

# Succession Highlights For Executive Teams

Last revised: [JAN 2019]  
Last reviewed: [JAN 2019]

[Talent, Public Service Commission]

## Purpose and Summary Overview

- Introduce Succession Management and Succession Planning as contributing processes to government-wide Talent Management.
- Highlight roles and responsibilities of ministries, employees and the Public Service Commission.

## What is talent management

**Talent management** is about using a planned approach to match the right people to the right job for their skills, competencies, and career paths. Talent management is driven by business needs and supports the ongoing development and retention of employees at all levels of the organization.

## What is succession management?

**Succession management** is a key component of the overall talent management in the GoS. It is a high-level, corporate effort to ensure business continuity - to develop and retain corporate knowledge and talent for the future by identifying risk, building capacity, developing mitigation strategies, and encouraging individual growth and advancement.

The three objectives to succession management are:

1. **Adjust and adapt** the organization's structure to foster flexibility, innovation and resilience in employees, and the work they do, to achieve the organization's strategic direction.
2. **Retain** organizational knowledge critical to the operations of the organization.
3. **Acquire and build talent** with the required skills, or potential to develop the required skills, for future organizational needs.

## What is succession planning?

**Succession planning** is the primary activity within Succession management. It is the process of identifying the talent we need, comparing it to the talent we have, and creating a plan to address the gaps. It should occur at all levels of the ministry with a view to enhance employee engagement and bolstering productivity.

# Succession Highlights For Executive Teams

Last revised: [JAN 2019]  
Last reviewed: [JAN 2019]

[Talent, Public Service Commission]

## Our Approach to Succession Management and Succession Planning

Succession management will be a government-wide process managed by the Talent Branch of the Public Service Commission. Succession planning will be completed by individual ministries for specific roles required to execute ministry's strategic and operational priorities.

Succession management and succession planning will be guided by following principles:

- **Competency-based** to support the knowledge, skills, and personal attributes needed to meet current and future business needs.
- **Committed to strengthening multiple individuals'** competence and capability for multiple roles.
- **Ensures the organization is representative** of the diverse population it serves at all levels.
- **Supports the competitive hiring process.** Succession planning is not a promotional tool, but enables individuals to focus on developing the competencies required for a specific position.

## Succession management process for the Government of Saskatchewan

1. **Review ministry strategic workforce plans** – Compile information on roles requiring a succession plan to address vacancy risks for upcoming retirements, high turnover, and/or a limited labour supply of specialized knowledge or skills.
2. **Assess and prioritize** – Corporate succession needs of the GoS are further assessed through ministry succession planning efforts and individual consultations to identify common skill needs and gaps throughout the GoS.
3. **Make recommendations** – Talent will assess overall readiness of talent pools based on ministry workforce needs to determine talent priorities, such as:
  - a. Identifying opportunities for cross-ministry solutions.
  - b. Offerings in our GoS Learning and Development Plan.
  - c. Expanding our talent sources and inventories.

## Ministry succession planning process

- **Identify roles** – Collect information to understand ministry priorities and assess risk to prioritize roles. For each prioritized role, define responsibilities and competencies.
- **Assess talent** – Review internal and external talent pools for potential successors.
- **Develop talent** – Build talent pools by developing existing employees and connecting with external talent.
- **Deploy talent** – Move employees throughout the organization to address current business needs and prepare them for future opportunities.

# Succession Highlights For Executive Teams

[Talent, Public Service Commission]

Last revised: [JAN 2019]  
Last reviewed: [JAN 2019]

## Responsibilities for Succession Planning

### Ministry executive teams (executive sponsors)

Assuming ministries have clearly stated their ministry's strategic direction, articulated operational priorities and established business continuity plans, they will:

- Identify and prioritize succession plan needs to align with business continuity.
- Acquire or develop talent with the competencies to fulfill the roles identified in succession plans.
- Support formal and informal learning and development within the ministry.
- Champion the mobility of talent across ministries to create opportunities for employees to master their current skill set and increase their capacity to take on new work.
- Deploy high potentials to pivotal roles within the ministry and across the GoS.

### Executive director (or delegate)

Assuming executive directors understand the ministry's strategic direction and priorities outlined in the ministry strategic and operational plan and the impacts to their Division/Branch, they will:

- Identify competencies for priority roles.
- Assess talent within and outside of the organization to identify potential successors and their development needs.
- Acquire or develop talent with the competencies to fulfill the roles identified in succession plans.
- Allocate resources to support employee development in their current and future roles.
- If talent does not exist within or outside of the organization, examine the structure, responsibilities and work environment to identify options related to process improvement, job enrichment, technological solutions and/or alternative service delivery options.
- Execute succession plans, deploy staff into developmental roles or deploy successors when vacancies occur.
- Evaluate results and adjust as required.

### All employees

Assuming employees understand the ministry's strategic direction and priorities outlined in the ministry strategic and operational plan and the impacts to their role, they will:

- Actively participate in the Individual work planning process.
- Share career interests with their manager/supervisor.
- Seek feedback and opportunities to improve performance, master their skill set and prepare for future roles.

# Succession Highlights For Executive Teams

Last revised: [JAN 2019]  
Last reviewed: [JAN 2019]

[Talent, Public Service Commission]

## Human Resources Business Partner Teams and executive services

Assuming ministries have clearly stated their ministry strategic direction, articulated operational priorities and established business continuity plans, HRBPTs and executive services will:

- Support executive teams in identifying and prioritizing succession needs through workforce segmentation (i.e. pivotal, operational, high risk) and individual consultations with ministry division/branch heads.
- Support executive directors (or delegates) in creating and executing a succession plan including individual development plans that align with the needs for each prioritized role.
- Exchange information with Talent to build succession plans, develop potential successors, and improve the availability and mobility of talent across the GoS.

## Talent Centre of Excellence, Public Service Commission

### Talent management

- Build and maintain succession planning processes and tools.
- Educate, guide and support HRBPTs and executive services on the succession planning process, tools, and consultations.
- Assess ministry succession needs and talent assessments to identify opportunities to address common needs across the public service; lead the collaboration between impacted ministries and HRBPTs to create solutions.

### Talent acquisition

- Identify potential talent sources for prioritized roles.

### Talent development

- Identify opportunities available to support employee development.