

Succession Planning: It's Easier Than You Think

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Which of the following scenarios shows a need for a succession plan?

1. The Director of Operations & Maintenance, who has worked for the utility for 30 years, will be retiring next year.
2. Technical expert, who has the entire water distribution system in his head, meets the love of his life online and will be moving across the country in 2 weeks.
3. Several new hires in the Engineering department have resigned after 1 year of employment due to the lack of upward mobility.
4. You are receiving complaints that your newly promoted shift supervisor, who has been your technical superstar, lacks key management and leadership skills.

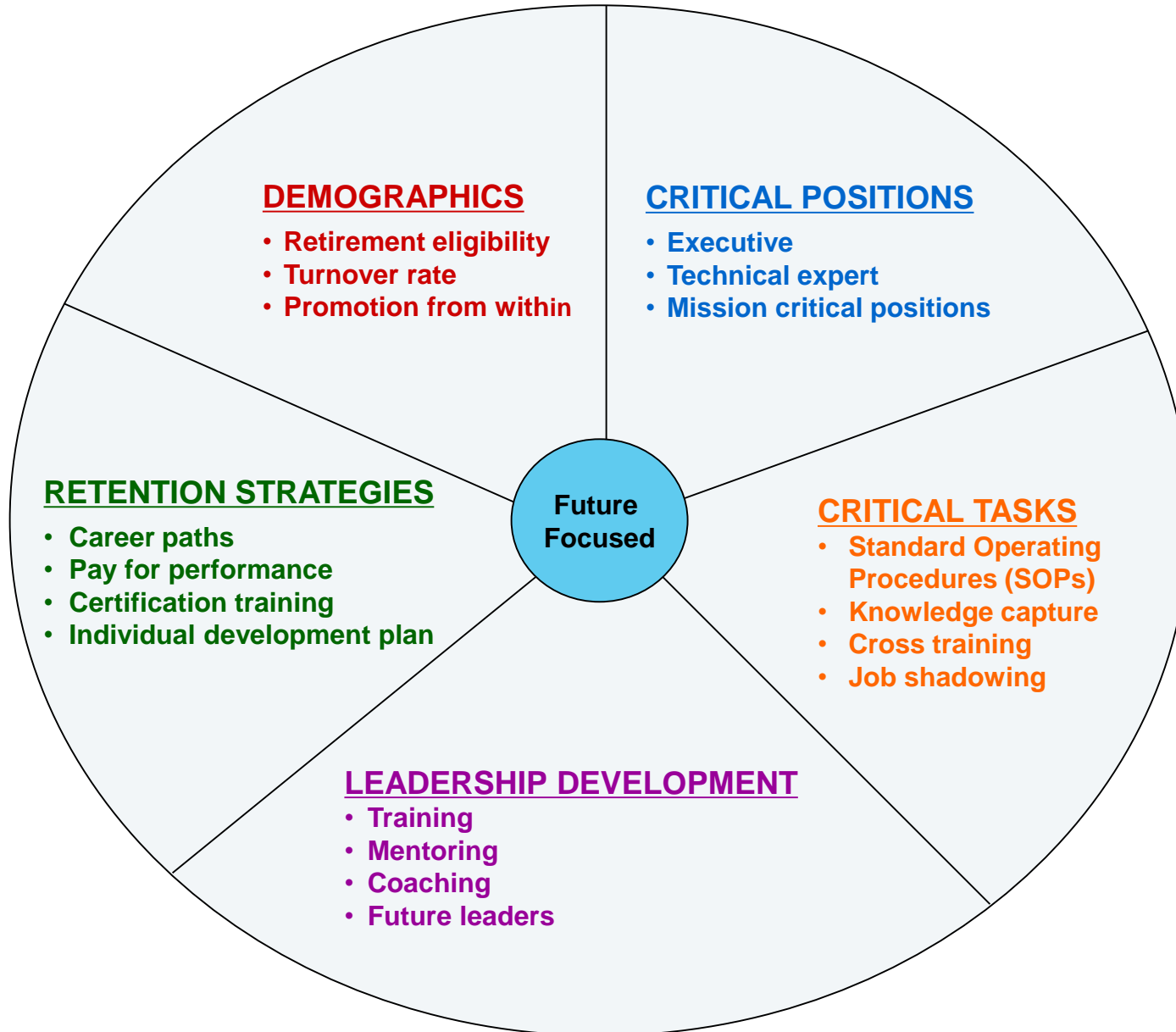
Agenda

- ▶ What is Succession Planning?
- ▶ Components of a Succession Plan
- ▶ Succession Plan Assessment
- ▶ Q&A's

What is a succession plan?

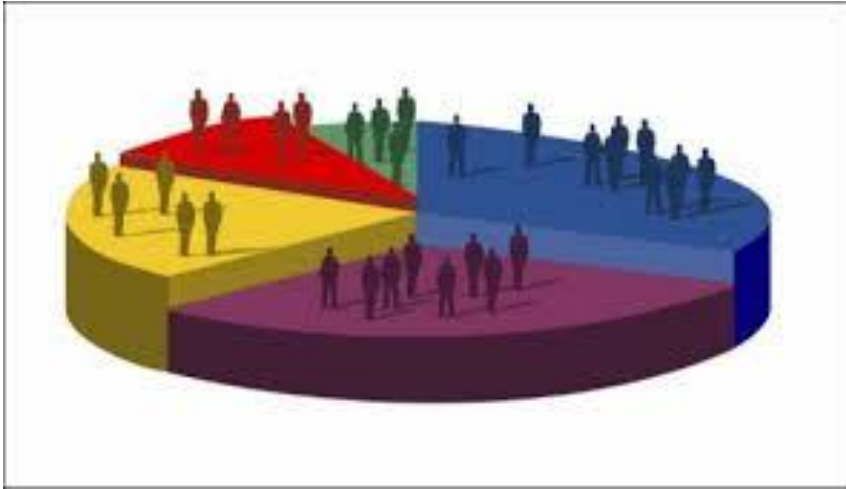
- ▶ A strategy to retain critical knowledge and skills
- ▶ Ensure smooth transitions as key employees leave
- ▶ Mitigate the loss of institutional knowledge
- ▶ Develop current employees to take on higher levels of responsibility

Succession Planning Components



Demographics

- ▶ Employees eligible to retire
 - ▶ Age
 - ▶ Years of service
 - ▶ Retirement eligibility
- ▶ Promotions from within
- ▶ Turnover rate
 - ▶ Percentage of employees leaving within a certain period of time
 - ▶ Voluntarily vs Involuntarily
 - ▶ Exit interviews



Critical Positions

- ▶ Executives
- ▶ Mission critical positions
- ▶ Technical experts



Critical Tasks

- ▶ Standard Operating Procedures
- ▶ Job Shadowing
- ▶ Knowledge capture
- ▶ Cross training



Writing Standard Operating Procedures

- ▶ Start with Mindmapping
- ▶ Create a template
- ▶ Keep it simple
- ▶ Use action verbs
- ▶ Use charts, graphs, and photos
- ▶ Do it yourself (DIY) videos
- ▶ Ensure easy access
- ▶ Maintain and update regularly



Job Shadowing

- ▶ Observe the work of a co-worker
- ▶ Broaden knowledge of other work groups & processes
- ▶ Learn more about the organization



TAKE A CO-WORKER TO WORK DAY PROGRAM

#H₂O People Committee presents Take A Co-Worker to Work. This unique activity allows an up-close look at the role of your co-worker and its connection to the WSSC mission.

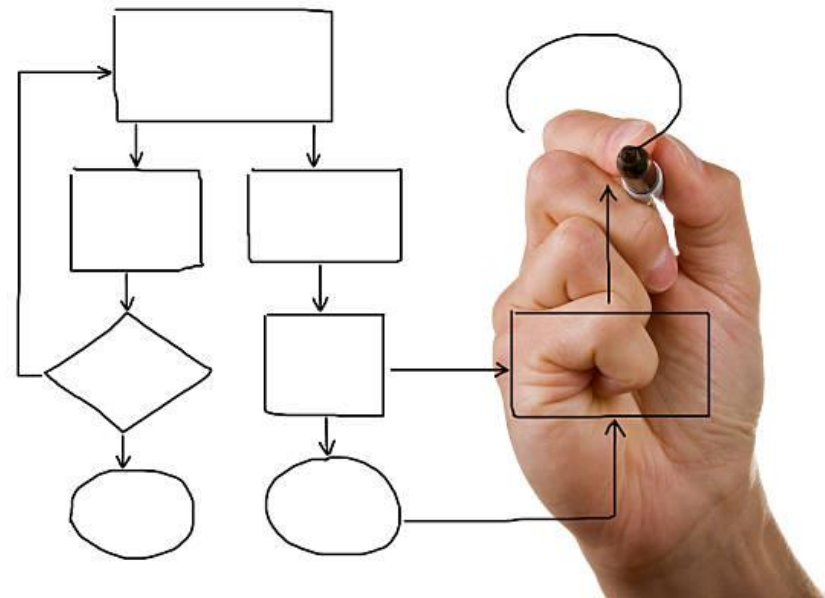
Purpose: to increase employees' knowledge and appreciation of WSSC operations and their respective roles.

Goal

The goal of this program is to establish connections between co-workers and the work that they do; and to increase understanding of the impact that roles and responsibilities have on other functions, as it relates to the mission of WSSC.

Critical Tasks: Knowledge Capture

1. Identified specific area(s)
2. Facilitated a discussion
3. Document
 - Process mapping
4. Store and maintain
 - Binders
 - Quick reference cards
 - Intranet
 - Sharepoint or Google docs



Critical Tasks: Cross Training

Cross training is the action or practice of training or being trained in more than one role or skill.

- Identify critical tasks
- Coordinate on-the-job training
- Rotate responsibilities
- Manage resistance
 - Explain the “why”

Leadership Development

Mentoring

- ▶ Mentor helps a less experienced person advance their career and develop leadership acumen.
- ▶ Offers guidance and advice.
- ▶ Share their experiences on how they overcame similar challenges.

Coaching

- ▶ Coach helps the leader achieve goals through observation, inquiry and feedback.
- ▶ Serves as a thinking partner.
- ▶ Asks questions to help the client find his/her own answers.
- ▶ Co-creates actions.
- ▶ Accountability

Industry Specific Leadership Training

The Public Utilities & Waterworks Management Institute

Basic

- ▶ Foundations of Leadership
- ▶ Performance Management
- ▶ Collaboration and Teams
- ▶ Managing Conflict
- ▶ Leading Change

Advanced

- ▶ Leadership Review
- ▶ John Maxwell's 5 Levels of Leadership
- ▶ Critical Thinking
- ▶ Decision Making
- ▶ Coaching

Phase III

- ▶ Leadership Assessments
- ▶ Ethics
- ▶ Knowledge Management
- ▶ Succession Planning
- ▶ Dialogue Skills
- ▶ Accountability

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Developing Future Leaders

Informal

- Encourage all employees to take leadership courses to prepare for future job opportunities.

Formal

- Employees apply to be part of a structured program
- Attend training program as a cohort
- Work on organizational projects
- There is no guarantee that they will be promoted

iLead

iLead is an internal leadership, education and development program for participants to prepare themselves to compete for leadership positions at GUC. The program includes an application and multi-step screening process, including an assessment. Applicants must show potential for or demonstrated leadership abilities, community interest and involvement, and the desire to assume expanded leadership responsibility.



Retention Strategies

- ▶ Professional development
 - ▶ Onsite or offsite training
 - ▶ Certification training
- ▶ Individual Development Plans
- ▶ Advancement opportunities
 - ▶ Career paths/ladders



Career Path/Ladder

- ▶ Ability to move up within the same job series
- ▶ No need to wait for a vacancy
- ▶ Employees take ownership of their careers
- ▶ May need to meet requirements:
 - ▶ Written tests
 - ▶ Practical demonstrations
 - ▶ Years of experience
 - ▶ Time in position
 - ▶ Annual evaluation rating



Career Path/Ladder

UOSA

- ▶ Electrical Technicians
- ▶ Industrial Control Technicians
- ▶ Mechanical Technicians
- ▶ Delivery Operators

Anne Arundel County

- ▶ Water & Wastewater Technicians
- ▶ Meter and Field Service Technicians
- ▶ Electrical Technicians
- ▶ Instrumentation Technicians
- ▶ Mechanical Technicians
- ▶ Meter Technicians

PWCSA

- ▶ Inspectors
- ▶ Meter and Field Service Technicians
- ▶ Utility Mechanics
- ▶ Customer Service Reps
- ▶ Administrative Assistants
- ▶ HR Generalists
- ▶ Buyers

Using Project Management skills for Succession Planning

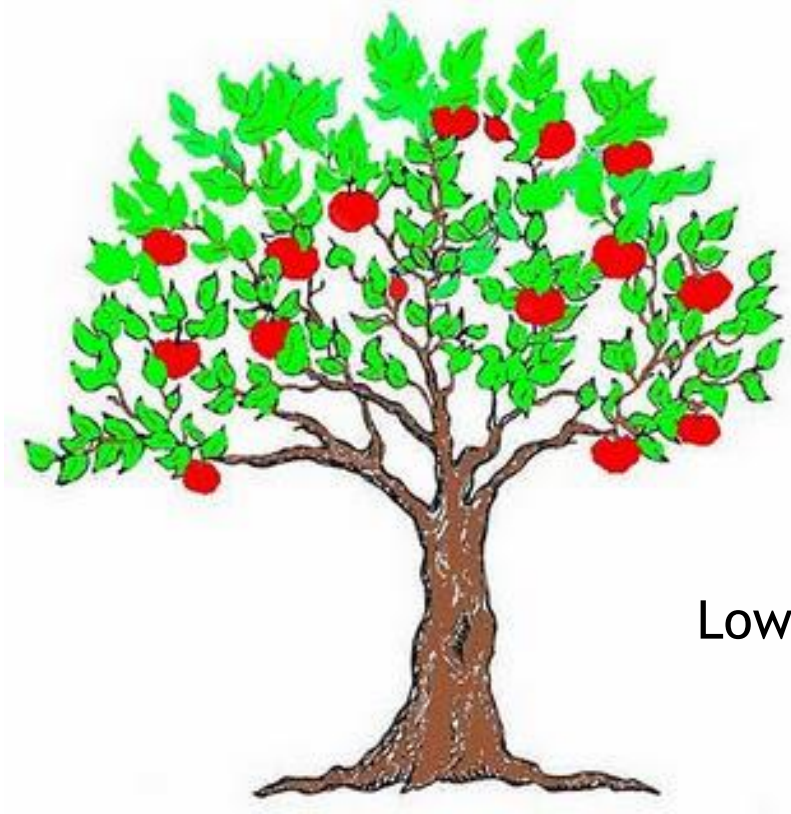
- ▶ Approach as a project
- ▶ Break it down
- ▶ Prioritize
- ▶ Develop actions
- ▶ Set deadlines
- ▶ Involve others
- ▶ Communicate



“Planning is bringing the future into the present so that you can do something about it now.”

Alan Lakein

Where should I start?



Low hanging fruit

Succession Planning Assessment



Succession Plan Assessment

The purpose of this assessment is to identify and prioritize the succession planning components that are most important to your organization. **Instructions:** 1) Rate the level of importance for (scale of 1 to 5) each succession planning component 2) For components with high ratings, identify actions and timeframes. 3) Take action.

Succession Planning Components	Level of Importance (1 is low and 5 is high)	Actions	Timeframe
DEMOGRAPHICS			
Retirement eligibility	1.....2.....3.....4.....5		
Turnover rate	1.....2.....3.....4.....5		
Promotions from within	1.....2.....3.....4.....5		
CRITICAL POSITIONS			
Executives	1.....2.....3.....4.....5		
Mission critical	1.....2.....3.....4.....5		
Technical Experts	1.....2.....3.....4.....5		
CRITICAL TASKS			
SOP's	1.....2.....3.....4.....5		
Knowledge Capture	1.....2.....3.....4.....5		
Cross Training	1.....2.....3.....4.....5		
Job Shadowing	1.....2.....3.....4.....5		
LEADERSHIP DEVELOPMENT			
Training	1.....2.....3.....4.....5		
Mentoring	1.....2.....3.....4.....5		
Coaching	1.....2.....3.....4.....5		
Develop future leaders	1.....2.....3.....4.....5		
RETENTION STRATEGIES			
Career paths	1.....2.....3.....4.....5		
Pay for performance	1.....2.....3.....4.....5		
Professional development	1.....2.....3.....4.....5		
Individual development plan	1.....2.....3.....4.....5		



JUST DO IT



What Questions do you have?



References and Suggested Readings

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