



RIVERSIDE COMMUNITY
COLLEGE DISTRICT

Workforce Succession Plan



Table of Contents

Introduction **Error! Bookmark not defined.**

 Purpose 2

 Strategic Alignment 2

Workforce Succession Goals 3

Institutional Assessment..... 4

Stakeholders 5

 Collaborative Strategy Planning 5

Budget 6

Communication Strategy 6

Succession Planning – Institutional Strategies 7

 Classification 7

 Recruitment..... 7

 Internships..... 7

 Performance Management..... 8

 Career Counseling..... 8

Succession Planning – Employee Development 9

 Identifying High Potential Employees 9

 Professional Development..... 10

Plan Assessment..... 11

Introduction

Purpose

The Riverside Community College District (RCCD) Workforce Succession Plan was developed to ensure the organization's business and service needs are consistently met by professionally developing employees to fill key, critical roles. This plan will present a viable solution for RCCD to maintain effective levels of service during inevitable times of transition.

In collaboration with applicable constituency groups, succession planning will focus on recruiting, retaining, and developing staff to fill critical positions within the organization. Further, the plan is set forth to bring overall positive results to the organization in terms of allocating resources for staff development, improving current staff competencies, and attracting a high caliber of new applicants. The plan is devised to address current challenges faced when a vacancy occurs, such as the retention of institutional knowledge.

An effective workforce succession plan shall allow an organization to utilize employees more efficiently and effectively, will assist in ensuring replacements are available to fill critical roles, will provide realistic staffing projections for budgeting purposes, and will prepare RCCD for restructuring or expanding its workforce (DOPLR Workforce Planning Publications Editor, 2008).

This document serves as a guide for staff and managers to navigate through implementing an effective workforce succession plan. It will provide guidance on how to breakdown organizational silos, address weaknesses in performance management, and diminish the systematic notion of lack of inclusion.

This initiative will continue to evolve and grow to meet the needs across the organization.

Strategic Alignment

The workforce succession plan will be implemented in conjunction with RCCD's Strategic Plan. The plan shall remain fluid to incorporate any changes in direction of the Strategic Plan and should be considered as a sub-plan of RCCD's Strategic Plan. The plan will also work in alignment with the District's comprehensive professional development plan. As part of the overall structure, a success analysis will be conducted to ensure the plan is providing the results the institution needs. During

Workforce Succession Goals

The RCCD Workforce Succession Plan will align staffing and leadership needs with the organization's current and future strategic objectives. It is designed to create an organization that supports the value of continuous growth and development, not only for the students, but for staff as well. It will inform and educate employees of the opportunities for self-development and how to prepare for future career opportunities within the organization. In support of RCCD's strategic goals, the plan will have institutional impacts to improve the overall functionality of the organization.

Plan Goals

- Identify employees who have the potential to assume greater responsibility within the organization.
- Provide development opportunities to staff, faculty, and management
- Provide and obtain support from management to implement a development plan for high-caliber employees to achieve optimal performance
- Create a strong, knowledgeable workforce as a pool of internal candidates for future vacancies
- Build a diversified workforce
- Forecast staffing levels and needs
- Attract, retain, and prepare staff for future career opportunities within RCCD
- Forecast and identify current and future gaps between the changing needs of RCCD and its staff complement
- To build a custom professional development program for staff, faculty, and management

Institutional Impacts

- Revise of hiring policies and procedures
- Update job description to truly reflect current competencies
- Collaborate with constituencies to improve employee evaluation tools and processes
- Build business continuity throughout RCCD outside college silos

Institutional Assessment

In consultation with applicable constituency groups, the District will develop assessment tools to survey management, staff, faculty, and students. The surveys will be designed to capture critical information to assess the organization's current workforce structure and needs, as well as assist in determining future talent needs. Before implementing the strategies of the succession plan, the following must be identified via the institutional assessment:

- Current Professional Development Needs
- Current Staffing needs
- Challenges for RCCD in the next 1-5 years
- Critical positions imperative to service continuity
- Core competencies, knowledge, and skills within critical positions that can be utilized for current needs and developed for future needs
- Organizational Climate

In addition to the institutional surveys, the District shall conduct an analysis of the demographic and professional profile of current staff, as well as external market trends. The analysis of current staff will identify the potential of staff turnover due to natural attrition or early retirement incentives. The analysis will also identify the potential career patterns of the current workforce and assist in recognizing potential successor candidates. It will assist in highlighting department vulnerabilities due to staff turnover and loss of knowledge.

Examining external market trends will help define the District's growth opportunities in terms of competitive salaries, benefits, hiring incentives, the potential quality and diversity of applicant pools, and the ability to retain employees. As defined under the purpose statement, the succession plan shall be a living, working document that can be changed to not only address the changes in the organization's strategic plan, but to address changes in market labor and conditions.

Stakeholders

In compliance with Shared Governance, the District will work collaboratively with all constituency groups to ensure the plan is successful in developing internal talent. The organization must engage in a cooperative, participatory union-management and employee-management environment for succession planning to be successful. Creating a cohesive partnership with all constituencies will provide the institution with (Kesler & Schuster, 1993):

- Clarity of direction
- Cooperation between management and represented groups
- Increased employee involvement
- Change in organizational culture
- Enhanced training for management team members and union leadership
- Sharing of gains between employees and management

Collaborative Strategy Planning

The District will engage key organizational and union leadership roles to develop tools and an effective approach to implement the RCCD Workforce Succession Plan. A designated team of District representatives will meet with leaders of each constituency group to determine the plan approach, including, but not limited to, communication strategy, budget constraints and concerns, professional development formats, applicable revisions to duties performed within specific classifications, and the integration of plan initiatives within collective bargaining agreements. This process will build and maintain the joint effort between employee groups and management in making this initiative benefit the employees.

Individuals involved in the strategy planning process will need to clearly understand the purpose of succession planning and must be able to identify feasible resources and time frames for employee development. These key role players must be willing to adopt different methods, strategies, and tools, outside the “normal” flow of operations, to address the organization’s culture, needs, and employee development. The strategy planning process shall identify meaningful outputs that support RCCD’s objectives, budget, staffing requests, and strategic plan, as well as improve working relationships to improve trust and credibility (DOPLR Workforce Planning Publications Editor, 2008).

Budget

The RCCD Workforce Succession Plan will operate within the fiscal parameters of the institution's budget. Programs and initiatives that fall within the succession plan, such as professional development, will incur expenses. As such, funding shall be allocated to support the district-level succession plan. Allocation of funds will be reviewed on a fiscal year basis and in consideration of other institutional expenditures, such as general salary increases and benefit costs. The amount of funding shall be determined and communicated with constituency groups prior to the development of initiatives.

Funding for additional positions will align with the department planning process and departmental priority. Individual departments maintain the responsibility for allocating funds within the department budget to promote workshop, conference, and training attendance for assigned employees.

Strategic Communication

The communication component of the Workforce Succession Plan is vital in ensuring that the plan is successful. Gaining and maintaining momentum and commitment from management and staff is key to effective succession planning. Once development methods have been vetted and selected with each constituent group, transparent, inclusive communication must be conveyed to respective employees. To obtain optimal participation, it is essential that the District communicate the following components in a timely manner (Northwest Public Power Association, 2015):

- The overall Workforce Succession Plan
- How the plan will benefit and impact the employee
- Clear development opportunities and methods and how it will align with the institutional staffing need
- Delineated management and employee roles within each development opportunity
- Specific timelines for each development opportunity
- Development opportunities are meant to prepare an employee to be a viable candidate for internal succession

Union leadership and other employee group representatives will be a critical District partner in promoting employee participation. Union leaders and representatives can reach employees at a local level to assist with concerns, answer questions, explain the alignment between the opportunity and the succession plan, and provide clarity. The District shall commit to continuously announce development opportunities associated with the Workforce Development Plan. It is important to communicate plan initiatives, opportunities, and outcomes to stakeholders to build an inclusive environment and provide transparency in this fair and equitable planning process developed to meet the long-term needs of the institution (Minnesota State Colleges & Universities, 2013).

Succession Planning – Institutional Strategies

Classification Structure

The District must conduct a comprehensive analysis of the current classification structure. To attract and develop the best qualified employee, there must be a clear defined career ladder for the individual. Where feasible, there shall be a nexus between classified positions, faculty roles, and management positions leading to the next promotional opportunity. By utilizing professional development resources, an employee will obtain experience, coaching, or mentoring to develop skills and competencies needed for the higher-level position.

Recruitment

RCCD's recruitment policies and procedures need revisions to allow for an improved streamline process and robust recruitment efforts. The application requirements and interview process will need to accurately conform to the individuals entering the workforce. As new generations enter the workforce, a different level of expectation is expressed by viable candidates. The current application and interview process may be perceived as outdated, bureaucratic, and can pose unintended barriers for top talent.

The Human Resources department will partner with key stakeholders to review and revise policies and procedures to align with current market trends and allow RCCD to remain competitive in the labor market. The following are topics that may be discussed to improve the quality of candidate pools and encourage internal promotion:

- Application requirements
- Committee composition
- Interview structure and phases
- Alternative interview modes (for applicant and committee members)
- Internal and external Fair Employment/EEO Representative training
- Consideration for internal applicants

Internships

RCCD currently has a need to create and maintain a pipeline for viable candidates. By partnering with local four-year academic institutions, the District may develop an internship program which will allow newly graduated individuals the opportunity to obtain staff experience in a public setting, while simultaneously creating a pool of trained and experienced candidates for the District's future needs.

A Faculty Internship Program will provide an opportunity for individuals interested in pursuing a community college teaching career through semester length internships, which pair interns with discipline-related mentors. The program is intended to help develop a pool of potential candidates that reflects the diversity of RCCD (Long Beach City College Faculty Internship, 2017).

Succession Planning – Institutional Strategies (Continued)

Performance Management

Performance evaluation tools must measure the true competencies an employee is required to possess to perform the essential functions of the position. In addition to evaluating an employee's skill level in a position, the evaluation shall be used as a development tool for employees. Managers must utilize this tool to outline areas of development for the employee, provide measurable expectations, and deliver feedback on strengths, weaknesses, and goals. The performance evaluation is an important resource in assisting a manager determine whether an employee is a high potential employee. The tool must be used efficiently to ensure that it is a proper indicator of an employee's potential for succession. The institution must step away from considering the performance management process as a single, annual event via the evaluation process. Performance management is an ongoing development process that requires participation from management, staff, and faculty.

Career Counseling

RCCD shall utilize internal resources, such as the Career and Transfer Center, to provide employees the opportunity to obtain career counseling and assistance with training and education plans.

Succession Planning – Employee Development

Identifying High Potential Employees

Once key succession plan positions have been identified within the institution, RCCD will identify the high potential employees who are current, viable candidates or may be viable candidates in 2-5 years. Management team members will evaluate the performance and potential for each high potential employee in their area.

One method of evaluating the current workforce is by utilizing the “nine-box matrix” (illustrated below). One axis is “performance” which shall be measured by performance reviews. The other axis is “potential” which shall refer to the employee’s potential to grow one or more levels in a management or professional capacity (PBP Executive Reports, 2012).

			Potential		
			High		Low
Performance	High	High Performance High Potential 1	High Performance Medium Potential 2	High Performance Low Potential 3	
	Medium	Medium Performance High Potential 4	Medium Performance Medium Potential 5	Medium Performance Low Potential 6	
	Low	New to Position 7	Low Performance Medium Potential 8	Low Performance Low Potential 9	

Once an employee has been identified as “high potential”, department managers must meet with Human Resources to determine the best plan for development. Development plans for employees will align with contract language, policies, and/or any applicable negotiated terms.

The Workforce Succession Plan is intended to capture an employee’s potential at all stages of the career ladder. Although an individual may not be identified as high potential employees, they may strong contributors to the organization and will be afforded the opportunity for professional growth.

Succession Planning – Employee Development (Continued)

Professional Development

Identified high-potential employees shall be professionally developed for the next leadership or professional role. The District has developed a comprehensive Professional Development Plan for staff, faculty, and management. The plan will remain flexible and fluid to address, update, and incorporate new development opportunities such as:

- Tuition Reimbursement
- Mentoring
- Job Shadowing
- Apprenticeship Programs
- Temporary Project/Program Leadership Opportunities
- Cross-Training
- In-Service Training
- Workshops and Conferences

Please refer to the RCCD Professional Development Plan for specific information on goals, District/Union roles, and methods for professional development.

Plan Assessment

The District must annually evaluate, analyze, and, if needed, adjust the Workforce Succession Plan. It is imperative to have a plan assessment process to respond to changing needs, measure employee progress, assist with accountability, and adjust components that may not be working.

District Climate/Environment

An annual review of the District's strategic plan, goals, and objectives will ensure that the succession plan is addressing the staffing and business needs of the institution. Additional internal components, such as an early retirement incentive, may change the direction or approach for the succession plan. If District needs or goals have changed, the succession plan shall be updated to support the new objectives.

Evaluation

The District must evaluate the succession plan to determine if employees are meeting established benchmarks and/or has generated the desired outcomes. In consultation with applicable constituency groups, the District may hold meetings, focus groups, and distribute surveys to gather quantitative data to assist in determining the plan's success. Data gathered during this evaluation period will generate information to determine:

- Number of successors who assumed targeted jobs
- Number of positions filled with internal candidates
- Number of employees who have reached/completed development goals
- Time-to-fill metrics
- Interns hired permanently
- If the labor/management collaborative process is working

Revisions

The Workforce Succession Plan is an ongoing, fluid document. If the information gathered during the evaluation period indicate changes in institutional goals or that the current plan structure is not yielding the results needed, changes shall be made to the plan to address the areas of opportunities. Changes to the plan shall be considered annually, made in collaboration with constituency groups, conducted in a timely manner, and thoroughly communicated to the District community to mitigate confusion.

Developing

In consultation with your manager, a personal development plan can be developed separately or as part of the Performance Evaluation process to assist staff in reaching their career goals. A template for a development plan is attached hereto.