

Steps in Succession Management

Below are instructions related to each of the Succession Management steps:

- The information for Steps One and Two is to be outlined on the Succession Management Plan form.
- The information for Steps Three and Four is to be completed by those employees under your direct supervision on the Individualized Learning Plan Form.
- Step Five information is to be reported on the Succession Management Evaluation Form and given to your immediate supervisor.

Step One: *Identify Key Positions for Succession*

Certain positions have already been identified. They are: County Manager, Deputy County Manager, Department Heads, Assistant Department Heads and all County middle managers (managers who supervise other supervisors). Other employees in key positions for succession could be identified, such as those possessing a unique, specific skill.

Step Two: *Identify Competencies Needed*

Core County competencies have already been developed. Additional sources for this competency list are: Class Specifications, Job Descriptions, and trend data that indicates future skills needed for the position. **Be sure to list examples of how this skill is used in the position. See the sample Succession Management Plan form for more information.**

Step Three: *Employees Begin Development with Assistance of Key Manager*

Meet with each management employee who directly reports to the above-mentioned key positions to discuss developmental needs and opportunities. Stress that the employee's development does not guarantee promotion, but is intended to assist them in developing the skills to be a marketable candidate in the event of a vacancy at a higher level of management. Development responsibilities are as follows: County Manager develops Deputy County Managers and Department Heads who report directly to him, Deputy County Managers develop Department Heads, Department Heads develop Assistant Department Heads, Assistant Department Heads develop Middle Managers or other managers reporting directly to the Assistant Department Head, Middle Managers develop first line supervisors.

Step Four: *Employees Assess Development with Assistance of Key Manager*

Meet with those employee(s) under your direct supervision during and after developmental activities to assess their progress. Create additional goals and learning plans accordingly. It is important that you provide both positive and constructive feedback to them as they work toward stretch objectives.

Step Five: *Evaluate Succession Management Program*

Evaluate Program by monitoring developmental activity in your areas of influence, meeting with your manager to discuss internally filled positions and the success of the employees working in those positions.