


# *Title*


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Note: A green checkmark  in a section indicates CalHR policy 2901 requirement.

Organization Name

Organization Logo

Fiscal or Calendar Years XXXX-XXXX

 *Current plan covering no more than a five-year span, unless otherwise strategically aligned with enterprise goals.*

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## *Message from Executive*

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*Message of support from executive staff. Consider communicating:*

- *Importance of the succession plan.*

*Summary of the succession management process.*

*Which areas contributed to the development of the plan.*

- *How the plan addresses the organization's unique challenges.*
- *How the plan supports the goals and mission*
- *Highlight one or more strategies.*
- *Expectations for organization-wide involvement.*
- *Responsibility of employees.*

## Introduction

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*Identify the purpose of the succession plan for your department. Provide a brief introduction to the succession plan and program.*

*Briefly describe how this version of the succession plan may differ from previous version(s). In particular, what changes have been made to address new or ongoing succession challenges.*

## Overview

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### Methodology


 *Description of how plan aligns with strategic goals and any workforce-related risk controls reported in SLAA.*


*Identify what drives the succession management effort based on how the succession plan supports and aligns with the organization's strategic plan, mission, vision, values and/or guiding principles, business plan, workforce plan, any workforce planning risk controls included in Statewide Leadership Accountability Report, any significant underutilization in key positions, and any Diversity, Equity, Inclusion, and Accessibility goals.*

*Identify Individuals and/or division/program areas that were partnered with to solicit input on current and future workforce challenges.*

### Key Positions

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 *Identification of key positions. Key positions are defined as leadership, highly technical and other mission-critical positions.*

 *Methodology to identify and prioritize key positions and the pipeline(s) to potentially succeed them.*

*Discuss the qualities and characteristics of your workforce (weaknesses, strengths, unique qualities, etc.) Identify the key positions that are the focus of the succession program and the methodology for prioritizing these positions. A key position is a position whose decision-making authority and related responsibilities significantly influence organizational policies, strategic goals, business operations, or mission-critical projects.*

A key position can be a managerial position or a highly specialized individual contributor position. (e.g., A Director’s Executive Assistant may be deemed a key position if the incumbent has vast institutional knowledge).

For Example:

Table 1 Programs/Divisions and Key Positions – Prioritized by Risk High to Low

<i>Program/Division</i>	<i>Functional Title</i>	<i>Classification</i>
<i>Labor Relations</i>	<i>Assistant Chief of Labor Relations</i>	<i>Exempt</i>
<i>Legislation</i>	<i>Deputy Director of Legislative Affairs</i>	<i>Exempt</i>
<i>Legal</i>	<i>Deputy Chief Counsel</i>	<i>CEA C</i>
<i>Office of Civil Rights</i>	<i>Chief of Civil Rights</i>	<i>CEA A</i>
<i>Workforce Development</i>	<i>Chief of Workforce Development</i>	<i>CEA A</i>
<i>Personnel Management</i>	<i>Chief of Personnel Management</i>	<i>CEA A</i>
<i>Financial Management</i>	<i>Chief of Financial Management</i>	<i>CEA A</i>
<i>Selections</i>	<i>Chief of Selections</i>	<i>CEA A</i>
<i>Administrative Services</i>	<i>Chief of Admin</i>	<i>CEA A</i>

### Table: Key Position Pipeline

Provide a snapshot of the key positions and associated pipeline(s) for a high-level understanding of the pipeline’s structure and career ladder leading to key positions.

See Appendix A: Key Position Pipeline for example of Key Position Pipeline classifications.

### Table: Demographics

Provide high-level demographics of the organization’s key positions, if not already taking place and/or included in the organization’s workforce plan. Tracking these statistics may help inform recruitment and other workforce planning needs.

## Competencies

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✓ *Competency model identification.*

✓ *Methodology for assessing the pipeline's current competencies and overall readiness for succession to key positions.*

*Provide a reference of the organization's leadership competency model in an appendix.*

*Provide the methodology used to assess pipeline competencies and overall readiness to succeed key positions.*

*Note: Although competency development will prepare the candidate pool to be competitive in the hiring process, no guarantee of a future position is provided or implied.*

### Table: Top Competencies

✓ *Current and future competencies of key positions.*

*Indicate the competencies identified as the most critical for success in the key positions.*

## Gap Analysis

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✓ *Identification of current and future gaps between the pipeline's existing competencies (supply) and the competencies needed (demand) to perform duties of key positions, and targeted strategies for addressing the pipeline's competency gaps.*

*Discuss the methodology used to determine the current and future gaps between the competencies needed for success in key positions and the candidate pool's existing competencies.*

*Display the results of the competency gap analysis.*

## *[Succession Management Program Name] Strategies*

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*[Identify key position pipeline development opportunities that will be developed for the entire workforce if not already taking place and/or included in the organization's workforce plan].*

*Provide an introduction of key position pipeline development strategies for every level of the organization.*

*For each grouping created, discuss the following:*

- Primary role of the group.*
- Impact of the group on staff and the organization.*
- Summary of the strategies developed, or that will be developed, for each group.*
- Purpose the strategies serve.*
- How the strategies will help develop the group.*

*Below is one way the organization can be grouped to cover all classification levels.*

- Enterprise-wide*
- Staff to Leadership Bridging*
- Leaders as Supervisors*
- Leaders as Managers*
- Leaders as Executives*

## [Succession Management Development Program Name]

### Program Overview

✓ *Development strategies to position the organization's pipeline for career advancement readiness.*

✓ *Underutilization plan for any key positions that are in areas of underutilization as defined in WFA.*

*The strategies created here will be included in the required Implementation Action Plan Appendix D: Action Plan*

Provide an overview of the organization's succession program, including:

- *A description of strategies and various program components and which competency gaps they will address.*
- *Strategies to address any key positions with significant underutilization as defined in the Annual Workforce Analysis.*
- *An explanation of how strategies and various program components were determined as the best course of action for the organization.*

### Candidate Pool

*Identify the candidate pool that are the focus of the succession program and the rationale for selecting the candidate pool.*

### Minimum Qualifications

*Indicate the minimum qualifications for employees to participate in the succession program, if applicable.*

### Application Process

*Describe the application process for the candidate pool, if applicable.*

### Selection Process

*Describe the selection process for the candidate pool, if applicable.*

### Key Position Pipeline Development Plan

*Describe the process for evaluating competencies to determine strengths, opportunities, for improvement, and overall key position readiness.*



## Conclusion

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✓ *Process and timeline to evaluate the succession management plan's effectiveness for accomplishing planned outcomes using key performance indicators and benchmark data.*

*Identify which division/program will own succession management, and the approach for operationalizing the plan, program, evaluating and creating governance.*

*In this section, consider highlighting:*

- *Anticipated impact of proposed strategies to your workforce*
- *Organization's future commitment to succession management*
- *Call to action*
- *Statement of encouragement to help build momentum*

## *Appendices*

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*Appendix A: Key Position Pipeline Classifications*

*Appendix B: Leadership Competency Model*

*Appendix C: [PROGRAM NAME] Overview*

*Appendix D: Action Plan*

## Appendix A: Key Position Pipeline

*Example:*

### Classification – Bridging Development

- *Associate Governmental Program Analyst*
- *Personnel Program Analyst*
- *Associate Personnel Analyst*
- *Senior Accounting Analyst*
- *Senior Accounting Officer*
- *Senior Programmer Analyst*

### Classification – Supervisor Development

- *Staff Services Manager I*
- *Staff Services Manager II*
- *Personnel Program Advisor*

### Classification - Manager Development

- *Staff Services Manager III*
- *Personnel Program Manager II*
- *Data Processing Manager II*

### Classification – Executive Development

- *Director (Exempt)*
- *Deputy Director of Operations (Exempt)*
- *Deputy Director of Labor Relations (Exempt)*
- *Career Executive Assignments*
- *Data Processing Manager IV*

## Appendix B: Leadership Competency Model

✓ *Competency model identification.*

*Example:*

*Leadership Competencies*

- *Business Acumen*
- *Inspirational Leadership*
- *Results-Oriented*
- *Stewardship*
- *Talent Management*
- *Vision and Strategic Thinking*

## Appendix C: Communication Plan

Clearly identify roles and responsibilities at all levels and for all parties responsible for the success of the succession management program.

Describe your organization’s strategy for bringing organization-wide awareness and successful implementation of the plan, and how you will make the succession program accessible to all employees.

<b>Communication Item/Message Content</b>  <b>Should contain the information you want to communicate.</b>	<b>Audience and Purpose</b>  <b>For whom is message geared?</b>  <b>What is the desired outcome (awareness, buy-in, knowledge?)</b>	<b>Delivery Channel</b>  <b>Email, live presentation, poster, website, intranet, etc.?</b>	<b>Content Creator</b>  <b>Who will create the content?</b>	<b>Sender</b>  <b>Who is responsible for communication delivery?</b>	<b>Schedule Date(s)</b>
<i>Kickoff of Succession Program Development</i>	<i>All staff</i>	<i>Intranet posting and email.</i>	<i>SMP Team Lead</i>	<i>Director</i>	<i>January 2024</i>
<i>Solicitation for application for Succession Program</i>	<i>All Staff</i>	<i>Team meetings</i>	<i>WFP Team</i>	<i>Managers</i>	<i>February 2024</i>
<i>Solicitation for Mentors for Mentorship Program</i>	<i>Leadership Team</i>	<i>Email</i>	<i>WFP Team Lead</i>	<i>Director</i>	<i>June 2024</i>

## Appendix D: Action Plan

*This appendix relates to the [Succession Management Program Name] section of the template.*



*Implementation action plan with solutions for addressing current and future succession management gaps that includes the following:*

- *Strategy description*
- *Alignment with strategic, WFA, and any Underutilization Plan goals*
- *Timeline for implementation*
- *Key Performance indicators*
- *Success Criteria*

*Outline the strategy to be carried out, identify who is responsible for coordination and implementation, the date in which implementation should be completed, and describe the key performance indicators and benchmarks that will be used to assess the strategies. Organize the strategies by those that will take one to two years to implement, or three to five years to implement. The action plan is included as an appendix because it lends itself to continuous updates/change. This way, you will not have to update the entire plan. (Add rows to the table as needed.)*

Strategy Description	Person(s) Accountable  Who is responsible for overseeing successful implementation of the strategy?	Timeline Begin/End	Key Performance Indicators & Benchmarks	Alignment  Which Strategic, workforce analysis, workforce plan, and/or SLAA goal(s) does the strategy support?
<i>Secure vendor for leadership development program.</i>	<i>Learning and Development Chief</i>	<i>January-June 2024</i>	<i>Secure contract for begin date of 9/1/2024 for Succession Program Leadership Development Training Program</i>	<i>Develop bench strength to ensure continuity of leadership as specified in strategic plan.</i>
<i>Develop mentorship model.</i>	<i>Human Resources Chief</i>	<i>January-June 2024</i>	<i>Publish mentorship program internally.</i>	<i>Address risk of loss of institutional knowledge as indicated in SLAA and Organizational Workforce Plan. Strategic plan goal of competent and effective organizational leadership.</i>
<i>Implement mentoring program</i>	<i>Training Unit Chief</i>	<i>Sept 2024 – Sept 2025</i>	<i>Match 10 employees with Mentors for one year period. Measure employee for readiness to advance before and after mentor program.</i>	<i>Mitigate Key person dependency risk identified in SLAA Report.</i>
<i>Create succession management program</i>	<i>SMP Program Manager</i>	<i>January-March 2024</i>	<i>Completion of documents required to</i>	<i>Mitigate key person dependence/succession risk included in SLAA Report.</i>

Strategy Description	Person(s) Accountable Who is responsible for overseeing successful implementation of the strategy?	Timeline Begin/End	Key Performance Indicators & Benchmarks	Alignment Which Strategic, workforce analysis, workforce plan, and/or SLAA goal(s) does the strategy support?
<i>application, screening criteria, and application processes.</i>			<i>begin application period.</i>	
<i>Solicit applicants, screen, and accept program participants.</i>	<i>HR Chief/SMP Program Manager</i>	<i>July 2024- August 2024</i>	<i>Enrollment of 10 program participants in succession management program development.</i>	<i>Mitigate key person dependence/succession risk included in SLAA Report. Improve diversity of leadership as specified in EEO plan, and SLAA risk controls.</i>

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Director

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Date

 Signature of Department Director.



## Contact Information

*Organization Name*

*Street Address*

*Succession Management Plan Owner Name and Title*

*Succession Management Plan Owner Division Name*

*Succession Management Plan Owner Phone and or Email Address*