-wide adjustments) are warranted