



SUCCESSION PLANNING

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P R O M O T I N G E X C E L L E N C E I N G O V E R N M E N T

Agenda

- What is succession planning?
- Why is it important?
- How is it accomplished?

Succession Planning Defined

- Succession planning is a process whereby an organization ensures that employees are recruited and developed to fill each key role within the company.

-Susan M. Heathfield, Human Resources Expert - <http://humanresources.about.com/od/glossarys/g/successionplan.htm>

Succession Planning in Government

- The early 2000s
- The economic crisis
- Center for State and Local Government Excellence Survey (2011)
 - 42.2% managers postponed retirement
 - Great Recession impacted planning

- Center for State and Local Government Excellence – 2011

Georgia State Government

- 38% of state employees were eligible for retirement in 2005
- The state government turnover rate was 15% during FY 2004 & 2005

-Georgia's Flexible Succession Planning Model - 2005

The Impact

- Institutional knowledge
- Experience
- Continuity

Starting the Succession Planning

- Create a succession planning team
 - Human resource staff
 - Executive level staff

- Establish program objectives
 - Organization's mission
 - Strategic goals

-Georgia's Flexible Succession Planning Model - 2005

Starting the Succession Planning

- Establish program design
 - Major steps and method

- Workforce strategy action plan
 - Persons responsible
 - Timelines

-Georgia's Flexible Succession Planning Model - 2005

Identify Leadership Characteristics

- Identify Competency Skills

- Success Factors

Other Process Steps

- Assess current bench strength
- Identify potential candidates
- Design & implement strategies

Develop Talent

- Coaching and Mentoring
- Training

Coaching and Mentoring

- Allows for seasoned veterans to:
 - work with the next generation
 - impart knowledge of organizational culture
- Season employees can also impart:
 - knowledge on policies and procedures
 - knowledge regarding employee management

Training

- Financial Training
 - Accounting Series
 - Budget and Financial Management Certification Program
- Leadership – Management Training
 - Frontline
 - Middle Manager
 - Senior/Executive

Evaluate Succession Plan

- Performance evaluation
- Objectives being achieved
- Identify areas for improvement
- Make modifications

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Thank you

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