

## Five Steps for Effective Succession Management

1. Identify Key Positions for Succession
  - Key Leadership positions: Department Director, Assistant Director, etc.
  - Positions needing specific or unique skills, certifications, or training.
2. Identify Capabilities Needed for Key Positions
  - Capability Model
  - Class specifications
  - Job Description
  - Trend data that indicates future skills needed (i.e., changes in technology or certifications)
3. Develop Employees
  - Meet with each employee who directly reports to the above-mentioned key positions to discuss developmental needs and opportunities. Meet with other employees who may have an interest and are not in the direct line.
    - Stress that the employee's development does not guarantee promotion but is intended to assist them in developing the skills to be a marketable candidate in the event of a vacancy at a higher level of management.
    - Share that they don't have to know right now if they're 100% interested in the next level.
  - Identify gaps in employees' knowledge, skills, abilities, and experiences as it relates to succession management.
  - Offer development opportunities and share examples of how the above capabilities or skills are used in the position.
4. Assess the Results of Development
  - Meet with those employee(s) under your direct supervision during and after developmental activities to assess their progress.
  - Create additional goals and learning plans accordingly.
  - It is important that you provide both positive and constructive feedback to them as they work toward stretch objectives.
5. Evaluate the Success of Succession Management
  - Have the employees grown in their capabilities for the new role?
    - If not, what steps are needed?
    - If so, what are the next steps? Is there additional development needed?
  - If no position is currently available, how do you and the employee continue their education and keep their skills sharp?