

## The 6-Step Succession Planning Model

Should you decide to implement a succession program, Stage 5 in the Guide provides an overview of a step-by-step process you can follow.

1. Identification of key positions, not only in a department but also for your organization as a whole.
2. Build job profiles. This does not mean copying and pasting a job description. It means taking a deep dive into all the functions a job performs.
3. Assess your current staff level. This relates to activities in closing the competency gap. All workforce units have gaps or lack of depth of trained employees to take on specific jobs.
4. Training activities. The entirety of Stage 3 is dedicated to training and development (T&D) activities. T&D never stops. We all are capable of learning new ways to perform tasks more efficiently. Take the opportunities to engage your workforce in T&D activities continuously.
5. Create individual employee plans. In Stage 3, Training and Development, we covered Career Development Plans (CDPs). Employees and supervisors should work together to build and follow CDPs for all employees.
6. Maintain employee skills, review periodically, and adapt to the new environment. Training and development should always continue. Refresher training should be scheduled for employees to pick up nuances they may have forgotten or did not experience in former baseline training. Safety in the workplace is always a great topic to assist with your risk management processes.

Should you need assistance with any of the succession planning processes, contact TxLTAP to arrange an on-site consultation.

## NOT SURE WHERE TO START? CONTACT US

For more information about the 5-Stage Model on How to Attract and Retain Public Works Employees, please visit our website at [www.txltap.org](http://www.txltap.org) and navigate to:

Library > Workforce Development, click on the PDF file for the 5-Stage Model to download.

You may also call us at 817-272-2581 to arrange for an on-site consultation on how to implement this program at your organization.



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## SUCCESSION PLANNING

# 5

Stage Model to  
Attract and Retain  
Public Works Employees



An Overview of  
How to Implement an Effective

### SUCCESSION PLANNING

Program for Your Organization  
Stage 5 of the 5-stage Model to  
Attract and Retain  
Public Works Employees





## Succession Planning in the Public Sector

In public sector employment, many believe that succession planning is an activity that is not required for their business. This is not true. While public sector employment is set up for a competitive hire system, succession planning should be a routine that cities and counties should strongly consider using.

Succession planning in the public sector means assessing your individual employees' potential, strengthening your talent pipeline by making your organization one in which people will want to work, recruiting in new ways, creating leaders throughout the organization, developing employees, and continuously planning succession for all key positions.

Not all suggestions and strategies that will be provided in this stage may apply to your organization depending on its size, the resources you have on hand to manage the process, or your willingness to take on this stage in the lifecycle of an employee.

**There are many benefits if you have a succession planning strategy. Some are:**

- Allows you to develop the employees you have now.
- It develops future leaders.
- Management support of the workforce is evident.
- It can close the competency or skill gaps that exist.
- It can reduce recruiting time and expenses.
- It can reduce the loss of institutional knowledge.

## Challenges of Succession Planning in the Public Sector

We all face definite challenges when implementing a succession planning strategy and processes. When planning succession in a public sector environment, you want to avoid some statements and actions.

**Some advice and guidance to follow include:**

- Follow the rules outlined in Stage 1 to ensure you are not biased and truly follow a competitive hiring process.
- Do not conduct selective training or development activities. Do not exclude some employees.
- Do not promise any employee they will be the next supervisor or foreman; remember, it should be competitive.

## Tips on How to Implement Succession Planning in Your Public Sector Organization

When we think of "succession planning" in a public employment environment, we should focus on "business succession planning," which is subtly different from "personnel succession planning" yet will yield the results we are seeking to maintain business operations. Business succession planning focuses on the business itself, your business of running a department in a city or county.



Find out more information.  
Visit [txltap.org](http://txltap.org)

Some of the ways you can accomplish "business succession planning" include:

- Look to the future in what kind of workforce you will need in 1, 5, or 10 years?
- Prepare your employees for a role they may or may not fill. Even if an employee decides to leave your organization, you should always be in the mindset that you should be developing them to take on new roles even if they choose to go.
- Let employees train one another. Use current highly skilled employees on your staff to help train less experienced employees to prepare them for higher-skilled jobs.
- Encourage professional and personal Development. Not all training and development employees seeking to advance themselves should occur at work.

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