

Succession Planning

for the

City of Arlington

2020

The University of Texas at Arlington
CAPPA Department of Public Affairs

Fall 2020

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Public Administration Capstone
December 3, 2020

Submitted in partial fulfillment of the requirements for the degree of Master's of
Public Administration in the College of Architecture, Planning and Public Affairs of
the University of Texas at Arlington



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Executive Summary

The City of Arlington is facing the perceived need to replace critical organizational players. Many of these employees in supervisory positions are age 55 or over and may retire within the next 5-10 years. To avoid any service interruption, the Human Resources Director determined that the City needed to prepare a succession plan. By developing a succession plan, the City of Arlington Human Resources department staff has focused their efforts on identifying critical roles, completing success profiles, identifying potential successors, and developing succession plans. With these vital objectives, the Human Resources department implementation group looked to minimize or eliminate the risks associated with not having the right people, with the right skills, at the right time to accomplish the organization's mission and ensure continuity of operations.

The Human Resources Director and staff of the City of Arlington requested assistance from the University of Texas at Arlington's Department of Public Affairs to develop and implement the pilot Human Resources department's succession plan. A team of five MPA students, completing the Capstone semester, worked on Phase I and Phase II of the project, which included the following goals and objectives.

1. Develop a communication plan
2. Research and report similar upskilling plans within the State of Texas organizations.
3. Identify critical roles
4. Conduct a skills inventory survey
5. Construct success profiles

Over three months, the Team completed a comprehensive survey of skills inventory and analyzed data from the survey. The goal was to understand the pilot department's needs in developing a succession pipeline. The Team researched and communicated with other Texas cities with experience in providing upskilling opportunities for their employees, constructed success profiles, and explored possible development activities for the future successors.

This report outlines the methodology the Team used to gather information, the results from the data collected, and a list of recommendations for the City of Arlington to consider when making future decisions regarding potential successors.

Introduction and Background

Over the next several years, the City of Arlington expects to lose many highly skilled, well-informed, and experienced managers and accomplished personnel due to various departures, retirement being the primary one. Potential vacancies in critical situations will impact the City and other local government

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personnel in many ways, such as loss of organizational productivity, incurred outside recruitment costs, and loss of institutional knowledge throughout the organization. To address unforeseen vacancies of critical positions of an organization, the Human Resources Department from the City of Arlington launched a pilot program to ensure a successful implementation.

The Human Resources department's focus is to start with a small number of employees to ensure effectiveness and scalability before launching it organization-wide. As a result, the City of Arlington collaborated with the University of Texas Arlington's CAPP Capstone program to develop a succession plan that inspires and retains qualified employees capable of assuming senior leadership positions. Identifying critical roles is essential to the overall succession plan, and essential functions of the organization will be vacant in the next couple of years for various reasons. Succession planning is vital to building sustainability for an organization. The City's goal is to create a sustainable succession plan for each department to identify the most talented and deserving employees and place them on a leadership pathway.

Nature of Succession Planning

Succession planning involves preparing the right people for critical roles and unexpected vacancies (Timms, 2016). It also consists of understanding the vacant positions' ramifications and efforts to develop internal talent. Successors must quickly assume an essential part as a well-qualified candidate (Rothwell, 2016). While Timms (2016) understands that succession planning reduces dependency on external recruitment for top talent, Rothwell (2016) concludes that top performers in the workplace should not be taken for granted, even in the most challenging times of downsizing of organizations.

External recruitment can be costly and time-consuming, widening the gap in employee productivity loss within the organization. For example, during the initial hiring phase, managers allot time to interview multiple external candidates for a vacant position that takes time away from their day-to-day duties. In addition, the hiring manager of the company may spend two to three weeks identifying and selecting the potential candidate who is highly qualified for the vacant position, increasing the opportunity costs for recruitment. Promoting internal candidates who are prepared for promotion to a critical role minimizes the costs and downtime of external hires' recruitment. (Timms, 2016, p. 8).

Studies

Studies indicate that proper succession planning ensures leadership continuity in key positions. However, Rothwell (2016) provides the following definition of succession planning.

A means of identifying critical management positions, starting at the levels of project manager and supervisor and extending up to the highest position in the organization. Succession planning also describes management positions to provide maximum flexibility in lateral management moves and ensure that as individuals achieve greater seniority, their management skills will

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broaden and become more generalized in total organizational objectives than purely departmental objectives (p. 6).

In addition to the definition of succession planning, Berke (2005) suggests that succession management is focused more on building a robust leadership map and developing talent benches for key positions rather than identifying and grooming select individuals for specific roles. He warns readers that succession management is often inexact and may not always be used interchangeably with succession planning (p. 2). Given the nature and the complexity of succession planning, the concept requires a comprehensive approach. Further, Timms (2016) also noted that organizations could save tons of money, resources, and time when employers commit to proper implementation steps (p.1). Rothwell (2016) mentions that the idea of succession planning extends beyond just the management positions and management employees (p. 9). In today's world, where organizations are faced with a growing number of baby-boomers retiring and increasing turnover among the younger workforce (De Long & Davenport, 2003), the development and retention of the personnel are essential to condition for the successful function of any organization. Organizations must build high-performance work environments to ensure that strategic and operational challenges are met. Also, Timms (2016) admitted that managers could not avoid an aging population's harsh reality and the likely effects on the economy. He agreed that most organizations would encounter problems adjusting to the idea that employee retirement is not a one-time event (p. 4).

As research demonstrates, a growing number of people retiring will continue to happen for the next 15 years. Organizations must reassess their talent pool as more workers from the baby boomer generation exit the workforce (Timms, 2016). That is why it is imperative to improve personnel development mechanisms to develop employees' existing and potential capabilities to create an adequate succession pipeline. But government organizations have limited resources to retain and obtain talent to maintain the provision of quality services. With employees departing for various reasons, organizations face the loss of institutional knowledge and experience base that can hurt organizational goals. To avoid harming long-term corporate sustainability, senior managers have the opportunity to pass along their knowledge before retirement for succession planning to be effective (Timms, 2016, p. 5).

As a result of workforce turnover, it has become apparent that public organizations must develop some workforce planning and development systems to secure organizational continuity. Based on the information provided by the Center for State and Local Government Excellence, succession planning is identified as one of the most important issues in workforce development. Many public service organizations have not developed formal succession plans, not their priority (Jarrell & Pewitt, 2007). Political ties to a particular administration, lack of information on how to proceed, and human resource professionals' reluctance to question the existing system are some of the reasons behind the absence of a succession plan (Jarrell & Pewitt, 2007).

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The most significant challenge is developing a strategic plan to be able to compete and maintain organizational longevity. It is imperative to remember that succession planning addresses "who" and assesses the organization's inventory of strengths (Timms, 2016). With 52.1 percent of local and federal government employees in the U.S. nearing retirement, government leaders must shift their focus to planning for the future.

Importance of Succession Planning

Recent statistics showed the unfortunate absence of any kind of workforce development and the justifications for it (slge.org).

- 37 percent say succession planning is not a leadership priority
- 19 percent report a lack of internal expertise
- 12 percent report a lack of financial resources
- 5 percent express a general view that the organization does not need a formal plan.

Based on the statistics and the number of expected departures, succession planning must become a part of a long-term strategic planning for the organization rather than the short-sighted replacement of existing employee.

The main goal of succession planning in an organization is to help ensure the most efficient and effective mission accomplishment. Due to limited funding sources, public organizations must have a succession plan in place to be able to retain and develop knowledgeable staff, so they can hit the ground running when the internal candidate is selected for promotion. Therefore, the main reason behind succession planning is to acquire new knowledge and retain the organizational learning that already exists, which can help cut costs in the future.

Before succession planning became a real issue within government organizations, workforce planning was relatively simple and was not the main priority for the leadership. Vacancies were filled when needed, and the search was often performed outside of the organization, which frequently affected the organizational culture and created low morale throughout the organization. New hires often had their vision of the organization's mission and had to be trained for a significant amount of time which can negatively impact the service delivery. As mentioned before, nowadays, leadership is faced with many people retiring, and vacancies will not be so easy to fill due to a shrinking workforce market with Baby Boomers departing. The organizational socialization process can take months for new employees, and some institutional knowledge can be lost even then. Organizations must develop a plan of maintaining the organization's knowledge base to ensure a smooth transition when employees depart.

Therefore, current succession planning became one of the top priorities in public service management (Busine & Watt, 2005). Succession planning strategies will allow the department to fill the vacancy with

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a qualified candidate from within the organization, avoiding hiring competition with the private sector and other public service organizations.

Progressive organizations recognize the necessity of succession planning. For it to work, the practices that perpetuate problems such as the glass ceilings must be addressed to avoid subtle forms of employee discrimination (Rothwell, 2016). Rothwell (2016) defines the glass ceiling as "an unofficial barrier to entry into a profession that affects women and people of color" (p. 13). Also, succession planning requires research and careful consideration because the execution of it can become a turbulent affair that requires thoughtful planning. Systemic efforts to select the best and most qualified candidate must be utilized, such as promoting diversity and multiculturalism in the workplace (Rothwell, 2016). In order for a succession plan to be successful an organization should follow certain steps.

Best Practices

The best practices for the successful implementation and maintenance of succession planning must include the following steps (Friedly et al., 2014).

- Succession planning strategy creation. It should align with the mission of the organization
- Identification and selection of key positions. Different techniques can be used to identify and select the candidates: skill inventory surveys, assessment of the staff by managers, success profiles
- Development and training of the chosen candidates
- Monitor and regular review the progress of development activities
- Prepare candidates for placement into leadership positions
- Review and evaluation of succession planning. This step ensures the relevancy of the plan and should be performed annually to make adjustments if necessary

If planned and implemented well, these practices will help the organization address the challenges of workforce turnover. It is also essential to understand that succession planning is not about determining who will be an individual candidate for a specific position. Rather, it is about ensuring that the organization has people fill the critical role when vacant. Assignments should be filled based on merit and competency. This process has been demonstrated by Michelson's (2006), analogy who indicated that succession planning requires putting the right people on the bus, getting the wrong people off the bus, and positioning the right people in the right seats.

One more advantage is that succession planning allows an orderly transition versus a forced succession. The existence of a succession plan can prevent forced turnover. The probability of it is expected to be lower than in the organizations that do not have any workforce planning in place (Naveen, 2006).

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One of the most significant disadvantages is that succession planning can create low morale in the organization. Employees who were not chosen into the succession pipeline might feel undervalued, which can negatively impact productivity. Skills inventories used to assess employees' current pool might seem threatening to some. There is a possibility of false information being entered into the skills inventory due to the fear factor. Some employees might think that if they do not possess the highest level of individual skills, they might be let go. Thus they might exaggerate while filling the inventory out, producing inaccurate results. That is why it is of utmost importance for the implementation team to be as transparent as possible and inform the staff about the succession planning's true nature before launching the organization's program. The City of Arlington team, with the help of the University of Texas at Arlington capstone group, has worked on the communication plan. The plan included a detailed email and infographic familiarizing the staff with what succession planning entails.

The other issue that the implementation team can face is the frustration of the employees that were not chosen. The leadership must think of alternatives to offer to the employees if they are interested in professional growth. Upskilling and reskilling programs are a good alternative that can help identify a new candidate for the succession pipeline that was initially not considered.

Workforce Development Strategies in Government Organizations

To explore the best strategy for the City of Arlington concerning succession planning implementation, the Team researched multiple public organizations to understand the best practices better. This information was used to determine the advantages and disadvantages of having a succession plan in a government organization.

Looking at different organizations across the country, one of the essential advantages of succession planning for public organizations, since the funding is limited, is reducing expected costs when filling vacancies. It costs way less when an organization can promote an internal candidate and ensures a smooth transition. The candidate from the succession pipeline has been groomed for the position and is familiar with its mission and goals.

Current Practices in Various Organizations

The resources that were used include succession plan strategies and workforce development and retention practices of the following organizations:

- City of Dayton, Ohio
- City of Holland, MI
- City of Grand Rapids, Michigan
- City of Grand Prairie, Texas

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The organizations mentioned above use different strategies to develop and implement the succession plan or any other workforce development to ensure the organization's sustainability and ability to fulfill the mission without interruptions in service, causing public dissatisfaction.

City of Dayton, Ohio

The City of Dayton focused on a succession planning strategy that includes staff development, coaching, and retention strategies. Dayton city manager believes that with the help of a well-planned and well-executed succession plan, city leadership will continue to make a difference to Dayton's mission accomplishment (slge.org).

City of Holland, MI

The City of Holland expects the loss of 57 people eligible for retirement, including top public safety and transportation officials, within the next five years. In light of the upcoming talent shortage, the leadership has started to track who is eligible for retirement and increased their recruitment efforts to find the next generation of public sector workers. The plan is to introduce a workforce development program. For smaller cities like Holland, it is beneficial to have mentorship programs so that the newest employees spend quality and in-depth time with people who possess vast in-house knowledge before their departure. It will help facilitate knowledge transfer and determine where the gaps can occur with people leaving the organization.

This year, the City of Holland has budgeted more to cross-train employees, as it has people in leadership roles who could retire in the next five to ten years. The City has sponsored employees interested in professional growth to participate in the various leadership programs. Holland also offers tuition reimbursement for employees. Arlington, TX, offers tuition reimbursement as well (Smith, 2019).

City of Grand Rapids, Michigan

In the City of Grand Rapids, some utility and skilled trades jobs are designated "learn and earn" positions, providing a pipeline to employment with the City. In that system, workers get paid while they are being trained. As well, the City remains in the final stages of creating an apprenticeship program for electricians so it can introduce its staff and workers can achieve journeyman licenses. Grand Rapids has a robust employee development program, including tuition reimbursement for workers who want additional training or professional development. The City has also undergone succession planning workshops. It brought in key members from departments and discussed building a master list of positions and replacing institutional knowledge (Smith, 2019).

City of Grand Prairie, Texas

The City of Grand Prairie does not currently have a succession plan, however, they do offer a few career advancement opportunities. The City encourages learning and development through conferences,

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personal development goals. Tuition reimbursement programs are also being offered to full-time employees who are obtaining a degree.

Therefore, from the study of a few government organizations, there are no available succession plans. However, they realize they need workforce development and retention plan, so there are advancement opportunities for them. But having those is not enough. The inclusion of a well-detailed succession plan into the organization's strategy must happen to ensure workforce development and retention continuity. If not, the previously mentioned development activities can be quickly abandoned. A Succession plan should be seriously considered as the next step towards building a sustainable organization.

According to the University of Illinois at Chicago School of Public Health (<https://publichealth.uic.edu/>), retaining currently funded positions is even more important to public organizations department leaders than recruiting new and retaining existing employees. From their report, it was evident that having succession planning in place creates opportunities for current employees resulting in higher retention rates. Government organizations' leadership needs to focus on knowledge and expertise retention and support robust professional development and leadership training programs. These strategies will minimize the negative effect of workforce turnover and prevent spending limited funds on onboarding activities.

Julie Darnell, Ph.D., MHSA, AM. Assistant Professor University of Illinois, Chicago, presented research findings on succession planning (slge.org). She reported the following.

- Government organizations are filling senior positions approximately once every 1.3 years
- The majority of the upper management staff is very concerned about finding well-qualified individuals to fill open positions
- The vast majority of public service organizations practice informal succession planning rather than formal succession planning
- The chief executives are responsible for driving succession planning and creating a workplace culture that values behavioral competencies
- Essential tools to help foster staff and leadership development include stretch projects, cross-training/orientation, coaching, and structured leadership curricula

In conclusion, the public sector needs to focus on developing and retaining existing employees, considering that it is hard to compete with private companies for candidates having a limited budget. Investing in your current employees will minimize the need to look outside of the organization.

Methodology

The Team used several approaches to extrapolate relevant data from the City of Arlington to determine the appropriate candidates for the succession of critical positions in the Human Resource Department.

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These methods included identifying, collecting, and analyzing the data that was relevant to succession planning. Along with studying the data, the Team also identified and gathered useful information about the number of employees who needed specific skills in order to be included in the succession pipeline. For example, the Team members were assigned to the Human Resources Department's data analytics task force to identify each position's critical operation roles. The team members also evaluated quantitative data to determine if the work was progressive or not, meaning if the part could be elevated into a critical situation. Traveon Jefferson, who was assigned to the data analytics task force, collected a sample of the City's demographics that included age, race, and employee's tenure, such as the length of time one has worked.

Overall, the goal was to test for viability by starting on a small scale of implementing succession planning through the City of Arlington's Human Resource department. The rationale for collecting information for the pilot program was to implement succession planning city-wide, and the Human Resource department provided the capstone team relevant data that describes the sample size of the department's demographics. The overall goal is to create a compelling story with useful data to justify the City of Arlington's succession planning profile. Demographics provide information to assess current employees to be included in the succession pipeline.

Demographics of the City of Arlington (Human Resource Department)

The data below includes the demographics of all Full-Time employees in the Human Resource Department.

- Tenure is a better frame of reference for retirement eligibility than age. Through the Texas Municipal Retirement System, you can retire at any age with at least 20 years of eligible service and begin to draw your benefit (pension), unlike the age 65 requirements that typically surround other systems such as Social Security 401(k).
- A Tenure of 0 indicates less than one year of service.
- When considering age, generational breakdowns can help to streamline information.
- For the Race/Ethnicity data column, the abbreviations are as follows in-line with our EEOC reporting standards.

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Table 1 – Racial/Ethnic Background

Column A	Column B
AK	American Indian/Alaska Native
AS	Asian
BL	Black or African American
HI	Hispanic or Latino
HWPI	Native Hawaiian or Other Pacific Islander
TM	Two or More Races
U.N.	Unspecified
WH	White

Table 2 - Represents Job Family. Each column shows the break down by Job Family with the associated abbreviations

Column A	Column B	Column C
A.C.	Administrative/Clerical	Hourly administrative/clerical support positions
C.S.	Crime Scene Investigations	Hourly Police Crime Scene Investigators (Non-Sworn)
EN	Engineering	Salaried Engineering Positions
ENH	Engineering Hourly	Hourly Engineering Positions
EX	Executive	Salaried Executive Level or "C-Suite" positions
F.D.	Fire Department	Hourly Fire Suppression positions (Firefighters)
FPH	Fire Prevention Hourly	Hourly Fire Prevention positions (Investigators)
I.T.	Information Technology	Salaried I.T. Positions
ITH	Information Technology Hourly	Hourly I.T. Positions
M01	Entry-Level Management/Professional	Salaried Entry-Level Management or Professional staff positions
M.P.	Management/Professional	Salaried Mid-to-Upper level Management or Professional staff positions
P.D.	Police Department	Hourly Sworn Police Officers
T.C.	Technical/Craft	Hourly Technical/Craft/Labor based positions

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Table 3 – HR Department Demographics

Dept.	Job Family	Tenure	Gender	Age	Race/Ethnicity
HR	MP	26	M	66	W.H.
HR	MP	14	F	40	BL
HR	EX	12	F	46	HI
HR	M01	10	F	28	HI
HR	MP	7	F	64	WH
HR	MP	6	M	39	W.H.
HR	MP	5	M	38	W.H.
HR	MP	5	F	44	W.H.
HR	MP	5	F	54	W.H.
HR	MP	4	F	35	T.M.
HR	MP	3	F	33	T.M.
H.R.	A.C.	3	F	37	B.L.
HR	MP	3	F	34	B.L.
HR	AC	3	F	50	W.H.
HR	MP	2	F	26	WH
HR	MP	2	F	45	AS
HR	MP	2	F	62	BL
HR	MP	2	F	47	WH
HR	MP	1	F	57	HI
HR	AC	1	F	44	HI
HR	MP	0	F	31	WH

Results

The above table represents the total number of participants in the department of Human Resources for the City of Arlington that were selected for the survey. There are a total of 21 employees within the department, with each category labeled under the columns. Under the 'Tenure' column, each employee's number of years were listed from top to bottom, indicating the longest-tenured worker to the shortest. The table also includes the age and race of each employee with their respective abbreviation.

Critical Roles Assessment

The Capstone Project team took several approaches for the Critical Roles Assessment. The analytics task force team from the human resources department and management team prepared critical roles interviews of candidates in the City's specific departments to identify essential roles. The H.R. supervisors de-emphasized rank and titles but focused more on core competencies of knowledge, skills, and abilities of a potential candidate to include in succession planning. The City of Arlington's

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management team created a critical operations role assessment worksheet to assess each position's criticality to be included in the succession pipeline (Appendix 1). Furthermore, the calculated ratings for available competencies and overall ranking were determined in a specific order of importance.

The Critical Operational roles worksheet in Appendix 1 assesses the specific jobs to determine each position's critical operational role and skillset's criticality. The worksheet included a ranking system that consisted of parts that ranged from 1-5, most descriptive to least descriptive, one from being the lowest to 5 being the highest score. Once assessments were made, the functionality of the position within the department was determined. For example, when an employee's criticality value ranks low in terms of least descriptive, that number indicates that a particular position and employee is likely to remain for the next five years. The Criteria for Critical Role Identification for Succession Planning worksheet ranks on a five-point system with each number representing a different value as a guideline. For instance, the number '1' on the Critical Role worksheet was labeled that the person was least likely to vacate a position within the next three to five years. He or she currently occupying a critical position was more than like to stay in the current role for the immediate future. The task force used descriptive statistics on the vital operational role's worksheet provided a summary of information from the sample list of positions each department for the City of Arlington. Further, the task force used inferential statistics to describe the data to infer the core competencies' value (Appendix 1).

According to Rothwell (2016), moving individuals into an organization and finding key contributors to key positions from outside is one way to leadership continuity (p. 31). However, many top managers and executives are reluctant to hire outside the organization because an external candidate's track record is difficult to verify. Moreover, the capstone team implemented several approaches for creating a compelling succession planning profile for the City of Arlington, which involved mixed methods, collecting and gathering data sources such as surveying and quantitative data. Simultaneously the information to manage and obtain data consisted of interviewing potential candidates and how they valued succession planning. For these interviews, the participants were the managers and potential employees whose position was a critical role in the organization.

Throughout this project, the capstone team and the Organizational Development Specialist from the human resource department for the City of Arlington conducted a skills inventory survey that required feedback from the city employees. Each employee was required to provide input to the skills that each person possessed.

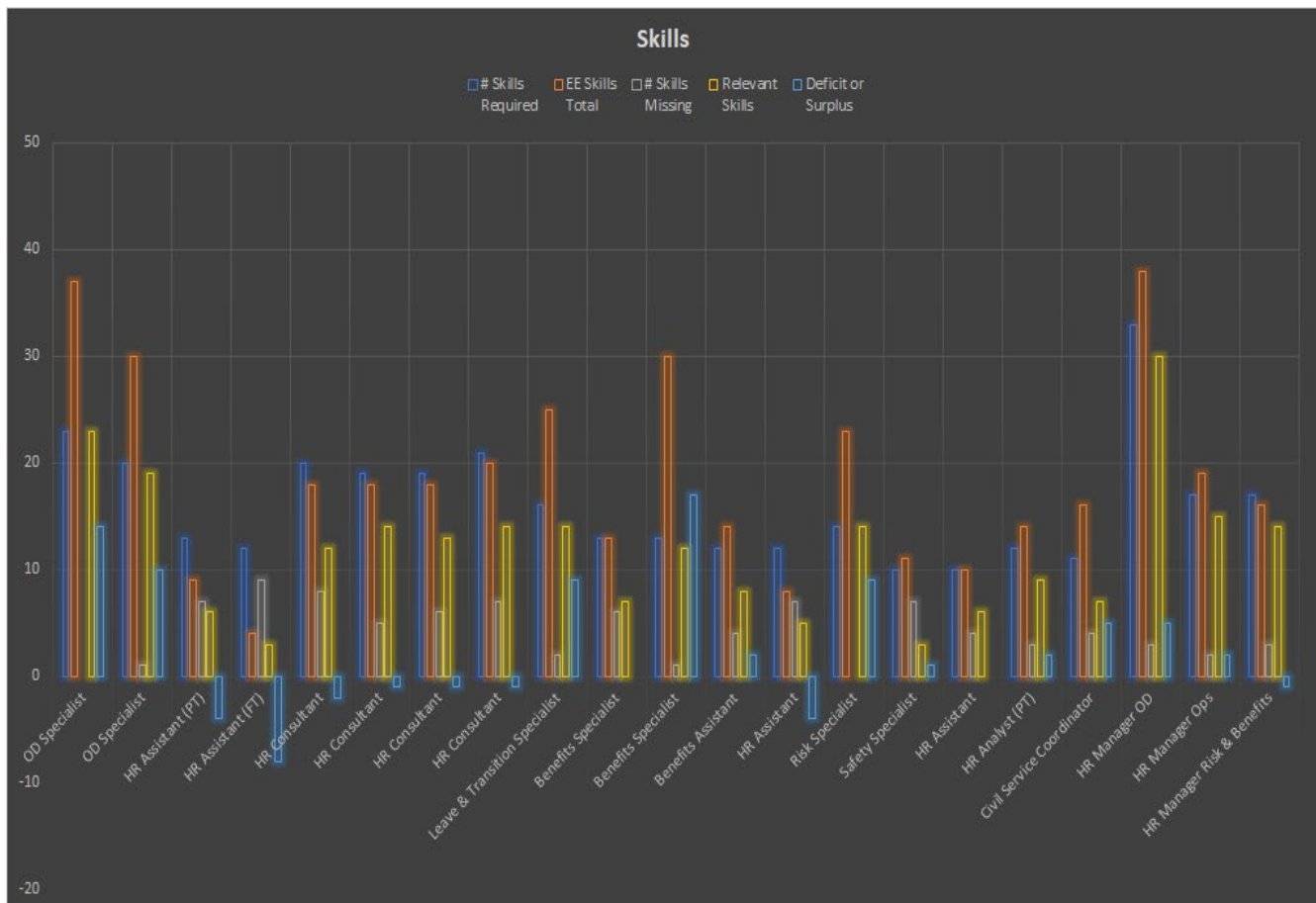
In addition, the task force team evaluated the quantitative results of these critical positions to determine if each role required any specialized skills or knowledge. The capstone team considered the skills needed to be qualified; they also evaluated any institutional knowledge necessary to be successful. After the core competencies were assessed from the worksheet, critical roles were selected and prioritized as the most impactful positions needed to be filled in case of a vacancy.

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To make a case for effective succession planning, one must introduce the idea to the executive team and managers within each department because having buy-in from the top down is vital. The upper management for the City of Arlington assessed current problems and practices to determine a comprehensive plan for conducting a skills inventory. The essence of good leadership includes creating an environment suitable for change and providing the opportunity that is conducive for employees to change or develop necessary skills. Before identifying the pool of talent and succession profiles, one must conduct a skills inventory to assess and evaluate strengths and weaknesses compared to the departmental and organization's needs. For instance, each department manager in the City of Arlington created a skills inventory survey to assess critical positions.

According to studies on succession planning, the traditional approaches to job movement includes entry, termination, promotion, demotion, and lateral transfer (Rothwell, 2016, p. 31). The organizational development specialist introduced a skills inventory survey to create success profiles to address staffing issues and add traditional approaches.

Graph of Skills inventory



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Descriptive table of Skills inventory for each department/position

Title	Department	E.E. Skills Total	# Skills Required	# Skills Missing	Relevant Skills	Deficit or Surplus
O.D. Specialist	Org Dev	37	23	0	23	14
O.D. Specialist	Org Dev	30	20	1	19	10
H.R. Assistant (PT)	Org Dev	9	13	7	6	-4
H.R. Assistant (FT)	Org Dev	4	12	9	3	-8
H.R. Consultant	HR Ops	18	20	8	12	-2
H.R. Consultant	HR Ops	18	19	5	14	-1
H.R. Consultant	HR Ops	18	19	6	13	-1
H.R. Consultant	HR Ops	20	21	7	14	-1
Leave & Transition Specialist	HR Ops	25	16	2	14	9
Benefits Specialist	Benefits	13	13	6	7	0
Benefits Specialist	Benefits	30	13	1	12	17
Benefits Assistant	Benefits	14	12	4	8	2
H.R. Assistant	Benefits	8	12	7	5	-4
Risk Specialist	Risk	23	14	0	14	9
Safety Specialist	Risk	11	10	7	3	1
H.R. Assistant	HR Ops	10	10	4	6	0
H.R. Analyst (PT)	Risk	14	12	3	9	2
Civil Service Coordinator	HR Ops	16	11	4	7	5
H.R. Manager OD	HR Leadership	38	33	3	30	5
HR Manager Ops	HR Leadership	19	17	2	15	2

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H.R. Manager Risk & Benefits	HR Leadership	16	17	3	14	-1
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The image shows two side-by-side lists of job titles, each with a scroll bar and filter icons. The left list contains: Benefits Assistant, Benefits Specialist, Civil Service Coordi..., HR Analyst (PT), HR Assistant, HR Assistant (FT), HR Assistant (PT), and HR Consultant. The right list contains: HR Manager OD, HR Manager Ops, HR Manager Risk & ..., Leave & Transition ..., OD Specialist, Risk Specialist, and Safety Specialist.

Skills Inventory

A skills inventory summarizes the skills, education, and professional experiences of current employees and is focused on the following.

1. Identify core competencies of critical positions.
2. The Team evaluated the quantitative results of these critical positions.
3. Critical roles are selected.
4. Managers created a skills inventory survey to evaluate critical positions.
5. Skills inventory data was used to create success profiles.

Success Profiles

The succession committee will select the candidates and mentors to assess viable candidates to determine the staff role's status. The succession committee will be made up of managers within the department. This committee will evaluate the needs of their department. This includes looking at the department's strengths and weaknesses and how critical roles will be filled to best suit the department's needs. Furthermore, the succession committee will only select candidates who meet the core competencies of the position.

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In addition to hiring top candidates, the succession committee will match new hires with mentors to ensure they reach their respective departments' success. Mentors will be chosen based on providing a diverse experience to the candidate. Ideally, a mentor will have different strengths than the mentee so that both employees can grow from each other. In addition, if the succession committee sees a candidate as having the potential to be mobile within the department, a mentor may be selected with competencies that they can instill into the candidate.

An analysis of the candidates will be made by ranking them based on their core competencies. Once the rankings are complete, the succession implementation team will determine which candidates will go into the succession pipeline while the other staff will begin upskilling and reskilling. Individuals who lack core competency in critical positions must be upskilled or reskilled and then reevaluated.

Upskilling and Reskilling

Upskilling and reskilling- Training developed to strengthen the employee's skills.

The City of Arlington has proposed three routing options regarding their current succession plan: the reskilling pipeline, upskilling pipeline, and the succession pipeline. These other pipelines aim to ensure that the department individuals do not feel that some have been given "special privileges" that they did not get. The different channels provide employees with tools that can be utilized to do their current positions better while still leaving room for advancement down the line.

Candidates that are chosen for the reskilling pipeline are individuals who have shown they can learn an entirely new occupation. With the assessment of the critical role came the realization that some of the positions had similar job duties, which meant that in the event of a person leaving the organization, that job was not crucial to its day-to-day success. Reskilling the individuals would allow them to utilize their skills while learning new skills to be placed in a new role. The practice of reskilling and upskilling would help retain employees because it would allow them to feel that they are viewed as necessary to their organization.

Candidates selected for the upskilling pipeline have been chosen to remain in their current occupation. However, they will be trained for new skills that can ultimately lead them to a higher-level position in the future. This pipeline helps retain employees because it allows them to get on the job training and advance into a higher position. It is vital for employees to feel like they have growth opportunities. Currently, the City of Arlington has an annual budget for each department that will cover training materials and career development. They also offer a separate account for each job level covering the cost of recertification and continuing education units. The amount of money for this is dependent upon the overall budget for the fiscal year.

Succession Planning *for the City of Arlington*

The City of Arlington currently offers various benefits for their employees in hopes of retaining their current staff. It should be noted that hourly employees are more challenging to keep than salaried employees and thus, the benefits are more geared towards the salaried ones. They credit their apparent job descriptions and requirements as the key to trying to retain the employees. The City of Arlington offers educational assistance for full-time employees who have completed their probation period. They will reimburse the employee a maximum of \$2,500 per calendar year for undergraduate degrees and \$4,000 for higher-level degree programs. The City offers limited free counseling services to current employees through a hotline available to them twenty-four hours a day. Health insurance benefits, life insurance benefits, and long-term disability insurance are also available to their employees. Employees are given stability pay after being employed for a year, and each year afterward, the stability pay increases, along with a Texas pension retiree program.

Besides the City of Grand Prairie, similar cities seek strategies to retain their employees and utilize their employees to the best of their abilities. After a brief interview with the H.R. Assistant for the City of Grand Prairie to inquire about a succession plan, they did not have one available. The City of Grand Prairie tries to avoid high turnover rates by building an engaging and trusting work environment. They conduct engagement surveys, have an open-door policy, and create trust through team-building initiatives to balance work and mental health. The City of Grand Prairie encourages learning and development for its employees through conferences and personal development goals.

They also offer tuition reimbursement programs to full-time employees. The program's goal is to provide funding assistance to employees who are working towards a degree that would help them advance within the organization based on educational requirements. To be eligible, the employee must complete 12 months of full-time employment from their most recent hire date, not be under disciplinary action within the last 12 months, has to be a degree and not a certification, has to submit a degree plan and be tacking the courses from an accredited college. The degree plan must be job-related, in the employee's promotional path or related to a city-career. The employee is reasonably able to pursue upon attainment of the degree.

Before now, the City of Arlington did not have a succession plan in place. Without succession planning, the City utilized the training for new-hires and continued education training that the organization paid to ensure that current employees were getting the necessary tools to do their jobs effectively. "Succession planning is the process of identifying and tracking high-potential employees who will be able to fill key positions when they have become vacant" (Noe, p. 250). Planning for which employees will work with to better their skills helps guarantee that you are utilizing the employees you have to the best of your ability. Proper planning also allows them to understand that you value their current contributions and have a solid plan for them in the future. Strategic planning will ultimately help with retaining employees in the long run.

Succession Planning *for the City of Arlington*

Succession Pipeline

Employee retention will allow future leaders to be selected from the current employees rather than hiring outside candidates, creating a succession pipeline. A succession pipeline consists of employee's that develop skills leading to leadership and management roles.

There are many benefits to succession planning. First, it forces management to review the company's current leadership talent. It allows the company to know which jobs are considered essential for the running of the organization and which positions are consistently becoming vacant. This will then result in them figuring out which functions can be combined or done away with altogether. It also creates room for development for those currently in managerial positions and those who want to get into those types of jobs. For a program to successfully develop high-potential employees, it must have these three stages, according to Noe: a selection of high-potential employees, developmental experiences, and active involvement with the CEO. (Noe, p. 250)

The candidates that have been chosen to participate in the succession pipeline have been selected primarily by their current managers. Management has deemed them to have met or exceeded the competencies and believe that they would make a great candidate for a leadership position. It is important to note at this point that the candidate has not been given the role, just has been deemed qualified enough to be considered for said position. The candidate would still need to go through the interview process to be offered the job.

In the case of the succession pipeline that the City of Arlington is doing, the developmental experience would be the skills inventory that the managers filled out to determine who would be considered for participation in the succession pipeline and the upskilling and reskilling pipelines.

As employees participate in developmental experiences, the organization identifies those who succeed in the experiences. The organization looks for employees who continue to show qualities associated with success in top jobs, such as communication skills, leadership talent, and willingness to make sacrifices for the organization. (Noe, p. 250-251)

High-potential employees chosen by management are deemed to fit into the organization's culture and have the qualities that will make them successful in higher-level positions. It would then be the role of the higher-level management that has chosen them, as well as the CEO, to take part in making sure that they fine-tune the skills that they have while also giving them new tools to be able to do the role they are being considered successfully.

Managers of critical roles use research findings to complete the success profile for each position. According to the methodologies used, managers need to use found data to compile the success profiles. Identifying the core competencies for critical roles is essential to long term success.

Succession Planning *for the City of Arlington*

Survey

The City of Arlington chose the survey format to get the individuals who were chosen to be considered for the succession pipeline to be evaluated. The positions identified as being critical earlier in the project were then used to create individual surveys so that each candidate could be assessed on the skills that the specific role would require rather than a generic questionnaire. This format would help ensure that the managers who were completing the survey were thinking critically about the position and not just about the person. As mentioned, the succession plan's goal is to ensure that the chosen individuals can do the work and not only selected because they are liked as a person. These surveys essentially serve as a type of performance evaluation.

1. Survey Monkey used to create employee survey.
2. All employees will participate in the survey.
3. Managers rank the selected candidates with this tool to identify the level of the selected candidates.
4. Nominations from management will be made, and interviews will be conducted to validate interest and participation.
5. The final selection of candidates will be made and announced.

Performance appraisals are essential in improving the quality of work that employees put out. As employee performance is crucial for an organization to thrive, it is necessary to have check-ins. Typically managers are asked to assess their employees' performance on an annual or quarterly basis. These evaluations can be used to determine if an employee is eligible for a promotion or needs to improve on certain things. Essentially, the performance evaluation is used to recognize the employee's skills at the assessment time.

Performance appraisal serves two crucial functions in any organization: employee evaluation and performance feedback. Evaluating employees is necessary so that H.R. managers can fulfill some of their essential job functions, such as deciding whom to promote, transfer, and terminate and determining pay levels (Schermerhorn, Hunt, and Osborn 2004). For management, evaluation decisions communicate to employees the goals key to organizational success. (Battaglio, p. 188)

Succession Planning for the City of Arlington

Survey Instruction Page

The screenshot shows a web interface for a survey. At the top, there is a dark header with a 'Preview & Test' button on the left and a user profile icon with an 'INVITE' button on the right. The main content area has a title 'Succession Assessment: Employee Name - Role' in green. Below the title is a sub-section 'Instruction Page' in green. The text explains that this is an assessment to evaluate an employee as a successor for a specific role, considering current performance and future competency. It includes a rating scale from 1 to 5. At the bottom of the content area is a green 'OK' button. A green progress bar at the bottom of the page shows '0 of 6 answered'. At the very bottom, there are 'DESKTOP' and 'PHONE' icons.

Preview & Test

INVITE

Succession Assessment: Employee Name - Role

Instruction Page

This is an assessment to evaluate employee **[insert employee identification]** as successor of the **[insert role]** role. Please consider not only current performance as it relates to future success in an **[insert role]** role, but also their likelihood of achieving expected competency ability by the time they could take over the role (willingness to learn and develop in these areas).

You will use the following rating scale to score the employee for each section:

- 1=Significantly **below** performance standard
- 2=**Inconsistently** achieves performance standard
- 3=**Achieves** performance standard
- 4=**Exceeds** performance standard
- 5=**Significantly exceeds** performance standard

OK

0 of 6 answered

DESKTOP PHONE

Business Acumen

The screenshot shows the 'Business Acumen' section of the survey. It features the same header as the previous page. The title 'Succession Assessment: Employee Name - Role' is in green, followed by the sub-section 'Business Acumen' in green. The text defines Business Acumen as understanding the city's operations and evaluating an employee's performance in these areas. A green 'OK' button is visible. At the bottom, a green progress bar shows '0 of 6 answered'. The 'DESKTOP' and 'PHONE' icons are at the bottom.

Preview & Test

INVITE

Succession Assessment: Employee Name - Role

Business Acumen

Business Acumen refers to understanding the business and how the City operates. The competencies listed below are relevant for the succession role **[EMPLOYEE NAME]** is candidate for. Please evaluate **[EMPLOYEE NAME]** on current performance in each of these competencies.

OK

1. On a scale from 1 to 5 please rate **[insert employee identification]**'s skill level for each competency

0 of 6 answered

DESKTOP PHONE

Succession Planning for the City of Arlington

Skill Level on Business Acumen

Preview & Test INVITE

1. On a scale from 1 to 5 please rate **[insert employee identification]**'s skill level for each competency listed below.

	1 Below Standard	2 Inconsistently achieves standard	3 Achieves standard	4 Exceeds standard consistently	5 Significantly exceeds standard
Customer Focus Building strong customer relationships and delivering customer - centric solutions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Global Perspective Taking a broad view when approaching issues, using a global lens.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[insert upon results]	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

0 of 6 answered

DESKTOP PHONE

Operational Acuity

Preview & Test INVITE

Succession Assessment: Employee Name - Role

Operational Acuity

Operational Acuity refers to the keen ability to create the highest level of efficiency possible within an organization's processes. The competencies listed below are relevant for the succession role **[EMPLOYEE NAME]** is candidate for. Please evaluate **[EMPLOYEE NAME]** on current performance in each of these competencies.

0 of 6 answered

DESKTOP PHONE

Succession Planning for the City of Arlington

Skill Level on Operational Acuity

Preview & Test INVITE

2. On a scale from 1 to 5 please rate **[insert employee identification]**'s skill level for each competency listed below.

	1 Below Standard	2 Inconsistently achieves standard	3 Achieves standard	4 Exceeds standard consistently	5 Significantly exceeds standard
Resourcefulness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tech Savvy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Plans & Aligns	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[insert upon results]	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[insert upon results]	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

0 of 6 answered

DESKTOP PHONE

Interpersonal Skills

Preview & Test INVITE

Succession Assessment: Employee Name - Role

Interpersonal Skills

Interpersonal Skills refers to the ability to highly facilitative interaction and communication style, where social rules and relations are effectively implemented. The competencies listed below are relevant for the succession role **[EMPLOYEE NAME]** is candidate for. Please evaluate **[EMPLOYEE NAME]** on current performance in each of these competencies.

3. On a scale from 1 to 5 please rate **[insert employee identification]**'s skill level for each competency listed below.

0 of 6 answered

DESKTOP PHONE

Succession Planning for the City of Arlington

Skill Level on Interpersonal Skills

Preview & Test INVITE

3. On a scale from 1 to 5 please rate **[insert employee identification]**'s skill level for each competency listed below.

	1 Below Standard	2 Inconsistently achieves standard	3 Achieves standard	4 Exceeds standard consistently	5 Significantly exceeds standard
Interpersonal Savvy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Persuades	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communicates Effectively	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[insert upon results]	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[insert upon results]	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

0 of 6 answered

DESKTOP PHONE

Leadership and Influence

Preview & Test INVITE

Succession Assessment: Employee Name - Role

Leadership & Influence

Leadership and Influence refers to the ability to create a work environment in which team members are inspired, motivated and developed as well as held accountable; contributions are welcomed and rewarded. The competencies listed below are relevant for the succession role **[EMPLOYEE NAME]** is candidate for. Please evaluate **[EMPLOYEE NAME]** on current performance in each of these competencies.

0 of 6 answered

DESKTOP PHONE

Succession Planning for the City of Arlington

Skill Level on Leadership and Influence

Preview & Test INVITE

4. On a scale from 1 to 5 please rate **[insert employee identification]**'s skill level for each competency listed below.

	1 Below Standard	2 Inconsistently achieves standard	3 Achieves standard	4 Exceeds standard consistently	5 Significantly exceeds standard
Develops Top Talent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cultivates Innovation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[insert upon results]	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[insert upon results]	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[insert upon results]	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

0 of 6 answered

DESKTOP PHONE

Management of Self

Preview & Test INVITE

Succession Assessment: Employee Name - Role

Management of Self

Management of Self refers to your understanding of yourself under pressure and can control your responses; you are disciplined and intentional in your behavior and interactions. The competencies listed below are relevant for the succession role **[EMPLOYEE NAME]** is candidate for. Please evaluate **[EMPLOYEE NAME]** on current performance in each of these competencies.

OK

5. On a scale from 1 to 5 please rate **[insert employee identification]**'s skill level for each competency

0 of 6 answered

DESKTOP PHONE

Succession Planning for the City of Arlington

Skill Level on Management of Self

Preview & Test INVITE

5. On a scale from 1 to 5 please rate **[insert employee identification]**'s skill level for each competency listed below.

	1 Below Standard	2 Inconsistently achieves standard	3 Achieves standard	4 Exceeds standard consistently	5 Significantly exceeds standard
Manages Ambiguity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Demonstrates Self-Awareness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Resiliency	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nimble Learning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[insert upon results]	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

0 of 6 answered

DESKTOP PHONE

Management of Others

Preview & Test INVITE

Succession Assessment: Employee Name - Role

Management of Others

Management of Others refers to coordination of resources through planning, organizing, and directing to attain stated goals. This is how you maintain accountability for work completed by your team. The competencies listed below are relevant for the succession role **[EMPLOYEE NAME]** is candidate for. Please evaluate **[EMPLOYEE NAME]** on current performance in each of these competencies.

0 of 6 answered

DESKTOP PHONE

Succession Planning for the City of Arlington

Skill Level on Management of Others

6. On a scale from 1 to 5 please rate [insert employee identification]'s skill level for each competency listed below.

	1 Below Standard	2 Inconsistently achieves standard	3 Achieves standard	4 Exceeds standard consistently	5 Significantly exceeds standard
Manages Conflict	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ensures Accountability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[insert upon results]	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[insert upon results]	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[insert upon results]	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

0 of 6 answered

DESKTOP PHONE

Ranking of Survey

The City of Arlington chose to utilize the ranking method for their performance evaluations. The ranking method means that a manager ranks the selected candidate on a scale for each characteristic. The chosen scale is on a scale of one to five. A ranking of one means that the candidate is below standard regarding the performance of the specific competency. A ranking of two means that the candidate inconsistently achieves the middle of the competency. A ranking of three means that the candidate completes the competency. A scale of four standards for a candidate exceeds the competency and order of five means that the candidate significantly exceeds the competency. Once the managers complete the surveys, the succession team members will utilize the data received to determine which candidate will move forward in the succession pipeline for each of the roles.

Communication Plan

To inform the pilot department of upcoming changes, the Team created a detailed email and infographic to introduce succession planning to the department staff. Topics such as the nature of succession planning, timelines, and the reason behind it were covered. To keep upper management on the same page, the UTA team has created Frequently Asked Questions and Managers Talking Points documents per the City of Arlington implementation team's request. When faced with the staff's questions, leadership needs to give uniform answers and use those documents as a reference.

Email to H.R. department staff:

The email sent to the H.R. department contained the following pertinent information:

- What is a succession plan?

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- This is where our department comes in
- Next steps
 - Skill Surveys
 - Identify potential successors
 - Staff Interviews
 - Successor development plan
- Your participation in this process is much appreciated
- Contact Information for integral Succession Planning Development Team

Infographic included in the email

Managers Talking Points

The Manager's Talking Points contained the following possible employee questions so that Managers would know how to respond:

- I'm upset that I wasn't considered for succession planning.
- What is succession planning, and why do we even need it?
- If my role is not considered critical, does it mean that I'm going to be laid off?
- We all know that a certain person is going to be promoted, why do I even have to try?
- What do I need to do to be considered for succession planning?
- Why was employee A selected over me?
- The employee confronts the manager asking why he/she hasn't been selected for a succession pipeline.
- Employees or managers may not have the complete buy-in for Succession Planning.
- Even if an employee hasn't been selected for the succession pipeline, they will still sit down with their managers and discuss the skills inventory that they completed and their managers completed. Often, there will be gaps between the self-assessment and the manager rates for the employee's skills.
- Self-assessment and addressing this misconception with the employee. The skills inventory is not meant to retaliate for the skills the employees don't hold.

Conclusion and Recommendations

The aim of developing a pilot Succession Plan program for the Human Resource's department from the City of Arlington is to address potential upcoming vacancies and departures in critical positions. An effective strategy is necessary to inspire and retain qualified employees capable of assuming leadership positions. According to Morris (2012):

Certainly, the departure of individual senior staff is not necessarily viewed as detrimental. Staff retirement can present new opportunities to restructure sluggish departments or to reform outdated methodologies. Even so, given that local governments are potentially on the precipice

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of losing a substantial pool of collective knowledge, including organizational history, operational practices that may not be formalized, and work methods bore of maturity and experience, the potential loss cannot be viewed lightly.

Due to changing demographic and related trends, the prevalence of succession planning practices is increasing. This approach is geared to actively and successfully aid organizations to better prepare for the future, manage their talent pipeline, and also better stipulate the future requirements they will have for their leaders.

As a result, the University of Texas Arlington's CAPP Capstone program assisted in initiating and implementing a succession plan by gathering information from H.R. managers identifying the vital skills required for each role via a SurveyMonkey survey. The study of gathering employee skills is as much an art as a science. Although desirable and often feasible, the ability to collect this vital data via surveys, ensure the data is correct, and do it effectually, requires professional participation. The approach is based on judgment, experience, and common sense. This indicates that senior leaders must be active and involved both as contributors and as decision-makers. The succession planning process should become part of their systematic way of thinking when managing employees, and it should ideally be positioned in the organization's yearly cycle of employee evaluations and performance growth plans.

Conclusions

One finding was that data-gathering proved to be a challenge. Managers were not actively partaking in completing the surveys by the deadlines provided, which caused frustration and delayed the project timeline. To help break through this barrier, the committee recognized that it would be necessary to set up appointments to meet with the managers and review the survey, and if necessary, complete the study together. Because of the low confidence that management leaders would participate fully, the project committee highlighted the employee skills.

Once gathered, this data was analyzed and used as a management tool using competencies to assess top candidates for each critical role position. "Competencies are the skills, behaviors, and attitudes that lead to high performance" (Orr, Sneltjes, & Dai, 2010). As part of the assessment, the skills were identified and quantified in an evaluation skills inventory for each role. The results were extensive, the performance was assessed against the core responsibilities, and success profiles were formed for each position.

Another finding of the skill inventories and success profiles of this project was an unexpected benefit. The experimental results showed the relevant skills required and a culmination of missing skills by the employees in each job position. This information becomes part of a possible personal improvement plan that can be discussed and implemented with the employees to become a more vital asset for their role, Team, and overall organization.

Succession Planning *for the City of Arlington*

Additionally the skills inventory identified the employees that displayed a higher level of competency in their current roles. This revealed the individuals that showed high opportunities for professional growth. Data-driven decisions could be made about individual candidates characterized by leadership potential they displayed through this evaluation process. Employee potential is the capacity to transition to the next level, where substantively new or different skills are required.

Recommendations

With careful consideration of the totality of the research, the experience with our coordinated efforts and all information gathered within this project, the following recommendations to the City of Arlington are set forth.

1. For them to present to the leadership team an effective case for the importance of Succession Planning by including it as part of their professional goals during annual review and evaluation.
2. For the City to create an occupational position to exclusively lead the Succession Planning program.
3. That their organization continue to focus on modern approaches to constitute an attractive employment for the young workforce.

Recommendation 1

Present to the Leadership Team a compelling case for the importance of Succession Planning by including it as part of their goals during annual review and evaluation. The succession team/assessors should validate each manager's succession plan by actively participating in the pipeline program. It should be ensured that meaningful progress is made toward creating successful development plans for each critical role being managed by the manager. If the succession team identifies new roles or finds a need to adjust which roles are included, it should be communicated and made part of the leader's new goals for the year.

Recommendation 2

The City of Arlington should create an occupational position to lead the Succession Planning program exclusively. It is evident that it takes substantial effort and can become a full-time job for an agency. This individual would be a trained professional who can lead a full program to help, coach, and mentor employees for the select leadership positions that they view as critical. A full program includes a plan to act, funding and creating the program elements, running the annual process, and then following-up at the end of the year to determine how to improve the following year. Their role would focus on developing and implementing competencies for the entire personnel, developing the program, and preparing the participants. The Succession Plan position would keep employees informed on developing and implementing competencies to improve performance and gain new opportunities.

Succession Planning *for the City of Arlington*

By expanding succession planning efforts, the City may more efficiently and consistently identify a pool of talented, motivated employees and prepare them to rise through the ranks. Additionally, it is vital to create opportunities for employees to learn from each other, collaborate, and share critical data and job experience. It will allow the City of Arlington to develop career paths that are aligned with their organizational needs and future goals by having a staff member dedicated to maintaining employee engagement. The department heads can then link learning activities, development opportunities with identified competency gaps, ensure employees proactively build the required skills for current and future needs, and are in an employment role best suited to their skills and passion. This recommended succession plan leader would be the City's subject matter expert and the main point of contact for this program.

Recommendation 3

It should be noted that the purpose of this project was to develop a succession plan for the City of Arlington's Human Resource department. Based on our experience and our research results, we can make a strong case that their participation in the public administration capstone project for the Fall Semester 2020 is a proactive and progressive effort to become an employment leader in making government employment attractive. We recommend that their organization continue to focus on modern approaches to constitute attractive employment for the young workforce to attract and retain the next generation of employees. Technology companies are currently the leaders in thriving jobs and "in a recent Partnership for Public Service survey of college students, only 5.7 percent listed federal service as their ideal career, and even fewer said the same for state and local government jobs" (Rost, 2017). While it has become commonplace for private employers to go to great lengths to appeal to the young workforce, it is more difficult for federal, state, and other government agencies operating on more limited budgets to compare and so they must explore other options.

Succession planning is essential for an organization's uninterrupted operations and continued success through the staff changes that inevitably occur. However, it does not have to be a costly and challenging endeavor. If left unaddressed, the City may experience substantial "costs" in terms of lost knowledge of organizational history and policies and procedures that die with departed and retired employees that filled critical roles. With some small steps, the City can position themselves for sustained performance excellence by future leaders and upcoming employees and gain stability for the City of Arlington's future.

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Succession Planning for the City of Arlington

Appendices

Appendix 1. Critical Operational Roles Worksheet

Critical Operational Roles A Worksheet to determine criticality

1 = Not descriptive of this role 2 = Slightly descriptive of this role 3 = Moderately descriptive of this role 4 = Strongly descriptive of this role 5 = Very descriptive of this role						
Critical Role Title:	Urgent Need	Low External Candidate Availability	Poor Internal Bench Strength	Strong Impact on Business	Unique Skillset or Knowledge base:	Total
HR Director	3	1	1	4	3	12
HR Operations Manager	3	3	3	4	3	16
Org. Dev. Manager	1	3	3	3	3	13
Risk and Benefits Manager	1	3	4	4	4	16
HR Consultants	3	1	4	3	3	14
Benefits Specialist	2	1	5	4	4	16
Org. Dev Specialist	3	3	4	3	3	16
Leave and Transition Specialist	1	3	2	3	3	12
Civil Service Coordinator	1	3	3	4	3	14
Risk Specialist	5	3	5	3	4	20
HR Assistant Benefits	2	3	5	4	2	16
HR Assistant Front Desk	2	1	1	2	1	7
HR Assistant Pre-Employment	5	1	1	3	1	11

Succession Planning for the City of Arlington

Appendix 2 – Criteria for Critical Role Identification For Succession Planning

Criteria for Critical Role Identification for Succession Planning

1. Urgent Need to Fill the Position
Based on past conversations and eligibility to retire, indicate how soon you anticipate needing to fill the role. You can use the following values as a guideline:
<ol style="list-style-type: none"> 1. 1-2 = low urgency, person likely to stay beyond the next 5 years 2. 3 = moderate urgency, person may leave the role in the next 3 to 5 years 3. 4-5 = indicates high urgency, person is likely to leave in less than 3 years.
2. Low External Candidate Availability
Rate how difficult you expect it would be to fill this critical role with an external candidate. Higher scores indicate greater difficulty in finding external hires.
<ol style="list-style-type: none"> 1. 1-2 = high availability in the market to find a comparable and or qualified replacement. 2. 3 = there is demand for this skillset, and replacing would be moderately difficult. 3. 4-5 = high likelihood of difficulty replacing the incumbent due to low applicant pool and or high competition.
3. Poor Internal Bench Strength
Evaluate how long you think it would take for an internal succession candidate to become ready to fill this role. You can use the following values as a guideline to rate your succession bench strength:
<ol style="list-style-type: none"> 1. 1-2 = strong bench, multiple candidates ready in 1-3 years 2. 3 = moderate bench, some candidates ready in 3-5 years 3. 4-5 = weak bench, few candidates that won't be ready for 5+ years
4. Strong Impact on Business
Rate how immediately and severely your business would be affected if this critical role was made vacant today. Again, higher scores indicate a greater impact.
<ol style="list-style-type: none"> 1. 1-2 = low impact; we could operate mostly unimpacted by redistributing tasks 2. 3 = moderate impact, we would need to "say no" to some "nice to have" projects in order to maintain effective operations. 3. 4-5 = high impact, without this role being filled critical tasks would be unaccomplished. Operations would be noticeably impacted.
5. Unique Skill Set or Knowledge Base
Consider if this role requires any specialized skills or knowledge. Evaluate not only the skills needed to be qualified for the role, but also the institutional knowledge that is needed to be successful in this role.
<ol style="list-style-type: none"> 1. 1-2 = low demand for specialized knowledge, skills, abilities or training. On the job training could beget efficiency in 3-6 months. 2. 3 = moderate specialization required, such as a specific degree or certification. 3. 4-5 = highly specialized skillset requiring extensive organizational or industry knowledge, for regulatory compliance or similar circumstances.

Succession Planning for the City of Arlington

Appendix 3 –Success Profile Worksheet

Success Profile



Date	Succession Position	Current Incumbent	Exit Year	Urgency	
	Succession Candidate		Education & Experience		
	Name		Degree	Subject	Institution
	Position		Relevant Roles		
	Team Size	(# of direct reports)			
	COA Tenure		Title	Years	Months
	Age		Certification / Designations	Year Conferred	
	Readiness	Now	1 - 2 Years		
3 - 4 Years		5+ Years			
Succession Position Criteria		Competency Assessment Results			
Knowledge		Business Acumen	Operational Acuity	Interpersonal	
Skills		Notes:			
Differentiating Traits or Abilities		Leadership & Influence	Management of Self	Management of Others	
Notes:					

Succession Planning for the City of Arlington



Appendix 4 – Sample Success Profile – O.D. Specialist


Success Profile

Date	Succession Position	Current Incumbent	Exit Year	Urgency	
	OD Specialist				
	Succession Candidate		Education & Experience		
	Name		Degree	Subject	Institution
	Position		Relevant Roles		Title
	Team Size	(# of direct reports)			Years
	COA Tenure		Certification / Designations		Year Conferred
	Age				
	Readiness	Now	1 - 2 Years		
3 - 4 Years		5+ Years			
Pipeline					
Succession Position Criteria		Competency Assessment Results			
Knowledge		Business Acumen	Operational Acuity	Interpersonal	
		Customer Focus	Resourcefulness	Interpersonal Savvy	
		Global Perspective	Tech Savvy	Persuades	
			Plans & Aligns	Communicates Effectively	
Skills		Notes:			
		Leadership & Influence	Management of Self	Management of Others	
		Develops Top Talent	Manages Ambiguity	Manages Conflict	
		Cultivates Innovation	Demonstrates Self-Awareness	Ensures Accountability	
Differentiating Traits or Abilities			Resiliency		
			Nimble Learning		
		Notes:			

Succession Planning for the City of Arlington

Appendix 5 – Sample Success Profile – H.R. Consultant

Success Profile



Date	Succession Position	Current Incumbent	Exit Year	Urgency																																										
	HR Consultant			<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>																																										
<div style="border: 1px solid #0056b3; padding: 5px;"> <p style="text-align: center; margin: 0;">Succession Candidate</p> <p>Name</p> <p>Position</p> <p>Team Size (# of direct reports)</p> <p>COA Tenure</p> <p>Age</p> <p>Readiness: <input type="radio"/> Now <input type="radio"/> 1 - 2 Years <input type="radio"/> 3 - 4 Years <input type="radio"/> 5+ Years</p> </div>	<div style="border: 1px solid #0056b3; padding: 5px;"> <p style="text-align: center; margin: 0;">Education & Experience</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #0056b3; color: white;"> <th style="width: 15%;">Degree</th> <th style="width: 15%;">Subject</th> <th style="width: 15%;">Institution</th> <th style="width: 15%;">Title</th> <th style="width: 10%;">Years</th> <th style="width: 10%;">Months</th> </tr> </thead> <tbody> <tr> <td>Bachelor's</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Bachelor's</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Bachelor's</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <th colspan="2">Certification / Designations</th> <th>Year Conferred</th> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> </div>				Degree	Subject	Institution	Title	Years	Months	Bachelor's						Bachelor's						Bachelor's						Certification / Designations		Year Conferred															
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Succession Planning for the City of Arlington

Appendix 6 – Sample Success Profile – Benefits Specialist

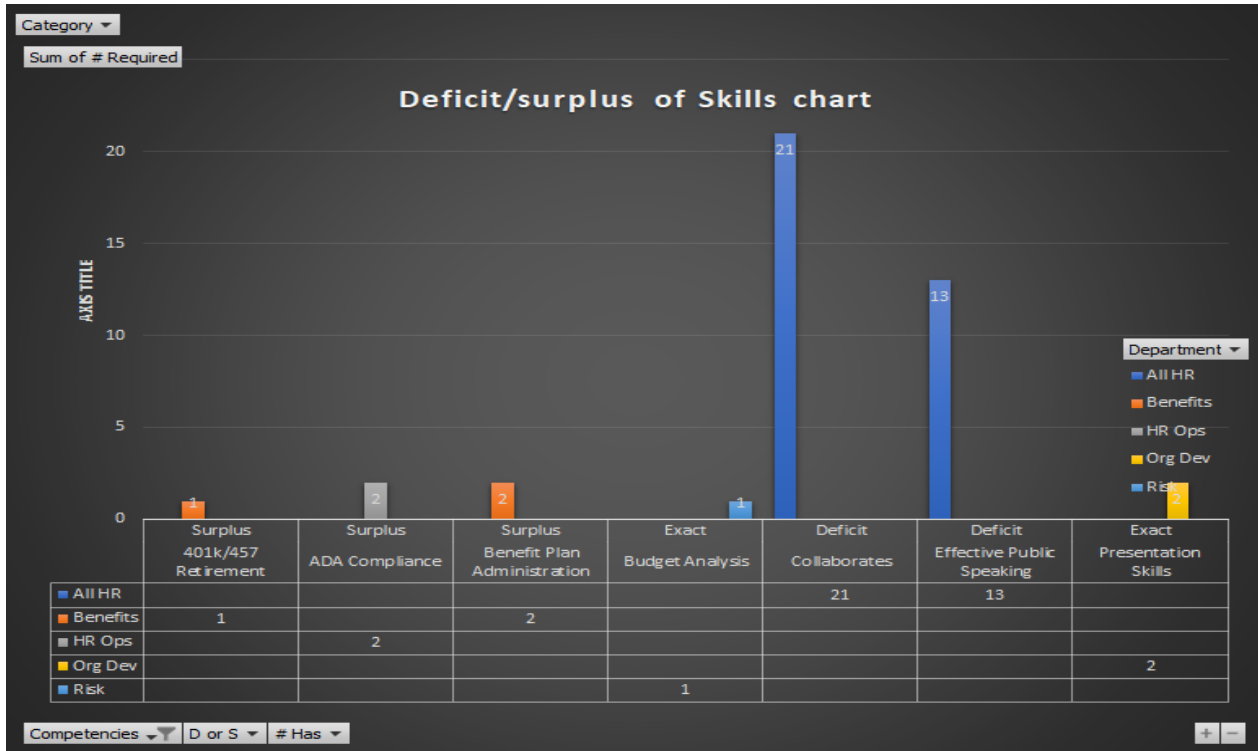
Success Profile



Date	Succession Position	Current Incumbent	Exit Year	Urgency			
	Benefits Specialist	Laura Duran/Krestin Wh:		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>			
Succession Candidate		Education & Experience					
Name		Degree	Subject	Institution	Relevant Roles		
Position		Bachelor's			Title	Years	
Team Size	(# of direct reports)	Bachelor's			Months		
COA Tenure		Bachelor's					
Age		Certification / Designations		Year Conferred			
Readiness	<input type="radio"/> Now <input type="radio"/> 1 - 2 Years <input type="radio"/> 3 - 4 Years <input type="radio"/> 5+ Years						
Succession Category:							
Succession Position Criteria		Competency Assessment Results					
Knowledge		Business Acumen	0	Operational Acuity	0	Interpersonal	0
	<input type="checkbox"/>	Customer Focus		Resourcefulness		Interpersonal Savvy	
	<input type="checkbox"/>	Balances Stakeholders		Optimizes work processes		Communicate Effectively	
	<input type="checkbox"/>			Manages Complexity			
	<input type="checkbox"/>	Notes:					
Skills							
	<input type="checkbox"/>	Leadership & Influence	0	Management of Self	0	Management of Others	0
	<input type="checkbox"/>	Drives engagement		Resiliency		Manages Conflict	
	<input type="checkbox"/>			Action oriented		Ensures Accountability	
Differentiating Traits or Abilities							
	<input type="checkbox"/>	Notes:					
	<input type="checkbox"/>						
	<input type="checkbox"/>						
	<input type="checkbox"/>						

Succession Planning for the City of Arlington

Appendix 7 – Chart 1 Sample - Deficit and surplus of skills of sample positions in the H.R. Department



Succession Planning for the City of Arlington

Appendix 8 – Chart 2 Sample – Deficit/Surplus of Skills chart of sample positions in Human Resource Department

