

Succession Management: The Big Picture



VIRGINIA DEPARTMENT OF
SOCIAL SERVICES

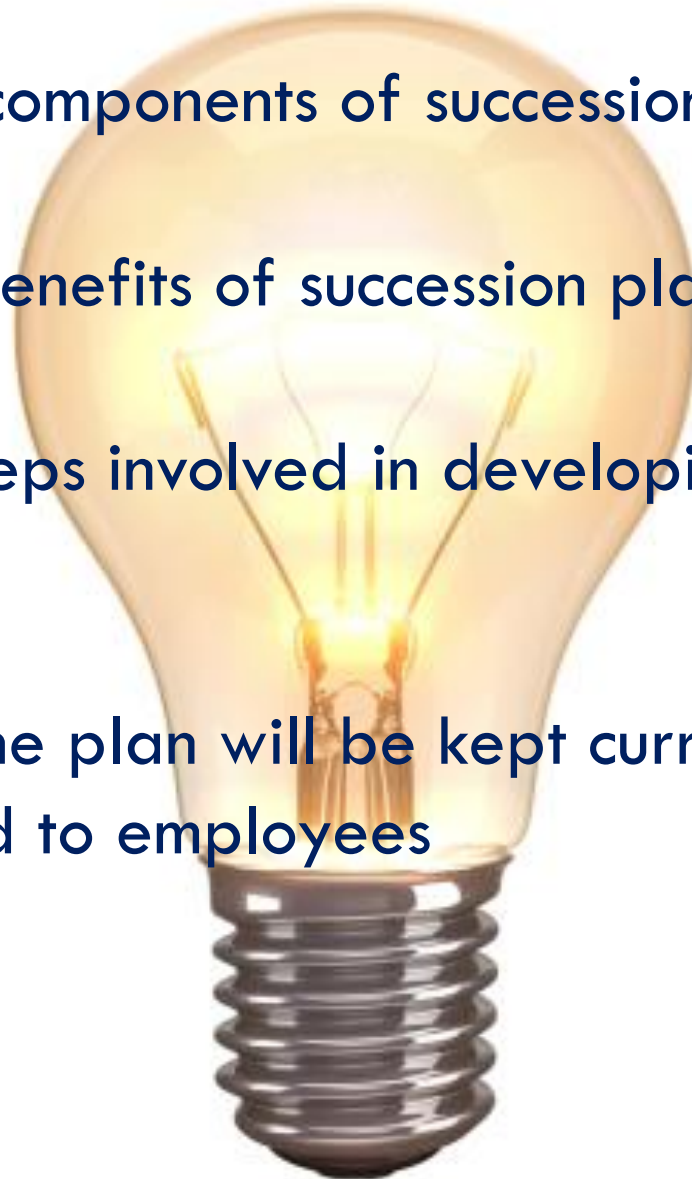


Organizational
Development



Today We Will

- Discover the components of succession management
- Explore the benefits of succession planning
- Review the steps involved in developing a succession plan
- Discuss how the plan will be kept current and communicated to employees



Question:

**What is
Succession
Planning?**



Answer



Alignment of organization's talent with business direction.

Process for identifying talent requirements.

Set of strategies to attract and develop qualified candidates.

Pipeline to fill critical positions.

Tool to ensure talent engagement and retention.

Transfer of knowledge from incumbents to successors.

Succession Planning: Step by Step

Understand the business, mission, vision, goals

Identify critical positions

Identify high-potential employees

Assess and develop skills and abilities

Quick Brainstorm



Benefits of Succession Planning

- Cultivate diversified bench strength
- Enhance employee development
- Build leadership capacity
- Retain organizational and position knowledge
- Attract and retain top talent
- Achieve mission, goals and vision
- Avoid extended vacancies in key positions
- Assure the stability of business operations

A Closer Look at Each Step in the Planning Process



Understand the business,
mission, vision, goals & trends

Implications of Current & Future Business Strategy

What internal and external business drivers may affect your mission, goals, or structure over the next five years?

What are key workforce implications of these changes?

Which employees are currently or imminently eligible for retirement?

What is the potential for loss of knowledge, skills and relationships that might negatively impact success?

Identify Critical Positions

Which positions...



Are instrumental to delivering on commitments and priorities?



Exert critical influence on achieving operational and strategic goals?



Are essential in meeting legislative or regulatory requirements?



Are instrumental to the health, safety or security of the public?

Identify High-potential Employees

Build the talent pipeline

Cultivate diversified bench strength

Enhance employee development

Build leadership capacity

Attract and retain top talent



Assess and Develop Skills & Abilities

Make the connection

Essential responsibilities, skills, competencies

Knowledge capture and transfer

Individual Development Plans



Legacy Documentation

Retirements?

Turnover?

Unexpected absence?




Protect critical knowledge, contacts,
information, processes, deliverables...

Reminders...



Keep it current



**Assess and
Adjust**

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