

Succession Planning

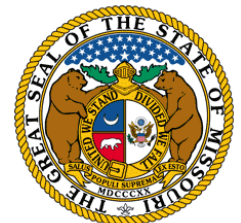
Leadership Academy Capstone Team B
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Succession planning is critical to the State of Missouri

Succession planning is the process of identifying critical positions within each agency and developing individuals to assume those positions

Why?

- Ensures a pipeline of talent to deliver agency strategies and goals
- Safeguards against the loss of critical institutional knowledge



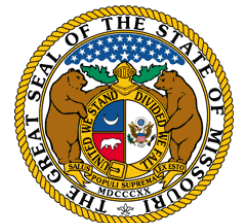
Succession planning is often misunderstood

Is NOT

- A guarantee of promotion or advancement
- A replacement for the competitive hiring process

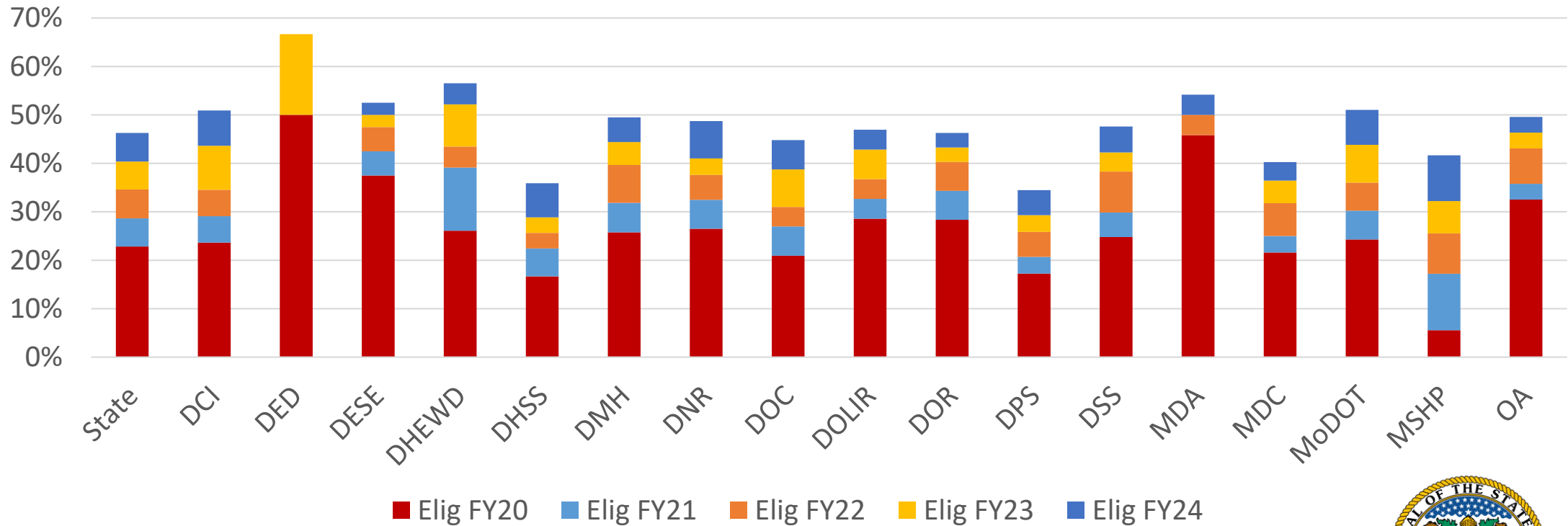
Is

- Complementary to ENGAGE 2.0 conversations
- Appropriate at most levels of the organization



Every department faces a management crisis

Institutional knowledge on the verge of retirement:
Percent of managers by retirement eligibility year



Note: Managers supervise other supervisors.

Source: OA Personnel, MOSERS, MoDOT, MSHP, MDC



Succession planning is not consistent in Missouri state government

Where does your department fall on this spectrum?



None

Informal processes

Some formal processes

Formal processes

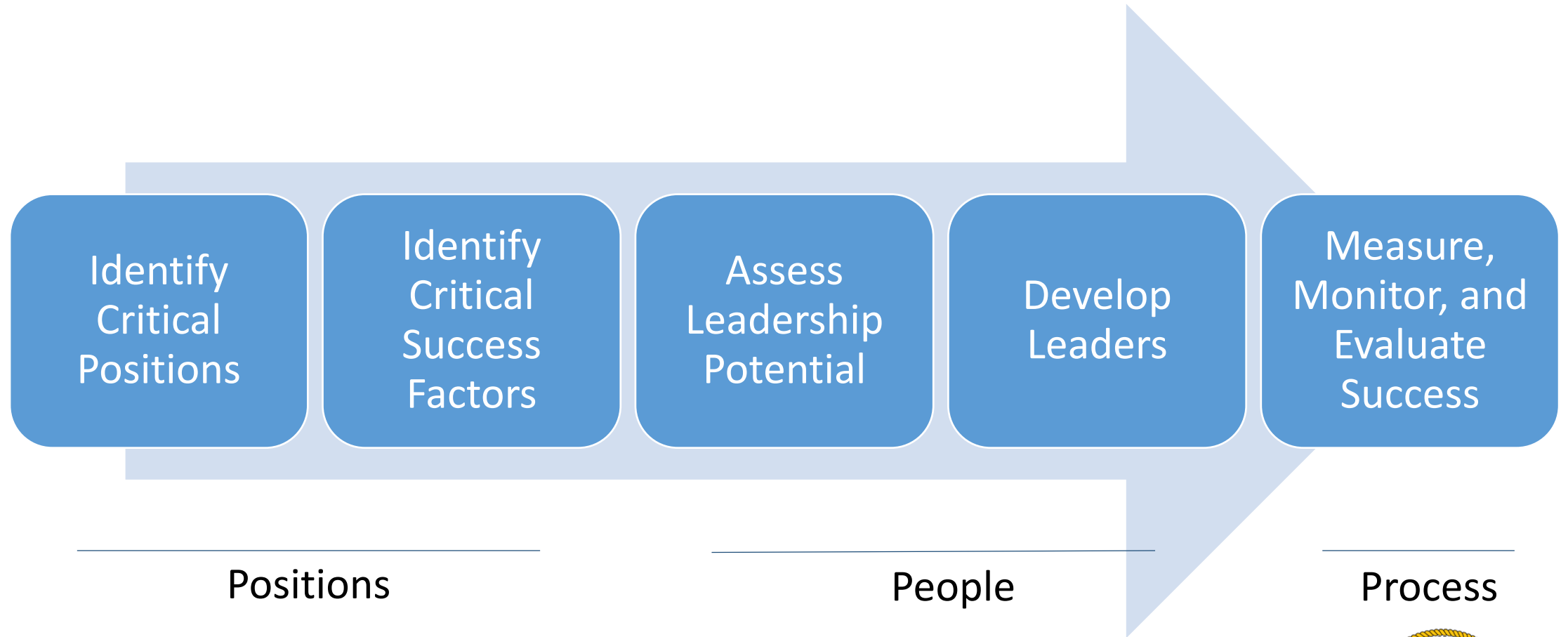


Succession planning that works: GE example

- Senior leaders see talent development as a priority and model behavior consistent with that value
- Using a structured process, leaders scan external and internal candidates, identifying a cohort who fit the attributes needed for success of the business
- The interview process evaluates all candidates against values and vision of the company



Succession planning is a proven process



Step 1 – Identify critical positions

Purpose

- Risk assessment approach to identifying positions most in need of succession planning

Activities

- Evaluate positions from a risk perspective
- Rank positions based on risk assessment
- Prioritize positions for succession planning

Owners

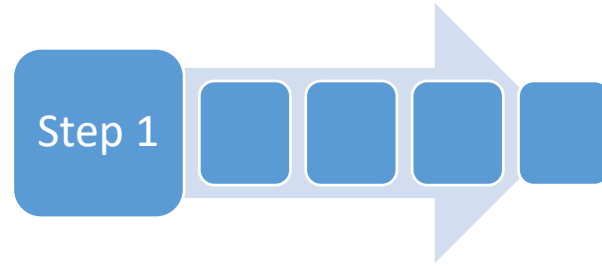
- Executive and/or senior management team

Considerations

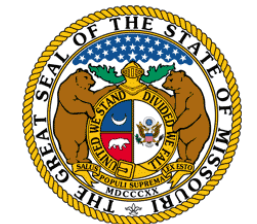
- Focus on position, not person



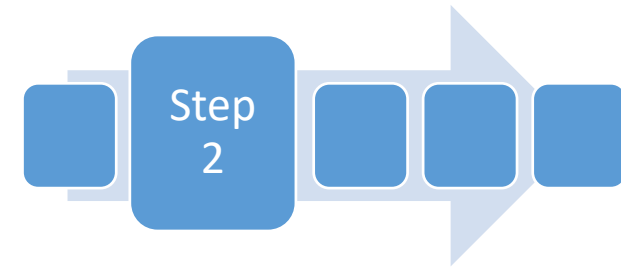
Prioritize positions for succession planning using the summary form



Position Title	Urgent Need	Low External Candidate Availability	Poor Internal Bench Strength	Strong Impact on Business	Unique Skill Set or Knowledge Base	TOTAL	PRIORITY
Operations Manager	3	2	1	3	2	11	1
Fiscal Manager	1	1	1	3	2	8	3
Chief Data Officer	2	1	1	1	2	7	4
Team Leader	3	2	1	1	2	9	2



Step 2 – Identify critical success factors



Purpose

- Identify experiences, competencies, knowledge and skills that have contributed to success

Activities

- Assess experiences of successful people
- Document key knowledge and responsibilities of incumbent
- Determine how best to share key knowledge and responsibilities
- Use to strategically plan for the development of potential successors

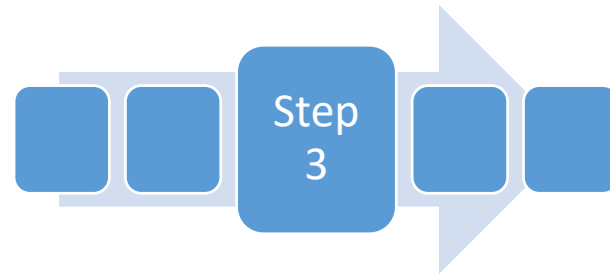
Owners

- Supervisors of the position and similar positions for initial assessment
- Incumbents of the position for documentation

Considerations

- Focus on position, not person





Step 3 – Assess leadership potential

Purpose

- Develop realistic picture of current state of potential successors

Activities

- Identify and assess bench using Nine Box Grid
- Identify individuals as “ready now” or “ready later”

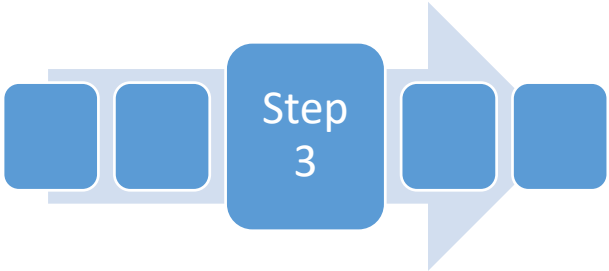
Owners

- Incumbents and supervisors of the position
- Review by executive or senior management team

Considerations

- Must be realistic assessment
- Must be specific to position
- Informed by ENGAGE 2.0 Growth Model





Use the Nine Box Grid to plot potential and performance

High Potential	Develop	Stretch/Develop	Stretch/Promote
Medium Potential	Observe	Develop	Stretch/Develop
Low Potential	Observe/Exit	Observe	Develop
Potential ↑ Performance →	Does Not Meet Expectations	Meets Expectations	Exceeds Expectations

This tool helps leaders have conversations about the right candidates at the right time.





Step 4 – Develop leaders

Purpose

- Strategically develop bench/leaders in light of succession needs

Activities

- Create development plans including statewide development opportunities and position-specific needs
- Implement development plans
- Mentor and coach with strategic focus

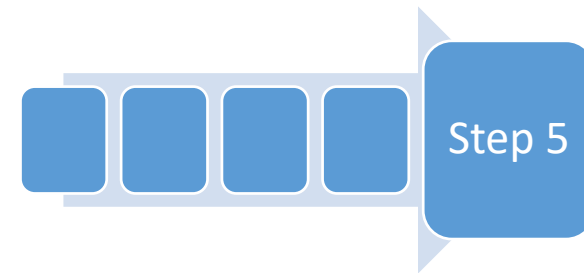
Owners

- Individual, supervisor, mentor, other leadership as appropriate

Considerations

- Integrates into ENGAGE 2.0 and Growth Model conversations
- Continuously assess development needs and plans





Step 5 – Measure, monitor and evaluate success

Purpose

- Ensure that succession planning happens and is successful

Activities

- Quarterly meetings, at a minimum
- Monitor implementation of succession planning steps
- Establish and monitor metrics for success

Owners

- Executive and/or senior management team

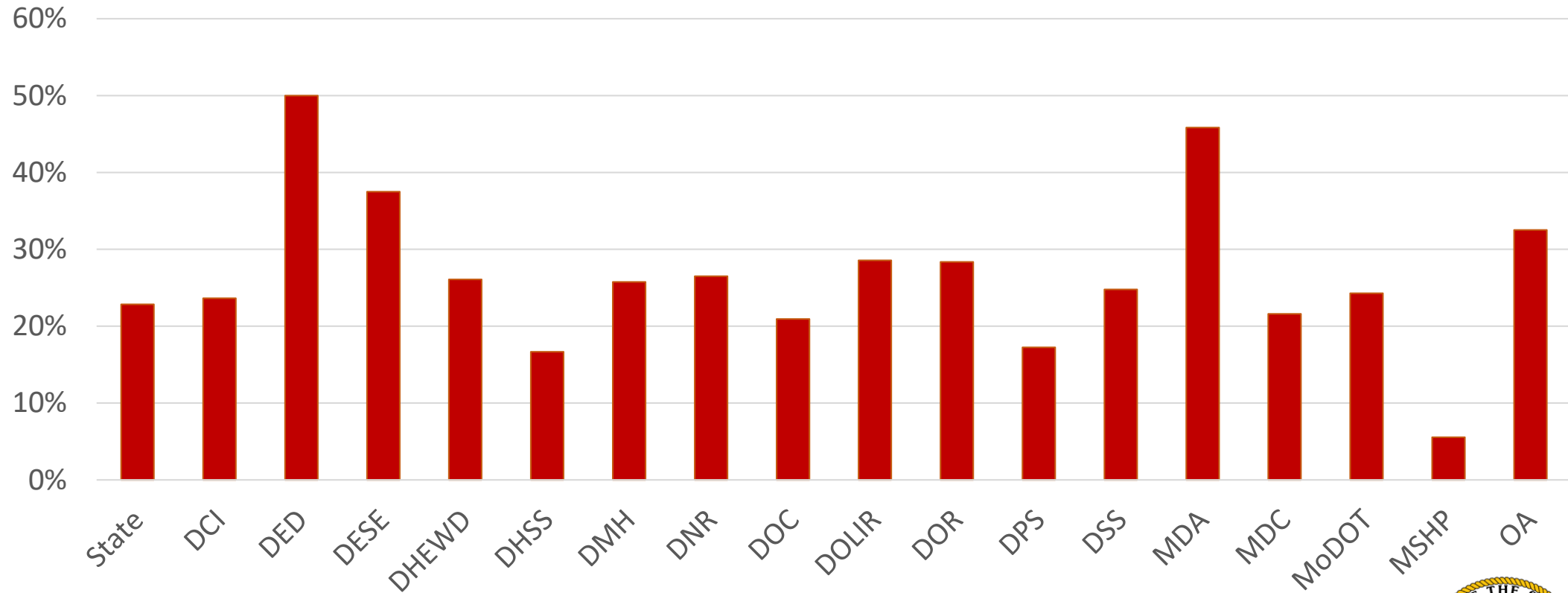
Considerations

- Executive team needs to take and maintain ownership of process
- Business led and human resources enabled



We have no time to lose!

Percent of managers eligible to retire in FY20



Note: Managers supervise other supervisors.

Source: OA Personnel, MOSERS, MoDOT, MSHP, MDC



Let's get started!

Implementation Recommendations

- Kick-off meeting using agenda
- Identify a champion for the process
- Review playbook and resources on MO Learning
- Decide path of implementation
 - Identify specific levels/divisions (top down)
 - Identify based on risk assessment



Your guide to success!

SUCCESSION PLANNING PLAYBOOK



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We are here to help

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