

Succession Planning Roadmap

FIRE & EMERGENCY MANUFACTURERS AND SERVICES ASSOCIATION




“If you don’t know where you’re going, you’ll end up someplace else.”

YOGI BERRA



What is Succession Planning?

- **Process to identify internal candidates with the potential to fill key positions**
 - **Increases the availability of experienced and capable employees who are prepared for future roles**
 - **Must link talent needs with strategic goals and objectives of the organization**
 - **Should be a “living” document**
 - **Requires organization to have clearly defined roles and responsibilities**
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Succession Planning Roadmap

Pack a BASKET

Know where you're headed

Map the gaps

Ask for directions

Identify roadblocks

Keep your eye on the road

Reset your GPS



Pack a BASKET


For each key position, determine what's necessary to succeed

Helps employees know what's required for them now and if they want to move up

- Behaviors
- Attitudes
- Skills
- Knowledge
- Experience
- Talent

Know Where You're Headed

Start with your strategic plan

- **What are your plans for growth?**
 - **Are there plans to downsize?**
 - **Will you be going into new markets?**
 - **Are there pending retirements or resignations you're aware of?**
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Map the Gaps

What skills are needed to match your growth plans?

Evaluate the skills of current employees

What gaps exist and how will you fill those gaps?

- **Outside hires?**
- **Develop current employees?**

Ask for Directions

Talk to employees about career goals

Ask them what they want to do in your organization

Do individual development plans for each employee

Provide feedback often

Manage performance

Manage expectations



Identify Roadblocks

What could get you off track

- **Executives who block others?**
 - **Not having enough talent?**
 - **Losing a key player unexpectedly?**
 - **Business downturns/economic impact?**
 - **Competition?**
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- **Should have at least two people in mind for each key role**

Keep your Eye on the Road

Provide training opportunities for needed skill development

Mentor your staff

Provide stretch assignments

Create a learning organization

Give constant feedback

Track progress—what get's measured gets done!



Reset Your GPS

Review plan at least every 12-18 months

Get help from outside advisors, board, or whomever you trust

Adapt and adjust as needed—especially if people aren't stepping up

Questions to Consider

How far out to plan?

Do you look at every position or just key positions?

Do you tell people or not?

Do you hire from the outside to fill gaps?

Summary

Decide how deep to go

Determine if just high potentials or others as well

Define skills and experience needed

Assess current employee's skills against what you will need

Fill in gaps if needed

Train, develop, mentor, stretch talent

Ask employees what their goals are

What roadblocks might exist—lack of mentors, resources to develop or what?



Something to Consider

“By failing to prepare, you are preparing to fail.”

- Benjamin Franklin

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