

Succession Planning

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Brenda Norman, State
Director Workforce Planning
& Employee Development
brenda.norman@state.mn.us
651 259 3632

What is Succession Planning?

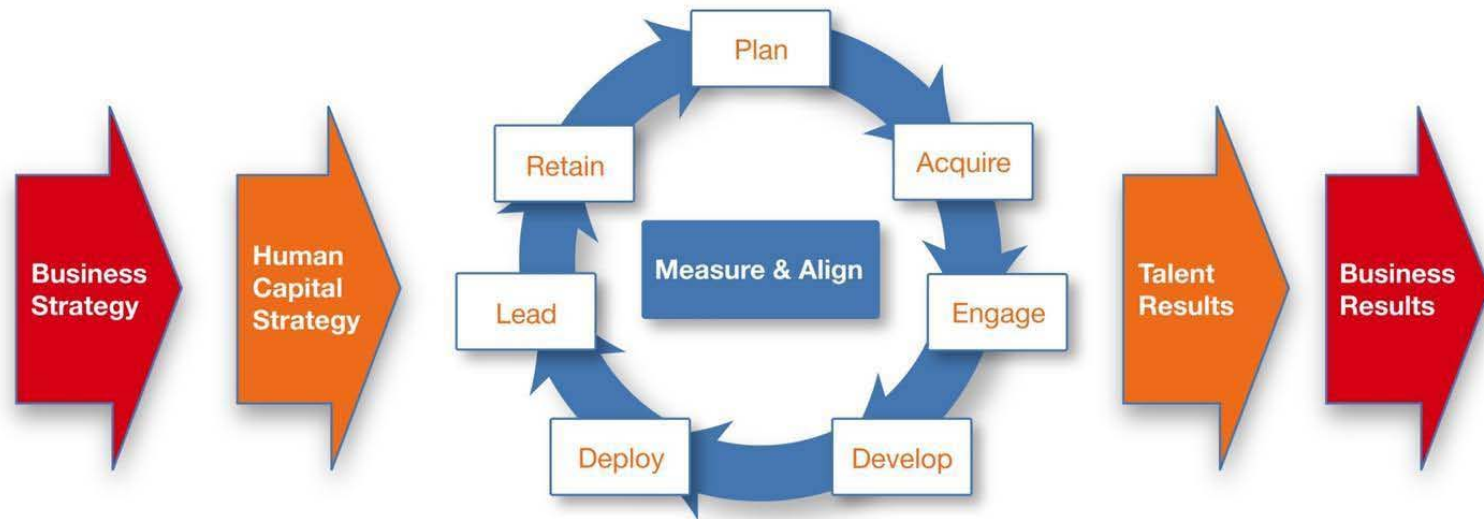
- o Succession planning is an organization's design to prepare individuals to fill mission-critical roles as vacancies occur
- o Part of ongoing workforce planning to ensure talent with the right skills in the right place at the right time
- o It focuses on developing talent within the organization

Success Factors

- o Identify internal needs for critical positions with workforce data
- o Create a strong workforce development plan to meet those needs
- o Integrate recruitment and retention as part of strategy
- o Senior leaders are personally involved and hold themselves accountable for growing leaders
- o Employees are committed to their own self-development
- o Success is based on a business case for long-term needs.
- o A pool of talent is identified and developed early for long-term needs
- o Development based on challenging and varied job-based experiences

Office of Personnel Management, 2005

Strategic Talent Management



Human Capital Institute

Succession Planning: Bigger Than it Looks!

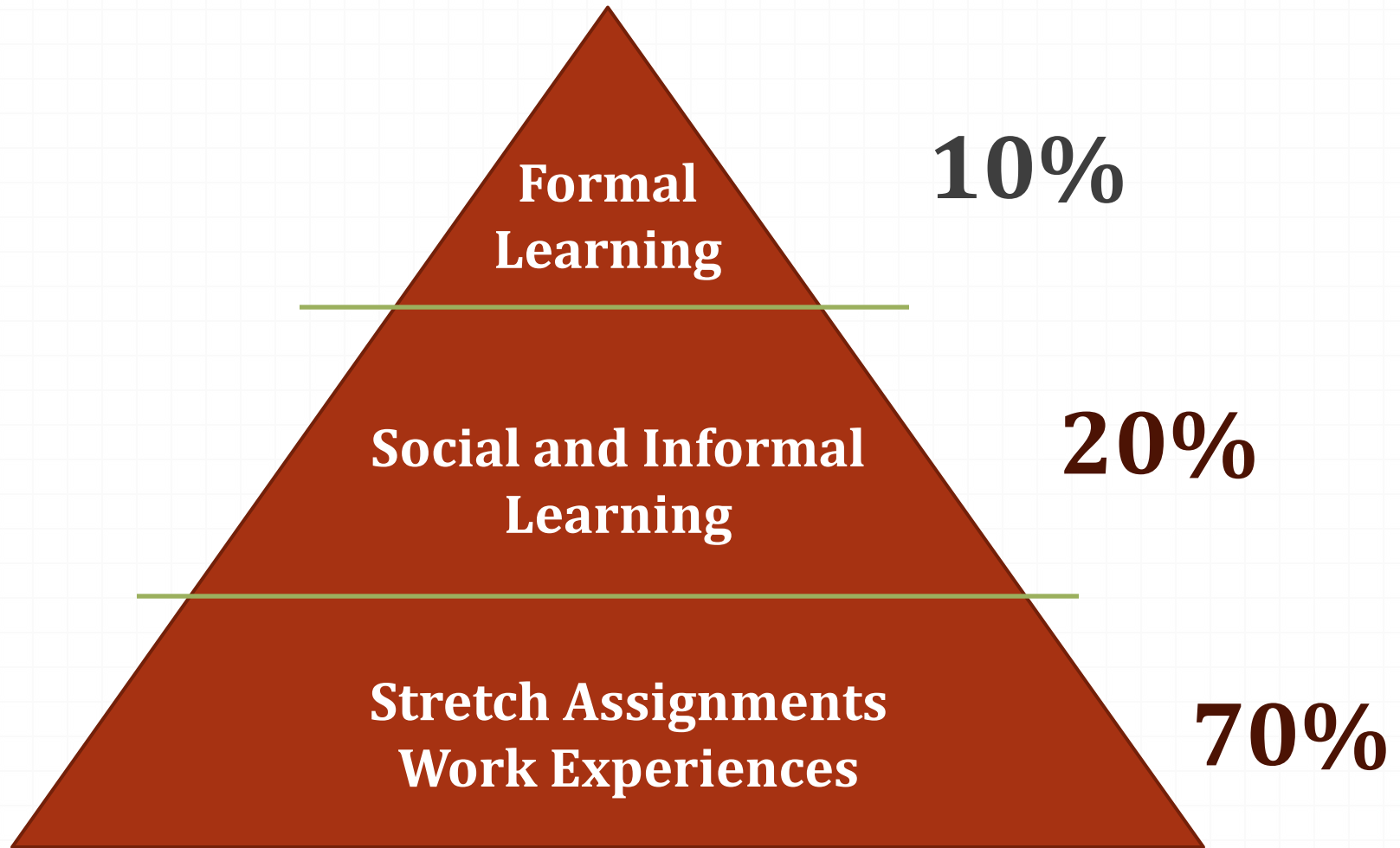
1. Identify critical positions
2. Identify competencies for critical positions
3. Identify succession management strategies
4. Document and implement succession plans
5. Monitor and evaluate

Worksheet: Critical Positions

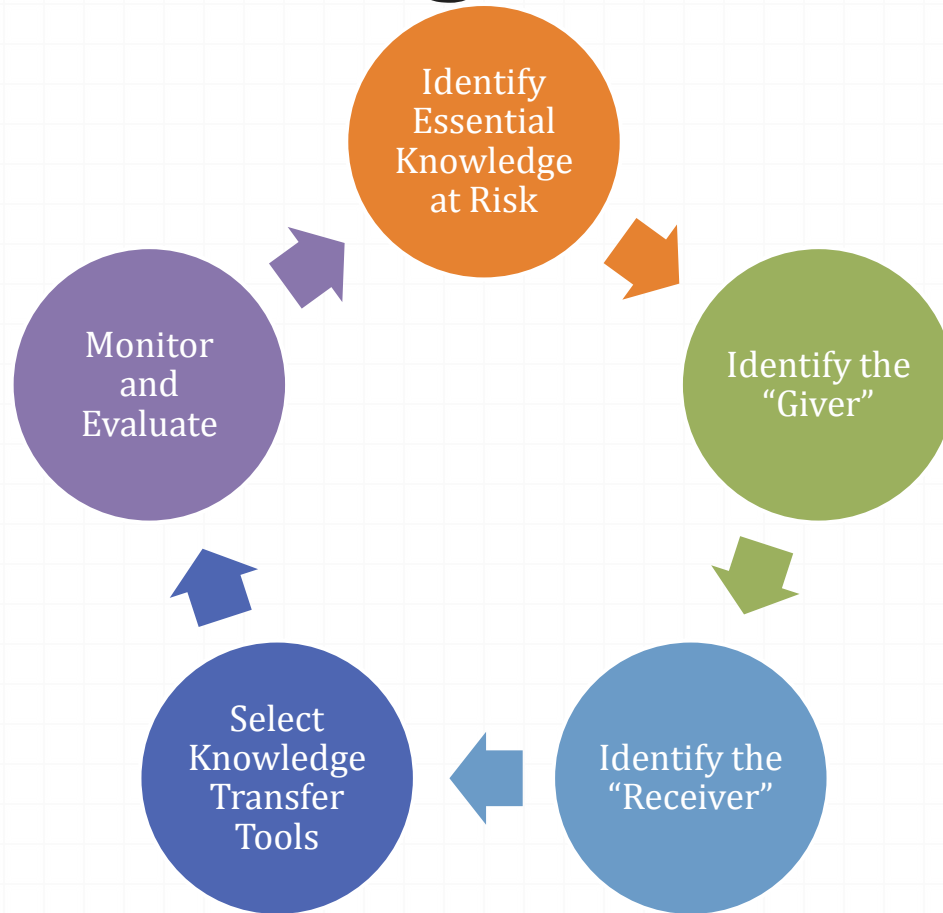
- Which positions, if left vacant, would cause major difficulties in achieving current and future business goals?
- Which positions, if left vacant would be detrimental to the health, safety, or security of the public?
- Which positions would be difficult to fill because they require particular expertise and/or the incumbents possess a wealth of corporate knowledge?
- Is there a current or projected labor market shortage for certain necessary skills in your branch or sector?
- Is this position the only one of its kind in a particular location and would it be difficult for a similar position in another location to carry out the function?
- Look at business continuity plans for information on critical roles.

◦ Where are the critical positions in your organization?

Developing Talent



Knowledge Transfer



Explicit Knowledge

- Easily documented, can be shared with or without personal contact.
- Systems, tools, process guidelines, clients, structures, contacts, partners, etc.
- Needs updating with changes over time.
- Has longer lifespan as it is continuously updated and expanded.

Tacit or Implicit Knowledge

- What we know, but is not easily articulated.
- Acquired through personal contacts or hands-on experience.
- Based on capturing the flow of practiced expertise in in which specific and analytical knowledge become automatic.
- Social relationships, organizational knowledge, simulations, case studies.
- Generated through experience; encompasses thinking, interpretation, knowing and improvising.

Knowledge Transfer Examples

User's Need	Knowledge Transfer Method/Tools
High performer/critical position is leaving	Knowledge capture interview Process mapping, documentation mentoring, job sharing, guided practice
Organization wants to capture and maintain knowledge	Team review and documentation Cross-organizational community of practice
Accelerate new hire productivity	Checklists, job aids, rotational assignments, shadow and map processes, guided feedback

Manager's Role

- o Understand organization needs
- o Understand employee goals
- o Is performance skills or fit issue?
- o Identify when staff need to be challenged
- o Connect employees to relevant development opportunities
- o Communication and feedback
- o Develop knowledge capture system for your unit