



Succession Planning for the Public Sector

Everything you wanted to know about developing a succession plan, but were afraid to ask...



Case Study Scenario





What IS Succession Planning?

“...the means by which an organization prepares for and replaces managers, executives and other key employees who leave their positions, and is critically important to the organization’s continued and future success.” Gilmore

“...an ongoing process of identifying, assessing and developing talent to ensure leadership, management and supervisory continuity throughout an organization and, moreover, to sustain its performance.” Ibarra

“A systematic approach to ensuring leadership continuity within an organization by recruiting and/or encouraging individual employee growth and development.” Haroski





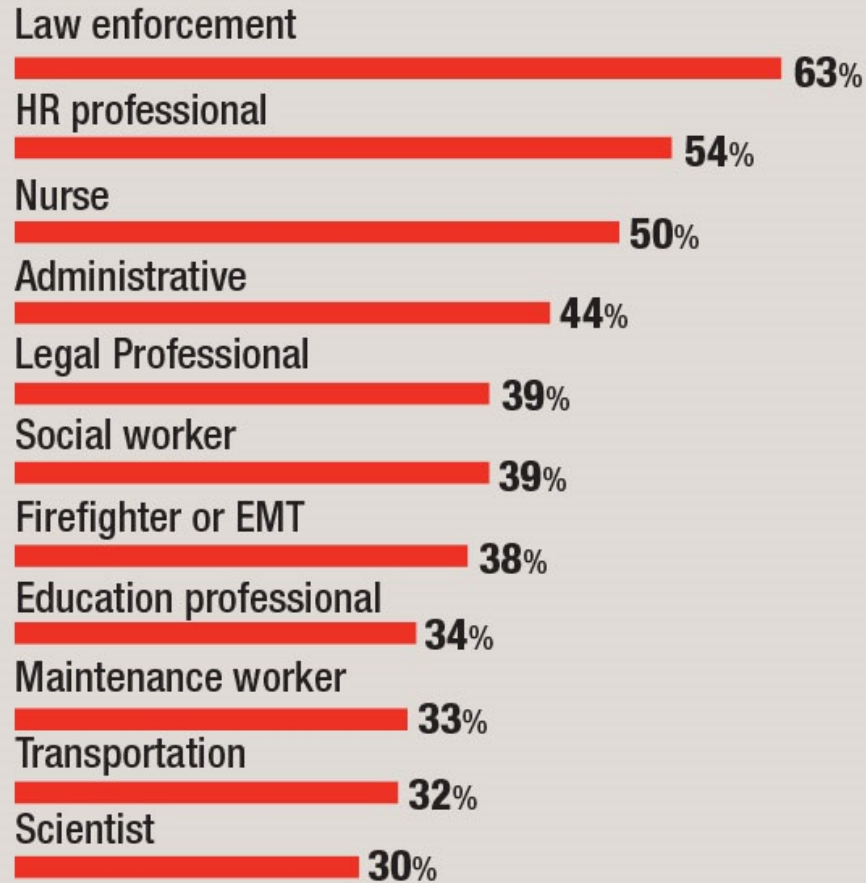
Succession Plan...

Do We Really Need That?



The Jobs People Aren't Applying to Anymore

The biggest application drops between 2013 and 2017



Source: National Association of State Chief Administrators



Common characteristics of effective succession plans





Step 1: Establish present and future leadership roles and objectives

- What will the *business* look like in the next 1 – 5 years?
- Are any new positions needed?
- Will there be any restructuring of the organization?
- Will there be any mandated leadership turnover?
- What is the expected legal climate and how might it impact the business?



Step 2: Determine Key Positions

- Determine alignment with the business objectives
- Identify positions critical to the mission and accomplishment of organization objectives
- Which positions need to be part of the succession plan?
- Plan for future roles, not just existing roles
- Determine “bench strength”
- Who is a retention risk?
- Who has leadership potential?
- Who are your critical employees?



Step 3: Assess for Competency Gap Analysis

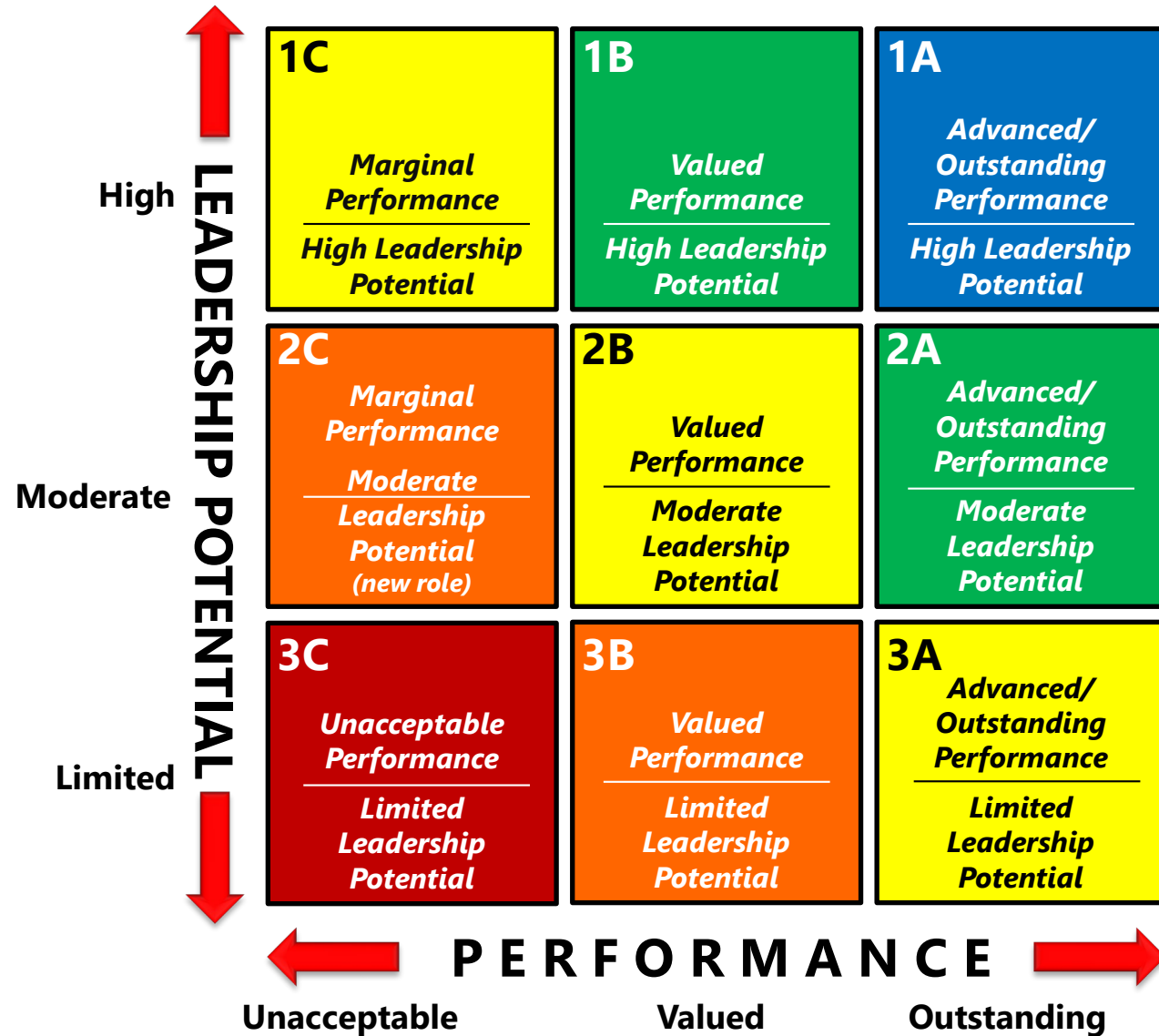
- What are the skills, education and experiences needed to qualify for each key position? KSAs?
- What behavioral competencies will be required for each position, current and future?
- Determine if any KSA gaps exist.



Step 4: Identify High-Potentials

- Structure around the competencies defining the organization's definition of leadership
- For each person on the radar, what are the primary development needs in order to be ready for the next level?
- Conduct Gap Analysis –what skills are needed vs. what skills are existing in your talent pool?
- Assess everyone in your organization for potential
- Who is ready for promotional opportunities within 36 months?
72 months?

9-Box Performance-Potential Matrix



Performance - technical skills, abilities, and subject matter knowledge in job related field; ability to develop and maintain working relationships which incorporate agency values.

Potential - the ability or capacity for growth and development into a leadership role.

Leader - one who guides, directs, influences, and shows the way to others.



Step 5: Strategically Create Development Plans

- Create a targeted Career Path to get employees “position ready”
- Development Toolbox to provide Job Enrichment:
 - –Special Projects or Programs
 - –Committee or Task Force Assignments
 - –Job rotation
 - –Working with Mentor or Job Coach
 - –360 Feedback
 - –Seminars, Conferences, Continuing Education
 - –Cross Training
 - –Exposure –internal and external
 - –Knowledge management





Step 6: Measure Results, Assess, Adjust

- Assess relationship between the succession plan and critical business objectives – high-potential retention and ready-now replacements
- Continually monitor skills to determine gaps



Pitfalls to Avoid

Not integrating the succession plan into the overall talent management strategy

Not linking the succession plan with the organization's strategy and goals

Public sector administrative turnover (focus on skills and competencies needed to achieve goals)

Entitlement mentality



Creating a “pool” of talent

- The most important change for the public sector is shifting from one-to-one replacement mapping to creating a *pool of future leaders* capable of meeting the organization’s needs.





Benefits of a pool of talent

- Boosts performance
- Open and competitive process for becoming a participant
- Participation is voluntary
- Standard personnel procedures are followed to fill a position



TBI: Our Succession Woes

- No plan in place due to longevity of LE
- Many, many Boomers
- Mandatory retirement at 60
- Younger workforce attrition (5 years)
- Societal views of LE profession
- Younger workforce's view of public service
- Aggressively working on a succession plan
- Data analytics to determine Boomer retirement
- Yeah, we know. They gotta go. Capture knowledge.
- Restructure advancement opportunities
- Recruiting practices; rebranding the image





TBI Leadership Development Pyramid



Executive Level (Director/Assistant Director)

**Executive Level Courses (Director/Assistant Director); PERF Senior Management Institute for Police (SMIP); Tennessee Government Executive Institute (TGEI); Harvard Senior Government Leadership Institute; Northwestern University Executive Management Program
University of Louisville SPI Chief Executive Leadership Program; IACP Leadership in Police Organizations Course**

Mid-Level Management (SAC)

**Tennessee Law Enforcement Executive Development Seminar (TLEEDS); Tennessee Government Management Institute (TGMI)
Tennessee Certified Public Manager Program (TN CPM); Northwestern University School of Police Staff and Command
University of Louisville SPI Administrative Officers Course; SELA - UT LEIC South Eastern Leadership Academy;
FBI National Academy
FBI-LEEDA**

First Line Supervision (ASAC)

**TBI Director's Academy; TBI Leadership Academy; LEAD Tennessee
First Line Supervision Course (Any POST Certified Course)
FLETC Law Enforcement Supervisors Leadership Training Program; PATC First Line Supervision: "Leadership and Management Skills"**



TBI Non-Commissioned Leadership Development Plan

- Utilize workshops offered through the Department of Human Resources
- Incorporate multiple learning platforms
- Assess each employee's KSAC gaps
- Create career paths for each employee

Reassess the organization's structure to provide career paths for all positions



Resources

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Thank You!

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