Succession Planning: *A Leader's Roadmap for Identifying & Developing Tomorrow's Leaders Today*

Version 1.2

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1. Introduction

Today's organizations must have the right people in the right jobs at the right times. They cannot afford to be without people who have the required qualifications and competencies to quickly fill a critical or key role when the need arises. This guide and related i–Learn module were developed to provide senior leaders, managers and human resource professionals with a roadmap to facilitate succession planning within the New Brunswick public service. The tools present ideas and practical steps to support the succession planning process, and underscore the urgency and importance of effectively planning for public service renewal. While developed for use in Part I departments and agencies, the tools may provide useful guidelines for other organizations.

2   What is Succession Planning

Succession planning is a strategic approach to ensure that necessary talent and skills will be available when needed, and that essential knowledge and abilities will be maintained when employees in critical positions leave.

Succession planning has been identified in the Corporate HR Plan as a key initiative for addressing a number of critical human resource issues in the New Brunswick public service including:

- An aging workforce
- Increasing turnover rates
- Fast-paced changes in work, and
- The need for a diverse workforce at all levels.

3   Objectives - Why is it Important?

Atlantic Canada's population and workforce are aging, and New Brunswick's public service is no exception. In recent years, the number of retirements in the public service has begun to increase and this trend is expected to continue for the next several years. Losing the expertise of experienced employees could significantly reduce efficiency, resulting in costly mistakes, unexpected quality problems, or significant disruptions in services and performance.

These tools will help to establish an integrated approach to succession planning, capacity building and renewal for the NB public service.

Objectives

♦ To identify and proactively plan for critical work force positions, by developing a pool of potential successors and encouraging a culture that supports knowledge transfer and employee development.

♦ To build human resource programs that attract and retain qualified individuals to the NB public service.

♦ To implement a framework that identifies the competency requirements of critical positions, assesses potential candidates and develops required competencies through planned learning and development initiatives.

4   Guiding Principles

Succession planning must respect the legislative and policy provisions that ensure a consistent and equitable approach to competency-based selection and the principle of merit. The following guiding principles apply to succession planning:

♦   Supports the five fundamental values of the New Brunswick public service: Integrity, Respect, Impartiality, Service and Competence.

♦   Conducted in accordance with the *Civil Service Act,* its regulations and the policies established by the Board of Management.

♦   Strikes a balance between the values of fairness, accessibility, transparency, and efficient use of government resources for current and future needs.

♦   Aligned with current and future business needs of government and departmental/agency strategic plans;

♦   Aligned with the goals of the Corporate HR Plan and the Executive Development Strategy to develop current and aspiring leaders;

♦   Candidates are assessed using methods that are competency-based and free from favoritism;

♦   Communication is open and transparent.

One size does not fit all -- each organization will have unique needs and solutions. While respecting the above principles, departments and agencies may establish additional guidelines that apply within their organizations.

5 Succession Planning Framework

Succession planning is a foundational element of the GNB's first multi-year strategic Corporate HR Plan. Departments and Agencies continue to implement strategies such as establishing internal Talent Management Committees, identifying and developing internal talent pools, encouraging and supporting knowledge transfer from current employees to successors, and recruitment of new professionals to fill gaps in an effort to ensure a continuous flow of qualified candidates for critical positions.

The Succession Planning Framework is built on the following four objectives:
− to align resources with business lines and priorities;
− to manage resources corporately and horizontally as one department;
− to think strategically about the implementation of human resource initiatives across functional communities (FC); and
− to ensure that GNB becomes a sought after employer in the labour market.

The Strategies of Succession Planning, **Recruitment & Selection, Employee Development and Talent Management, Retention and Engagement,** and **Knowledge Transfer**, are reflected in the three key goals of the Corporate HR Plan: Build Capacity, Recruit for Tomorrow and Retain and Engage.

Corporate HR Plan

Goal: Recruit for Tomorrow

Recruitment & Selection
-Recruit for hard to fill positions
-Enhanced employment website
-Streamlined staffing process

Goal: Build Capacity

Employee Development & Talent Management
-Talent management programs
-Leadership development
-Development of mid-managers & professionals
-Learning opportunities

Goal: Retain & Engage

Retention & Engagement
-New professionals
-Knowledge transfer
-Career development portal
-Performance Feedback

Succession Planning

Supporting Initiatives: Workforce Planning, Employee Survey, Ongoing communication, and Monitoring

The following breakdown provides the methods and tools to consider as you move forward with the identification of the specific Succession Planning strategies needed to hire for critical positions and prepare for future vacancies.

> ### *Corporate HR Plan Goal: Build Capacity*
> ### <u>Succession Planning Strategy</u>: Employee Development & Talent Management

Methods:

- ► Position Profiles
- ► Talent Management Committee
- ► Talent Pools
  - ▪ Interest Surveys
  - ▪ Applications/Nominations
  - ▪ Assessment Processes
  - ▪ Talent review meetings, etc.
- ► Learning & Development Plans
- ► Developmental Opportunities
  - ▪ Rotational Assignments
  - ▪ Acting Assignments
  - ▪ Job exchanges
- ► Executive Talent Management Program
- ► Leader/Manager Development
  - ▪ Coaching/Mentoring
- ► Professional Development
  - ▪ Technical Training
- ► On-The-Job/Action Learning
- ► Performance Management
- ► Coaching/Mentoring
- ► Knowledge Transfer
  - ▪ Team meetings
  - ▪ Communities of practice
  - ▪ Cross training
  - ▪ Job shadowing

Tools:

- ► Competencies (Middle Manager & Executive)
- ► BEI Interviews
- ► 360° Feedback
- ► Position/Competency Profile template
- ► Career Management Module
- ► Learning Calendar
- ► Talent Management Programs (Corporate and Departmental)
- ► Learning & Development Plans (Executive, Middle Manager and Employee)
- ► Learning Policies/Guidelines
- ► Executive Development Strategy
- ► Senior Leaders Study Tour
- ► Knowledge Transfer Guide and Plan
- ► Career Development Portal

Corporate HR Plan Goal: Recruit for Tomorrow
<u>Succession Planning Strategy</u>: Recruitment and Selection

Methods:

- ► Employee Value Proposition
- ► Total Rewards Package
- ► Competitive Compensation
- ► Outreach & Relationship-Building
  - ▪ PS Institutions, Prof Assoc
  - ▪ Career Fairs, Ambassador & Alumni Programs, etc.
- ► Recruitment Process Improvements
- ► Recruitment Strategies/Methods
  - ▪ Internships
  - ▪ Co-op Programs
  - ▪ Apprenticeship Programs
  - ▪ Summer Employment Programs
  - ▪ Immigrants
  - ▪ Casual Hires
  - ▪ Personal Service Contracts, etc.
- ► Orientation

Tools:

- ► Competencies (Middle Manager & Executive)
- ► BEI Interviews
- ► HRIS Reports
- ► Competition System Reports
- ► Applicant Tracking
- ► Staffing Policy
- ► Employment website

Corporate HR Plan Goal: Retain & Engage
<u>Succession Planning Strategy</u>: Retention & Engagement

Methods:

- ► Pension & Benefits
- ► Vacation & Leaves
- ► Flexible Work Arrangements
- ► Job-Sharing
- ► Telecommuting
- ► Employee Health & Safety
- ► Wellness Initiatives
- ► Retirement Planning & Pre-Retirement Options
  - ▪ Reduced work hours or duties
  - ▪ Phased retirement
- ► Job Enrichment
  - ▪ Special project assignments
  - ▪ Committees/task teams, etc.
  - ▪ Mentoring opportunities
- ► Respectful Workplace
- ► Leader/Manager Quality
- ► Recognition & Rewards
- ► Community Involvement Initiatives

Tools:

- ► Exit interviews/surveys
- ► Employee Engagement Survey
- ► Career Development Portal
- ► Succession Planning Action Plan template
- ► Knowledge Transfer Guide and Plan

Corporate HR Plan Goal: Supporting Initiatives
<u>Succession Planning Strategy</u>: Monitoring & Communication

Methods:

► Reporting and monitoring

Tools:

► Communication Plan
► Performance Indicators
► Competencies
► Performance Feedback

6 Myth Busters

Myths about Succession Planning

1. **Myth: Succession planning involves focusing on a small number of high potential employees and preparing them to be successors for critical positions.**

   Truth: The process of identifying critical positions is ongoing and addresses potentially hundreds of positions in Part I of the public service. Many variables, including language and budget, will affect the number of employees who can be developed for these roles, but the scope exists to involve a large number of employees in development and knowledge transfer activities that will improve their readiness to compete for upcoming opportunities.

2. **Myth: Succession planning only benefits the organization in the long term.**

   Truth: It is true that effective succession planning processes take a long-term view and must be sustained for a number of years to deliver optimal benefits. However, building capacity in our employees can have a positive impact on the workplace almost immediately. When we develop, attract and engage talented employees, they contribute immediately to the quality of services delivered to New Brunswickers and to the achievement of business goals and priorities. In addition, the individuals who are developed experience a number of benefits, such as guidance in career planning, help in reaching their career goals, feeling recognized and valued for their contributions, etc.

3. **Myth: Succession planning requires a large learning and development budget.**

   Truth: Having resources available for employees to participate in formal learning opportunities such as classroom sessions or conferences is definitely important, but more than half of learning occurs on the job through new experiences or challenging assignments. Providing support for on the job learning, mentoring, coaching and ongoing feedback have very limited direct costs and are valuable ways to build skills.

4. **Myth: Employees need to be in a position for a certain number of years before they are ready to move upward.**

   Truth: There are classification standards in the New Brunswick public service that outline the minimum amount of education and experience, and the equivalencies that are required for a position. These requirements are not expected to change except in cases of chronic skills shortages, which may warrant revisiting the requirements to determine if they are still valid. By identifying critical positions of interest, employees can see what the gaps are between their current levels of education and experience and what is needed for the positions to which they aspire. They can then establish specific plans to close those gaps in consultation with their managers.

   GNB also assesses candidates for positions based on competency profiles that address the knowledge, skills, abilities and behaviours required to perform successfully in a given position. While experience is an important part of developing proficiency in a competency, there are no pre-set requirements for how long it takes to move from one level to another. Succession planning will provide some employees with formal opportunities for competency assessment and development. Employees who are interested in developing their competencies can also engage in self-assessment and development activities, such as volunteering for leadership and other roles in not-for-profit organizations or community activities.

Myths about Succession Planning cont'd…

5. **Myth: Succession planning is only about developing people to take on leadership positions.**

   Truth: Many critical positions involve leadership responsibilities, but there are also a range of critical positions that require other competencies or specialized professional and technical skills. Also, many of the opportunities that emerge may involve lateral rather than upward mobility. For employees who are not interested in taking on leadership roles, there may be opportunities such as cross-training, job rotations or other assignments that enable them to build skills and competencies that will be important in the future.

6. **Myth: Things are changing so fast at work it is impossible to plan for the future.**

   Truth: While it is impossible to predict the future, by scanning both the internal and external environments, watching trends and anticipating risks, we can get a general idea of major changes that may occur and how they will impact the workforce. Incorporating this information into our attraction, engagement and development activities will assist us in being more prepared for the future.

More Questions and Answers

Q: Why not develop all employees for future opportunities?

A: All employees should participate with their supervisor or manager in the identification of a learning and development plan as part of the annual work planning process. This plan may include training required to perform the current job as well as opportunities related to career growth and development. Ensuring that employees are engaged in continuous learning will help to ensure that GNB develops a robust pipeline of talent to fill openings at all levels.

However, given the leadership responsibilities and/or specialized nature of many critical positions, the reality is that there may not be large numbers of employees who are interested in and meet the basic requirements to participate in talent pools for critical positions. In most cases, accelerated development opportunities will be limited to those candidates who already possess certain position qualifications such as educational requirements and professional designations or certifications.

Budget limitations and other constraints may also set limits on the numbers of employees who can be developed. Each department and agency will establish criteria and guidelines for how they plan to identify and assess candidates for inclusion in talent pools, the conditions or expectations that apply to participating in talent pools, and what types of development opportunities will be provided.

Q: Will employees be able to participate in development opportunities for any position that they are interested in?

A: While it would be ideal to develop all candidates who indicate interest in a position, this is not possible due to financial limitations and other constraints. Each department will develop guidelines on how candidates will be aligned with internal developmental opportunities.

Given the need to address imminent workforce risks and challenges, it may be necessary for organizations to provide available development opportunities to candidates who most closely match the requirements and linguistic profiles for critical positions. Employees who are not chosen to receive development opportunities are encouraged to self-develop in order to attain the necessary qualifications and competency levels for positions of interest to them. In all cases, positions are filled using the merit criteria and process set out in the *Civil Service Act* and Staffing Policy Manual. By self-developing (*through reading, research, volunteering, etc,*) and enhancing qualifications, employees can improve their chances of success in staffing processes.

Q: As a manager what can I do?

A: You have a pivotal role to play in identifying, assessing and nurturing talent. You may be asked to lead or participate in specific activities to support succession planning at the request of your Deputy Minister, ADM, Executive Director, HR Director or Project Coordinator. You also have an ongoing role to play in ensuring that solid foundations are built for succession planning by engaging in sound practices for staffing, employee development and training, and performance management while giving due consideration to readiness, opportunity and linguistic profiles.

7 Succession Planning: *A Five Step Process*

Step 1: *Identify critical positions*

Critical positions are the focus of succession planning efforts. Without these roles, the department or agency would be unable to effectively meet its business objectives. Workforce projection data or demographic analysis is essential in identifying risk areas. A risk assessment may also be conducted and compared to current and future vacancies to identify critical positions within your organization.

Step 2: *Identify competencies*

A clear understanding of capabilities needed for successful performance in key areas and critical positions is essential for guiding learning and development plans, setting clear performance expectations, and for assessing performance. By completing the process of competency or position profiling within your organization, current and future employees gain an understanding of the key responsibilities of the position including the qualifications and behavioural and technical competencies required to perform them successfully.

Step 3: *Identify succession management strategies*

Now that critical positions have been identified and have been profiled for competencies, the next step is to choose from a menu of several human resource strategies, including developing internal talent pools, onboarding and recruitment to address succession planning.

Step 4: *Document and implement succession plans*

Once strategies have been identified, the next step is to document the strategies in an action plan. *The Succession Planning: Action Plan* provides a mechanism for clearly defining timelines and roles and responsibilities.

Step 5: *Evaluate Effectiveness*

To ensure that the department or agency's succession planning efforts are successful, it is important to systematically monitor workforce data, evaluate activities and make necessary adjustments.

Step 1 – Identify key areas and critical positions

Key areas and critical positions are the focus of the succession planning efforts.

What are key areas and critical positions?

Critical positions are those that exert critical influence on the operational activities or the strategic objectives of the department. Without this role the department would be unable to effectively meet its business objectives.

It cannot be stressed strongly enough that the identification of critical positions for succession planning purposes does not mean that only a certain positions are considered important or valued. Every employee plays a role in achieving our mission and goals. The purpose of identifying critical positions for succession planning is to identify the positions that are likely to be impacted the most by imminent workforce risks and challenges, and to develop strategies to address those needs.

Identifying key areas and critical positions

The results of the department's workforce analysis (e.g. workforce projections, retirement forecasts, turnover rates, current vacancies, pending shortages, etc.) are used to identify **key areas and critical positions**.

Senior management and/or an executive management committee will play the lead role in their identification, with managers playing a supportive role by providing coordination and advice to assist in their identification.

Criteria for identifying key areas and critical positions

Considerations in identifying key areas and critical positions:

- Which positions, if left vacant, would cause major difficulties in achieving current and future business goals?

- Which positions, if left vacant would be detrimental to the health, safety, or security of the public?

- Which positions would be difficult to fill because they require particular expertise and/or the incumbents possess a wealth of corporate knowledge?

- Is there a current or projected labour market shortage for certain necessary skills in your branch or sector?

- Is this position the only one of its kind in a particular location and would it be difficult for a similar position in another location to carry out the function?

By managing our most critical risks first, we will ensure that leadership continuity is in place to sustain the achievement of business results and the delivery of public services.

Tool: Risk Assessment for Identifying Critical Positions template

Step 2 – Identify competencies

> *A clear understanding of capabilities needed for successful performance in key areas and critical positions is essential for guiding learning and development plans, setting clear performance expectations, and for assessing performance.*

What are competencies and competency profiles?

A ***competency*** is any observable and/or measurable knowledge, skill, ability or behaviour that contributes to successful performance in a given role.

A ***competency profile*** is a set of predefined competencies and proficiency levels required to perform successfully in a specific job and is typically applied to a group of positions such as occupational groups (e.g. senior management positions).

Tool: Competency/Position Profile template

Why do we need competencies and profiles?

A clear understanding of capabilities and competencies is important for guiding learning and development plans and may serve as the basis for self-assessment tools. Knowing the required competencies is necessary for setting clear performance expectations, assessing performance, and for selection purposes.

Identifying position competencies

Executive Leadership Competencies and supporting documentation have been developed for senior executive positions in the Government of New Brunswick.

Middle Manager Competencies A set of core competencies have been identified to provide a common language and understanding of the knowledge, skills, abilities and behaviours expected of current and future middle managers in the New Brunswick Public Service.

Competencies for other positions may be identified from the position description questionnaire (PDQ), by interviewing job incumbents and stakeholders and/or by referencing the competency dictionaries (Behavioural and Technical) from Hay Management Consultants:

Staff from the Human Resource Branch will assist managers with this step in the process.

Manager's Checklist

√ Have you used information from the position description questionnaire (PDQ) and have you spoken with job incumbents to identify the knowledge, skills, abilities and/or competencies needed to achieve business goals?

√ Are you using the GNB Executive Leadership Competencies profile and GNB Middle Managers Competencies profile for relevant positions?

√ Have you communicated information about critical positions and key areas to all employees, as well as the competencies needed, so that this information can be considered in the preparation of learning and development plans?

√ Have you taken into consideration the linguistic profile for your unit?

Step 3 – Identify Succession Management Strategies

> ***Now that critical positions have been identified and profiled for competencies, the next step is to choose from a menu of several human resource strategies to develop succession plans.***

Succession Plans include a combination of strategies including:

♦ Talent Management
♦ Employee Development
♦ Retention and Engagement
♦ Recruitment and Selection
♦ Knowledge Transfer

Talent Management

Talent Management is a key succession planning tool that provides an integrated means of identifying, selecting, developing and retaining top talent within the organization which is required for long term planning.

Talent management provides a means of:
♦ Accelerating employee development by identifying opportunities for career growth and development
♦ Identifying internal talent pools and transferring knowledge
♦ Evaluating and planning for critical positions

Talent pools are groups of high-potential employees who are being developed to meet the competency/position requirements for critical positions.

Assessment Methods:

Assessment methods to determine if internal candidates are qualified or have the potential to be developed for critical positions. Talent Management Committees may use the following methods:

♦ Performance appraisals

♦ Leadership training

♦ Internal developmental opportunities/assignments/projects

♦ CMM profile

♦ Employees' Learning & Development plan and/or resume

Four point criteria for assessing talent includes
♦ **Performance** – refers to the employee's current level of performance, relative to the performance goals and objectives set out in their current position.
♦ **Readiness** – reflects an employee's ability to take on greater levels of responsibility in a higher level position or in a more complex role based on demonstrative behavioral and technical competencies, assuming reasonable opportunities for development are available.
♦ **Willingness** – indicates the degree to which the employee is prepared and willing to assume a new role as well as the organization's capacity to accommodate.
♦ **Criticalness** – indicates that the employee has been identified as critical for succession planning purposes in achieving operational and strategic goals.

Employee Development

Employees have the opportunity to express their interest in leadership roles, career advancement, career growth or lateral moves. This information may be gathered through:

♦ Soliciting expressions of interest (interest survey) from employees
♦ Career and learning and development discussions between the employee and their manager.
♦ Identifying career goals on Learning and Development Plans

Tools:
♦ *General Employee Learning and Development Plan template*
♦ *Executive Learning & Development Plan template*
♦ *Career Management Module (CMM)*
♦ *Talent Management Programs*
♦ *360° Middle Manager Assessment and 360° Executive Leadership Feedback tools*

Retention and Engagement

Providing employees the opportunity to develop in ways that stretch their capabilities, challenges and engages them, and connects them to people who can help them achieve their objectives. Here are some recommended approaches:

♦ Enable employees to connect their individual work plans to the overall departmental/agency and GNB strategic plans.
♦ Support employees in achieving work-life balance especially with respect to generational values and retention.
♦ Recognize and reward excellent performance through appropriate mechanisms, such as pay for performance, where applicable.
♦ Encourage employees to create learning and development plans and support the implementation of these plans.
♦ Use Behavioural Event Interviewing to ensure the right fit for candidates, which results in higher performance and retention rates.

Recruitment and Selection

This strategy can be cost effective if qualified candidates can be attracted and successfully recruited. This is helpful when there is not enough time to build talent pools for the critical position or there is a need for fresh ideas, skills/competencies. There are some approaches key to attraction and recruitment:

♦ Consider segments like younger workers, mature workers or under represented groups.
♦ Build relationships with professional associations, post-secondary institutions, alumni networks and ambassador programs.

Tools:
♦ *Employee Value Proposition on the Employment website*
♦ *Career Fairs*
♦ *Targeted marketing and job ads*
♦ *Timely recruitment: on the spot job offers / 30 days to offer*
♦ *Career Roadmaps and Career videos*
♦ *Learning Roadmaps*
♦ *Career Development Portal*

Knowledge Transfer

The transfer of knowledge in critical positions will improve the effectiveness of the orientation/transition period of the new incumbent of the position and ensure that when employees in key positions leave the critical knowledge that they possess will not leave with them.

The GNB Knowledge Transfer Guide can help you to identify what knowledge needs to be transferred and how this transfer can be facilitated. The guide includes the "knowledge transfer plan" template. The knowledge transfer plan can be completed through discussions between the manager, the provider of the knowledge, and the receiver(s) involved in the knowledge transfer. The knowledge transfer plan should be reviewed at each performance review meeting to update as needed.

Manager's Checklist

√ Do your employees have a "learning and development plan"?

√ Have you determined if critical positions will be filled from within the department/agency, government or will the candidate be recruited from outside government?

√ Do you know which of your critical positions is vulnerable (i.e. which incumbents will be retiring or leaving for other reasons within the next few years)?

√ Have you identified a temporary back up for each critical position with the appropriate knowledge, skills (including language) and abilities to carry out the responsibilities in the short-term?

√ Have you added the creation and monitoring of a knowledge transfer plan to your work plan and to the work pan of the incumbent of the critical position?

Step 4 – Document and Implement Succession Plans

> ***A succession plan is used to document the succession management strategies chosen to prepare for future vacancy. Each strategy is supported and monitored with responsibilities and time frames assigned to the incumbent and manager.***

A succession plan is developed for each critical position. The plan is used to document the <u>specific</u> succession planning strategies chosen to hire for critical positions and prepare for future vacancies. Each strategy is supported and monitored with responsibilities and time frames assigned to the incumbent, manager of the position, and Human Resource Services.

Human Resource Services will assist managers with this step.

Tools:
- ***Succession Management Strategies***
- ***Succession Planning Action Plan template***

Manager's Checklist

√ Do all critical positions have a Succession Planning Plan?

√ Did you take your units linguistic profile into consideration when developing the Succession Plan?

√ Does your unit's Succession Plan align with the overall Department's Succession Planning Action Plan?

Step 5 – Evaluate Effectiveness

To ensure that the department's succession planning efforts are successful, it is important to systematically evaluate and monitor activities and make necessary adjustments.

Senior Leaders and/or the Executive Management or Steering Committee play a lead role in implementing, monitoring, evaluating and revising with managers playing a supportive role by providing coordination and advice to assist in collecting and interpreting feedback.

Methods for assessing succession planning effectiveness

The following can be used to measure progress:

♦ Identify the number of critical positions for which no internal replacement can be found;

♦ Calculate the percentage of critical positions that are filled internally and the success of the employee's transition to the new position;

♦ Document anecdotal success stories;

♦ Conduct employee surveys to measure employee satisfaction with respect to learning and career growth, leadership and feeling supported and recognized; and

♦ Conduct exit interviews

♦ Re-validate previously identified critical positions semi-annually or annually based on current workforce projection data and internal vacancy and retirement information.

How do we know we are doing a good job succession planning

♦ Critical positions are filled in a timely manner with the most qualified candidate;

♦ The organization achieves business goals by having pools of qualified candidates for critical positions;

♦ Essential knowledge is retained when employees leave the department/agency;

♦ Managers have a better appreciation of the skills and competencies, experience and learning interests of employees; and

♦ Employees are engaged through career planning, challenging work, learning and development.

8 Roles & Responsibilities

Senior Management:
- ► Provide overall direction and oversight of the succession planning process
- ► Ensure that a succession plan for identified critical positions is developed and implemented
- ► Ensure that succession planning is an integral part of the ongoing management of the department/agency
- ► Establish a Talent Management Committee to identify departmental developmental opportunities and make recommendations on the assignment of talent.
- ► Create opportunities for career growth and development
- ► Engage and hold managers accountable for coaching and developing talent, ensuring knowledge transfer, and for differentiating performance and potential
- ► Accelerate the development of current and aspiring managers in support of succession planning
- ► Build a talent pool of future leaders by proving current and aspiring managers the opportunity to develop middle manager and executive leadership competencies through accelerated job experiences and training
- ► Communicate and champion the importance of effective succession planning
- ► Evaluate ongoing initiatives and results of succession planning efforts

Managers (at all levels):
- ► Participate in the competency profiling process for reporting positions
- ► Promote and apply knowledge transfer in respective areas
- ► Ensure succession planning objectives are reflected in branch/region work plans as well as individual learning and development plans
- ► Link succession planning strategies to program and financial planning to allocate appropriate resources and minimize unexpected impacts
- ► Assess employee performance fairly and provide constructive and timely feedback to employees regularly
- ► Encourage individual career planning and coach employees on suitable development opportunities
- ► Provide orientation to all new staff
- ► Have discussions with other managers in your branch or division to develop a broader view of the talent in your organization and to identify formal and informal developmental opportunities for employees

Employees:
- ► Participate in competency/position profiling sessions
- ► Identify career interests and create learning and development plans for self-development
- ► Discuss career interests and learning and development plans with managers
- ► Take advantage of opportunities to demonstrate interest in and be assessed for identified positions
- ► Participate in knowledge transfer and developmental opportunities
- ► Make every effort to achieve performance goals and objectives
- ► Be open to and act upon feedback

Office of Human Resources (OHR):
- ► Set the direction for corporate succession planning efforts
- ► Chair the Succession Planning Project Team
- ► Provide subject matter expertise and advice to departments and agencies to assist in developing and executing their succession plans
- ► Develop tools, templates and resources to facilitate consistency and promote best practices
- ► Provide a summary of departmental Succession Plans and identify strategies and initiatives to address corporate-wide opportunities and challenges
- ► Facilitate the development of corporate talent pools and talent management
- ► Provide updates on the corporate succession planning initiative to HR Directors, the SEO Committee on Executive Development, and Deputy Ministers

Departmental/Agency Human Resources:
- ► Provide timely reports on workforce demographics at the organization level
- ► Provide timely advice and guidance to management to assist in the identification of critical positions
- ► Coordinate and conduct competency profiling sessions
- ► Facilitate processes for the identification and assessment of talent pool candidates and talent review meetings as requested by the departmental Talent Management Committee or Executive Management Committee
- ► Identify focused succession management strategies for critical positions, and document and track succession plans
- ► Facilitate career development and mobility to provide individuals with growth opportunities
- ► Promote and facilitate performance management activities as required

9   Other Related Links

Succession planning builds upon other initiatives including:

- ♦ Succession Planning
  (http://www2.gnb.ca/content/gnb/en/departments/human_resources/career_development/content/succession_planning.html)
- ♦ Corporate HR Plan 2010-2013
  (http://www2.gnb.ca/content/gnb/en/departments/human_resources/career_development/content/human_resource_plan.html)
- ♦ Executive Development Strategy
  (http://www2.gnb.ca/content/dam/gnb/Departments/ohr-brh/pdf/cdt/executive_development_strategy.pdf)
- ♦ Staffing Policy Manual
  (http://www2.gnb.ca/content/dam/gnb/Departments/ohr-brh/pdf/other/staffing_policy_manual.pdf)
- ♦ *Civil Service Act*   (http://www.gnb.ca/0062/PDF-acts/c-05-1.pdf)
- ♦ Corporate and Departmental Talent Management Programs
  (http://www2.gnb.ca/content/gnb/en/departments/human_resources/career_development/content/talent_management.html
- ♦ Career Development Portal
  (http://www2.gnb.ca/content/gnb/en/departments/human_resources/career_development.html)
- ♦ Employment website
  (http://www2.gnb.ca/content/gnb/en/departments/human_resources/employment.html)
- ♦ New Professionals Network
  (http://www2.gnb.ca/content/gnb/en/departments/human_resources/career_development/content/new_wave_gnb.html)
- ♦ Knowledge Transfer Guide   (http://www2.gnb.ca/content/dam/gnb/Departments/ohr-brh/pdf/cdt/succession_planning_knowledge_transfer_guide.pdf)
- ♦ Competency
  (http://www2.gnb.ca/content/gnb/en/departments/human_resources/employment/content/applying/competencies.html)
- ♦ Learning Opportunities   (http://www.gnb.ca/00163/learning/index-e.asp)
- ♦ I-Learn   (https://secure.accreon.com/hrh_gnb_ilearn/logon/chooseLanguage.aspx)
- ♦ NB Public Service Values   (http://www2.gnb.ca/content/dam/gnb/Departments/ohr-brh/pdf/other/values_conduct_guide.pdf)