



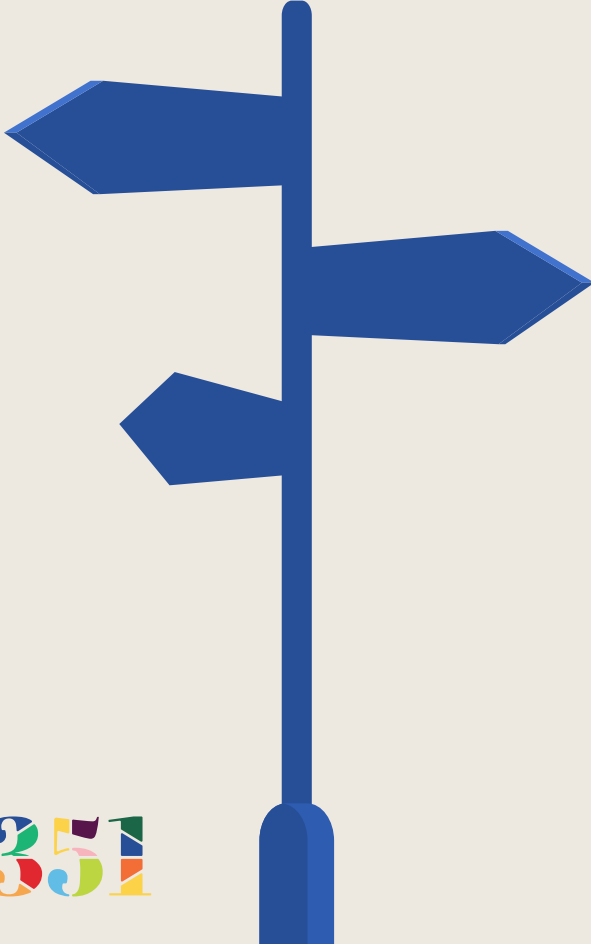
SUCCESSION PLANNING

Preparing for the Future

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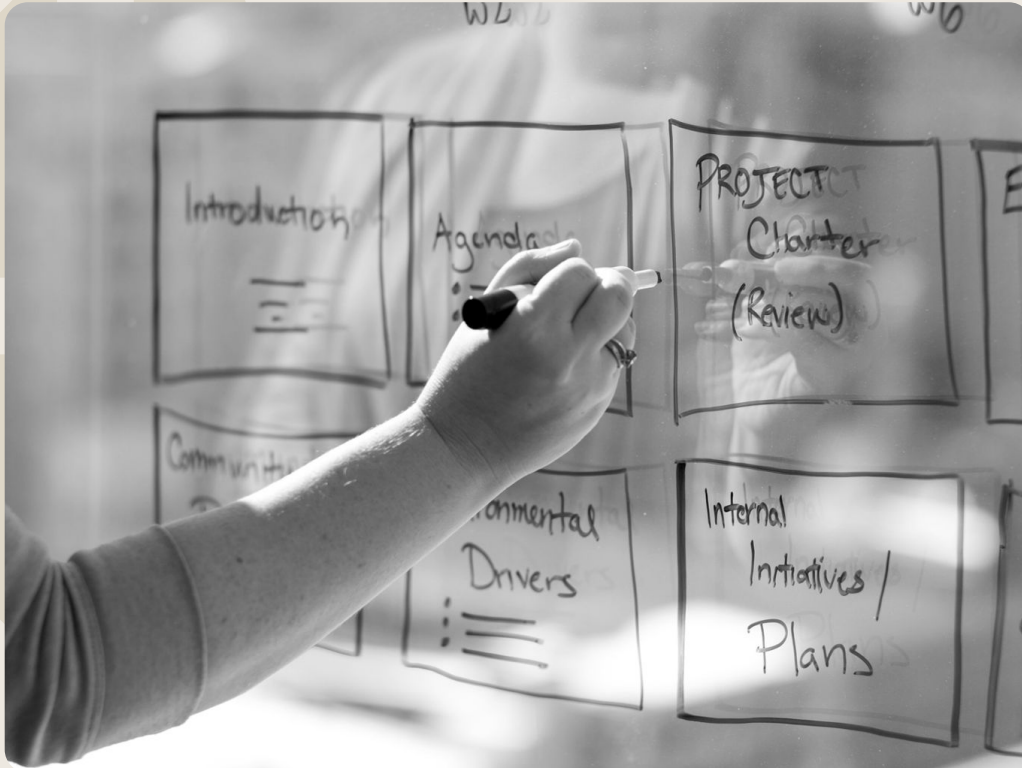


What is Succession Planning?



Preparing for the impact of future turnover in key roles by cultivating existing employees' knowledge and skills

Succession Planning Can...



- Reduce the impact of turnover on operations
- Preserve institutional knowledge
- Reduce recruitment time and costs
- Develop internal talent
- Provide a path for advancement that helps retain high performers

The Process

Succession Planning: A Three-Step Process

- 1: Identify Key Positions** and develop position profiles
- 2: Identify Potential Internal Candidates** and assess training and development needs
- 3: Develop Candidate Training Plans** and implement the plans to prepare candidates for future roles



1: Identify Key Positions

Consider:

- Which positions have been particularly difficult to fill in the past?
- Which positions would have the greatest impact to the organization if they became vacant?
- Who holds the most institutional knowledge that would be lost if they left?

Identify a list of key positions based on these criteria

- Number of positions will vary based on size, organizational need, and capacity for succession planning efforts
- Prioritize positions for succession planning based on degree of risk and level of urgency



1: Identify Key Positions

Create profiles for each position covering:

Criticality

- Urgency
- Uniqueness

Criteria

- Education
- Experience
- Technical Knowledge
- Skills
- Duties

Competencies

- Leadership Style
- Core Role

2: Identify Internal Candidates



Identify candidate(s) for each key position with the potential to fill that role one day

- Identify more than one candidate where possible
- Important to avoid conveying that anyone is owed a particular role

Consider:

- Which individuals have shown interest in developing their skills?
- Are there employees in other departments/functional areas that may be able to move into this position?

2: Identify Internal Candidates



Create profiles for each candidate covering:

Criteria

Education, Experience, Technical Knowledge, Skills

Competencies

Leadership Style, Interpersonal Style, Other

Strengths

Key Gaps in Knowledge/Skill/Abilities

Succession Path

CONNECT  Likely Next Positions at the Organization

3: Develop Training Plans



Identify steps to fill any gaps in knowledge, skills, or abilities identified in candidates' profiles

- Training could be formal (e.g., a course) or informal (e.g., job shadowing)
- Consider both technical skills and non-technical (“soft”) skills- e.g., ability to supervise, ability to communicate effectively

Identify:

- Steps required for training
- Estimated timeframe for each step
- Any prerequisites for each step (e.g., a need to identify funding)

Succession Planning Case Study: Town of Nantucket

Key Positions



Don Ramey Logan, Wiki

1: Identifying Positions

The Town identified 30 positions as key for succession planning, based on their importance for Town operations and/or their difficulty to fill

2: Developing Position Profiles

The Raftelis team met with employees currently in those positions to develop profiles of the type of individual who would be the best fit for each position

Sample Position Profile (Anonymized)

Criticality

- **Urgency:** High- this person says they intend to retire in the next two years
- **Uniqueness:** Medium- the skill set is not deeply specialized

Criteria (Ideal for Someone in the Position)

- **Education:** Bachelors in a related field (or equivalent experience)
- **Experience:** Ten years experience managing operations
- **Technical Knowledge:** Operations management, budgeting, procurement
- **Skills:** Communication, labor negotiation, personnel management
- **Duties:** Capital planning, employee supervision, project management

Competencies (Ideal for Someone in the Position)

- **Leadership Style:** Well-rounded, willing to help where needed
- **Core Role:** Operate a service for the Town (generalized for anonymity)
- **Interpersonal Style:** Approachable, even-keeled
- **Other Competencies:** Ability to prioritize

Identifying Candidates and Developing Training Plans



Kenneth C. Zirkel, Wiki

Raftelis worked with individuals in the 30 key positions to identify existing Town staff who may one day fill those key positions and identify knowledge and skill gaps and develop training plans

Sample Candidate Profile (Anonymized)

Criteria

- **Education:** Bachelors in a related field
- **Experience:** 12 years experience in operations and supervising staff
- **Technical Knowledge:** Operations, financial management
- **Skills:** Communication, crisis management, dealing with complex situations

Competencies

- **Leadership Style:** Servant leadership
- **Interpersonal Style:** Analytical, slow to anger
- **Other Competencies:** Problem solving

Strengths: Quick learner

Key Gaps: Hands-on experience in some areas, contract management

Succession Path: Department Manager would be next logical position

Readiness

- **Years Until Likely Able to Fill Role:** 1-2 years
- **Retention Likelihood:** Medium- no expressed desire to leave
- **Availability of Replacements:** Medium- some staff could fill existing roles

Sample Candidate Training Plan (Anonymized)

Development Area:	Hands-on experience	Contract management
Action to Address that Development Area:	Rotate around different functions in the Department to learn operations and build relationships	Complete a contracts and grant management course
Timeframe:	1-2 years	1 year
Prerequisites:	None	General financial management and accounting training
Progress:	Ongoing	Not yet started

Questions and Discussion

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Succession Planning

in Nantucket:

Understanding the Context





Nantucket as a Community

A longstanding relationship with the Town meant we already had knowledge of unique aspects of the community:

- Year-round population of approximately 14,500, increasing to more than 50,000 over the summer
- Wealthy population, but with significant income disparities
- Significant housing affordability challenges
- Island location 30 miles from the mainland only accessible by plane or boat



Nantucket as an Organization

We asked the Town for data on:

- Number of authorized positions
- Employee turnover rates and vacancy rates over time
- Employee demographics (Race, Gender)
- Employee tenure and retirement eligibility rates

We analyzed this information to help the Town understand their existing workforce profile as well as areas most likely to be impacted by turnover

Recommendations for Effective Succession Planning



Recruitment and Retention

- Maintain a list of key positions for succession planning, as well as key candidates for those positions
- Keep job descriptions for key positions up to date
- Track turnover and rates of internal versus external hiring and analyze any trends

Denimadept, Wiki

Succession Planning and Professional Development

- Develop/maintain employee professional development and training plans
- Review department structures to ensure that there are pathways for succession
 - › Give opportunities for employees to get supervisory and management experience before moving into Director/Manager roles
- Document institutional knowledge (policies, processes, best practices, etc.) to ensure it is not lost when longtime employees leave

