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