

North Carolina A&T State University

Succession Planning Strategy



North Carolina Agricultural and Technical State University



Our Workforce Planning Framework

Talent Identification & Strategic Plan Alignment

- Aligned Strategy With University's Strategic Plan
- Job Performance Profiles
- "Right Fit" Talent Assessment & Selection
- **Succession Planning**
- Workforce Development
 - *Talent Supply / Demand*
 - *Talent Gap / Risk Analysis*
 - *Workforce Retirement Analysis*
 - *Workforce Diversity*

Performance Management & Development

- Performance Management
- Leadership Development
- Professional Development
- Career Development & Planning
- Organizational Capability
- High-Potential Talent Pipeline Relationship Management

Proactive Talent Retention

- Turnover Analysis
- Early Warning Systems
- Retention & Planning Analysis
- Employee Engagement
- Organizational Capability
- Market Competitiveness (Compensation & Benefits Benchmarking)



What Is Succession Planning?

- Succession planning is the process of identifying high-potential employees, evaluating and honing their skills and abilities, and preparing them for advancement into positions which are key to the success of business operations and objectives.
- Succession planning involves:
 - Understanding the organization's long-term goals and objectives.
 - Identifying the high-potential candidates and their respective developmental needs.
 - Determining workforce trends and predictions.

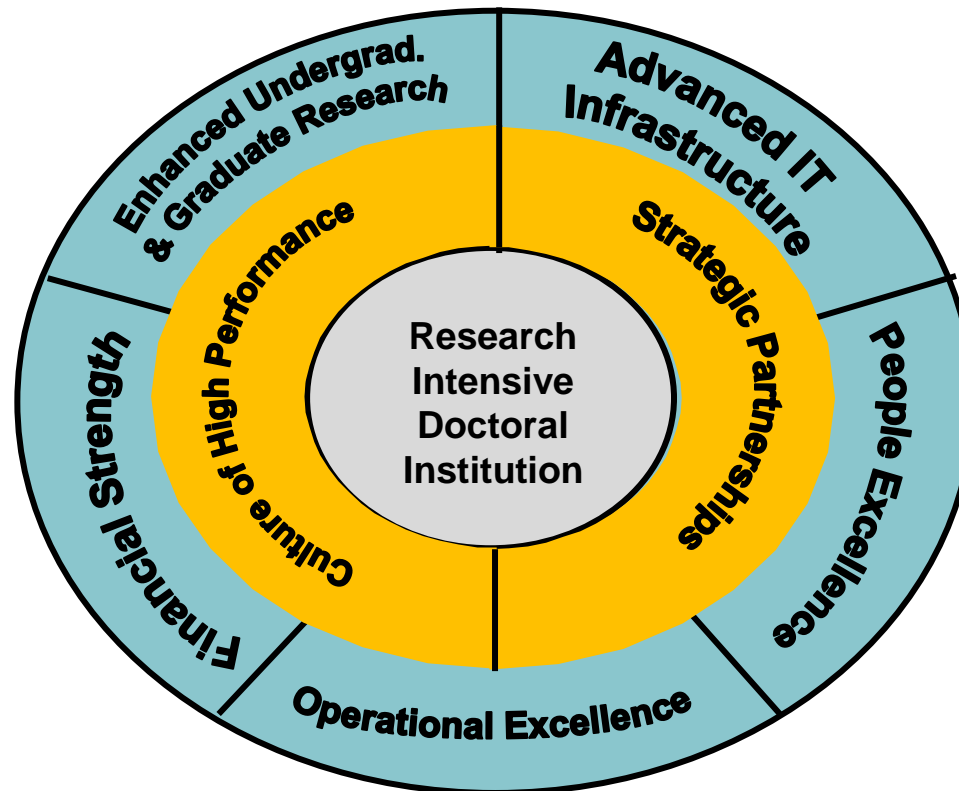


Why Is It Important To Have A Succession Plan?

- To avoid extended and costly vacancies in key positions and assure the stability of business operations.
- To provide meaningful developmental opportunities for both the university and its employees as it targets key leadership positions at varying levels.
- To help develop a diverse workforce by enabling decision-makers to look at the future make-up of the organization as a whole.
- Link the leadership development strategy to the University's overall strategic plan (Preeminence 2020).

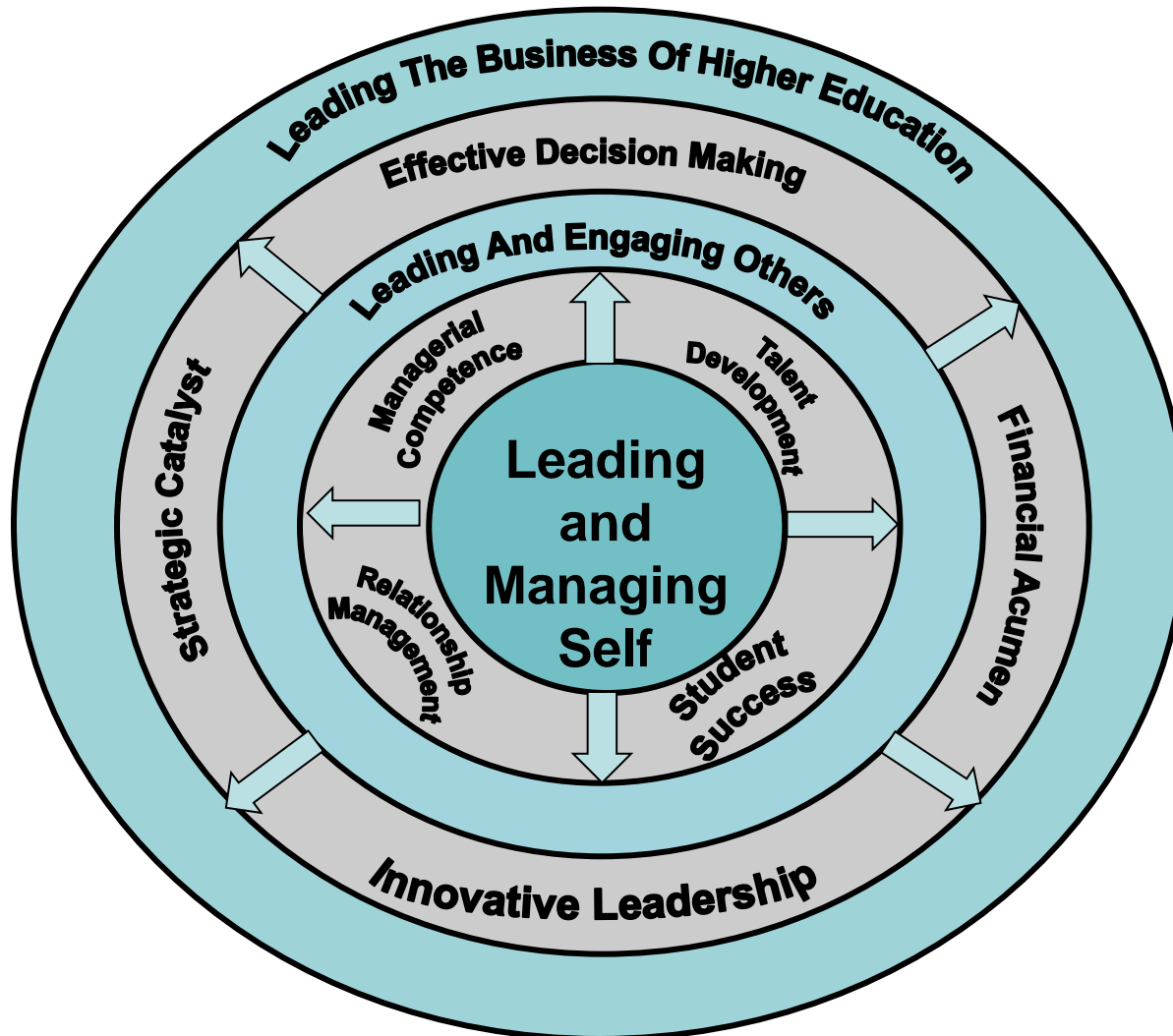


NCA&T Organizational Transformation





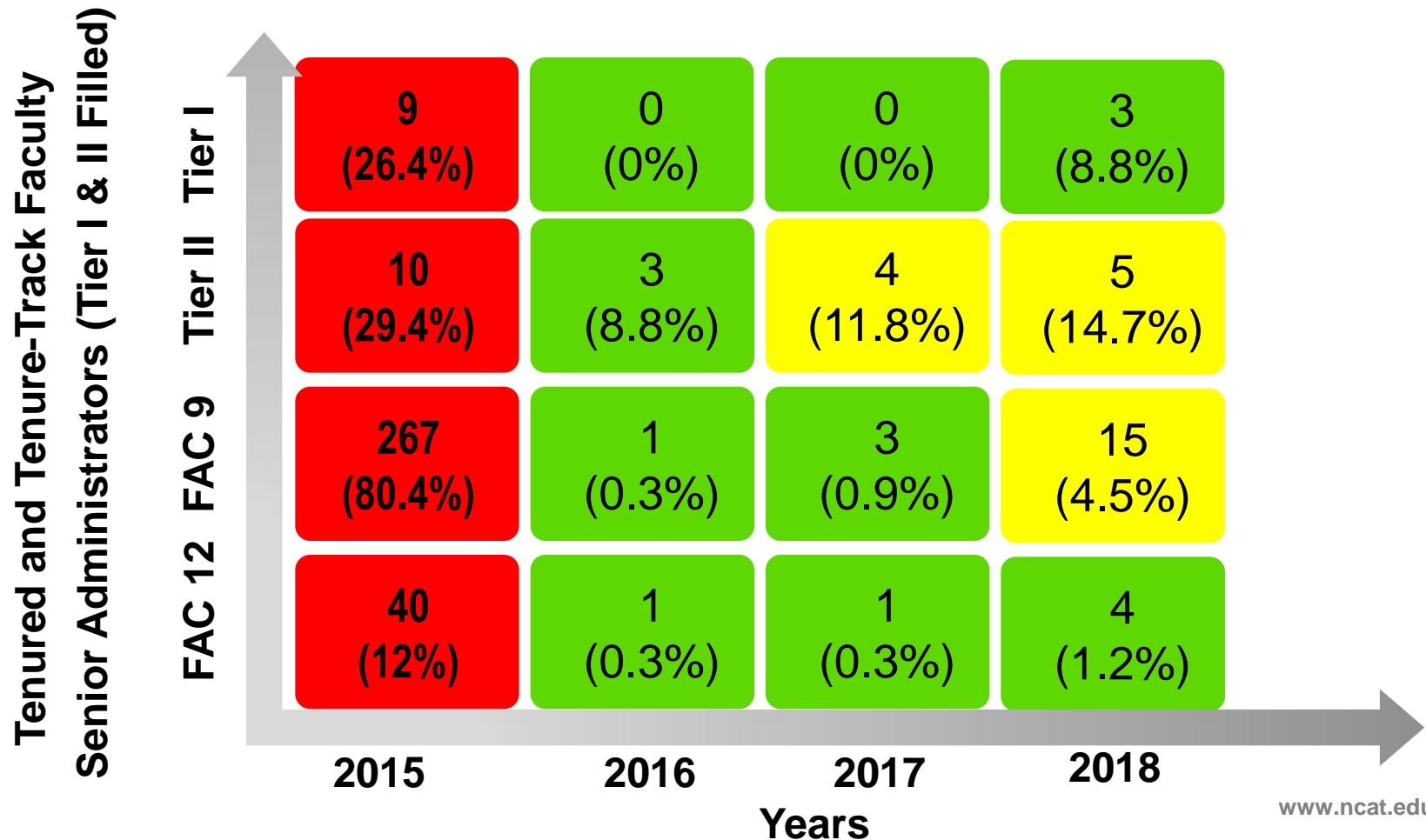
Leadership Competency Transformation





Why Is Succession Planning Critical Now?

Retirement Trends (Tier I & II and FAC 9 & 12)





Implementation “Key Milestones”

Sept
2014

- Chancellor appoints and charges Succession Planning Steering Committee.

Oct 2014 –
Dec 2014

- Identify legal and diversity issues to consider.
- Identify present and future leadership roles and objectives.
- Select key employees.
- Evaluate the strengths, weaknesses and readiness for succession in key employees.
- Plan for the individual development of and ways to retain key employees.
- Identify “emergency” positions without successors.
- Plan for positions that cannot be filled internally.



Implementation “Key Milestones” (cont’d)

Feb
2015

- Introduce the University’s Succession Planning Strategy to University Administrators in Chancellor’s Administrative Forums, Public Affairs Announcements, etc.

May - Jun
2015

- Integrate Succession Planning into the Annual Performance Management/Leadership Development Process.



Appendix:

“Steps Involved In Succession Planning”



Steps Involved In Succession Planning

Step 1: Identifying Legal and Diversity Issues

- When positioning employees for succession, avoid “like-me” approaches.
- Many top performing organizations rely on diverse workforces and leadership.
- Organizations tend to take comfort in advancing those employees to key positions who closely resemble incumbents in ways such “as age, education, leadership style, academic/industry experience, career trajectory and of course, race and gender*”.
- Assessment tools can be used to reduce biased selection practices.
- Discrimination laws require inclusion of all qualified employees regardless of race or gender.



Steps Involved In Succession Planning

Step 2: Establishing Present and Future Leadership Roles and Objectives

Ask questions to assess what Preeminence 2020 business and roles may look like:

- How will the state of the business today affect the University operations of the next 1-5 years?
- What operations are critical to the future of the University?
- Will they be discontinued or downsized, or will they grow or remain constant?
- Will reengineering, process improvement or technology impact the University in the future?
- What job functions, if any, will be consolidated?
- Will the projected workload volume increase or decrease?
- Will staffing levels change? If so, how?
- What skills and abilities will be needed to match these changes?



Steps Involved In Succession Planning

Step 3: Selecting Key Employees

- The incumbents in key positions identify employees available for succession into their positions.
- Profile of candidates are developed:
 - A history of performance reviews and accomplishments, including years of relevant experience, education and credentials are compiled for profiles.
- Cross-departmental, schools, and colleges leadership/key decision makers must be involved in the plan throughout the process to represent their selections and discuss concerns with one another. Identifiable gaps need to be temporarily or permanently closed in the event of an emergency replacement of a candidate in another department.



Steps Involved In Succession Planning

Step 3: Selecting Key Employees (cont'd)

- Selection is based on available candidates. There will be some available candidates who are ready while there will be some who will not meet the demands of critical positions and in some cases there will be no identifiable candidate for succession at all.
- A common method used to chart the available candidates and their readiness level to succeed is a 9-box grid.
- The 9-box grid helps management to visualize the available successors along with the strengths/weaknesses in the plan.
- The next slides depict an example of a 9-box grid and a sample “readiness” chart.



Sample 9-Box Grid

<i>Potential</i>	Satisfactorily Placed	High Professional	High Potential
→ → →	Remain at current level of organization, in current or similar role; has likely achieved highest career level.	Able to do the work of bigger jobs at the same management level in the next 1 to 2 years.	Able to do the work at the next management level in 3 to 5 years or sooner.
↑	Box 4	Box 2	Box 1
Outstanding/ Excellent	Highly valued, seasoned professional in current role; remain at current level.	Does extremely well at current job with potential to do more, give stretch assignments to help prepare leader for next management level.	Consistently performs well in a variety of assignments, prime targets for recruitment by other companies.
↑	Box 7	Box 5	Box 3
Effective	Probably solid performers in current roles. Could progress higher in specialty and become a box 4.	These individuals should be considered for a bigger job at the same level if they can deliver better results.	Current role may still provide opportunity for growth/development; focus should be on helping them improve performance.
↑	Box 9	Box 8	Box 6
Needs Improvement	Consider reassignment, reclassification or exit.	Tight performance management is crucial, consider helping leader manage time more effectively.	Maybe job mismatch, new hire with lots of potential, or new assignment. May require coaching to improve performance.



Sample Readiness Level Chart

NCA&T State University, Business and Finance

Key Position Title	Incumbent Name	Position Vulnerability			Succession Candidate Names		
		Open in < 1 Yr	Open in 1-3 Yrs	Open in 3 + Yrs	Ready in < 1 Yr	Ready in 1-3 Yrs	Ready in 3 + Yrs



Steps Involved In Succession Planning

Step 4: Evaluating Strengths, Weaknesses and Readiness for Succession in Key Employee

- Once candidates have been identified for succession and skills required for current and future succession have been identified, assessment tools may be used to determine skill deficiencies that may presently exist. There are a number of approaches which may include:
 - » 360 surveys (can include feedback from peers, direct reports, line management and other relevant sources--such as clients, customers, vendors and/or suppliers).
 - » Leadership evaluations by independent third party consultant, e.g., Center for Creative Leadership.
 - » Existing performance review information and feedback from management.



Steps Involved In Succession Planning

Step 5: Planning for the Individual Development and Retention of Key Employees

- Once strengths and weaknesses have been identified, action plans for development of strengths and reduction of weaknesses should be created.
- Common action plans include leadership development programs and skill specific educational programs, such as finance for non-financial managers, but may also include an internal mentoring program.



Steps Involved In Succession Planning

Step 6: Identifying Emergency Positions without Successors

- Emergency positions are those where no successor is available or no successor with developmental potential exists.
- Emergency positions are critical because the organization has already determined the key roles and future organizational needs. When a succession plan has a vacancy, the organizational operations may be at risk in the event of a departure.
- In the case where no developmental potential exists in an employee, we need to ask ourselves whether this employee has the ability to bring value to the organization. In some cases an exit plan may be appropriate.



Steps Involved In Succession Planning

Step 7: Planning for Positions that Cannot be Filled Internally

- Where no successor exists, the university will need to consider external recruitment strategies and develop a recruitment plan and in the interim consider cross-departmental succession opportunities.
- This situation can be beneficial in that it presents the opportunity for the university to bring fresh and diverse talent into the organization.



Steps Involved In Succession Planning

Step 8: Communicating the Plan to Employees

- Determine the method of communication; all staff meetings, Chancellor's Administrative Forums, public affairs announcements, etc.
- Take this opportunity to inform employees about the benefits of developing a succession plan and how it affects them.
- Employees recognize that the organization's management looks toward the future with optimism and invests in employee development and growth.



Steps Involved In Succession Planning

Step 9: Keeping the Plan Current

How will the plan be kept current?

- Develop a recurring timeframe, whether semi-annually or annually.
- Determine effectiveness of existing plan.
- Determine whether the current plan still meets the organizational objectives.
- Determine whether the candidates have changed and make necessary adjustments in the plan.
- Assess and develop new candidates as with initial plan.



QUESTIONS

