



# Succession Planning

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# Three Components

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1. Recruitment of new people into the organization
2. Creating the next generation of managers
3. Identifying subject matter experts and creating knowledge transfer plans and processes



# Doing Your homework

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- Determine trends, attrition rates, high risk departures to make a plan
- Get the numbers and understand them
- Target effort to areas where the lack of competent staff will hurt you the most





# Recruitment

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- Determine who you want to recruit – by experience, by education, by language, by critical competencies
- Target institutions, associations or trade papers that will reach your target audience
- Once recruited, determine if your organization is making them welcome / useful



# Recruitment

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- Initiate a 2-month “entry” survey, rather than wait to do an exit survey
- Act to ensure you have the conditions to retain your top performers
- Use top performers to recruit other “stars”



# Knowledge Transfer Plan

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- Identifies the critical knowledge contained in specific occupations and people for transfer to the organization
- Ensures a smooth transition from retirees to successors
- Provides ready access to highly specialized or highly contextual knowledge



# Criteria for Identifying Subject Matter Experts

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Who:

- do others go to in a crisis?
- are recognized subject matter experts?
- has long-term corporate memory?
- is doing a “one-of-a-kind” job?
- Has a mission-critical position coupled with one of a kind knowledge?
- carries the ball on major projects?



# Template for Identifying SMEs in Critical Positions

## Subject Matter Expert Selection Criteria and Rating Sheet

For the purpose of the pilot project, Subject Matter Experts (SMEs) are defined as individuals who hold very strategic jobs or special situation historical knowledge that is critical to the organization. The loss of a SME could result in significant loss of critical corporate knowledge and know-how.

The selection of SMEs is necessarily a subjective process involving judgment and knowledge about individuals and their jobs. To facilitate this process, a set of 5 criteria is provided to make this selection process as unbiased as possible.

Please rank the list of names against these 5 SME identification criteria using the following point scoring system.

- 1 – Not applicable/Does not meet criteria
- 5 – Partially meets criteria
- 9 – Fulfills criteria

NAMES	The individual has highly specialized knowledge or skills that no one else or very few in the organization possess or holds a unique or “one-of-a-kind” position in the organization that may have been created for him/her	The individual’s decisions or actions are critical to the Safety and Security mandate and losing that expertise could represent a potential risk (e.g. public safety, liability)	The individual is considered a “go-to” person in critical situations by the organization	Clients and peers would identify this individual as a extremely good at his/her job and as a Subject Matter Expert	The individual would willingly participate in the Knowledge Transfer Pilot Project	TOTAL SCORE
Joe Smith	[Insert score 1, 5, 9]					



# Lessons learned in Knowledge Transfer

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- Involve the expert in selection of their successor
- Is a different approach needed so that a one-of-a-kind expert is not recreated?
- Engage your expert in a conversation about their retirement plans – let them know they are valued
- Be creative in methods to transfer knowledge and make sure they fit the psychological makeup of your expert



# Communities of Practice

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- Groups of people who do shared work
- Identifying the individuals who are seen as the best or most experienced at a certain part of the job
- Sharing their expertise with the entire group through seminars, web-casts, video, etc.



# Management Development

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- Goal is to create above average, competent managers
- Understand the critical competencies in your organization and focus on those
- Try and find a way to identify high potential employees – it can be done, even in government



# Management Development

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- Invest in both formal and informal training and development
- Stretch assignments with feedback built in
- Provide formal courses but with support back at work - coaching and challenging assignments
- Arrange for assignments out of your area / organization



## Executive & Managerial Executive Development

### Highly Competent “General” Managers

#### Action Required

- Mgmt development
- Leadership development
- Coaching
- Building networks
- Stretch assignments

#### Investment Required

- Training
- Learning
- Development

### Positions Requiring Specialized Knowledge (5%)

#### Action Required

- Involve incumbent in selecting successor
- Ensure knowledge transfer occurs
- Mentor successor
- Anticipatory staffing

#### Investment Required

- Salary for anticipatory hiring (sometimes)