



# Planning Tool Kit

## IT Succession Management

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# Frequently Asked Questions

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- What is succession planning?
- How often should an organization perform succession planning?
- Why is succession planning important in California State Government?
- Does participation in the succession planning initiative guarantee a future promotion?
- What is key for success?
- Is succession planning a short-term project that is receiving temporary emphasis?



# Frequently Asked Questions

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- How do I measure long-term success?
- What are the steps involved?
- Isn't succession planning a form of pre-selection for a particular position?
- Why do current managers have the first opportunity to be developed for higher leadership levels?
- Will training be offered on the succession planning process?

# Senate Bill

# No. 721

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- On or before January 1, 2010, every state agency shall establish and implement a succession plan.
- On or before January 1, 2012, every state agency shall report to the Legislature on the success or failure of the succession plan, including, not limited to, information on how the plan was implemented, future expectations, and any recommendation for corrective legislation, if necessary.



# IT Succession Management Plan Template

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## Purpose

- In this heading you should have a description of what the Succession Management Plan is going to do. It is recommended, in this section, to have an implementation and completion date.



# IT Succession Management Plan Template

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## Introduction

Provides background information on how IT SMP fits into your department's strategic plan.

This section should include information that:

1. Explains why a IT SMP is needed
2. An explanation of the information that will be included in the IT SMP
3. The factors that will be addressed in the IT SMP
4. Issues that have been identified
5. The expectations of your department's management



# IT Succession Management Plan Template

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## Some Factors to Include in the IT SMP:

- Key Positions Included
- Skills and Competencies Required of Each Key Position
- Potential Internal Talent
- External Recruitment Strategies
- Career Development and Training Plans
- Inherent Risks
- Successful Implementation Factors and/or Measurements



## Identification of the Key Positions/Functions

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Each department will identify key positions that will be included on their IT SMP (Keep in mind those positions which exert critical influence on organizational activities).



# Core Competencies

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In this area, of the IT SMP, describe the core competencies necessary for the identified positions (i.e., the leadership and technical skills).



# Core Competencies

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Identifying Core Competencies can be accomplished by:

- ❑ Duty Statements
- ❑ Skill Assessments
- ❑ Position Statements
- ❑ Conducting Internet Research
- ❑ Input from Person Currently Occupying the Position



# Core Competencies

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Consider including core competencies that may not be stated in the duty statement, position statement, or any of the other resources you have used (e.g., project management and business training etc.)



# Candidate/Recruitment Strategy

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The section should include the methodology for identifying internal and external candidates for the key positions.

- Internal Plan
- External Plan



# Candidate/Recruitment Strategy

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Internal Plan – The identification of the internal candidates can be accomplished by: senior management brainstorming sessions, discussions with managers, and self-nomination.



# Candidate/Recruitment Strategy

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External Plan – For use in instances where the selection of internal candidates may not be feasible.



# Career Development/Training

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This section should include a description of the career development activities and training required to successfully manage the replacement of leaders in the key positions.

# Career Development/Training

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The career development plans must include:

- ❑ Assessments that have been completed that identify the candidates' strengths, challenges, gaps, and future goals
- ❑ Potential job assignments
- ❑ Necessary management training
- ❑ Measurable performance goals



# Implementation

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Develop a timeframe (approximately 18-36 months) to implement the IT SMP.