# SUCCESSION PLANNING

OCASA CONFERENCE 2012

Presented by

Brian Desbiens

# Format

- Introductions
- Need for Succession Management
- Talent Management Framework
- Key Elements-Best Practices
- Group Discussion and Sharing
- Wrap Up

# Why the need?

Odgers Berndtson

"Success(ion) Planning: a Dialogue with Canada's Community Colleges

July 2010

# Why?

50% of Senior Administrators are going to Retire in next 5 years

Only 12% find Leaders from within Organizations

60% say they are challenged to find competent replacements

# Historical Approaches

- Event driven
- Individual expertise lost creates crisis
- Senior management focus
- Technology driven competition
- Institutional differentiation=credential escalation
- Organization Growth demand
- Sole responsibility of individual hiring manager
- Periodic sole responsibility of Personnel

# Colleges Unique Perspective

Fundamental Role of Colleges to train and retrain Workforce

60% of student body mature students

# Knightsbridge

"Leadership Capability Framework"

For Committee of Presidents

# Top Three Strategic Challenges

- 1. Securing Funding, capital, and tuition/ revenue to finance growth

- 2. Creating/maintaining competitive advantage

- 3. meeting the needs of an increasingly diverse population of learners

# Top Three Organizational People Challenges

- 1. Managing Change
- 2. Building a high performing culture
- 3. Developing successful future Leaders

# Core Competencies Required of Future Leaders

- Strategic Leadership
- People Leadership
- Relationship and Collaboration Skills

- "Only 50% of responding Colleges indicated they had the right skills/capabilities needed to deliver on planned goals over next five years"

# Six Leadership Skills Required

- Networking/building relationships
- Innovation
- Strategic Planning
- Team Building
- Adaptability/Flexibility
- Financial Management

# Work Force Planning

- "The systematic identification and analysis of what people an organization needs, both present and in the future. To achieve its strategic goals"

- Has your organization undertaken a comprehensive workforce plan?

- Is it working?

# Quality and Quantity

- Not just WHO does what but HOW to get work done
- Alternative Staffing Approaches
- -talent upgrade
- -part time
- -project assignments
- -Lateral moves
- -contracts
- -partnerships
- -outsourcing
- -other

# Types of Succession Planning

- **Technical**
- -focus on knowledge transfer rather than promotion (emphasis on WHAT)
- **Relationship**
- -focus on transferring social contacts of those with them with those without them (emphasis on WHO)
- **Strategic**
- -focus on long term and short term issues associated with succession and talent management (emphasis on how impact organization)

# Strategic Approach

- "Put Strategy not people first"

- Identify strategic positions and drill down to strategic capabilities
- Strategic competencies are the ones that distinguish your organization from others

- "What are the strategic competencies for which your college is known?"

# Key Elements of Talent Management System

- Analyze and Identify
- Retain,
- Develop
- Recruit
- Transfer
- Promote

# Analyze and Identify

- Conduct Specialized work analysis with the focus on who has knowledge and skills which are difficult to replace
- Develop corporate model of gaps and risks for present and future
- Develop metrics for continuous identification and monitoring

- "Do we have the right people in the right place at the right time?"
- "Does our compensation model align with our strategic competency requirements?"
- "Does our workforce plan focus on at risk positions?"

# Methods of Identification

- **Inside**
- Performance Review
- Vacancies
- Hiring needs
- Self-other-chance
- Project tasks

- **Outside**
- Scouting
- Community
- Professional affiliations
- Alumni
- Other??????

- **"What are the best practices in identification at your institution?"**

- **"What are the key issues needing to be addressed that prevent proper identification?"**

- **"Is our performance review model effort or outcomes focused?"**

# Acceleration Pools

- Identify High Potential candidates and commit to their development
- Strategies to accelerate development
- -assignment
- -short term experiences
- -training/executive education
- -professional development

# Retention

- Career Planning and support
- Employee engagement
- Recognition and rewards
- Incentives
- Opportunity to grow
- Culture of excellence and high performance
- Commitment to promote from within
- Culture of Leadership Development
-   -create space for mobility
-   -creative about duties and stretch functional responsibilities
-   -cross training
-   -mentoring


- **"What are best practices at your institution that retain staff? What more should be considered?"**

- **"Does our retention plan focused on high potential and high producers?"**

# Issues Related to Retention

- Favoritism
- Late Bloomers
- Left out or under utilized or underestimated
- Overestimation
- Inconsistency expectations between senior leaders
- Investment costs
- Risk management
- Other?????

# Development

- What are key factors in developing staff?
- What issues will have to be addressed? Will Government cut backs effect development and if so how?

# How to Become Leaders?

- **Inspiration:**  Role Models
- **Aspiration:**   Encouragement, mentorship,   honest feedback, career plan
- **Culture:**        Incentives, rewards, recognition, effective performance review
- **Investment**:  Professional development and affiliation
- **Commitment**: Opportunities, challenges, support

- "Does your organization follow the 70-20-10 rule for on the job learning, coaching and training?"

# Recruitment

- "What are keys to effective recruitment for competitive high skill and competency positions?"

- "Great Leaders attract great talent"

# Issues in Hiring/recruiting

- Compensation
- Benefits
- Onboarding
- Opportunities
- Support
- Meaningful role and work
- Relations with supervisor
- Enrichment
- Resources
- Innovation
- Risk tolerant environment
- Peer group
- Other

- **"Does your college align values with practices?"**

# Transfer

- Internal and external secondment
- Internships
- Alumni-students and former employees
- Contract out
- Other????

- **"If you do not have skills and knowledge internally how can you obtain it?"**

# Promotion

- **What are your colleges priorities regarding internal candidates?**

- **What special considerations should be given to high potential internal candidates if any?**

- **What reputation does your college have for leadership development and being a top employer?**

# Wrap Up

- What area have we not covered?

- Any other best practices that you wish to share?

- What idea are you going to take home?


- THANK YOU!

- Brian Desbiens

- [Brian.Desbiens@persona.ca](mailto:Brian.Desbiens@persona.ca)

- 1-705-799-6777