



Employee-Driven Succession Management for an Inclusive Workplace

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The Best Strategies Today for Great Government Tomorrow

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Norms

- Have access to chat box and be ready to type.
- Avoid possible disruptions for others by refraining from taking other calls or participating in other work activities.
- Participate actively with full presence.
- Ask for what you need (on chat).



Agenda



Introduction to
Succession Planning
and Management



Impact to Diversity
and Inclusion



Succession Planning
Approaches



Tips for Inclusive
Succession Planning
and Management



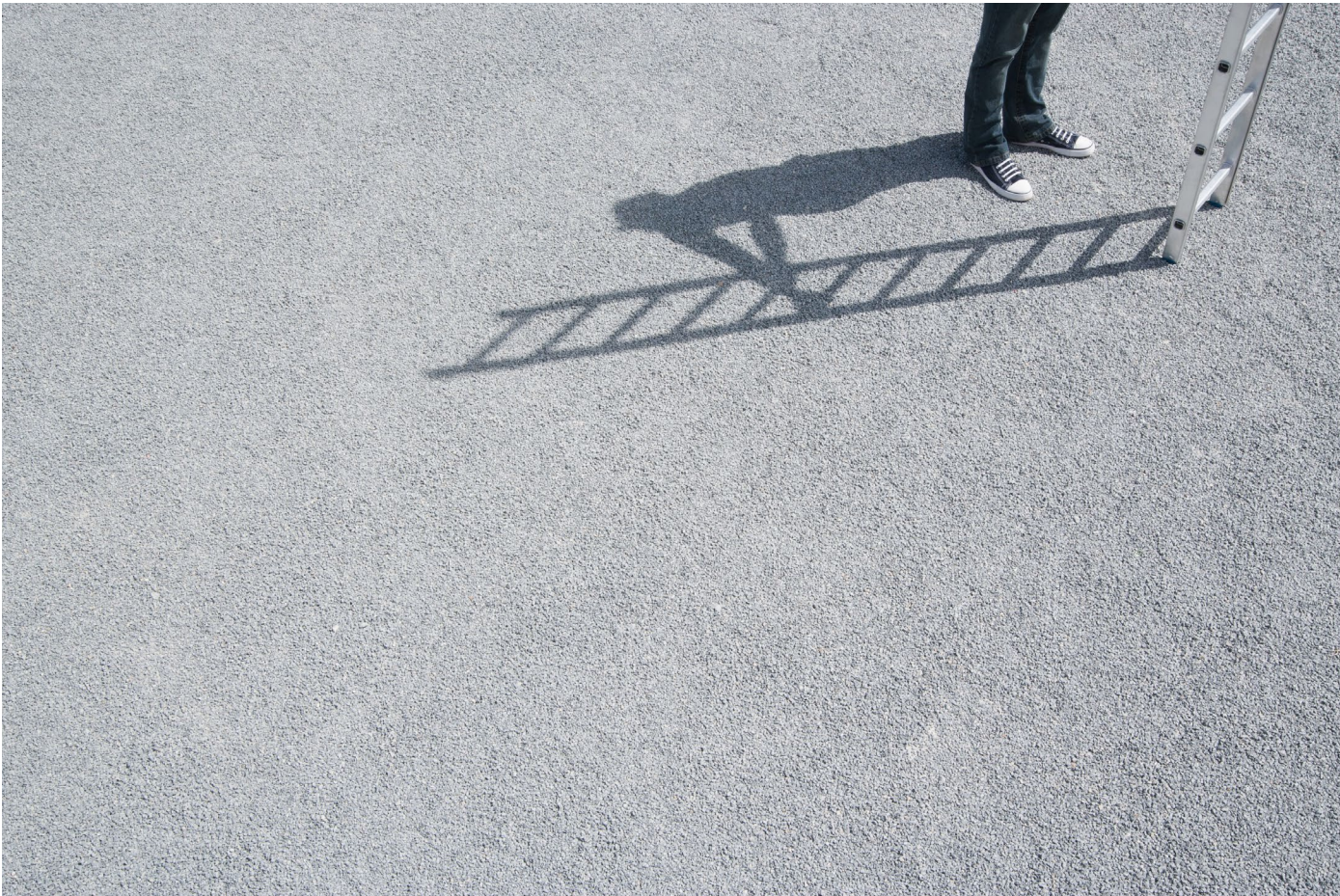
Actions for
Supervisors and
Employees



Q&A



Reflection



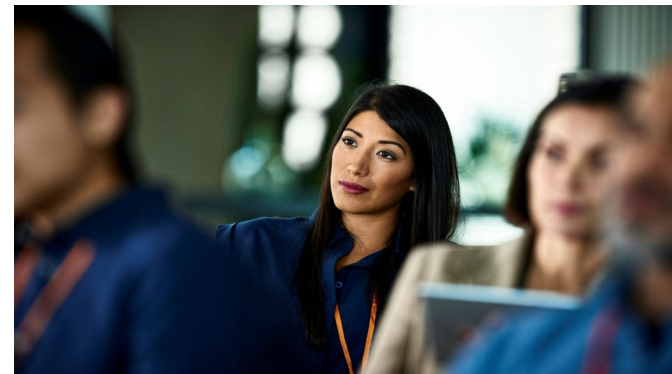


What is Succession Planning?



Organizational preparedness

Succession Planning is defined as the systematic **process** of identifying and developing a diverse and skilled pool of employees who are ready and able to assume a leadership (or other critical) role in the organization.



Internal development

Succession Planning and Management includes future-focused **strategies** for developing employees for potential career roles in your organization —a driver for engagement, retention, and diversity, equity, and inclusion.



Benefits of Succession Planning



Prepared for both
planned and unplanned
attrition



People are ready to
advance and meet
organizational objectives



Less time and expense
spent on sourcing talent



Common Concerns

How can succession planning build a more diverse leadership pipeline?

Isn't succession planning intended to only target a select few?

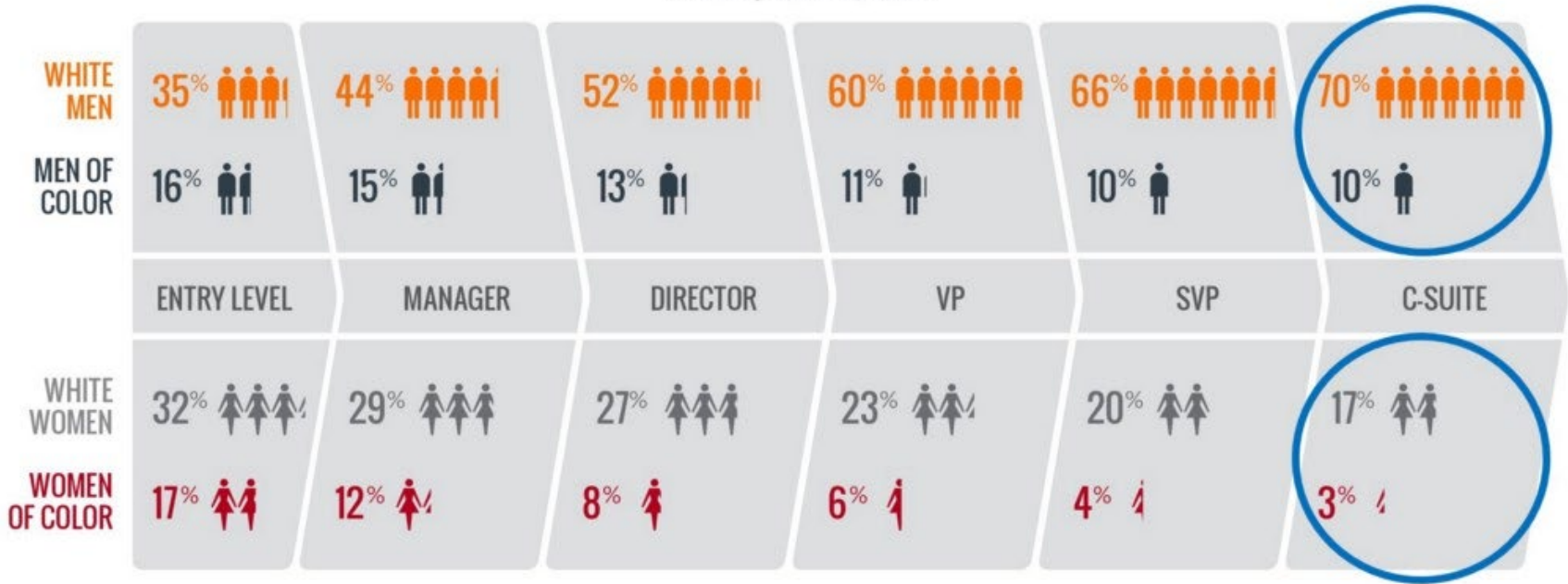
What should we tell employees about the succession planning process?

Is succession planning pre-selection?



Diversity in Leadership Pipeline

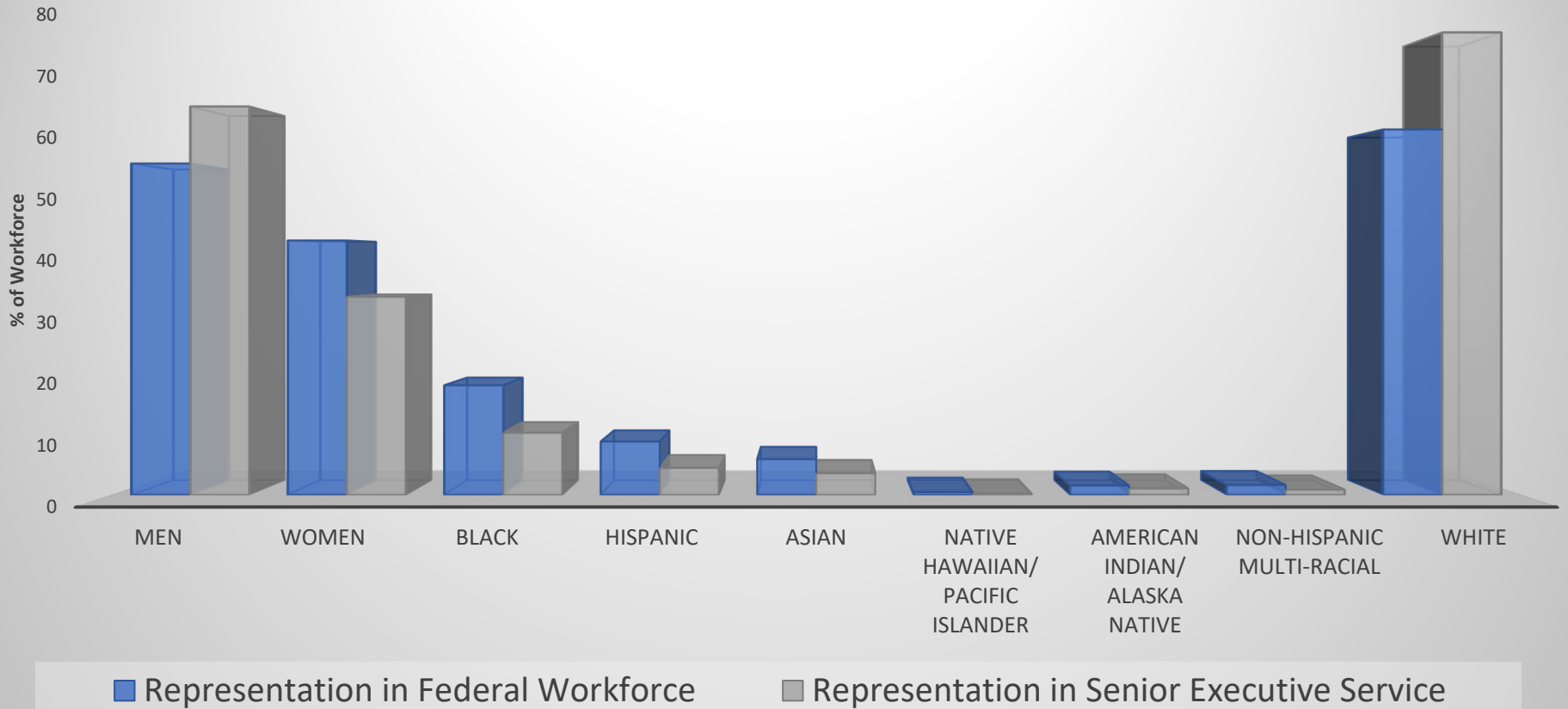
Race and Gender Representation in the Corporate Pipeline % of Employees by Level



Source: [Medium, 2017](#)



Diversity in the Federal Pipeline



Source: [2018 Federal Equal Opportunity Recruitment Program \(FEORP\) Report, OPM](#)



Approaches to Succession Planning and Management

Top-Down Approach

- Includes management and HR
- Focused on Executive positions and pipeline
- Emphasis on identification and assessment of pool
- Link to formal leadership development

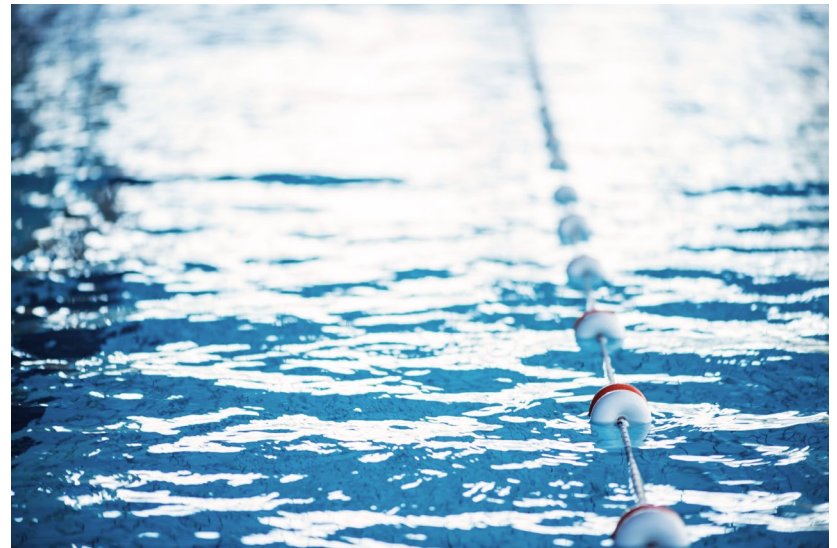
Employee-Focused Approach

- Includes transparency and communication across all levels
- Targets line-level employees' career progression
- Emphasis on career development and aspirations of employees



A More Diverse and Inclusive Talent Pool

The emphasis in employee-focused succession planning goes beyond *identifying* the talent pool to *expanding* and even *redefining* it.





Impact of *Employee-Focused* Succession Planning



Retain top performers and high potential workforce



Address some performance and engagement issues



More inclusive, leading to more diverse talent and leadership pipelines

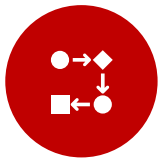


Positive Impact on Diversity, Equity, Inclusion, & Accessibility





Tips for Inclusive Succession Planning and Management



Deploy a clear and transparent process



Equip supervisors and employees for career conversations



Track diversity data across positions and levels



Analyze the talent pool with objective assessments



Include ALL employees at ALL levels



Empower employees to seek developmental opportunities



Target outreach for underrepresented groups



Broaden typical talent pipelines



Help employees envision career paths



Call to Action: Building Inclusive Succession Management Practices





Key Take-Aways

Role	Actions
Leaders	<ul style="list-style-type: none">• Set a broader vision for succession planning• Provide resources and support for career development activities• Set succession management goals and measure success
HR	<ul style="list-style-type: none">• Expand succession planning beyond Executive levels• Build in equity, objectivity, and inclusion to the process• Tie career development to succession goals• Measure diversity in the pipeline; recommend targets and actions
Supervisors	<ul style="list-style-type: none">• Ask all employees about career goals, leverage IDP for long-term growth• Conduct “stay” interviews• Think about the “readiness” of your team and how to expand that pool
Employees	<ul style="list-style-type: none">• Think about your own career goals – how can you demonstrate and communicate those to your supervisor• Engage in self-assessment and self-development



Questions?





PUBLIC SERVICE RECOGNITION WEEK

Thank you for your participation & service to our nation!

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