

# CPM Project

## **Succession Planning- The Torch Is Being Passed: Will It Continue To Burn?**

Brian Franklin  
Department of Social Services

March 23, 2010

S. C. STATE LIBRARY

MAY 23 2010

STATE DOCUMENTS

# **The Torch is Being Passed: Will it continue to burn?**

## **Introduction**

Succession planning is described as having the right people in the right place at the right time. Specifically, succession planning is the ongoing process of identifying future leaders in an organization and developing them so they are ready to move into roles of leadership. So, what is the difference in succession hiring versus replacement hiring? In the most simplistic terms, succession planning is proactive in nature and works to address the need before it exists, whereas replacement hiring is a reactive process to fill an immediate need. Unfortunately, with an agency as complex as the Department of Social Services (DSS), it is all too often that the proactive approach, or succession planning, is not utilized. We are a society that takes the easy approach and fails to recognize the larger picture by integrating the current experienced staff with lesser experienced team members to prepare for the future when the mass exodus does occur with an aging and retiring workforce.

Need more evidence of the need for succession planning? Several case studies and real world situations have added validity to the need for succession planning. For example, in 1991 Jack Welch, then CEO of General Electric, said “From now on, choosing my successor is the most important decision I’ll make. It occupies a considerable amount of thought almost every day.” It took 10 years before Welch announced his successor from the top three candidates.<sup>3</sup> Even within the governmental sector succession planning has been discussed and in some cases a formal plan implemented. For instance, in 2003 a U. S. House of Representatives Subcommittee

<sup>3</sup> Atwood, Christee G. *Succession Planning Basics*. Alexandria: ASTD Press, 2007.

hearing on human capital succession planning on effective succession plans in governmental agencies was highlighted.<sup>3</sup> Also the United Kingdom's Cabinet Office, created Pathways, a two-year program that identifies and develops senior managers from ethnic minorities who have the potential to reach senior civil service within three to five years.<sup>3</sup>

One of the benefits with the implementation of the Teacher and Employee Retention Incentive Program (TERI) in 2001 was to ensure that there was an adequate workforce ready to fill those positions previously held by tenured employees. In an ideal world, the five year time period would be an excellent opportunity for job shadowing, mentoring, talent assessments, gap analysis and training opportunities to fill these positions with very little transitional issues. Unfortunately for most agencies, that time frame passed without any transfer of knowledge or leadership development. This, in turn, still left gaps in the talent availability.

The problem of succession planning is not just unique to DSS but to most entities, both private and public. Most organizations practice *replacement hiring* instead of *succession planning*. Replacement hiring is a reactive approach to filling a need whereas succession planning is a proactive approach which works to identify and address the need before it exists. To quote Christee Atwood, author of *Succession Plan Basics*, "at one time succession planning was a term reserved for the last wills and testaments of family-owned companies. Later the term was expanded to include companies whose purpose was to plan to replace CEO's." Today, succession planning is be used in various levels of the organization as a best practice to groom and replace leaders.

<sup>3</sup> Atwood, Christee G. *Succession Planning Basics*. Alexandria: ASTD Press, 2007.

Another glaring concern with the lack of succession planning is the replacements for those positions in leadership roles often lack the experience of agency or departmental specific knowledge for fulfilling such roles. While the replacements entering these roles come with a lot of the skills, knowledge and abilities to perform these functions, there is no substitute for experience. To further solidify the argument of experience, according to an initial focus group meetings held with the top managers of Family Independence within DSS, the number one characteristic indicated that was needed to perform upper leadership and supervisory roles was programmatic experience specific to that area. Finally, if many legislators and politicians get their way and the TERI program is abolished altogether, this could further decrease the amount of experienced managers in key areas.

*“If you don’t know where you are going, you are certain to end up somewhere else” –Baseball Great, Yogi Berra*

## **Department of Social Services**

The Department of Social Services is one of the largest agencies in South Carolina government. The mission is to ensure the safety and health of children and adults who cannot protect themselves and to assist those in need of food assistance and temporary financial assistance while transitioning into employment. DSS is also one of the most complex agencies in terms of services offered.

The general public is most familiar with child support enforcement, family independence (food stamps), adoptions, foster care and human services. DSS currently

has 4069 employees that include full-time equivalent, temporary grant and temporary hourly employees.<sup>1</sup>

## **Purpose of the Project**

Establishing a plan to best fit the needs of filling those positions in leadership roles is a major task. It will require all the major players of interest which include executive senior management, front line management, key area participants and human resources to have a commitment and a work ethic to ensure success of this project. Instead of actually developing a plan itself, this project will primarily focus on a proposal on how to take the steps necessary to establish a formal succession plan. The tools and recommendations will be provided as a guide for establishing the succession plan, but the ultimate success will depend on the “buy in” and whole-hearted commitment by all the players involved, including executive management making this a priority as workforce planning is discussed.

Because of the complexity of an agency the size as DSS, this project will focus on the area of Family Independence. While there is representation in every county within the state in regards to this area, the initial focus will be at the state office level. This area was chosen primarily for two reasons: 1) this particular area directly impacts more lives in the state of South Carolina than any other service offered by DSS and 2) most of the Senior Management team in this area have either ended their TERI and returned back to work, are currently participating in the TERI program, or have almost reached the age and service time that will make them eligible for retirement in the very near future.

Because of the importance of the services provided by Family Independence, the need for

<sup>1</sup>State of South Carolina Human Resource Information System. Computer software.

Careful and well thought out workforce planning is significant.

The services offered by this department become even more valuable during the financial recession that the state of South Carolina is currently experiencing. For example, the requests for food stamps have a direct correlation to increased unemployment and diminished income. Again, having the right people to manage this area is a key to the success of the department.

### **Data, Demographics and Survey Results**

A multitude of data was extracted from the State's Human Resource Information System and manipulated to compile desired information. In addition, a survey was sent to both the upper management level and the mid-level management /coordinator level employees within the Division of Family Independence. In turn, this data has been analyzed and will be used as a tool for determining a "snapshot" of the department and a basis for determining a recommended approach to the succession plan for this division.

The data collected focused on those employees who were in positions that required at the very minimum a bachelor's degree. There were 66 employees that met the educational requirement. There were six classifications targeted for this project. They were Program Coordinator I and II, Senior Consultant, and Program Manager I and II's; eleven of the 66 employees are considered upper level managers. <sup>1</sup>

<sup>1</sup>State of South Carolina Human Resource Information System. Computer software

There are currently four employees participating in the TERI program within the division. Of these four employees, one is director of the SNAP program and one is the director of the division. In addition, the manager of the Family Nutrition Programs has ended TERI and returned back as a working retiree. Excluding the four employees currently participating in the TERI program, there are nine employees that will be eligible to retire in the next five years. <sup>1</sup>

Two different surveys were sent to designated employees in the Family Assistance unit on December 15, 2009. One survey targeted the upper management level (see Appendix A) and the other targeted those employees at the mid-level (see Appendix B). The results represent a snapshot of staff in this area of DSS and reveal some telling information regarding the readiness, gap analysis and general interest in making DSS better prepared for the future.

Of the eleven upper management level surveys sent out, there were eight responses. Of the eight managers that responded, only one of them said they had identified key people for succession planning for their area. Other than the current State of South Carolina's Employee Performance Management System, there was not one manager that has either an informal or formal process in place for an individual development plan, yet 75% of the upper management said they were planning to retire in the next 3-5 years. The managers surveyed understand the importance of succession planning with 75% indicating that the main purpose of succession planning should be to identify key people and to develop the current staff. Assuming 75% of the staff is planning to retire in the

<sup>1</sup>*State of South Carolina Human Resource Information System. Computer software*

next 3-5 years, there is very little time to waste in developing current workforce. When asked the question of the required amount of time it would take for a development period for successors, 50% of the managers indicated a development time of two-three years while 37.5% indicated a period of more than three years. 67.5% of managers surveyed indicated that they believe the agency only values learning and development to a limited extent.

There were fifty-two mid manager and staff surveys sent out of which twenty-four responses were received. More than half, (58.2%) said that it was very important for the agency to have some type of individual development or succession plan; however only 20.8% said they had been given an opportunity for advancement in their department. More than three-quarters (79.2%) of those employees indicated they had never been given the opportunity for advancement within their department, yet 62.5% said they had a good understanding of their supervisor's job responsibilities. Nearly all (91.6 %) of those surveyed indicated they were either extremely satisfied or somewhat satisfied with their job. A significant number (79.2%) indicated that their supervisor had a definite understanding of their daily job duties and 91.6% either strongly agreed or agreed that their supervisor had given them adequate support and guidance during their first year on the job. It was also interesting to note that 37.5% said they received most of their job training from their supervisor and 37.5% said they received it from taking the initiative to be self taught. It indicates that while there may be good leadership to provide the guidance, there is still initiative needed by lower tier employees to advance their own career.

There was one open ended question that simply asked: What would it take to keep you here at DSS? While eight of the nineteen respondents said better pay, eleven of those nineteen employees indicated the need for career advancement.

## **Summary of Survey Information**

Based on the computation of data, demographics and survey results there is a general interest in having some type of formal succession plan implemented. The more glaring issue, as mentioned previously, is the fact that most of the program managers of the department are either participating in TERI or are currently a working retiree, or will be become retirement eligible within the next five years. While three-quarters of the upper management said it was important to have a formal plan to indentify future leaders, none have a formal individual plan to identify any potential future replacements.

Most of the supervisors and staff felt they have managers who understand their jobs and over 90% said they have received adequate support and guidance during their first year on the job. Therefore, it can be reasonably assumed that there is mutual feeling from both upper and middle staff that succession would be beneficial for all parties involved. The question then becomes, what is the next step?

## **Plan of Action**

The first step of succession planning is the compilation and analysis of data from HRIS queries, survey results and various other resources. As previously noted, the goal of this project is to provide guidance on establishing a formal succession plan rather than actually implementing such plan. The targeted area, Family Independence, will be provided with a sample of a competency model and a readiness survey as a guideline to proceed with a formal plan.

There are many steps and suggested approaches from a multitude of resources as it relates to establishment and administration of a succession plans. For example, the State of Georgia has a formal workforce succession plan that integrates a ten step process <sup>2</sup> while other references have revealed as few as four steps. This project was based on an adaptation of the model demonstrated in the ASTD information Lifeline. <sup>5</sup>

There are four phases as illustrated below:

- **Phase 1. Establish the Scope-** 1) review the organizations strategic plan. 2) Analyze attrition data and retirement projections. 3) determine external factors. 4) Define the scope of succession planning.
- **Phase 2. Create the Succession Plan-** 1) Identify job functions. 2) Identify staffing levels and related knowledge, skills and abilities. 3) Determine availability of staff. 4) Conduct gap analysis and establish priorities. 5) Create a workforce plan with strategies and measures of success.
- **Phase 3. Implement the Plan-** 1) Communicate the succession planning process. 2) Implement Strategies.
- **Phase 4. Monitor, Evaluate, Revise-** 1) Monitor progress and make necessary interventions. 2) Evaluate implementation and revise the plan based on lessons learned and new succession planning issues.

<sup>2</sup>Georgia Merit, System. *Workforce Planning*. 29 Dec. 2009. State of Georgia. 29 Dec. 2009

<<http://www.gms.state.ga.us/agencysservices/wfplanning/excel/CompetencyProfiler>

<sup>5</sup>Hastings, Ph.D, Sandra. "Succession Planning." *Infoline* 0405 2005: 1-16.

In essence, Phase 1 of the plan has been established and will concentrate in the area of Family Independence. All the demographics have been analyzed and targeted levels of the workforce have been identified for succession planning.

Phase 2 of the process will require the most time in terms of preparation, administration and execution of actually putting the plan into motion. The establishment of this part of the plan will require the most effort by managers and supervisors that manage the targeted area for succession planning. While the core competencies have been identified, there will be a considerable amount of time required to establish gap analysis and provide feedback and recommendations in terms of employee development. This phase also requires a strategic plan from the manager in regards to preparing to provide honest feedback about the employee's performance and need for improvement in the related areas.

Phase 3 is the actual execution of the plan. Once the pre-work has been established, the communication process and implementation of strategies are perhaps the most important in regards to the competencies, gap analysis and plan of action for professional development for employees.

For this project, Phase 4 is yet to be determined. Once the plan is implemented and executed, the process of tweaking can begin. This is a very important part of the succession planning process because as needs change in the department, so to will the focus of this process.

One of the most important things to keep in mind before beginning the succession planning process is not everyone has a desire to move up the career ladder. There are employees that have reached both a personal and professional level of satisfaction within

their current job. Therefore, initial communication between employee's and their supervisor should take place to gauge interest in the employee's interest in actually participating in this process. Once there is an interest, a career interest questionnaire and should be completed (Appendix C). The information would include a form that captures the employees name, agency experience, additional experience from outside sources, certifications, education, any other specialty training, career interest goals and mobility willingness, just to name a few. <sup>6</sup>

Once the career interest form has been completed the next step is to do an individual competency level assessment. While there are several examples on the OHR website <sup>7</sup>, the competency model for the State of Georgia is a very good example. <sup>2</sup> There were several ideas of competencies adapted from there and applied to the proposed DSS competency model. In addition to the current level competencies, there is also a suggested readiness level indicating a specific time frame and a suggested list of activities and/or training for further professional development in the employee's career (Appendix C).

<sup>2</sup> Georgia Merit, System. *Workforce Planning*. 29 Dec. 2009. State of Georgia. 29 Dec. 2009

<<http://www.gms.state.ga.us/agency/services/wfplanning/excel/CompetencyProfiler.xls>>.

<sup>6</sup> Harrison, Michelle, Tom McKinnon, and Paul Terry. "Effective Succession Planning." *Training and Development* Oct. 2006: 22-23.

<sup>7</sup> *Workforce Planning - What is it?*. n.d. South Carolina Budget and Control Board Office of Human Resources. 30 Jan. 2009

<<http://www.ohr.sc.gov/OHR/wfplan/wfplan-wisit.htm>>.

Some of those competencies recommended are as follows.

- **Communication skills-** Ability to communicate effectively both orally and in writing. Speaking using correct grammar, appropriate body language, recognizing verbal and non-verbal cues, respectful of audience and the ability to be an effective communicator of ideas.
- **Personal effectiveness-** Includes those attributes related to flexibility in ones job, self esteem (self confidence) learning desire, adaptability, integrity and honesty.
- **Interpersonal skills-** Extent to which one interacts with fellow co-workers. Ability to resolve conflicts and facilitate positive dialog for resolving differences. Able to work harmoniously among a diverse background of people from all ethnic, religious and generational backgrounds.
- **Leadership abilities-** How well does the employee work with others to meet a common goal, effective in managing and guiding group efforts, takes steps in indentifying skill levels and abilities for employees and provides guidance.
- **Results oriented abilities-** Ones ability to plan, prioritize, set goals, establish standards and track progress while conforming to the policies and procedures as set forth.
- **Analytical skills-** Ability to plan and coordinate and collect and organize information. Ability to gather and analyze information by breaking down into manageable components. Includes delegation of other resources if

necessary using independent discretion. Ability to look at different situation from multiple perspectives. Ability to allocate different resources including staffing, budgets, facilities and equipment. Ability to “think outside the box”.

- Organizational environment acumen- understands how the organization operates and understands internal and external influences. Has knowledge of factors impacting organization by understanding market and other external factors such as laws, regulations and legislative mandates.
- Financial Acumen- Ability to not only manage internal budgets relating to operating and personnel but to manage external sources of operating income such as federal money issuance and grant money. Has vision of forecasting trends based on study and understanding of historical data.
- Technical knowledge- Ability to seek out and understanding latest technological advancements for the improved efficiency of the department/agency.

These are just a few examples of some of the competencies that should be used as a starting point. As previously discussed, these can be adapted to more closely fit the job duties as changes or needs arrive.

### **Summary**

The mere existence of any plan does not ensure success. Success depends on a variety of factors. This project presented actions to take in developing a formal succession plan, but a better measure of success will come in the implementation phase of those proposed

action items. When implementing a succession plan, factors such as potential obstacles, costs, and time frames will need to be addressed.

For DSS, some of the potential obstacles could be resistance to change or fear by higher level employees that they will lose their jobs to less seasoned employees since they have shared their knowledge. In addition, with increased pressure by legislators to abolish the practice of hiring retirees, employees nearing retirement may not be willing to share their knowledge because they fear they will not be able to return as a working retiree. Finally, some managers may not want to invest the necessary time and effort into developing their subordinates.

Another consideration when implementing the succession plan is the direct and indirect costs associated with implementing the plan. For example, the employees have to participate in training in order to gain the knowledge and skills necessary to move up to the next level of management. Completing this training and obtaining certifications will have both financial implications and lost work time costs associated with them.

Lastly, time frames must also be addressed when implementing a succession plan. For this project, a meeting with senior management in the Family Independence area will be held prior to the end of this fiscal year. During this meeting, an overview of the entire succession planning process will be presented to senior management, and they will be given the employee questionnaires, competency assessments, and targeted plan of action. It will then be senior management's responsibility to schedule individual meetings with their targeted staff to develop a plan for each staff member. Finally, it will be senior management's responsibility to refer back to Phase 4 of the succession planning steps which include monitoring, evaluating, and revising the process as needed.

Ultimately the success of this approach will depend on senior management's buy-in, following the proposed process, and continuous follow-up and revision. In fact, if there is not a buy in from upper management and the plan is not communicated or maintained properly, is it certainly doomed to fail. Furthermore, staff members in this division will have to embrace this opportunity to participate in a program that will guide them personally and professionally. Judging from the responses gathered not only from focus groups but also from the departmental survey, the agency should see results in well prepared leaders to take the place of those existing seasoned managers.

As our success depends on having the right people at the right time there is need for a more development of internal talent. As our tenured managers move on to their "jobs" at the golf courses and beaches, it will offer a great opportunity for younger managers to "grab that torch"..... and keep it going.

# Succession Planning - Staff Survey

## 1. Introduction

Thank you for taking the time to complete my survey. The survey will only take a few minutes to complete and your responses will be completely confidential. Please complete the survey by January 5, 2010.

## 2. Survey Questions

**\* 1. Are you familiar with "Succession Planning"?**

Yes

No

**\* 2. Have you ever participated in a formal individual development plan?**

Yes

No

**\* 3. How important do you think it is for DSS to implement a formal individual development or succession plan?**

Very important

Important

Somewhat important

Not important

**\* 4. Which of the following methods do you believe would be the most effective in assessing developmental needs.**

Self assessment

EPMS

Interview by supervisor

Management nomination

## Succession Planning - Staff Survey

**\* 5. To what extent has your manager encouraged you to pursue career advancement?**

- A great deal
- Somewhat
- A little
- Not at all

**\* 6. Do you think the current appraisal system provides you with an accurate and fair reflection of your accomplishments?**

- Almost Always
- Most of the time
- Some of the time
- Almost Never

**\* 7. I feel that my supervisor/manager recognizes my accomplishments.**

- Almost always
- Most of the time
- Some of the Time
- Almost never

**\* 8. My manager/supervisor encourages job shadowing and cross training.**

- Almost always
- Most of the time
- Some of the time
- Almost never

## Succession Planning - Staff Survey

**\* 9. Do you feel you have been given the proper training to do your job successfully?**

- Definitely
- Mostly
- To a limited extent
- Not at All

**\* 10. My EPMS planning stage is concise and clear and I know what is expected of me.**

- Definitely
- Mostly
- To a limited extent
- Not at all

**\* 11. My supervisor allows me to attend training outside the agency for job knowledge enhancement.**

- Yes
- No

**\* 12. My supervisor has a good understanding of my daily job duties.**

- Definitely
- Somewhat
- No really
- Not at all

**\* 13. I receive most of my job training from:**

- Class instruction
- My supervisor
- Peers
- Self-taught

## Succession Planning - Staff Survey

**\* 14. My supervisor provided me adequate support and guidance during my first year on the job**

- Strongly agree
- Agree
- Disagree
- Strongly disagree

**\* 15. Have you been given opportunity(s) for advancement within your division?**

- Yes
- No

**\* 16. How satisfied are you with your experience at DSS?**

- Extremely satisfied
- Somewhat satisfied
- Somewhat unsatisfied
- Unsatisfied

**\* 17. Does your current PD accurately match your job?**

- Yes
- No
- Unsure

**\* 18. Do you have a good understanding of your supervisor's job responsibilities?**

- Yes
- Somewhat
- Not at all

## Succession Planning - Staff Survey

**\* 19. I receive timely and accurate feedback regarding my performance**

- Definitely
- Mostly
- To a limited extent
- Not at All

**20. What would it take to keep you employed at DSS?**

# Succession Planning - Manager Survey

## Introduction

Thank you for taking the time to complete this survey. Completing the survey will only take a few minutes and your responses will be completely confidential. I would appreciate your response by January 5, 2010.

## Survey Questions

Please answer all questions completely.

**\* To what extent have you identified key people within your division for succession planning?**

- A great amount
- To some extent
- To a limited extent
- Not at all

**\* The most important attribute to fulfill upper level roles in Family Assistance would be:**

	1 - Least Important	2	3	4 - Most Important
Agency knowledge	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Policy knowledge	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communication skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Adaptability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**\* Do you have any type of formal or informal individual development plan other than the EPMS process?**

- Yes
- No

## Survey Questions

**\* Explain what processes are currently in place**

# Succession Planning - Manager Survey

**\* I plan to retire in the next \_\_\_\_\_ year(s)**

- Less than one
- 1-3
- More than 3 but less than 5
- More than 5
- Unsure

**\* What do you think should be the main purpose of succession planning at DSS?**

- To easily identify replacements
- To fill key positions
- To develop employees
- To achieve strategic goals
- To retain organizational talent

**\* Please rank the following methods in terms of their effectiveness in identifying potential successors.**

	1 - Least Important	2	3	4	5	6 - Most Important
Self nomination	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Performance evaluation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Job holder	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supervisor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Head of department	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Interview	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**\* How long do you think is needed for the development period for potential successors?**

- Less than a year
- 1-2 years
- 2-3 years
- 3 years or more

# Succession Planning - Manager Survey

**\* Do you think DSS values learning and development?**

- A great extent
- To some extent
- To a limited extent
- Not at All

**Please state any recommendations that you have.**

## Survey Questions

**\* I plan to retire in the next \_\_\_\_\_ year(s)**

- Less than one
- 1-3
- More than 3 but less than 5
- More than 5
- Unsure

**\* What do you think should be the main purpose of succession planning at DSS?**

- To easily identify replacements to fill key positions To develop employees
- To achieve strategic goals
- To retain organizational talent

**\* Please rank the following methods in terms of their effectiveness in identifying potential successors.**

	1 - Most Important	2	3	4	5	6 - Least Important
Self nomination	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Performance evaluation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Job holder	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supervisor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Head of department	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Interview	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Succession Planning - Manager Survey

**\* How long do you think is needed for the development period for potential successors?**

- Less than a year
- 1-2 years
- 2-3 years
- 3 years or more

**\* Do you think DSS values learning and development?**

- A great extent
- To some extent
- To a limited extent
- Not at All

**Please state any recommendations that you have.**

## Thank You

Thank you for taking the time to complete the survey. Your feedback is greatly appreciated.

## Career Information Questionnaire

**Employee Name:** \_\_\_\_\_

**Manager Name:** \_\_\_\_\_

**Agency\Additional experience:** List all relevant experience with DSS or any other state or non-state jobs.

**Career Interest:** Where do you see yourself in the future? Describe your short and long term goals.

**Specialized Training/Certifications:** Is there any specialized training or certification that enhanced your career?

**Personal Development Strategy:** What do you see as your plan for the future?

**Other comments:**

## Works Cited

1. *State of South Carolina Human Resource Information System*. Computer software.
2. Georgia Merit, System. *Workforce Planning*. 29 Dec. 2009. State of Georgia. 29 Dec. 2009  
<<http://www.gms.state.ga.us/agency/services/wfplanning/excel/CompetencyProfiler.xls>>.
3. Atwood, Christee G. *Succession Planning Basics*. Alexandria: ASTD Press, 2007.
4. Foster, Dave. *Succession Planning Strategies: The Right People, for the Right Jobs, at the Right Time*. Nov. 2006. Aberdeen Group. 29 Dec. 2009  
<[http://www.aberdeen.com/summary/report/benchmark/RA\\_SuccessionPlanning\\_DF3682.asp](http://www.aberdeen.com/summary/report/benchmark/RA_SuccessionPlanning_DF3682.asp)>.
5. Hastings, Ph.D, Sandra. "Succession Planning." *Infoline* 0405 2005: 1-16.
6. Harrison, Michelle, Tom McKinnon, and Paul Terry. "Effective Succession Planning." *Training and Development* Oct. 2006: 22-23.
7. *Workforce Planning - What is it?*. n.d. South Carolina Budget and Control Board Office of Human Resources. 30 Jan. 2009 <<http://www.ohr.sc.gov/OHR/wfplan/wfplan-wisit.htm>>.