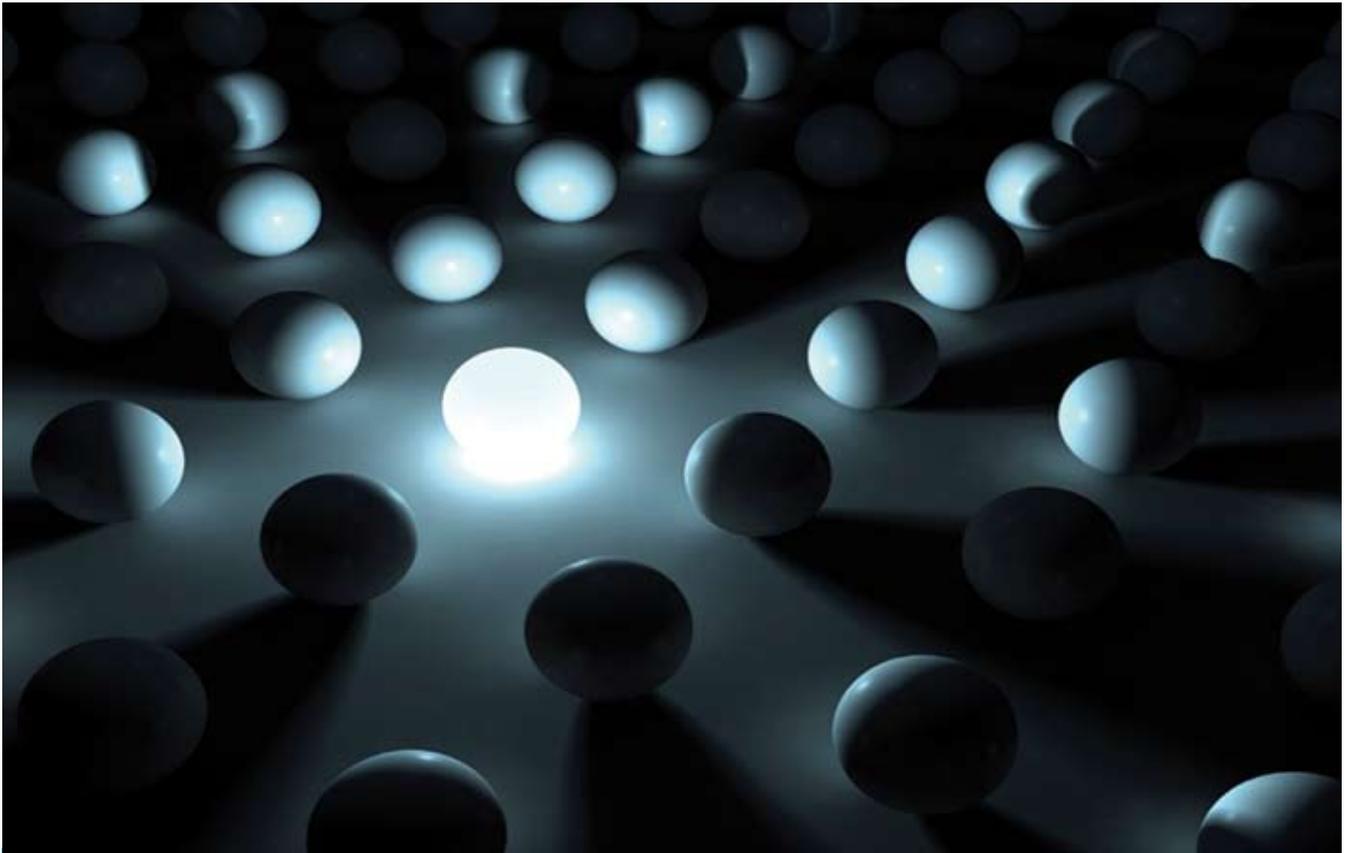


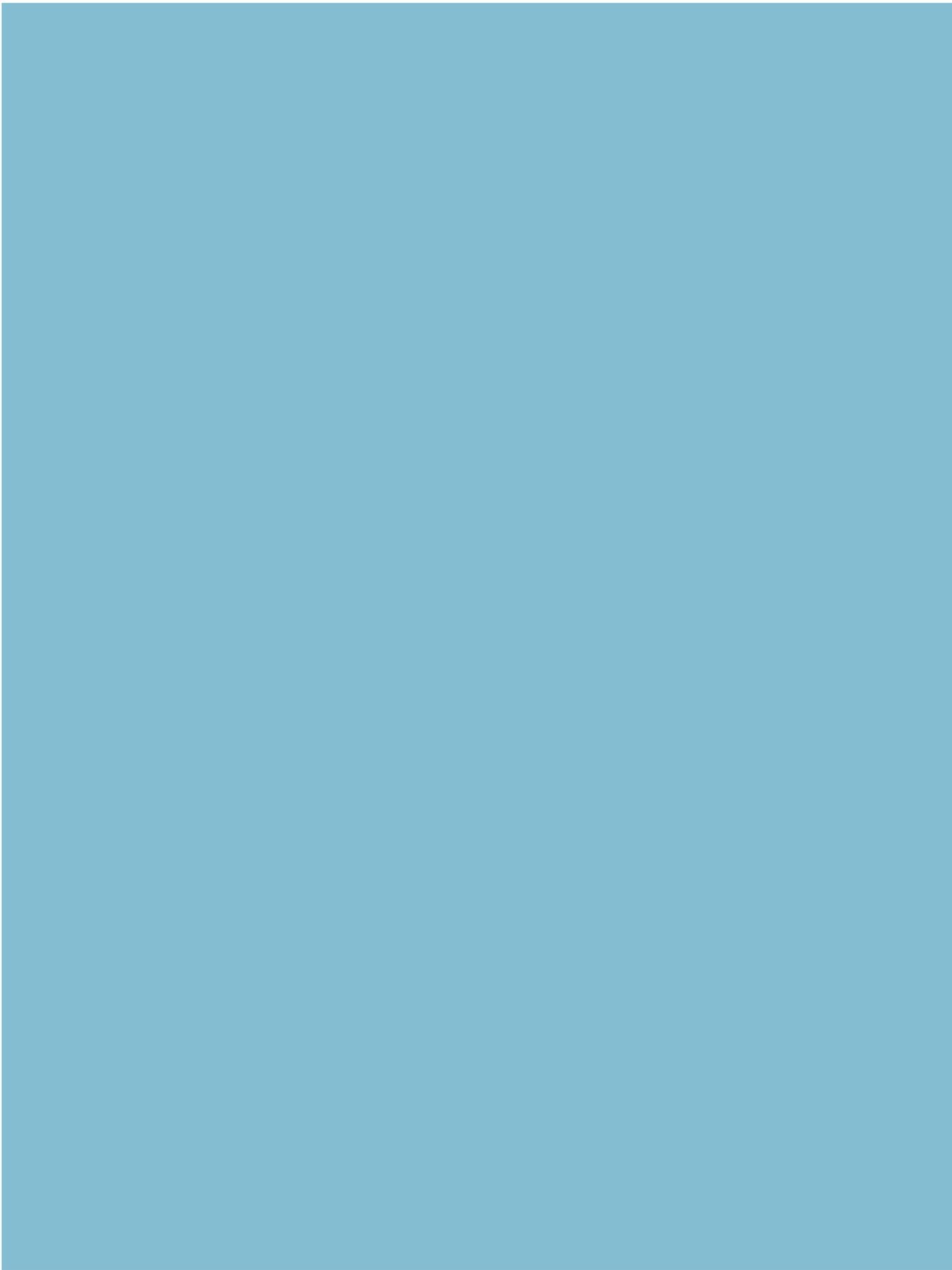
IT SUCCESSION MANAGEMENT

PLANNING TOOLKIT



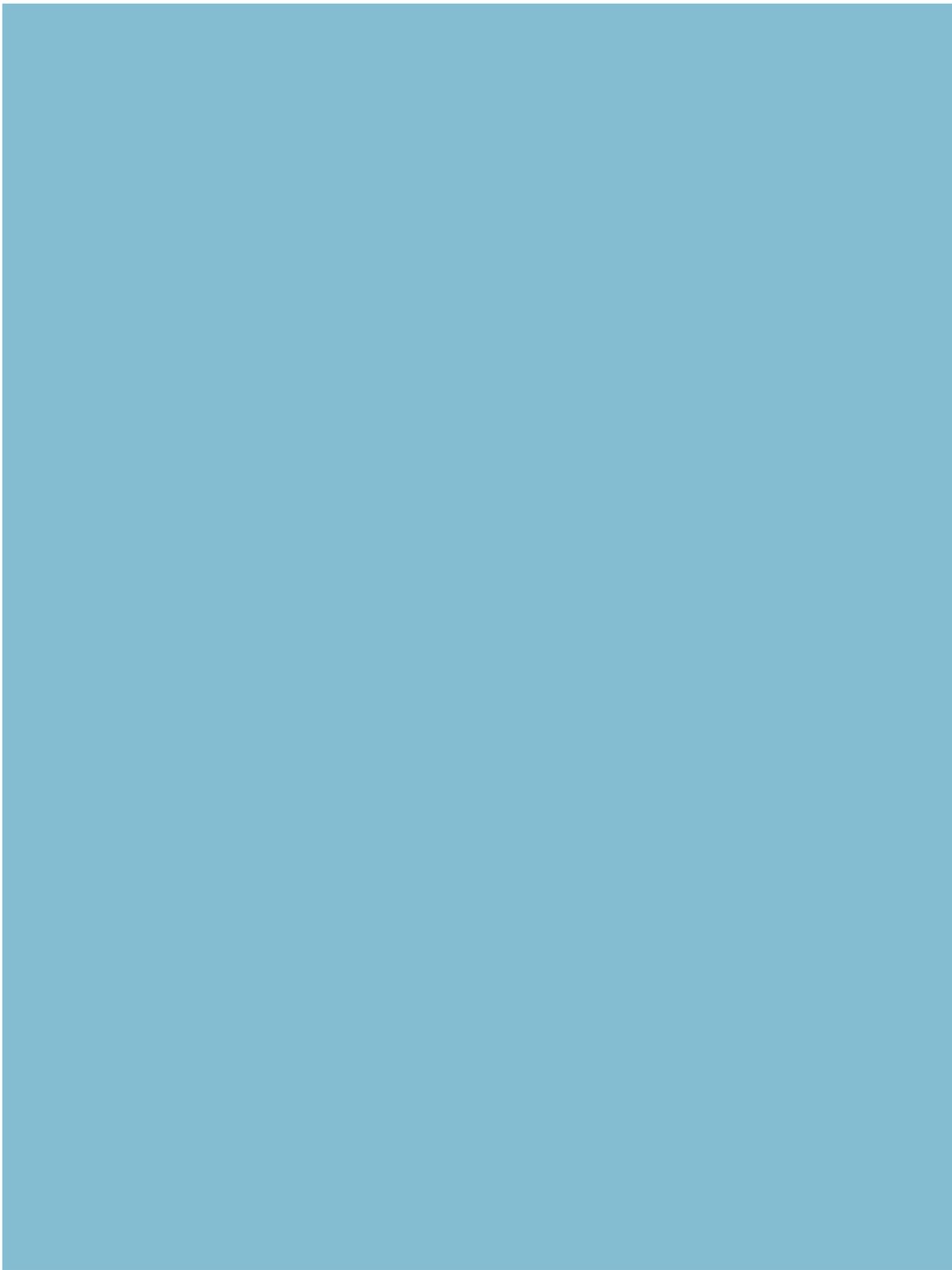
By the IT Succession and Workforce Planning Committee—May 22, 2007







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Date: May 22, 2007

To: California State Agency Information Officers
California State Chief Information Officers

From: IT Succession Management and Workforce Planning Team
Lincoln Plaza, 400 P Street
Sacramento, CA 95814

Subject: **WELCOME TO THE IT SUCCESSION MANAGEMENT PLANNING TOOLKIT**

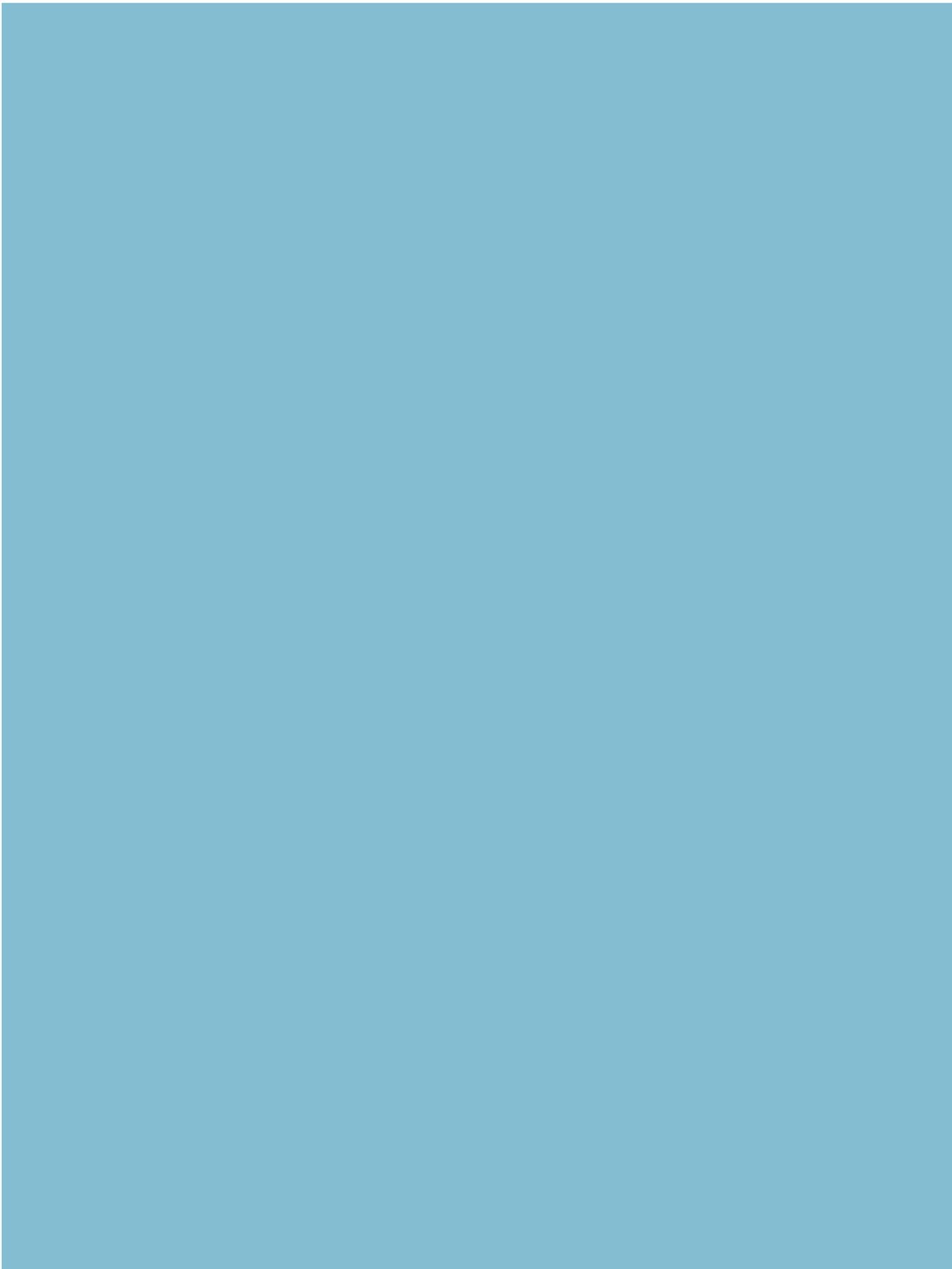
Welcome to the Information Technology (IT) Succession and Workforce Planning Committee's "Succession Planning Toolkit". This Toolkit has been developed in response to Goal 5 (Strengthen our Technology Workforce) of the California State IT Strategic Plan 2006 Status and 2007 Initiatives. This Toolkit was developed to assist your agency in the preparation and planning for IT succession management. IT Succession Management is critical to the success of your organization. With approximately 40% of the State's aging IT workforce eligible to retire within 3 to 5 years, State of California IT leaders face an unprecedented challenge. State of California Agencies must formulate a strategy to recruit new IT workers, and train younger staff to transition the State's systems to new technologies.

This Toolkit is designed to assist you with the development of a IT Succession Management Plan and includes information on how to collect, process, and analyze data on your workforce to help determine which IT skills are most at risk within your agency. With the development of a IT Succession Management Plan that includes the proper collection, analysis, and identification of those skills most at risk in your agency, your agency will be better prepared to address the skills most at risk and develop recruitment and training efforts to mitigate these risks.

The Toolkit contents include:

- Frequently Asked Questions
- Succession Management Plan Instructions, Template, and Sample
- Skills Assessment Instructions, Template, and Sample
- Management Competencies Required by Position Instructions, Template, and Sample
- Technical Competencies Required by Position Instructions, Template, and Sample
- External Recruitment Strategy Instructions, Template, and Sample
- Potential Candidate Rating Sheet Instructions, Template, and Sample
- Training Plan Instructions, Template, and Sample
- Implementation Timeline Instructions, Template, and Sample
- Recruitment and Retention By Generation

We hope that this Toolkit provides value to you and your organization. This Toolkit will be available on the Department of Technology Services website soon.





What is succession planning?

Succession planning involves having the right leadership in place at every level of the organization. Simply stated, succession planning is a systematic effort and process of identifying and developing candidates for key IT managerial or professional leadership positions to ensure the continuity of management and leadership. Succession planning is accomplished by identifying people with high potential leadership talent and ensuring that they are given experiences and training to prepare them to assume higher level IT leadership positions.

How often should an organization perform succession planning?

Succession planning is a continual process that is constantly evolving and changing. One of the clearest insights discovered is that effective succession management is a journey, not a destination. It is important that succession planning is regularly reviewed and that adjustments are made to address any organizational issues identified.

Why is succession planning important in California State Government?

With the beginning wave of baby boomers getting ready to retire, the State of California leaders face an unprecedented challenge. It is essential for agencies to begin building a talent pool through training and development that can continue to run and enhance state government.

Does participation in the succession planning initiative guarantee a future promotion?

No, participation in the succession planning initiative does not guarantee promotion. While participation in the initiative could enhance promotional opportunities, agencies will select the best qualified candidate for a leadership position. This person may or may not be a current employee.

What is key for success?

It requires an ongoing commitment of top executives, IT management, and human resources.

Is succession planning a short-term project that is receiving temporary emphasis?

Succession planning requires a long-term investment in staff. In many cases, it will take years, not months, to prepare staff for higher leadership levels. Pending retirements of the baby-boom generation are going to significantly impact state agencies. As a state, we must take a proactive approach to resolving this issue.

How do I measure long-term success?

When there is an adequate pool of skilled leaders and professionals prepared to meet future performance needs. When the gaps between current competency levels and the levels required to be an effective leader have been reduced and highly qualified leaders are ready when openings occur.

What are the steps involved?

Pre-planning is a very significant part of the succession planning process. During this step, the succession planning team is identified and the objectives of the program are defined to ensure that they are aligned and integrated with the agency's strategic goals and other human resource practices. Pre-planning also involves laying out the basic design of the program and establishing an Implementation Plan to ensure that the program is carried out effectively.

Isn't succession planning a form of pre-selection for a particular position?

No, best practices for succession planning focuses on preparing staff for assuming a higher leadership level, not a particular position. For example, there are competencies that division/office directors and assistant division directors have in common. If we enhance these competencies in current staff, there will be a better chance of identifying internal candidates to fill these positions as they become vacant.

Why do current managers have the first opportunity to be developed for higher leadership levels?

Best practices call for a top-down approach to succession planning. Agencies are encouraged to start at the top level of leadership in the organization that is not appointed or elected and work throughout the agency in successive leadership levels. This method has been proven to work.

Will training be offered on the succession planning process?

The Department of Technology Services will be offering training sessions for Succession Planning. The dates scheduled are 5/22-25 and 5/29-31.

