

Succession Planning

January 20, 2017

Massachusetts Municipal Association Annual Meeting

Succession Planning Imperative

- Succession Planning is an extension of other Org Develop and Performance Management activities
- Not to be thought of as solely as an individual
- Institutionalizes progress on performance improvement and strategic plans
- Most important person(s) going out the door may not be the most obvious
- Build into normal HR activities

Succession Planning

- Examines what we can or should see coming
- Often comes at a time when things are going great – or we may be looking elsewhere
- Not exclusively the role of an incumbent
- Though often perceived to be

Systematic Succession Planning

- GOALS:
- Preserve and enhance excellent performance where it has been created
- Identify important leadership positions across the organization
- Strengthen individual growth and advancement
- Prepare 'Right' Leaders for the 'Right' Positions at the 'Right' Time

Barriers to Systematic SP

- Retirement - Don't Ask/Don't Tell
- Grooming - Favoritism
- Views - Seniority vs. Performance

Systematic Succession Planning

- Review Town + Department Strategic Plans
- Critical Activities and Core Competencies Required
- ID the Critical Positions and Competencies at Risk
- Identify High Potential Employees
- Gap Analysis – What is Missing Internally
- Establish Development Plans and Programs to fill the Gaps
- Training and Development
- Monitor Progress and Evaluate Results

Tools for Systematic Succession Planning

- Replacement Chart – where is the talent?
- Critical Position Profile – key responsibilities and duties of critical positions
- High Potential Profile – high level summary of the individual's potential
- Employee Performance Appraisals – individuals' present performance
- Individual Potential Assessment – forward looking estimate
- Individual Development Plans – forward looking and multiyear

Exercise

- Pick a department which you are familiar and which can illustrate the process
- We will work through the 8 elements
- Using a department in Framingham which is managing its succession
- Apply to your illustrative department

Take aways

- Commit to organizational/performance approach to thinking about succession – not individual
- Systematic approach and thinking linked to strategy and performance management
- Formal assessments of high potential employees
- Employee development and training strategies/programs to build competencies required for performance
- Monitoring and evaluating individual progress