

COLLINS CENTER FOR PUBLIC MANAGEMENT SUCCESSION PLANNING - CHELMSFORD

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WHAT I WILL COVER

- ▶ WHAT IS SUCCESSION PLANNING
- ▶ METHODOLOGY
- ▶ SUMMARY OF FINDINGS
- ▶ GENERAL RECOMMENDATIONS
- ▶ QUESTIONS

SUCCESSION PLANNING DEFINED

- ▶ SUCCESSION PLANNING IS A PROCESS FOR IDENTIFYING AND DEVELOPING INTERNAL PEOPLE WITH THE POTENTIAL TO FILL KEY LEADERSHIP POSITIONS IN THE ORGANIZATION.
- ▶ SUCCESSION PLANNING INCREASES THE AVAILABILITY OF EXPERIENCE AND CAPABLE EMPLOYEES THAT ARE PREPARED TO ASSUME THESE ROLES AS THEY BECOME AVAILABLE.

METHODOLOGY

- ▶ Initial Meeting
- ▶ Kick off Presentation to Key Staff
- ▶ Key Staff Completed Survey/Data Gathering Documents
- ▶ Individual Meetings with Key Staff
- ▶ Analysis, Findings, Recommendations

STRUCTURE OF FINDINGS

- **Priority 1 departments**, requiring staffing and responsibilities be reviewed immediately
- **Priority 2 departments**, requiring staffing and responsibilities be reviewed in the short term
- **Priority 3 departments**, requiring minor review - otherwise poised for leadership succession

SUMMARY OF FINDINGS

Priority 1	Priority 2	Priority 3
Human Resources	Accounting	Building
Town Manager	Cemetery	Information Technology
	Community Development	Finance
	Council on Aging	Library
	Health	Public Works
	Telemedia	Town Clerk
	Veteran's Services	

GENERAL RECOMMENDATIONS

▶ ASSESS

- Identify significant business challenges in the next 1–5 years
- Identify critical positions that will be needed to support continuity
- Identify competencies, skills and institutional knowledge that are critical success factors

▶ EVALUATE

- Consider high potential employees
- Determine the competencies individuals will need to be successful in positions and to meet identified business challenges
- Categorize skill or competency gaps
- Predict the likelihood of attracting a robust and qualified candidate pool

▶ DEVELOP

- Capture the knowledge that individuals possess before departing the organization
- Create mentoring opportunities
- Cross train to share knowledge and provide for coverage if a vacancy occurs
- Create internships/volunteer opportunities, when possible
- Conduct supervisory and management training programs for those in midlevel professional or supervisory positions
- Target key positions for career development strategies

ANY QUESTIONS?