

Questions and Answers

1. 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. It supports the ongoing development and retention of employees at all levels of the organization.

2. What is succession management?

Succession management is a key component of the overall talent management in the Government of Saskatchewan (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.

3. 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.

4. What are my responsibilities as an employee?

- Understand the ministry's strategic direction and priorities outlined in the ministry strategic and operational plan and the impacts to your role.
- Actively participate in the individual work plan process. Seek feedback and opportunities to improve performance, master their skill set and prepare for future roles.
- Share your career interests with your manager/supervisor.

Potential Successor Identification

1. How are potential successors identified?

Executive directors are responsible for identifying potential successors for positions that report to them. Potential successors can be identified in multiple ways: individual work plan conversations, collaboration on a project and/or networking.

In order to make yourself visible as a potential successor, introduce yourself to executive directors that have positions you are interested in to learn more about the role. Also consider,

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joining a committee or attending networking events, mentoring, and learning events offered to your ministry and across the GoS.

2. How do I know if I've been identified as a potential successor?

You will be notified that you have been identified as a potential successor by either your executive director or the executive director responsible for the role.

3. I've been identified as a potential successor, what do I do?

If you've been identified as a potential successor, it means that an executive director has identified you as a potential successor for a role that reports to them.

If you have yet to speak with the executive director about being a potential successor, you are encouraged to reach out to the executive director to learn more about the role and see if it aligns with your career interests and goals.

Confirming or Declining Interest

1. How do I confirm my interest in becoming a potential successor?

Your executive director or the executive director responsible for the role will meet with you to advise that you have been identified as a potential successor. If you decide that you are interested in becoming a potential successor, let the executive director responsible for the role know, verbally or by email, that you are officially interested in the role and would like to discuss suggestions for your development.

2. How do I let an executive director know that I am not interested in becoming a potential successor for their role?

If you decide that you are not interested in becoming a potential successor, you can advise your executive director or the executive director responsible for the role verbally or by email.

Although you have declined interest at this time, you may be considered as a potential successor in the future for this position and/or other positions. You may wish to communicate with the executive director directly to help them understand why you are not interested. Also, be aware that the identifying executive director may reach out to have a follow up discussion with you.

Development

1. How do I prepare a development plan for my potential future role?

Once you have confirmed interest in being a potential successor for a potential future role, it is time to meet with your current executive director and the executive director of that role. You will work alongside your current executive director (and possibly the identifying executive director) to determine the development objectives and activities to be included in your individual work plan.

Together, identify your strengths and areas of development related to the potential future role and from there identify learning activities that will help you prepare for the position/role. Learning items should be designated within your learning plan as 'career goal' items. Development progress should be reviewed regularly.

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Consider using the 70-20-10 principle to guide your development activities. The most effective way to learn and develop a new skill or behaviour is to apply and practice it on the job.

The 70-20-10 Principle indicates that:

- 70 per cent should be learned through experiences; such as: on-the-job or through stretch assignments.
- 20 per cent should be learned through relationships; such as ones' executive director, peers or staff.
- 10 per cent should be learned in a formal way, such as: in-person classroom courses, conferences or e-courses.¹

Competitive Hiring Process

1. What happens when the role becomes vacant?

If you have been identified as "Ready Now" for the role, the executive director will contact you to express interest in your application and provide you with instructions on next steps.

2. If I am identified as a potential successor, will I be guaranteed the role when it becomes vacant?

Succession supports the competitive hiring process; it does not replace it. Succession planning is not a promotional tool but develops potential successors so they are ready to participate in the competitive hiring process.

3. I was not the successful candidate for the role, will I be provided other opportunities?

Succession is ongoing. If you were not the successful candidate, reach out to the executive director of the role to request feedback and discuss opportunities for continued development for the role and other skills required by the organization.

¹ This document has been adapted from the Government of Ontario's Succession Management Q&A's for Managers and Employees.