

Welcome!

The webinar will begin shortly...

3:00

minutes

until the webinar starts

While you wait, here are some fast facts about HR outsourcing:

Companies that outsource HR to a professional employer organization (PEO) are **50% less likely** to go out of business.



The webinar will begin shortly...

2:00

minutes

until the webinar starts

While you wait, here are some fast facts about HR outsourcing:

Companies that use a professional employer organization (PEO) are **28% more satisfied** with their available selection of employee benefits.



The webinar will begin shortly...

1:00

minute

until the webinar starts

While you wait, here are some fast facts about HR outsourcing:

G&A Partners has an average Net Promoter Score (NPS) that is **35x higher** than that of the HR outsourcing industry.



"NPS Benchmarks for B2B" Inavero, 2014



How to Build a Long-Term Talent Strategy with Succession Planning

Susan Crowder, G&A Partners



Before we begin...

- We are recording this webinar. The on-demand recording will be available on our website by the end of the week.
- This webinar has been pre-certified by the Human Resources Certification Institute (HRCI) for one hour of HR general recertification credit.
- If at any time during the presentation you have a question that you'd like us to answer, please send it to us using the "Questions" tab in the GoToWebinar menu bar.

About G&A Partners

G&A Partners delivers world-class HR solutions that help build thriving businesses and make a difference in the lives of the clients and employees we serve.

G&A Partners has a local presence in the following markets:





Susan Crowder,
Sr. HR Advisor
G&A Partners

- What is succession planning (and what isn't)
- Relevant stats and figures demonstrating the impact it can have
- What types of positions should have a succession plan in place
- How succession planning fits into an organization's overall talent-management strategy
- Common mistakes companies make when succession planning and how to avoid them
- How to plan and create a succession plan



Poll Question

Does your organization currently have a formal succession plan in place?

What is succession planning?



It's an important part of the talent-management process:

- Provides a way to identify key positions
- Identifies individuals with potential
- Creates paths to prepare and develop individuals for growth and to fill the key positions

Failure to initiate a succession plan



- Lack of leadership
- Business objectives may be at risk
- Unresolved conflict may occur
- Important decisions may not be made

Why should you initiate a succession plan?

Cultivating your current talent pool will benefit your organization by:

- Building bench strength
- Limiting the need to source for outside talent
- Saving money
- Enhancing employee morale and loyalty

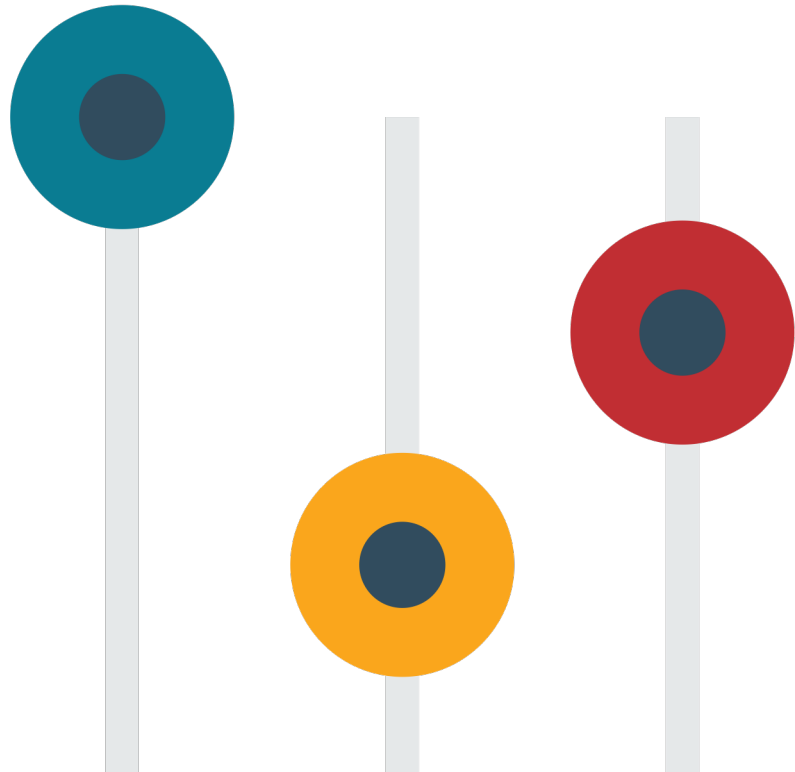
Succession planning steps

1. Determine future leadership needs
2. Identify necessary skills and competencies
3. Evaluate the current talent pool
4. Develop a roadmap for future leaders
5. Measure and assess results

Succession planning: Step 1

1. Determine future leadership needs
2. Identify necessary skills and competencies
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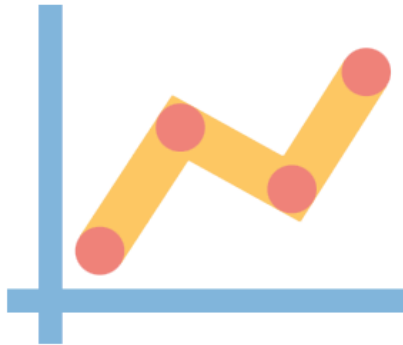
Determine future leadership needs



- Positions
- Factors
- Talent-management processes
- Responsibilities
- Frequency
- Tools
- Communication
- Measurements of success

Ask questions to determine the positions to consider, including:

1. What type of leaders are needed to support the company's culture?
2. How deep into the organization should employees be considered?
3. Will the organization be moving into areas in which different expertise is needed?
4. Where are the organization's current and anticipated gaps in leadership and expertise?
5. How closely is a role tied to the success of the business?
6. Is the need for these future leaders anticipated in the long-term or short-term?
7. How difficult would it be to replace someone in key positions?
8. What are the positions that are mission critical to your organization's future?
9. Which individuals are expected, or likely, to leave in the near future?



Determine what factors should be part of the assessment process, including:

- Performance-review ratings
- Willingness to relocate
- Development plan
- Long-term commitment to employer
- Client and manager feedback
- Readiness to move up

Consider which existing talent-management processes will be incorporated, including:

- Talent acquisition
- Performance management
- Mentoring
- Development and learning plans
- Total compensation
- Stay interviews
- Exit interviews

Identify and clarify roles and responsibilities, including:

- Board of Directors
- CEO/President
- COO, CFO, and other C-Suite executives
- Departmental heads
- Key leaders
- Human resources



Set a frequency for assessing talent:

- Quarterly
- Semiannually
- Annually



Poll Question

What tools does your organization use for succession planning?



Create relevant tools, instructions, and workflows:

- Job-analysis questionnaire
- Individual development plans
- Nine-box grid
- Succession summary for each employee

Identify your audience and develop a strategy to communicate, including:

- Prepare and share messaging to internal talent as well as external applicants to attract top talent
- Explain why succession planning is being implemented and the benefits of it
- Provide updates on succession-planning achievements

Specify how to determine whether the plan was successful and effective, including:

- Reduction in talent-acquisition costs
- Improved turnover rates
- Time to fill key open positions
- Number of positions filled internally for key open positions vs. number of external candidates
- Improved retention rates of high performers



Poll Question

What factors will your organization assess when considering your talent pool?

Succession planning: Step 2

1. Determine future leadership needs
- 2. Identify necessary skills and competencies**
3. Evaluate the current talent pool
4. Develop a roadmap for future leaders
5. Measure and assess results

Identify necessary skills and competencies



Establish what competencies and experiences will be necessary for future leadership roles:

- Knowledge/experience level
- Educational background
- Professional certifications
- Skillsets
- Natural abilities

Job Analysis Questionnaire

LIST MOST IMPORTANT DUTIES FIRST		Percent (%) of Time	General Education & Experience	
1.			D. EDUCATION: Check the box that best indicates the minimum training/education requirements of this job. (Not necessarily <u>your</u> education, but the requirements for the job).	
2.			<input type="checkbox"/> Minimum <input type="checkbox"/> Some College/Associate's Degree <input type="checkbox"/> Bachelor's Degree <input type="checkbox"/> Master's Degree <input type="checkbox"/> Professional Certification	
3.				
4.				
5.				
6.				
7.				
8.				
9.	Perform other job-related duties as assigned.	100%		

Succession planning: Step 3

1. Determine future leadership needs
2. Identify necessary skills and competencies
- 3. Evaluate the current talent pool**
4. Develop a roadmap for future leaders
5. Measure and assess results

Evaluate the current talent pool



Identify who may have potential for:

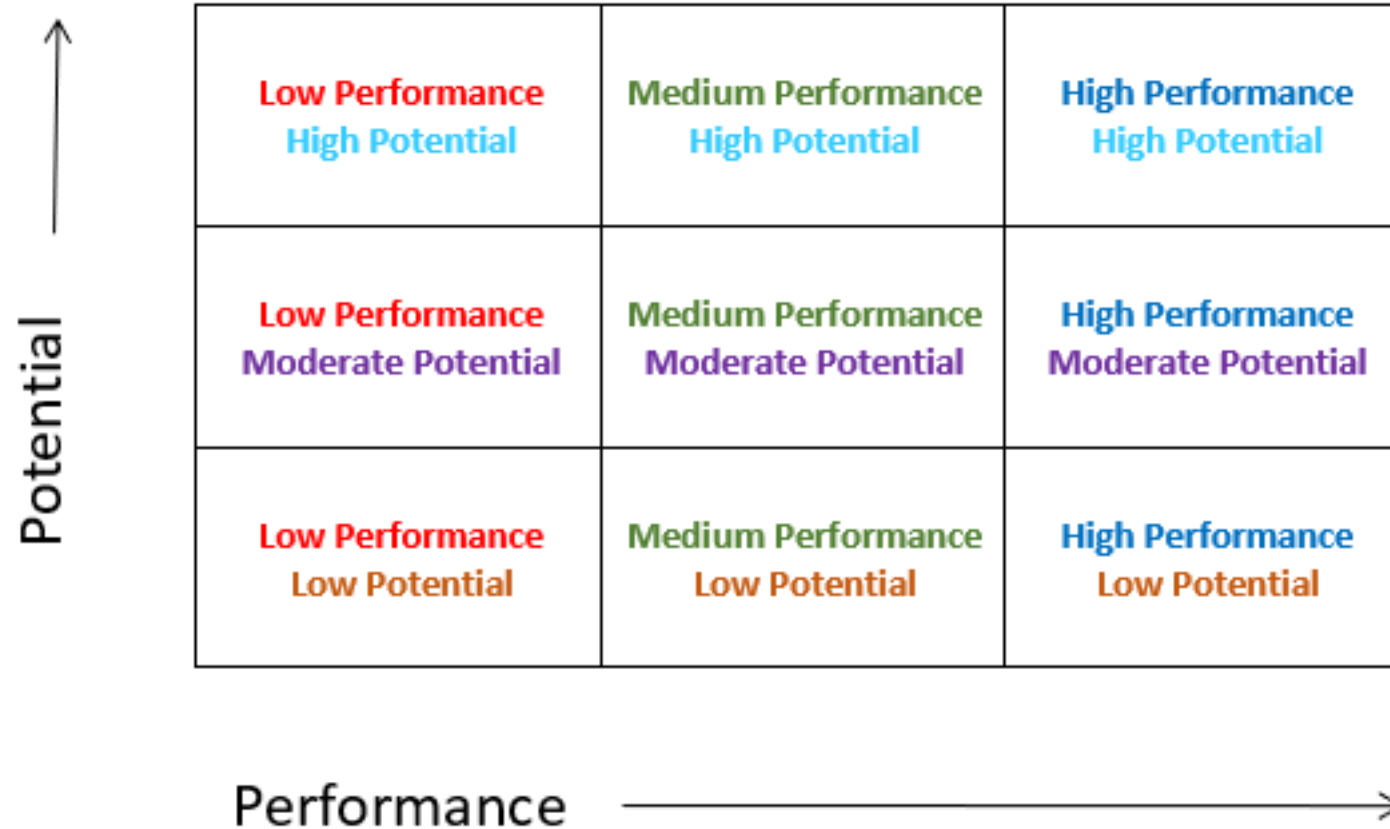
- Leadership roles
- Expertise roles



Poll Question

How familiar are you with the
Nine-Box Grid?

Nine-Box Grid summary



Nine-Box Grid visual



Benefits of the Nine-Box Grid

- A good visual to facilitate a healthy discussion about talent
- Simple and cost-effective tool
- Promotes multiple perspectives to provide insight into talent beyond the direct manager
- Easy way to identify talent and target efforts on key talent

Succession planning: Step 4

1. Determine future leadership needs
2. Identify necessary skills and competencies
3. Evaluate the current talent pool
- 4. Develop a roadmap for future leaders**
5. Measure and assess results


Develop a roadmap for future leaders



Develop pathways for identified employees, using:

- Online trainings and webinars
- Classroom education
- Cross-departmental exposure
- Certifications
- Peer coaching
- Group-collaboration projects
- Mentoring programs
- Stretch assignments
- Cross-training
- Manager coaching sessions
- Leadership simulation experiences

Development plan



G&A Partners
Time to grow.

Name: _____ Date: _____

We value our team members' well-being and desire to grow through learning and development; and are committed to providing the time and resources needed to acquire the skills and competencies necessary for continuing success.

Employee Name: _____ Department: _____

Mandatory Compliance Training (assigned) – 33%

Learning Activity Title	Learning Resource	Acquisition of a skill, behavior, or competency	Application: How success will be measured	Completion Date

CK Training (assigned) – 33%

Learning Activity Title	Learning Resource	Acquisition of a skill, behavior, or competency	Application: How success will be measured	Completion Date

Competency, Technical, and Aspirational Training (assigned) – 33%

Learning Activity Title	Learning Resource	Acquisition of a skill, behavior, or competency	Application: How success will be measured	Completion Date

Development Roadmap

Competency / Competency to be Acquired	Learning Activities	Milestones / Completion Dates	Resources	Measurement of Success
Foundational				
Functional / Technical Skills				
Consultative				
Leadership				

CURRENT SITUATION

What professional development activities are you already undertaking?

What is your 12-month career goal? Make sure its SMART.

What do you need to achieve the career goal(s)?

How do you assess the skills gaps?

EVALUATION

How often will this plan be reviewed?

Employee Name: _____ Signature: _____ Date: _____

Manager Name: _____ Signature: _____ Date: _____

Succession planning: Step 5

1. Determine future leadership needs
2. Identify necessary skills and competencies
3. Evaluate the current talent pool
4. Develop a roadmap for future leaders
- 5. Measure and assess results**

Evaluate employee and organization progress:

- Review current status
- Potential skill gaps
- Evolving needs
- Cost savings and organizational improvements



Do's & Don'ts

Succession Planning Tips For Long-Term Team Stability



DON'T

Be afraid to look outside your organization for talent



DON'T

Forget to involve others in the planning process



DO

Continually develop leaders within your company



DO

Discourage employees from "knowledge hoarding"



DO

Consider more than just technical skills

Watch for clues indicating your plan might be falling short

- Leaders are taking on more than they should
- Successors are not developed and prepared for new opportunities
- Lack of company vision and direction

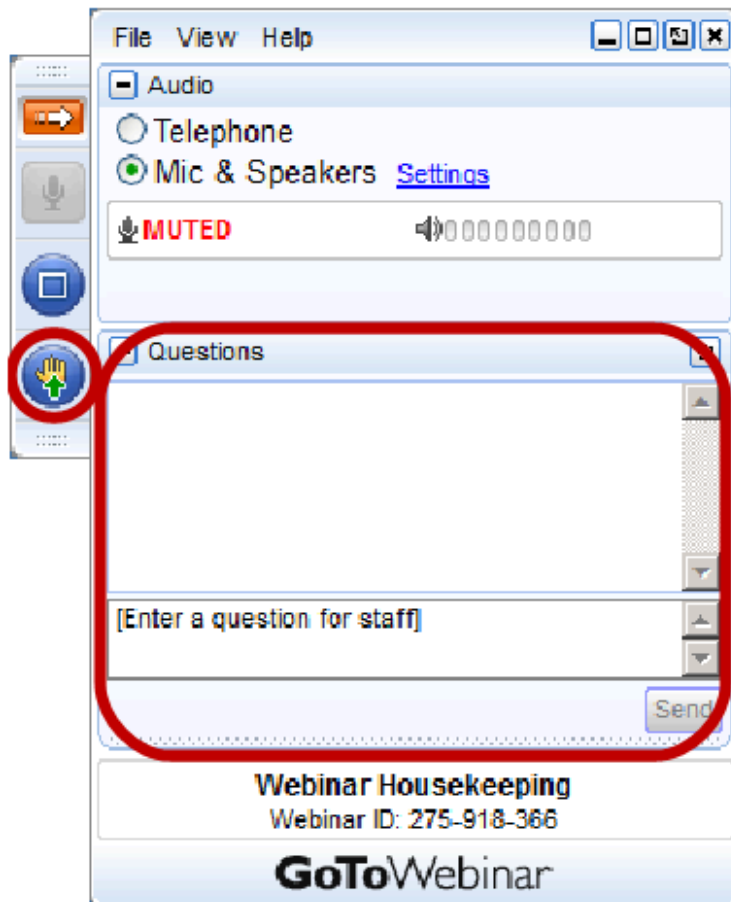


- Groom your bench strength.
- Continue to monitor and evaluate your talent.
- Integrate your plan into other processes.
- Hold your leadership team accountable for your company's plan.

“The growth and development of people is the highest calling of leadership.”

- Harvey S. Firestone

Questions



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