

Georgia Department of Transportation

SUCCESSION PLANNING: “Building Tomorrow’s Leaders Today”

August 19, 2009

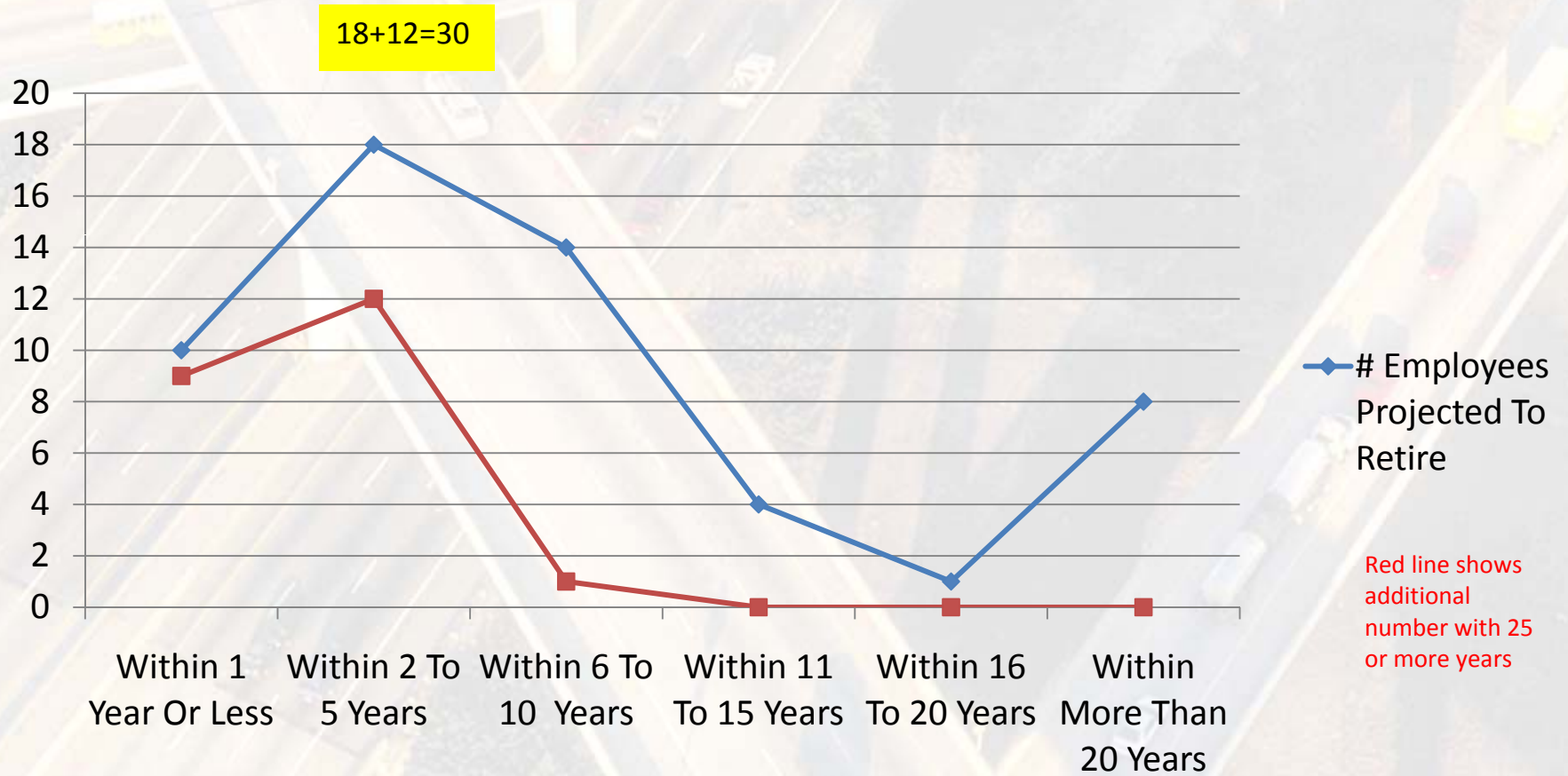


Management Retirement Projections

Projected Retirement



Office Heads & Above Projected Retirement Compared To Years Of Service



Strategies and Outcomes

Strategies

- Identify, engage and motivate high-potential employees
- Assess needs and create development plan
- Accelerate development

Outcomes

- Retention of high-potential employees
- Preservation of organizational knowledge and expertise
- Qualified leadership candidates

Key Features–Participant Selection

- **Selection**
 - Who: Succession Planning Steering Committee
 - How: Self-nomination, requires sponsors, application process
 - Basis: Superior performance *and* high potential – “learning agility”
- **Two tiers: mid-career and early-career participants**
 - **Begin with mid-career participants for near term needs**
 - ✓ Participant development targets specific position
 - ✓ Mid-career tier may be phased out in 2-3 years
 - **Early-career participants**
 - ✓ Individual development targets leadership competencies

Key Features – Development Methods

- **Individual Development Plan**
 - Multi-rater assessment to determine development needs
 - General managerial skills assessment
 - Learning contract for each with success standards and timeline
 - Approved by Succession Planning Steering Committee
 - Managed by Succession Planning Coordination Team
 - Two year cycle

Key Features – Development Methods

- **Learning Strategies –**

- Job re-assignment – time limited or non-time limited; may be a job-swap
- In-place special assignment
- Mentoring – organizational knowledge: decisions
- Coaching – personal effectiveness: behavioral
- Networking sessions – special topics
- Coursework and training

Key Features – Owners

- **Individuals accountable for success or failure**
 - **Steering Committee – 9 senior staff members**
 - **Mentors**
 - **Networking Session Leaders – senior staff**
 - **Coordinating Team**
 - Jeff Conrad – team leader

Critical Success Factors

- **Two things that loom large in the literature, plus one**
 - 1. Leadership investment:** Sustained dedication of time, attention and effort by committee members and mentors
 - 2. Dynamic support:** Effectively supported and energized Individual Development Plans
 - 3. Face Credibility**
 - Is it fair?
 - Is it effective?

Estimated Costs

- **Steering Committee and Mentors – Lillian Eby, UGA Applied Psychology**
 - Orientation to principles and facts about Succession Planning: \$1000
 - Mentors workshop: \$1000
- **Full Program, First Year – CVIOG**
 - Program GDOT custom leadership competencies into multi-rater 360: \$2500 (one time cost)
 - Multi-rater 360+ two other leadership assessment tools+coaching session: \$1150 per person
 - Additional coaching session at 6-8 months: \$200 per person (long term–train internal staff)
- **Second Year**
 - Objective managerial skills assessment
 - Provider and cost not determined
- **Note: Federal training dollars may be used to cover costs; no match required**

Estimated Costs

- **Pilot – CVIIOG**
 - Multi-rater 360: \$150 per person
 - \$1350 group debrief
- **Steering Committee and Mentors – Lillian Eby, UGA Applied Psychology**
 - Orientation to principles and facts about Succession Planning: \$1000
 - Mentors workshop: \$1000
- **Full Program, First Year – CVIIOG**
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