



### 1. Does my agency have to do a succession plan?

Every agency should be working towards the goal of having a succession plan in place for at least the agency's highly critical positions.

### 2. How does the agency start the succession planning process?

Agencies have a couple of options: (a) Contact CHRO and the succession planning team can meet with agency leadership to provide an overview; (b) Access the CHRO's succession planning website and navigate through the tools that may work best for your agency; or (c) CHRO can provide in-depth help with different divisions throughout the agency to guide staff through the process.

A good first step is to review DAS CHRO's Succession Planning [website](#) and review the tools and guide available for agencies to either adopt or modify to fit the agency's mission and values.

### 3. Will DAS CHRO audit our succession plans?

No, but we may ask to review the agency's plans to ensure compliance and offer assistance. DAS CHRO will send out an annual progress survey to see if agencies are moving forward on succession planning efforts.

### 4. How will a succession plan help my agency when critical positions are vacant?

A succession plan helps the agency to identify and develop employees who have the competencies (knowledge, skills and abilities) to fill in during the recruitment of critical positions. This allows for a continuity of business that minimizes the impact to the agency, customers and stakeholders.

If you would like assistance, DAS CHRO's succession planning team would be happy to meet to talk about other possibilities, or you can check out the tools on our [website](#).

### 5. How does the agency map position competencies?

The best way to map competencies is to review the current position description and see what knowledge, skills and abilities are necessary. Please note the focus is on the position and not the person filling the position – although the incumbent may have competencies that enhance their ability to be successful. Should there be a need to review the position for proper classification, make sure to contact the agency's HR professionals.

If you need help getting this process started, DAS CHRO's succession planning team would be happy to help, or you can check out the tools on our [website](#).

### 6. How does the agency stay on track and ensure the succession plan is successful?

Agencies should assign a succession planning champion or committee to monitor progress. In the beginning of the process, it may be best to have monthly meetings to check on the progress.

After critical positions have been identified and employee development begins, less frequent meetings may work best.



To monitor success and progress, agencies may want to do baseline measurements to compare against once the succession plan is in place.

### **7. What measures should the agency use for its baseline reporting?**

Examples of measurements could be: (a) length of how long it takes to fill a critical position (break down where the time is spent to and explain delays in the process); (b) number of positions with competency reviews complete; (c) number of independent development plans; (d) number of performance evaluations completed; (e) percentage of budget set aside for training and development; (f) retention rates; (g) position movements within agency vs how many move out of agency.

### **8. Is succession planning a method to “pre-place” or “pre-select” employees in critical positions?**

No. Succession planning is a method to ensure business continuity when critical positions become vacant. There may be some individuals more qualified at the time of the vacancy to step in during the recruitment, but managers should not only consider those individuals when filling the vacancy on a permanent basis.

### **9. How can employees develop the competencies necessary to fill critical positions during recruitments?**

Work-out-of-class, targeted trainings and job rotation opportunities are the most common ways to develop competencies. Assigning lead worker duties and mentorships also are a great development tool. If you would like more development ideas, DAS CHRO’s succession planning team would be happy to meet with you to talk about other possibilities, or you can check out the tools on our [website](#).

### **10. How can the agency encourage employees to share critical knowledge prior to exiting positions?**

There are many different ways to share knowledge. If possible, a mentorship program is a great way to have employees share the institutional knowledge gained throughout their years of service. Another way is to share in team meetings bits of knowledge employees could share and someone could act as scribe. A simple worksheet asking a couple of job-related questions such as “What are the three top things you wished someone told or showed you in your first six months on the job?” or “What is the top thing(s) you must do in each month?”

If you would like more ideas on how to share critical knowledge, DAS CHRO’s succession planning team would be happy to meet and talk about other possibilities, or you can check out the tools on our [website](#).