



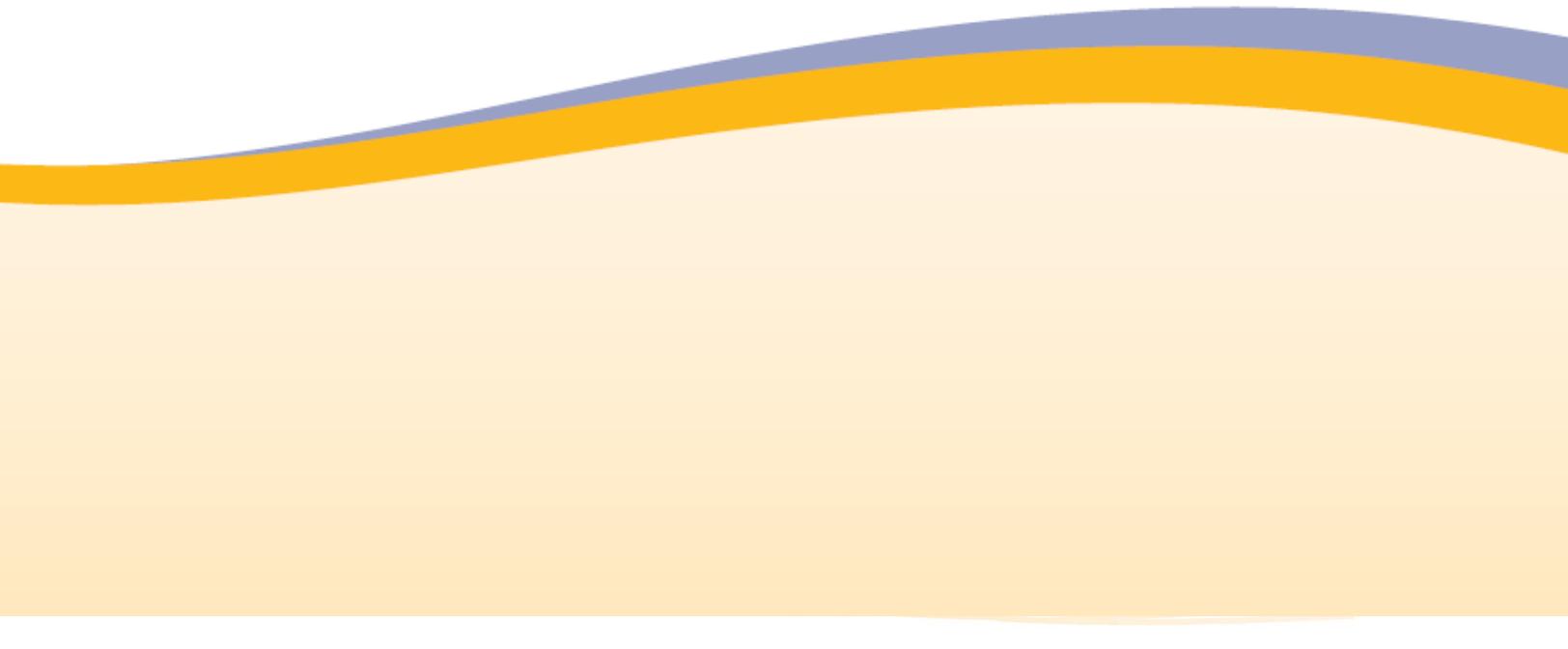
Final Report

DECEMBER 2008

Succession Planning Best Practices and Tools for the Canadian Electricity and Renewable Sector



Funded by the Government of Canada's Sector Council Program.



This project was funded by the Government of Canada's Sector Council Program.

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About the Electricity Sector Council

Approximately 100,000 Canadians are involved in the generation, transmission and distribution of one of our country's essential utilities: electricity. Their work powers homes and businesses across the country, fuelling everything from light bulbs, cell phones and refrigerators to water treatment plants and road vehicle assembly lines.

The Electricity Sector Council provides support to this dedicated team by working with industry employers and other stakeholders to research and resolve human resource and workplace development issues.

This report is also available in French and can be obtained electronically at www.brightfutures.ca

Acknowledgements

This Study of Best Practices and Tools for the Canadian Electricity and Renewable Sector was made possible by the following.

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In addition, we would like to acknowledge the generous time and support of the employers, associations, educational institutions, unions and other key stakeholders who participated in this study

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Executive Summary

Overview

Research indicates that retirements in the electricity sector will have a substantial impact and could pose a significant risk to the future of the industry. During a recent study by the Electricity Sector Council (ESC) in partnership with Human Resources and Social Development Canada (HRSDC) to better understand the extent of the labour supply – demand gap, employers reported that 28.8% of the current electricity workforce is expected to retire in the next four years¹. Based on retirement estimates, the implications are that the industry will be short between 20,000 and 25,000 employees by 2012.

This report provides information on the issues, challenges and best practices regarding succession planning within the electricity sector. The report highlights the research findings collected through industry stakeholder interviews, a survey and a focus group as well as a literature and internet review of available data from the industry and like-minded sectors both domestically and internationally. Furthermore, this report provides an overview of the tools both recommended and developed to address some of the most pressing succession planning needs of the sector as indicated by the research findings.

Succession Planning in the Electricity Sector: Overview of Findings

General observations

1. The labour markets main challenges are the impending mass retirements of baby boomers, the increased average age of the Canadian population and the lack of responsiveness from the education system to industry need.
2. Organizations in the electricity sector are using a variety of key strategies to ensure effective succession planning, these include: competency management, use of performance management tools, identification of competencies and critical positions, developmental programs, graduate trainee programs, partnerships with colleges and universities, apprenticeship programs and finally, programs related to adequate knowledge transfer
3. Succession planning strategies in other sectors within Canada, United States, Australia, and the United Kingdom also include: an emphasis on recognition and rewards, competitive compensation, cross-training, mentoring and coaching programs, phased in retirements, attracting employees from non-traditional groups, marketing positions to youth and retired individuals.

Development of Succession Planning Tools

A number of succession planning tools were recommended for development, based on the review of best practices in succession planning and current practices and needs in the industry. These recommendations were presented to the Electricity Sector Council's Succession Planning Steering Committee who after careful review selected the following tools to be developed to meet the most pressing needs among the industry. The tools

¹ The main findings of the 2008 Labour Market Information Study can be viewed at <http://www.brightfutures.ca/lmi/en/reference.html>.

themselves can be accessed on the Electricity Sector Council website at www.brightfutures.ca.

- TOOL 1: Succession Planning Policy
- TOOL 2: Succession Planning Process and guidelines
- TOOL 2a: Future Oriented Job and Task Analysis
- TOOL 2b: Evaluation Tool
- TOOL 3: Manager's Succession Planning Worksheet
- TOOL 4: Replacement Charts - Template/ Guidelines for measuring Bench strength
- TOOL 5: Communication Strategy

Succession planning traditionally focuses on talent management for leadership and critical positions and is considered to be a subset of overall workforce planning. With this in mind, the ESC Succession Planning Steering Committee decided to create a parallel set of tools aimed at identifying gaps in occupations and skill-sets at all levels of the organization, rather than identifying single critical positions or potential successors. These workforce planning tools are also available on the website.

Next Steps and Recommendations

Following the release of the succession planning tools online, it will be important to obtain feedback from industry users to determine if the tools are both appropriate and practical. Two approaches would assist the Council in obtaining feedback which could be used for a timely update of the tools, most likely between six months and a year after release to allow a sufficient period of use.

- An online feedback form comprised of both closed and open questions to obtain specific feedback and general comments. This feedback form should be available for as long as the tools are accessible to encourage ongoing feedback and improvement to the tools. Respondents should have the option to remain anonymous to encourage honest and candid feedback. The use of structured questions will allow the data to be gathered and analysed to determine consistent responses and trends.
- Implementation of a pilot assessment of the tools within an industry organization who will be initiating a succession planning process (preferably in full, but partial components of the process could still be useful in assessing certain tools). The tools would be evaluated for their ease of use/comprehension and their ability to deliver on objectives e.g. the ability of the Managers Worksheet tools to assist with identifying critical positions.

Of the tools recommended, several were not selected for development during the first stage of the project and can now be reviewed to determine additional tools to complement the existing set. The ESC Succession Planning Steering Committee has already approved the development of an online coaching/mentoring toolkit that will assist organizations and employees with developing internal coaching skills. This is an important step in the full succession planning cycle as internal coaching provides opportunities for employees to obtain ongoing guidance and support from more experienced employees, facilitating knowledge transfer and personal development towards the critical skills required in the organization. The Canadian Automotive Repair and Service Sector Council (CARS) has previously developed an online coaching tool and have agreed to share the content with the

ESC for their own tailoring and development. The tool is expected to be released by the ESC in early spring 2009 and will take the form of an online tutorial with small assessments at the end of each module to test user-knowledge.

One fundamental HR practice that links the succession planning process of identifying critical positions and potential successor with the internal development of these selected employees is the identification of skills and competency gaps. This is an essential component of the cycle as it determines individual and organizational development needs in order to focus the direction of learning on the appropriate skills required. The final recommendation is therefore to consider the development of a Competency Gap analysis tool to identify and document competencies and competency gaps in order to develop learning plans in the context of professional development and career planning. For a given position, it describes the required behaviours for each competency so that you can compare them with an employee's example behaviours. The main features of such a tool would be:

- Identification of the level of proficiency at which an employee is currently operating.
- Evaluation of the employee's competencies and identification of gaps.
- Recommendations of learning activities to close competency gaps
- Guidelines on using competencies for the performance review cycle and whenever learning needs are assessed.

The development of this tool appears to be the next obvious step in succession planning but it would be advisable to gain additional feedback from users of the existing tools to understand their most pressing needs.

1. Introduction

1.1 Background

Research indicates that retirements in the electricity sector, combined with a diminishing supply of suitably trained new workers, will have a substantial impact for the sector and could pose a significant risk to the future of the industry. Based on employer estimates from the 2008 Labour Market Information Study 'Powering Up the Future', 28.8% of the current electricity workforce is expected to retire between 2007 and 2012, almost 5% per year. All lines of business within the electricity sector are expected to experience significant retirements, and will require large numbers of new staff to fill the vacancies.

The effects of such a large group retiring in a short span of time could include:

1. infrastructure projects slowed or stopped due to lack of human resources;
2. reliability lessened due to not enough staff to maintain system support;
3. cost of production increased;
4. one company failing and impacting on many others (e.g., 2003 North-East blackout);
5. new entrants in the workforce who reduce safety and productivity (new workers are less productive and knowledgeable).

When coupled with the fact that employees in the trades currently require five or more years of on-the-job training to become proficient at their job, and 10 to 20 years to develop leadership/managerial skills, retirement poses a significant safety and performance risk. Retiring workers, representing nearly one-third of a million years of expertise, will be replaced by staff with marginal practical experience.

1.2 Report content and research methodology

In 2008, the Electricity Sector Council (ESC) conducted a study on succession planning in the electricity sector to identify best practices and develop tools for industry members to use in implementing succession planning in their own organisation. Information on succession planning theory, current industry practices and practices in place in other countries and other similarly-minded sectors was collected by:

- Conducting an in-depth review of the literature available on succession planning theory
- Reviewing the research on the human resources challenges faced by the electricity sector to identify potential barriers to successful implementation
- Preparing case studies on specific organisations that are leaders in succession planning in the industry
- Conducting an industry-wide survey on succession planning practices
- Conducting one-on-one interviews with industry stakeholders

- Leading a focus group with industry executives on succession planning challenges, best practices and tools

The data collected was subsequently used to identify best practices for the sector and identify the types of succession planning tools that would best help the industry implement succession planning. This report presents the research findings and contains:

1. An overview of succession planning:
 - Definition and general concepts
 - Challenges
 - Benefits
 - Best Practices
 - Implementation Strategies
2. A review of available research and data for the electricity sector
 - Labour and sector overview
 - Case studies on best practices domestically and internationally
3. An overview of the results of the survey administered to stakeholders
4. A summary of the results of interviews with industry stakeholders
5. A summary of the results of consultations with industry stakeholders
6. Tool recommendations and development

Succession Planning Best Practices Highlights

1. To be fully effective, succession planning must include leadership positions as well as middle-management and technical positions
2. Succession planning can benefit the organization by reducing staff turnover, reducing the cost and the turnaround time to fill vacancies, mitigate the risk of sudden departures, increase organization's appeal to investors and potential employees and align the staffing strategies with the overall business strategy of the organization.
3. Identifying talent is at the very core of the succession planning strategy.
4. There are barriers and challenges that can be overcome with proper preparation, implementation and evaluation.
5. Succession planning is part of an integrated strategic business plan.
6. Regular and formal process should be used to identify 'key' and 'vulnerable' positions in organization
7. Competency-based assessments can be used to determine 'readiness' and 'potential' for future placement
8. Formal Development programs need to be implemented that include job rotation, assignments, action learning programs, mentoring, tuition reimbursement, assessment of competencies / performance)
9. Job matching systems can be used to assess employee competencies against job competency profiles
10. Employee self-help planning tools (career planning workshops, workbooks) can be used as part of development plans

Survey findings

1. A large percentage of the survey respondents will experience a large rate of retirement in the next 5 to 10 years.

2. Respondents have indicated that they have an adequate turnover calculator, established leadership development processes, formal mentorship programs, and most have a paper-based succession planning system in place
3. Respondents have indicated that they would like to have the following tools to better address succession planning: evaluation method to determine critical or high impact positions, succession planning effectiveness evaluation method, and additional career development tools.

Focus group findings

1. Succession planning should focus on replacing people rather than replacing skills.
2. Efforts should be made to hire people who have the potential to develop new skills.
3. Management must be committed to succession planning.
4. A wide range of tools is currently being used by the industry as part of succession planning strategy: performance reviews, assessment centers, coaching, competency-based development plans, and lateral management assignments.
5. Tools that would be needed include: formal way to identify critical positions, tool to map an employee's developmental career plan (including upward and lateral movements), and tools to facilitate knowledge transfer

2. Succession Planning – Overview & Concepts

SECTION HIGHLIGHTS

- To be fully effective, succession planning must include leadership positions as well as middle-management and technical positions
- Succession planning can benefit the organization by reducing staff turnover, reducing the cost and the turnaround time to fill vacancies, mitigate the risk of sudden departures, increase organization's appeal to investors and potential employees and align the staffing strategies with the overall business strategy of the organization.
- Identifying talent is at the very core of the succession planning strategy.
- There are barriers and challenges that can be overcome with proper preparation, implementation and evaluation.
- **Succession planning is part of an integrated strategic business plan.**

2.1 Succession planning overview^{2, 3, 4}

Succession planning - The process of identifying long-range needs and cultivating a supply of internal talent to meet those future needs. Used to anticipate the future needs of the organization and assist in finding, assessing and developing the human capital necessary to the strategy of the organization.

Source: SHRM HR Glossary of Terms, www.shrm.org

Organizations are or will be facing two main workforce challenges: the tightening of the labour force market and the impending mass retirement of baby boomers. Key leadership, technical and specialised positions will soon be vacant. Retirements and departures mean that a vast amount of corporate memory, and specialised knowledge and expertise will be lost. To face these challenges, organizations must consider formalized ways to ensure that the business will not suffer from those departures. As such, succession planning is now part of many organizations strategic human resources planning. They have recognised the need for long term planning as well as the advantage of having a quick turnaround to replace key players in the organization.

Traditional succession planning involves implementing a formal process to identify, evaluate and develop candidates internally (and occasionally externally) to fill key leadership positions within the organization. These roles are usually limited to higher management, including the CEO position. However, more and more organizations are also now including middle management and other positions to include in their succession plans. More companies are recognizing that technical and specialised positions within their organizations will soon be left

² R.A. Malatest & Associates Ltd. (February 2003). *The Aging Workforce and Human Resource Implications for Canada's Sector Councils*.

³ Cantor, P. (January/February 2005). *Succession Planning: Often Requested, Rarely Delivered*. Ivey Business Journal.

⁴ Wilkerson, B. (2007). *Planning for the Future: Next-Generation Practices in Succession Planning*. Watson Wyatt Worldwide.

vacant and the expertise will be difficult to replace without a formalized strategy to either identify talent externally or develop potential internally. Thus, key to the succession planning process is the identification of critical talent.

A succession planning benchmark report *Succession Planning Strategies; The Right People, for the Right Jobs, at the Right Time* was completed in November 2006 by Aberdeen Group of Boston Massachusetts (www.Aberdeen.com) with support from AON Consulting. The report was based on an examination of succession planning procedures, experiences and intentions in over 200 organizations. Approximately, 72% of respondents were from North America with the remaining respondents from the UK and Asia-Pacific region. The education and public sector accounted for 7% of the respondents, high technology/software organizations included 10% of the respondents, finance, banking and accounting represented 14% with the remaining respondents from aerospace and defence, automotive and industrial products.⁵

The report indicated that despite the numerous benefits of a formalized succession planning process, companies have failed to make it a top priority and that to achieve results, companies need to start with the basics, create a strong process and then invest in the tools and technology.

- 74% of companies are implementing or planning to implement a succession plan
- 62% of companies are still using paper based solutions
- 26% of companies do not have a succession planning process
- 60% of companies considered “best in class” (the top 20%) are using an automated or partially automated succession planning system

The technology and process go hand in hand and as a whole, companies have not yet developed effective succession planning processes that can be sustained from year-to-year.

Key report findings

- 48% of companies identified the lack of succession planning tools and career development tools as their greatest challenge for succession planning
- New trends in succession planning include roll-out on an organization-wide level, more open systems and extending the timeframe
- Over half of the top performing companies evaluate their succession planning programs annually, quarterly or monthly
- Companies need to start with the process before investing in technology to enable an effective succession planning program
- When automating, companies should look for solutions that are competency-based and linked to reporting and analytics
- Companies should integrate succession planning with other processes of talent management.

Companies are looking for technology that includes:

- Collection of employee data including career history and skills (74%)
- Organizational charts/replacement charts (54%)
- Accurate development plans to enhance employee skills on an ongoing basis (49%)

⁵ Aberdeen Group of Boston Massachusetts. (November 2006). *Succession Planning Strategies; The Right People, for the Right Jobs, at the Right Time*. Retrieved from www.Aberdeen.com

- Internal recruiting process that matches potential candidates with the needed skills for planned positions (42%)
- Automated corporate-wide succession plans based on data (32%)
- Skill assessment testing (32%)
- Analysis of risks, preparedness, and succession scenarios (30%)

Current succession planning technology investments include:

- Performance management tools (75%)
- Assessment tools (54%)
- Development planning tools (53%)
- Career profiling tools (34%)
- Candidate search tools (24%)
- Team building tools (22%)

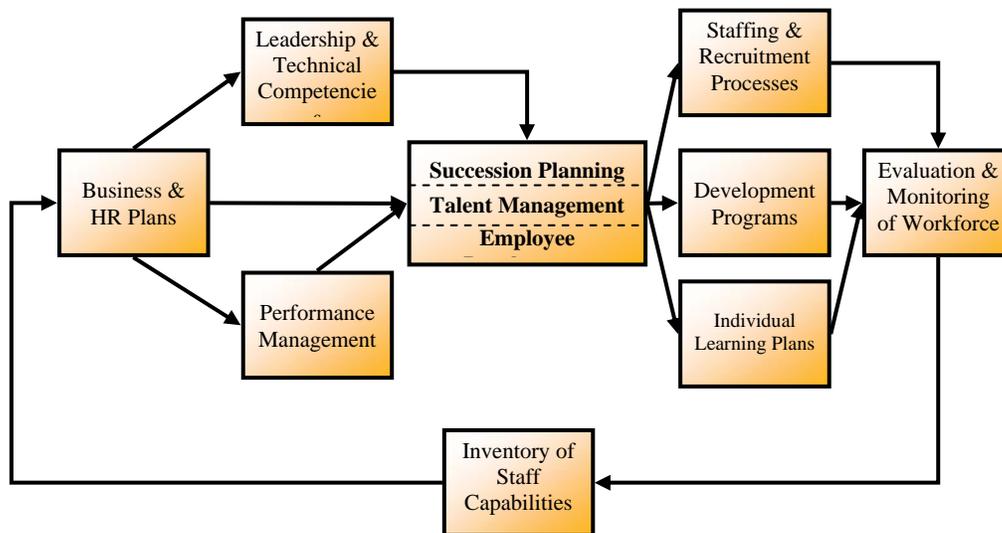
The report concludes with recommendations for action for companies in various stages of developing succession plans. For those initiating succession planning or lagging behind, it recommends to start with the process, measure performance and ensure that the succession planning initiative is company wide. For the industry average it recommends perfecting the process and then investing in technology, reviewing the success of your program to quantify how it affects retention, and linking succession planning with other processes of talent management. For “best in class” companies it recommends using metrics and ensuring that the succession planning process is competency based and tied into reporting and analytics.

2.2 The search for Critical Talent – the Talent Management Process

Talent management—broadly defined as the implementation of integrated strategies or systems designed to increase workplace productivity by developing improved processes for attracting, developing, retaining and utilizing people with the required skills and aptitude to meet current and future business needs.

Source: SHRM HR Glossary of Terms, www.shrm.org

Organizations have been re-thinking their human resources processes. As the market changes, the organization’s needs change. Thus, it is important for the organization to define the type of talent they require to grow and evolve their business now and in the future – critical talent. The Human Resources function used to be considered first and foremost a part of the business function of an organization, dealing strictly with the administrative aspect of managing the workforce (benefits & payroll). Today’s Human Resources role is strategic and its integration in all aspects of the business is recognized as a key to success. This strategic role involves 1) managing talent, 2) developing employees and 3) succession planning. As illustrated in the chart below, those three key activities are at the core of many Human Resources activities.



Best Practice Approaches to Talent Management^{6, 7}

To identify and manage talent, organizations need to look at the performance, skills and abilities of each employee, identify critical talent, positions and people and follow best practices.

Documentation to identify critical talent

- Employee performance appraisal
- Employee previous career history including:
 - Previous job challenges within the organization
 - Previous employment
- Development received and required
- Career interests
- Leadership potential
- Promotability (lateral and upwards)

Questions to answer when identifying critical talent

- What are the critical strategies, skills and abilities required for the organization today, in 5 years, in 10 years?
- What are the characteristics of the workforce pool required by the organization? Is there a shortage in specific occupations or skills? How will these shortages impact the organization?
- Who are the employees whose skills and knowledge are essential to the organization? Are these individuals difficult to replace?
- Which employees demonstrate potential, not only on the technical side, but also in terms of their ability to learn, lead or innovate?

Best practices in talent management

- Develop strategies to respond to threats and opportunities, while capitalizing on strengths and addressing weaknesses. Executives and HR determine strategic talent requirements, given key

⁶ (n.a.). (September 2004). *Best Practices in Talent Management*. AON Consulting Forum.

⁷ Development Dimensions International, Inc. (n.d.). *Nine Best Practices for Effective Talent Management*.

organizational strategies and challenges faced by the business; what are the critical positions, competencies, and values needed?

- Identify and evaluate key people. Who are the high-potential employees, the solid contributors in current roles, and the problem performers?
- Determine development and placement plans. Map out job assignments/rotations, task forces, and development and training.
- Implement plans and monitor overall process. Document actions taken, the resulting performance, and the emerging issues.

2.3 Benefits of succession planning⁸

The implementation of a formalized succession planning process may have several benefits for the organization:

Reduced amount of time and expenses to fill vacancies

A planned strategy to deal with vacancies means that potential candidates have already been identified internally or externally. The company can proceed with filling the position faster and does not have to resort to expensive staffing tools such as expensive advertising in publications or resorting to staffing agencies or executive search firms.

Readiness to deal with sudden loss of key players

Sudden illness and employee departures from the company for another frequently occur. An organization that has already identified temporary or long-term permanent replacements for key positions will mitigate the risk associated with sudden employee departures and minimize business disruptions.

Aligned staffing processes with the long term goals of the organization

Organizations have business strategies to ensure long term growth and profitability through the implementation of marketing & sales strategies, technological improvements and innovation. Organizations with successful succession planning strategies also align their staffing processes to ensure that the critical positions identified as well as the potential candidates can meet those business strategies. Staffing processes are designed to quickly and successfully identify candidates that will help the business grow and remain competitive on the global market.

Reduced staff turnover

Communicating to high potential employees that the organization is considering them as part of its long term plans is essential in retaining them. High potential employees will feel valued, and more attention will be given to the development and career plans. An employee who feels part of a long term organizational plan will be more loyal to the organization and feel a sense of ownership over the organization's development, growth and success.

Increased appeal to investors and prospective employees

⁸ Cantor, P. (January/February 2005). *Succession Planning: Often Requested, Rarely Delivered*. Ivey Business Journal.

A succession plan gives investors and prospective employees the same message: we are here to stay and we are thinking about the future strategically. Investors will be comforted knowing that the organization has a broad strategy involving its workforce and prospective employees will be attracted to a company that recognises its employees as a key driving force of the business.

2.4 Barriers and challenges of succession planning⁹

The following is a list of common pitfalls, barriers and challenges to avoid when implementing or running a succession planning strategy:

Not integrating succession planning with other processes

Succession planning should be aligned first and foremost with the strategic business plan of the organization. Furthermore, for it to be effective, it should also direct development and career planning, hiring and staffing. Succession plans should also be informed by performance appraisals, formal and informal performance feedback, employee interests, existing skills, abilities and knowledge.

Lack of support from top management

Succession planning must be aligned with the overall business strategy of the organization. As such, support from the CEO and from other top leaders of the organization is essential. Aligning succession planning with the business strategy means that not only will it be rolled out throughout the organization but that the positions and potential candidates identified in the plan will take into account the trends in the labour market, the competitive market, the strategic direction of the organization and drive the organization's development and growth.

Not communicating the succession plan to high potential candidates

High potential employees want to know that they are considered key to the future of the business. They are more likely to leave if they are not aware that they are considered an integral part of the organization's business plans.

Underestimating the potential of existing employees

Many organizations rely on external hires to fill the knowledge gaps or talent gap they have identified rather than look to high potential internal talent. Companies incur needless expenses and waste time consuming efforts to recruit externally when they could develop their internal resources.

Focusing exclusively on technical skills

The technical requirements of a position will evolve with time. Focusing exclusively on the current technical skills required for a position may lead the company to identify candidates with strong technical skills but who lack the soft skills required to be successful in the position as it will be in 5 or 10 years (such as leadership skills, continuous learning, teamwork, etc.)

Not offering training or development opportunities

⁹ Reed, C. (2003). *TIP SHEET: Succession Planning Mistakes*. Cultural Careers Council Ontario and Cultural Human Resources Council. (2003).

Employees should not be left to identify their own training programs or create their own opportunities. Companies should proactively engage employees in training or development programs and identify opportunities (courses, mentorship, job shadowing, lateral moves, etc.)

Consider only upward succession

While identifying candidates for leadership positions is important, thought should be given to include lateral succession plans to fill key positions.

2.5 Best practices in succession planning^{10, 11, 12}

The following are general best practices in succession planning recognised in the academic and business literature. Specific case studies of succession planning best practices within the electricity sector and similar types of sectors are found in section 3.2.

Ensuring management buy-in

- The process of preparing or implementing requires the support and endorsement of higher management, including the CEO. This can prove to be a challenge in proprietor-controlled organizations where the CEO may not be as open to discuss succession but is, nevertheless, important to ensure business continuity.
- Higher management must actively communicate and be involved in the alignment of succession planning with business needs, strategic orientation and plans.
- Higher management buy-in ensures that succession planning will be understood to be an organizational priority at every level of the organization, thus ensure full cooperation and participation from all levels of the organization.

Alignment with Business Strategy

- Succession planning must be an integral part of the human resource function and as such, be a strategic tool for higher management. These human resources functions include performance, development, learning and staffing.
- The succession plan is a tool to support and ensure that the business strategy of the organization comes to fruition in the short-term and the long-run.

Analysing business needs, including:

- Segments of the workforce or occupations that create value for the organization.
- Impact of retirements, departures, turnover of specific occupations or positions on the organization.
- Impact of retirements, departures, turnover on the workforce skills and ability to deliver and meet future demand.
- Availability of workforce for certain occupations or positions and the ability to staff key critical positions.

¹⁰ David Aplin Recruiting. (n.d.). *Succession Planning...now a critical need*.

¹¹ (n.a.). (September 2004). *Best Practices in Talent Management*. AON Consulting Forum.

¹² Development Dimensions International, Inc. (n.d.). *Nine Best Practices for Effective Talent Management*.

- Skills, abilities and competencies required in the immediate future, in 5 years, in 10 years.
- Potential risks and integration of remedial plans within the succession plan to mitigate consequences in the event of sudden departures or difficulty in staffing key positions to minimize business disruptions.
- Calculation and analysis of turnover rates, and cause, in key business areas with associated cost of replacement and risk to customer, productivity, innovation, and quality.

Fair, accessible, transparent process

- Ensure that a fair, accessible, and transparent process is used.
- Create a communication strategy that will ensure that all levels of the organization are made aware of succession planning.
- Invite managers and employees to participate in workshops and information sessions to learn about the succession planning process and their role in it.
- Use and create tools that support the process and that are easy to use and accessible.

Multilevel implementation

- Collaboration among key players and buy-in from stakeholders, including middle-management and operational levels.
- Planning must extend to all levels of the organization rather than remaining limited to senior executive positions.

Talent Assessment

- Identification of key skills, abilities and competencies required to meet business objectives and strategies.
- Identification of critical talent in the existing workforce.
- Identification of skills, abilities and competency gap.
- Assessment of employees through multiple sources of data, and early identification of critical development opportunities.

Development

- Encourage experiential learning supported by coaching, mentoring and evaluation programs.
- Provide a range of developmental activities that are individually tailored to address gaps in skills and competencies.
- Provide development opportunities that can include upper and lateral promotions.

Integration with other Human Resources Functions

- Competencies and skills for key positions are reinforced in various HR systems such as recruitment, learning, development, and performance management.
- Mechanisms are in place to ensure the full realization of employment equity and diversity goals.

Monitor and Evaluate

- The process should be ongoing, monitored, evaluated, and refined based on feedback from stakeholders, leading research, and new developments in technology.

- The plan should be regularly revisited to adapt to new market requirements, new business strategy and orientation, change in requirements of key positions, and change in workforce.

2.6 Implementation strategies¹³

Step 1: Background work and preparation

Identify key business objectives, strategic vision and plans

- A strategic vision of the organization will assist in identifying positions that are critical to ensure the organization's continued growth.

Ensure that there is an effective performance management system in place.

- A performance management plan will assist the organization in identifying high performers, high potential candidates, employee career interests and elaborating a learning and performance plan for the employee.

Identify competencies, abilities and skills requirements for each position within the organization

- Identifying the competencies, skills and abilities required for each position will assist the organization in identifying potential candidates that best meet the position requirements or assess the knowledge and skills gaps to elaborate a targeted learning and development plan.

Create formalized training and development programs and opportunities

- These strategies may include mentorship relationships, coaching, job shadowing, stretch assignments, etc.

Step 2: Identify key areas and positions

The identification of key areas and positions is the focus of succession planning efforts.

- For example, succession planning activities may be geared to developing talent for certain positions (e.g. electricians, engineers, managers, supervisors, etc.) or functional communities (e.g. finance department, sales and marketing, the human resources department)
- Key positions are those that exert critical influence on the operational activities or the strategic objectives of the organization. This means that without this role, the organization would be unable to effectively meet its business objectives. These can include upper management positions or key technical positions, such as those with very specific training or certification requirements or advanced level of technical expertise or experience.

¹³ Canada Public Service Agency. (n.d.). *Succession Planning and Management Tool*. Retrieved January 2008 from http://www.psagency-agencefp.gc.ca/hr-rh/hrp-prh/SP-GR/tool-outil-2_e.asp

Step 3: Identify interested employees and assess them against knowledge, skills and abilities requirements

- The main purpose of identifying and assessing employees against the capabilities for key areas and positions is to tailor development opportunities in such a way that employees can acquire the requisite skills and competencies they need to prepare themselves for future roles.

Step 4: Develop and implement succession and knowledge transfer plans

- Research has shown that experience-based learning is more effective than classroom training in preparing potential candidates for future roles. Consideration should be given to incorporating development tools and methods into succession strategies when applicable. These include mentoring, coaching, upward and lateral promotions, stretch assignments, etc.

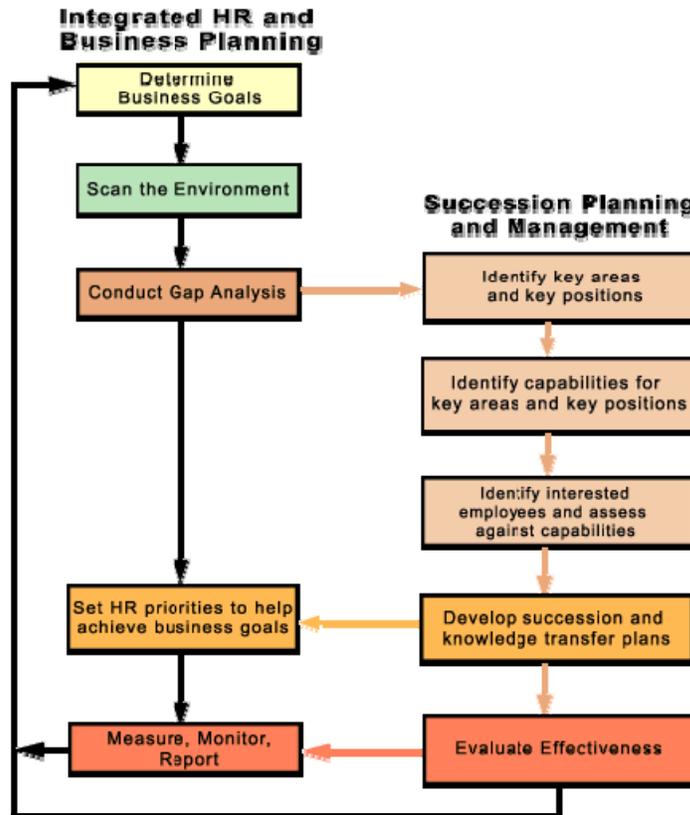
Step 5: Use the succession planning as part of an integrated human resources plan

- Use the plan to communicate career paths to high potential employees. Discretion should be used to ensure that employees not being considered as part of the succession plan are not frustrated or de-motivated.
- Use the plan to guide training and development plans and strategies for key positions, individuals or key areas.
- Use the plan to strategically promote upwards or laterally.
- Use the plan to effectively recruit new staff that will meet the requirements of the succession plan, rather than only the immediate technical requirements of a position. Ensure that those new employees can grow the business and be a value-added part of the workforce.

Step 6: Evaluate effectiveness

- To ensure that the organization's succession planning efforts are successful, it is important to systematically evaluate and monitor each step in the implementation strategy and make adjustments as necessary.

The following table is a visual representation of the steps taken to implement and successfully operate an effective succession planning program.¹⁴



¹⁴ Canada Public Service Agency. (n.d.). *Succession Planning and Management Tool*. Retrieved January 2008 from http://www.psagency-agencefp.gc.ca/hr-rh/hrp-prh/sp-gr/spmtsm-opgrcs_e.asp?printable=True

3. The Electricity Sector

SECTION HIGHLIGHTS

- The labour markets main challenges are the impending mass retirements of baby boomers, the increase average age of the Canadian population and the lack of responsiveness from the education system to industry need.
- Organizations in the electricity sector are using a variety of key strategies to ensure effective succession planning, these include: competency management, use of performance management tools, identification of competencies and critical positions, developmental programs, graduate trainee programs, partnerships with colleges and universities, apprenticeship programs and finally, programs related to adequate knowledge transfer
- Succession planning strategies in other sectors within Canada, United States, Australia, and the United Kingdom also include: an emphasis on recognition and rewards, competitive compensation, cross-training, mentoring and coaching programs, phased in retirements, attracting employees from non-traditional groups, marketing positions to youth and retired individuals.

3.1 Characteristics of the sector^{15, 16}

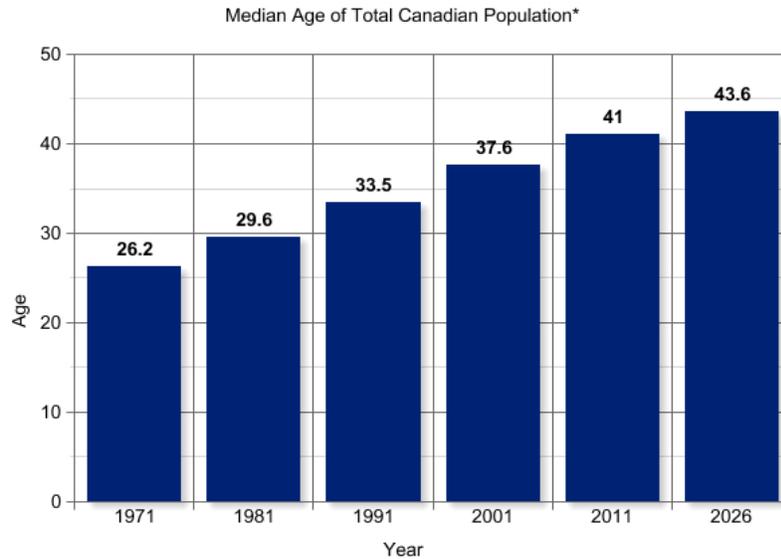
3.1.1 Labour market conditions

Aging population and retirements

In the next few years, the job market will begin to suffer from the disappearance of skills and experience, as the mass retirement of baby boomers is looming. The next 3 to 18 years will be representative of significant growth in the proportion of older workers in the Canadian labour force.

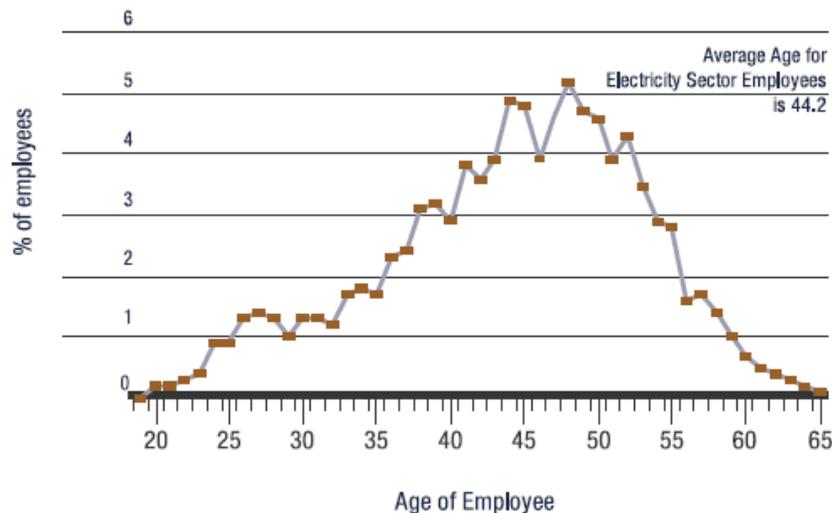
¹⁵ Electricity Sector Council. (2007). *Reports – Conducting Ideas and Solutions*. Retrieved January 16, 2008 from <http://www.brightfutures.ca/resource-centre/reports/>

¹⁶ Service Canada. (31 March 2007). *Job Futures*. Retrieved January 2008 from <http://www.jobfutures.ca/en/home.shtml>



*R.A. Malatest & Associates Ltd., 2003

Age of Employees in Electricity Sector



Source: 2004 Canadian Electricity Sector Study Employee Survey (n=3,330).

Education System

There is fear that colleges and other trade education programs will not provide enough graduates to fill the gap in the labour force market. Because technology is evolving at a fast pace, especially in the Electricity Sector, there is also concern that educational programs are not adapting to the technological changes in the sector and responding to the industry's needs by producing graduates with the appropriate level of technical skills and knowledge.

3.1.2 Critical occupations and outlook

The Government of Canada estimates that the outlook for workers going into electricity occupations is limited to fair. This means that:

- The employment growth rate will likely be average because of a growing energy sector that should require electrical power line workers and power system electricians.
- The retirement rate will likely be above average and the number of retiring workers should contribute to job openings.
- The number of job seekers will likely match the number of job openings.

Critical Occupations¹⁷

Managers/Supervisors

<i>Utilities Managers</i>	Managers who plan, organize, direct, control and evaluate the operations of utility companies. They manage the operations of electrical power distribution systems including generating stations, transmission stations and distribution networks. They may also plan and direct the distribution activities of a municipal electrical power establishment. Also known as operations managers or electric power plant managers (National Occupational Classification 0912).
<i>Supervisors of Electricians & Supervisors of Electrical Power Line Workers</i>	Includes supervisors of Electricians, Industrial Electricians, Power System Electricians, Electrical Power Line and Cable Workers and Maintenance Technicians. Also known as Foreman/Woman or Subforeman/Woman and Power Line Technician Foreman/Woman or Subforeman/Woman (NOC 7212).

Engineers/Engineering Technologists

<i>Electrical and Electronics Engineers</i>	These engineers design, plan, research, evaluate and test electrical and electronic equipment and systems. Also referred to as design or process control engineers (NOC 2133).
<i>Mechanical Engineers</i>	Mechanical engineers research, design and develop machinery and systems for power generation, heating, ventilating and air conditioning, transportation, processing and manufacturing. They also perform duties related to the evaluation, installation, operation and maintenance of mechanical systems. Also includes nuclear engineers (NOC 2132).
<i>Civil Engineers</i>	Civil engineers plan, design, develop and manage projects for the

¹⁷ Electricity Sector Council. (n.d.) *Occupations Survey*. Identified by Industry as part of the 2008 Labour Market Information Study as current most Critical Occupations in the sector

construction or repair of buildings, powerhouses, earth structures, roads, airports, railways, rapid transit facilities, bridges, tunnels, water distribution and sanitation. Civil engineers may also specialize in foundation analysis, building and structural inspection, surveying, geomatics and municipal planning (NOC 2131).

Electrical and Electronics Engineering Technologists and Technicians

Provide technical support and services in the design, development, testing, production and operation of electrical and electronic equipment and systems. Also known as electronics design technologists, electricity distribution network technologists (NOC 2241).

Mechanical Engineering Technologists and Technicians

Provide technical support and services in the design, development, testing and maintenance of machines, components, tools, heating and ventilation systems, power generation and power conversion plants, and manufacturing plants and equipment (NOC 2232)

Civil Engineering Technologists and Technicians

Provide technical support and services to scientists, engineers and other professionals, may develop engineering designs and drawings from preliminary concepts and sketches, conduct or supervise inspection and testing of construction materials (NOC 2231).

Trades

Power System Electricians

Install, maintain, test and repair electrical power generation, transmission and distribution system equipment and apparatus. Also known as electricians/power electricians (NOC 7243).

Electrical Power Line and Cable Workers

Construct, maintain and repair overhead and underground electrical power transmission and distribution systems. Also known as Power Line Technicians, Cable Splicers, Trouble Technicians (NOC 7244).

Power Systems Operators

Monitor and operate switchboards and related equipment in electrical control centres to control the distribution of electrical power in transmission networks. They are responsible for coordinating and scheduling power loads and line voltages to meet demands during daily operations, system outages and repairs. Also known as Apprentice Power Dispatcher (NOC 7352).

Power Station Operators

Operate reactors, turbines, boilers, generators and other related equipment in electrical generating stations and substations. Also known as Diesel Station Operator, Electrical Station Operator, Nuclear Station Operator (NOC 7352).

Millwrights or Industrial Mechanics

Install, maintain, troubleshoot and repair stationary industrial machinery and mechanical equipment. This category includes mechanics, millwrights, plant equipment mechanics (NOC 7311).

Other Key Critical Occupations

<i>Financial Auditors and Accountants</i>	Examine and analyze the accounting and financial records of individuals and establishments to ensure accuracy and compliance with established accounting standards and procedures. Accountants plan, organize and administer accounting systems for individuals and establishments (NOC 1111)
<i>Information Systems Analysts and Consultants</i>	Develop and implement information systems development plans, policies and procedures, and provide advice on a wide range of information systems issues (NOC 2171)

3.1.3 Human resources challenges

The following is an analysis of some of the human resources challenges experienced by the industry. Perhaps the most pressing challenge and the most often cited in research is the impending mass retirement of baby boomers in the next 5 years. Many organizations have focused the human resources planning efforts through succession planning on meeting this challenge. However, there are other challenges that organizations do consider when planning their human resources and business strategy with regards to workforce.

1. Aging workforce

Retirement of baby-boomers ⇒

- Almost 40 percent of the electricity sector's non-support staff is eligible to retire by 2015
- The deregulation of utilities and increased competition forced many energy organizations to downsize and reduce staff levels. Organizations have kept experienced workers who are now approaching retirement with few replacement workers identified.

2. Increased strain on the existing workforce

Increasing market demand ⇒

- Increased customer demand for electricity means that organizations must be more effective at producing and/or must increase their labour force to meet demand.
- The challenge lies in ensuring that the existing workforce is sufficiently trained and has the resources to meet demand.

Aging infrastructure ⇒

- Increased need to build and replace infrastructures (such as transmission grids and plant technology and equipment) means a higher level of pressure on the workforce

Introduction of new technologies

⇒

The introduction of novel or “green” technologies is forcing the industry to train, develop and re-skill their current labour force.

- Deployment of new fuels, new technologies to increase production and meet environmental standards
- Need to replace older technologies such as coal with cleaner, more efficient energy technologies.
- Introduction of new technologies such as advanced grid monitoring systems and distribution automation.

3. Competition for resources

Competition for traditional talent sources

⇒

- Innovation is a driver of competition. As organizations develop new technologies, integrate new processes, they must recruit increasingly highly skilled and educated workers. The scarcity of those workers leads organizations to compete against each other for the same resources.
- The cooperative nature of the electricity sector, where organizations will create technological partnerships and exchange information further accelerates the development of new technologies, driving the need to recruit highly skilled employees and forcing organizations to compete against each other.

4. Labour availability & hiring

Declining youth workforce availability

⇒

- Lack of interest for trade occupations.
- Training and educational programs lack the adaptability and flexibility to meet the fast changing technological advancement of the energy sector. Graduates are therefore ill-equipped to be fully effective in a new position without further investment from the company in more advanced training.
- Lack of availability of training programs to meet industry need.
- Difficult to recruit skilled and experienced workers because Canadian educational programs are 1) not readily available, 2) do not meet the technological knowledge requirements of organizations or 3) there is insufficient interest. Thus, organizations may need to rely on internationally trained workers to fill vacant positions.
- Increased need for adult training support

Rising dependence on internationally trained worker

⇒

whether to re-skill help immigrants/foreign trained acquire credentials or support family members in settlement

Recruiting workers with adequate training

⇒

- Workers often lack training in the area of new emerging renewable energies and/or novel technologies
- Organizations must quickly recruit workers with skills and experience who can immediately fill the gaps in talent left by retirements. They cannot always afford to hire someone to extensively train them internally before they can be effective.

5. Training

Training in a faster and more efficient way

⇒

- Because of impending staff shortages due to the retirement of baby-boomers, workers will have to be trained faster to fill the positions of the more experienced workers that will have retired.
- Training must be done in a way that ensures maximum effectiveness and reliability.
- Organizations must train new workers not only to fill the current technological gaps but also prepare workers to meet the challenges of new technologies
- Organizations can no longer strictly train for technical skills. They must also now focus on training for soft skills (leadership, innovation, teamwork, etc.) to remain competitive and ensure business growth.

Training soft skills

⇒

For organizations, the risk of ignoring those challenges, and therefore not adequately planning for succession, may have the following consequences:

Reduced reliability

- A shortage of labour in an organization or a poorly trained and skill workforce may impact the reliability of the energy network. The infrastructures will suffer from poor maintenance and their reliability will be affected.

Increased cost of production

- Production will be inefficient because of a shortage of workers or poorly skilled workers: therefore cost of production will increase.

Infrastructure projects delayed

- The shortage of workers caused by the retirements of baby boomers will delay major infrastructure construction, maintenance and upgrade projects.

Decreased safety and productivity

- There will be a decrease in productivity leading to a rise in health and safety issues will arise due to less experienced employees and worker shortages.

Business disruptions

- The retirement of baby boomers will also leave a gap in the leadership of organizations. Lack of planning for proper succession will cause business disruptions.

3.2 Case studies in best practices

3.2.1 Canada – electricity sector

Some major energy organizations have studied or implemented succession plans in their organization. This section will provide an overview of the strategies used and the tools created that have lead towards the development of a successful succession plan.

Energy Company A

A long-term strategy for human resources management is presently being developed to address current personnel shortages, as well as the long-term challenges associated with the expected retirement of a large portion of the Corporation's workforce.

Energy Company A has focused on attracting and retaining key resources not only through succession planning, but also through outsourcing, partnerships and acquisitions. The company recognizes that it must adopt a multi-faceted approach to address the current and upcoming HR challenges. With this, it has initiated an active hiring program in alignment with its overall HR strategy, which has resulted in hiring approximately 500 employees, thus improving Energy Company A's pool of skilled resources both for the short and long term. As part of this hiring program, the company has launched a new recruitment campaign which is aimed at attracting recent graduate students. In addition, 200 of the company's staff completed project management training, thus improving both their knowledge and skills, while driving their advancement potential. Energy Company A is committed to continuously improving and enhancing its own training programs, while exploring the option of cooperating with universities and international regulators.

Energy Company A's Human Resources and Governance Committee also plays a significant role in overseeing and advising the company's Board on all strategies related to human resources, including succession planning. The Committee is responsible for reviewing and updating the succession plan prepared by senior management for critical positions within the organization.

Energy Company B

Energy Company B has identified that out of its current workforce, 15 to 20 per cent of employees are eligible to retire now, while approximately one third are eligible to retire in the next five years. To address these pending labour shortages, the organisation has placed significant emphasis around recruitment, succession planning, knowledge retention, effective competency management and on making use of the advances in technology that have occurred over the last decade.

The company has taken the initiative to define the competencies of its 10,000 technical and field services jobs. By doing so, Energy Company B ensured that employees knew exactly what was expected of them, and further established a means of capturing and eventually transferring the critical and unique knowledge of upcoming retirees.

Energy Company B has also relied heavily on maintaining up-to-date knowledge of the strengths and weaknesses of its labour force through the use of various performance management tools. By using such tools, the company has been able to effectively staff critical positions, while providing its employees with the ability to browse the career paths available to them. Furthermore, these tools have been used in parallel to various learning and development initiatives, so that employees can be better prepared to take on future roles. One such initiative has been to recruit people into areas of the organization with the understanding that once they have gained a variety of knowledge and experience, they could rotate into other positions and roles that are harder. The company has emphasized that this rotational approach is an attraction strategy, as well as a means for developing the company's talent.

Collectively, the tools and strategies put in place by Energy Company B have entailed the company to effectively and accurately identify competencies and critical positions, perform best candidate analyses, determine staffing requirements, assign development initiatives and essentially take the steps necessary to fill the expected workforce gap.

Energy Company C

Energy Company C identified its greatest corporate risks with respect to human resources, as the aging workforce and a highly competitive labour market. To address these risks, Energy Company C has collaborated with various organizations on key initiatives such as 'Trade Up for Success' and 'Career Bridge', as well as supporting numerous co-op education programs.

To further address the current and upcoming HR challenges, Energy Company C has focussed on bringing new skills into the organization by three means 1) annual apprenticeship hiring, 2) increased utilization of a hiring hall arrangement with the Power Workers' Union and 3) graduate trainee hiring. The company has also developed a Graduate Training Program that allows graduate trainees to go through job rotations as well as in-house and external workshops, seminars and courses. Furthermore, through this program, the company develops extensive partnerships with various universities and colleges. Collaboratively, they develop curricula that educate students in key areas where the organization faces a shortage of skilled professionals and trades people.

Another key focus of the company is the training and development opportunities it provides to its employees, which play a significant role in staff retention and motivation. The primary

purpose of this training program is to ensure that the organisation maintains a competitive advantage through the development, maintenance and enhancement of essential management competencies. More specifically, the company's Management Development Steering Committee, which includes senior managers from both line and support functions, is responsible for the identification of Management Development needs in the Company as well as the succession planning process. The process is of particular importance as it has resulted in identifying at least two successor candidates for each of the senior management positions. A developmental plan for each of the candidates has also been developed and implemented. Overall, Energy Company C recognizes that attracting, motivating and retaining skilled individuals is essential to the company's success. The company firmly believes that its staffing strategy will provide the flexibility needed to respond both effectively and efficiently to any upcoming HR challenges.

Energy Company D

After having identified the risks and challenges associated with its upcoming retiring workforce, Energy Company D has developed a Corporate Succession Plan, which outlines various activities that are of critical importance to overcoming the upcoming human resources challenges.

First, the company noted that effective competency management can lead to greater employee retention by providing individuals with better workplace mobility through the creation of universal and transversal competencies.

Second, the company developed a process related to adequate knowledge transfer of valuable corporate information. The purpose of this process is to reduce information gaps as much as possible, and to ensure that the information barriers between the old vertical structure and the new horizontal structure are virtually eliminated. The overall knowledge transfer process consists of the following steps: coding, developing, sharing, conserving and reusing information/knowledge.

Finally, Energy Company D acknowledges that a sound understanding of the company's current environment and organizational situation is necessary to accurately identify additional challenges or potential opportunities on the organization. This includes a review of current recruitment strategies, an ongoing focus of vulnerable areas (such as internal mobility, advances in technology, etc.), improvements to allocation processes and potential management renewal. Overall, the organisation has recognized that it needs to maintain a multi-faceted succession planning strategy as the challenges that lie ahead cannot be solved with simply one tool.

3.2.2 Canada – other sectors

This section provides an overview of the challenges and the strategies, put in place by similar industries to the electricity sector with regards to succession planning and development. This section focuses on skilled trades' related research and apprenticeship program strategies. Research and data available from the following organizations and industries will be examined:

- Plastics Sector

- Oil and Gas Sector
- Skilled trades and apprenticeship programs
- Tourism Sector
- Minerals and Metals Industry Sector

Plastics Sector

The Canadian Plastics Sector Council - Conseil canadien sectoriel des plastiques (CPSC) has identified worker retention/turnover and knowledge transfer as issues critical to the sector's efforts to meet its upcoming skills requirements.

CPSC has outlined several best practices in retention and knowledge transfer. The council first focuses on providing competitive and fair compensation packages as well as adequate and flexible benefits to create responsiveness to the specific needs and circumstances of individual employees. It further utilizes innovative compensation systems to motivate membership-oriented behaviour (commitment). As well, CPSC places great emphasis on recognition and rewards to both respect and appreciate employees and their hard work.¹⁸

The council also creates training, professional development and career planning programs to provide employees with new skills, and competencies and confidence. Attention is also drawn to creating a healthy workplace by taking on wellness initiatives to improve the health and well-being of individual employees, as well as to contribute to business performance objectives such as employee retention. By implementing job design and work teams, CPSC is able to enhance the intrinsic rewards of the job so as to make work more fulfilling, challenging, interesting, and stimulating. The council has also identified that companies should encourage employee participation and communication by creating open, responsive, two-way communications as the basic building blocks of any effective retention practice. Finally, CPSC has identified cross-training, coaching and mentoring programs, and phased in retirement can help retain skills and support knowledge sharing among individuals. Further, these activities can assist in permanently documenting and thus keeping knowledge available that is vital to business performance.¹⁹

Oil and Gas Sector

Various companies in the oil and gas industry have identified that the upcoming shortage of well-qualified professionals will constrain their ability both to grow in scale as well as to compete in an ever more crowded field. Finding experienced candidates with the skills needed to meet anticipated demand has become top challenge with several companies.

To address the forthcoming workforce gaps, emphasis is being placed on developing sound retention strategies that focus on providing employees with competitive compensation packages and other financial rewards. As compensation alone is not a sustainable solution to retain talent, oil and gas companies are also providing clear and challenging career opportunities that allow career progression and personal development. High-quality employees, in particular, find significant value in formal career management and leadership development opportunities. With this, challenging roles and career path opportunities can

¹⁸ Canadian Plastics Sector Council (CPSC). (2007). *Knowledge Management and Knowledge Transfer*. Retrieved January 16, 2008 from http://www.cpsccsp.ca/Employee%20Retention/knowledge_Transfer.htm

¹⁹ Lockhead, C. and Stephens, A. (April 2004). *Employee Retention, Labour Turnover and Knowledge Transfer*. Case Studies from the Canadian Plastics Sector.

help the oil and gas sector retain the best employees, while proactively building a company's next generation of leaders

Key industry players have identified that many companies still lack integrated talent management strategies. Such strategies should simultaneously focus sourcing and recruiting, developing and managing, as well as rewarding and retaining. Developing and implementing such a well-rounded strategy will ensure that employees are provided with the knowledge and capabilities required for success.²⁰

Skilled Trades and Apprenticeship Programs

Research indicates that apprenticeship programs are considered to be one of the most highly rated recruitment practices. These programs revolve around transferring skills and knowledge from the craftsmen to the learner. The Canadian Union of Skilled Workers (CUSW) Multi Employer Joint Apprenticeship Committee for electricians and the CUSW Multi Employer Joint Line Apprenticeship Committee for Power line Technicians hold apprenticeship contracts that allow individuals to move between employers under a common umbrella. Such a framework is important because it provides apprentices with various work opportunities, therefore increasing their overall knowledge and skills and making them more valuable to the industry.

Apprenticeship committees are responsible for monitoring the progress of each apprentice as they make their way through the program. These committees rely on evaluations from the field to assess the training needs of the apprentice and to determine if there are any areas of performance that need attention. Identifying and addressing these areas early on can assist apprentices in overcoming any obstacles they may face, prior to entering the workforce on a full-time basis. These programs are of tremendous value to preparing for filling the upcoming workforce gaps, as they provide young workers with the knowledge, skills and training required to take on important roles.²¹

Tourism Sector

Although tourism relies most heavily on the younger demographic, the industry will still be affected by the upcoming labour force shortages. The Canadian Tourism Human Resource Council (CTHRC) plays a significant role in bringing together business, labour, education, and government to address issues related to employee retention and recruitment. In fact, the council has developed an employee recruitment and retention strategy for the tourism industry as a whole. Part of this strategy consists of attracting employees from non-traditional groups such as Aboriginal people, new Canadians and people with disabilities.

To effectively manage succession planning, employers must proactively adapt to change and maintain a strong degree of flexibility to accommodate the needs of its workers, particularly those that are introducing various work arrangements for their employees, such as postponed or phased retirement. To become the employer of choice, companies in the tourism sector are ensuring that they provide significant educational opportunities to allow people to upgrade

²⁰ Orr, B. and McVerry, B. (December 2007). *Talent Management and Challenges in the Oil and Gas Industry*. Wiley Periodicals, Incorporated.

²¹ Far Northeast Training Board (FNETB). (September 2004). *Skilled Trades and Apprenticeship – A Local Action Plan*.

their skills while working. Many companies are adopting well-rounded approaches to succession management by conducting activities such as finding and marketing open positions to youth and retired people, embracing and using the current available experience, exposing children to the profession early, recognizing qualifications in and by the industry and using technology tools to mitigate labour shortages.²²

Minerals and Metals Industry Sector

Research indicates that the age of the minerals and metals industry workforce is higher than that of the overall Canadian workforce, as over 50% of workers are between the ages of 40 to 54. With this, the mining industry will be facing a significant skills shortage over the next 5 to 10 years.

To address this issue, several companies are focusing heavily on workforce planning. Key industry leaders are currently utilizing various sources of supply to fill the workforce gaps, including Canadian youth, women, Aboriginal workers, new Canadians and visible minorities, new entrance from education and training programs and new graduates. Companies are continuing to explore the option of outsourcing, as the age demographic of the workforce for suppliers and contractors is much younger than that in the minerals and metals industry workforce.²³

The Minerals and Metals Industry Sector Study Steering Committee (MMISSSC) has also recommended that companies promote the industry to youth as a safe, modern, environmentally friendly and technologically advanced career option. Firms should further focus on developing programs to bring back retired workers and retain older workers to minimize the impact of the workforce exodus and facilitate the capture of knowledge and experience that will be necessary to maintain skills levels within the industry.

In addition, firms should encourage industry to develop mentoring programs to facilitate the transfer of knowledge from older experienced workers to their replacements. Programs and strategies that should be also be utilized include a cross-industry strategy for educational preparation, training and educational programs, continuing education/life-long learning and employer-provided training to facilitate the availability of a skilled labour force. In order to attract workers into the industry, emphasis is also being placed on offering competitive compensation and benefits packages. MMISSSC has also outlined that firms should develop and implement a communications strategy that emphasizes the impending human resource crisis facing the minerals and metals industry. Such a strategy can raise the awareness and understanding of the issues and promote collaboration between the industry stakeholders who have an important role to play in overcoming the human resource challenges facing the industry.²⁴

²² MPI Ottawa. (19 April 2007). *The Issues that Keep Us Up at Night – Summary Report*. Retrieved January 2008 from http://www.mpiottawa.ca/Education/NMID_Proceedings/2007_NMID_Summary_Report.pdf

²³ Mining Industry Training and Adjustment Council (MITAC). (August 2005). *Mining for Talent - Canada's minerals and metals industry facing toughest challenge Industry Study reveals shortage of up to 81,000 jobs*. Retrieved January 2008 from <http://www.canadianminingnews.com/mining%20hr%20release.pdf>

²⁴ (n.a.). (August 2005). *HR Sector Study Findings*. Retrieved March 3008 from www.mihr.ca/admin/documents/August%2005.pdf

3.2.3 United States

This section will provide an overview of the human resources challenges facing the country with regards to succession planning as well as the tools and strategies in place in the electricity sector and within the types of industries listed under 2.2.1 Canada.

Human Resources Challenges

Research indicates that by 2010, approximately 30 percent of the U.S. labour force will be over the age of 65 and 52 percent will be between the ages of 55 and 64. These figures are even more daunting when examining the utility industry, as one-third of employees in electric and natural gas utilities are between the ages of 45 and 54, and therefore 45 percent of the workforce is expected to reach the age of retirement in the next several years.

Part of the reason for these elevated figures is due to the massive hiring freezes and downsizing that took place in the 1990s. At that time, the industry was preparing for deregulation and was therefore adopting cost-cutting measures to drive efficiency. Additional contributors have been the minimal turnover that occurs in the industry, as well as the fact that promotions most often occur from within, after years, even decades, of job training.²⁵

Tools and Strategies

While many utilities still do not have a formal plan, strategies or tactics in place to address the upcoming workforce challenges, others are proactively focussing on developing key activities to effectively manage succession planning.

Such companies are first identifying critical management and non-management positions, conducting job assessments and generating detailed work assessments to assist them in developing a formal knowledge management strategy. These assessments are also used to create workforce reports that reflect organizational demographic data, which assist in planning for retirement and turnover forecasting. These companies are also placing more emphasis on the importance associated with mentoring and career development planning. Third, they are identifying successors early in their careers and are providing them with such tools as targeted training and development programs. Fourth, some utilities are catering to the needs of partial retirees by allowing them to adopt flexible work schedules. Furthermore, plans are being put into place to ensure that crucial knowledge is captured. Finally, these companies are recognizing the critical role that technology can play in terms of offering various succession planning tools, and more specifically, career planning solutions.

To further assist American utilities with addressing the upcoming workforce challenges, a Utility Workforce Planning Network has been created by the Utility Business Education Coalition (UBEC). The purpose of this network is to develop and communicate best practices, specifically those related to technical school and inter-city high school recruitment initiatives, forming partnerships with community colleges to develop curricula and creating centers of excellence to set standards for staffing and retention.²⁶

²⁵ Pennington, R. (December 2004). *Maintaining a Skilled Workforce: Strategies and Implementation Plan*. Electric Power Research Institute, Inc.

²⁶ Cohen, Ed. (2006). *Knowledge drain will hit utilities hard*. Retrieved January 16, 2008 from http://uaelp.pennnet.com/display_article/256344/34/ARTCL/none/none/

3.2.4 Australia

This section will provide an overview of the human resources challenges facing the country with regards to succession planning as well as the tools and strategies in place in the electricity sector as well as within the types of industries listed under 2.2.1 Canada.

Human Resources Challenges

Studies have indicated that Electricity, Gas and Water Supply are the smallest employing industry in Australia, consisting of 87,700 workers (or 0.8 per cent of the total workforce) as at May 2007. In the 1990s, employment fell sharply from 107,700 in May 1992 to 64,000 in May 2000 (or 40.6 per cent). Since then, employment has fortunately had a steady growth rate of 2.9 per cent.

With this, however, the Department of Employment and Workplace Relations (DEWR) has stated that from 2007 to 2012, employment in the Electricity, Gas and Water Supply industry is expected to decrease at an average rate of 0.4 per cent per annum, primarily due to the aging workforce and the lack of influxes of younger workers; more than two fifths (40.9 per cent) of the industry's workforce was aged 45 years and over in 2006, with a large proportion of workers aged 45 to 54 years. Responding to the workforce development implications of demographic change and the ageing of the workforce is one of the most pressing challenges facing Australia.²⁷

Tools and Strategies

A report that benchmarked succession planning and management initiatives in Australia, amongst a few other countries, indicates that leading organizations engage in broad, integrated succession planning and management efforts that focus on strengthening both current and future organizational capacity. Best practices in succession planning as identified by these companies first include receiving support and commitment of their organization's top leaders. These leaders should actively participate in the initiatives and regularly use the programs to develop, place and promote individuals. General Electric (GE) is a company that has chosen to flatten its management structure in order to improve communication and build a more cohesive culture around its values. Having done so, the company is able to ensure that all succession planning efforts are well-communicated to each and every employee.

Additionally, these companies have stated that succession planning and management should be used as a strategic planning tool that focuses on current and future needs and develop pools of high-potential staff in order to meet the organization's mission over the long term. Initiatives should also focus on identifying high-performing employees from multiple levels of the organization early in their careers.²⁸ GE, in particular, ensures that its leadership team meet with its top talent pool regularly, to monitor these employees and make certain they receive the development they need to be successful. Talent within GE is tracked on a variety

²⁷ Department of Workplace Relations. (August 2007). *Industry Employment Outlook: Electricity, Gas and Water Supply*. Commonwealth Government of Australia.

²⁸ US General Accounting Office (GAO). (2003). *Succession Planning and Management is Critical Driver of Organizational Transformation*. Submission made at the request of Congress to the Subcommittee on Civil Service and Agency Organization, Committee on Government Reform.

of levels, from up and coming executive talent, through to promising new hires.²⁹ Other leading succession planning organizations identify high-performing employees from multiple levels of the organization early in their careers. These developmental assignments place staff in new roles or unfamiliar job environments in order to strengthen skills and competencies and broaden their experience.

Diversity must also be recognized as it can be an organizational strength that contributes to achieving results. In addition, providing incentives to high-potential employees will encourage them to stay within the organization and thus preserve their future leadership capacity. Finally, effective succession planning and management initiatives should provide a potentially powerful tool to foster broader organization-wide or government-wide transformation by developing people ready for change.³⁰

3.2.5 United Kingdom

This section will provide an overview of the human resources challenges facing the country with regards to succession planning as well as the tools and strategies in place in the electricity sector as well as within the types of industries listed under 2.2.1 Canada.

Human Resources Challenges

Research indicates that the electricity industry employs approximately 68,556 staff in the UK, which represents 0.24% of total UK employment. Privatization and the introduction of competition close to 15 years ago have led the UK electricity industry to experience radical changes. More specifically, the industry has seen changes in ownership, new entrants to the marketplace and new opportunities to diversify, acquire new businesses and invest overseas.

This changing landscape has significantly impacted employees in the industry as they have had to take on a broader range of duties and responsibilities while being far more accountable and fewer in numbers. With this, not only has employment declined from 150,548 staff to a current level of 68,556, but 40% of the UK workforce is between the ages of 45 and 59, therefore presenting the industry with significant HR challenges in the decade ahead. Currently, 82% of employers report recruitment difficulties and 91% report the existence of skills gaps.³¹

Tools and Strategies

Various strategies have been undertaken by companies in the UK electricity industry to develop the workforce. Organizations are investing in progression opportunities to address future skill needs and they are providing upcoming retirees with the option of reducing their hours or moving to less responsible positions in order to keep them at work. Furthermore, organizations are creating more career pathways with skill development and qualification

²⁹ Reed Business Information. (26 January 2008). *Plugged in HR: the General Electric strategy*. Retrieved January 25, 2008 from <http://www.humanresourcesmagazine.com.au/articles/A9/0C01C1A9.asp?Type=60&Category=87>

³⁰ US General Accounting Office (GAO). (2003). *Succession Planning and Management is Critical Driver of Organizational Transformation*. Submission made at the request of Congress to the Subcommittee on Civil Service and Agency Organization, Committee on Government Reform.

³¹ Skills for Business. (Autumn 2004). *Employment and Skills Study of the UK Electricity Industry*.

releases to allow front-line staff to progress into more highly skilled positions. Significant emphasis has also been placed on promoting the upcoming skills shortages to schools, colleges and universities, in hopes of attracting fresh talent.³²

Several U.K. utilities have also begun focussing on the need to regularly update staff skills and competencies as part of their HR strategy. By ensuring that these are kept up-to-date, critical roles and positions can be better identified and therefore appropriate recruitment strategies can take place to fill any missing gaps. Heavy reliance has also been placed on continuing the work started by the Electricity Training Association's Generation Skills Steering Group in bringing together electricity companies and contractors to discuss and resolve skills related issues in the contractor industry.

Overall, companies in the U.K. are recognizing the importance of utilizing well-rounded strategies centered on developing programs and utilizing tools related to performance management, professional development, assessment, leadership development, career profiling, team building and individual training and development, so as to effectively prioritize organizational, team and individual needs while filling in the current and upcoming resource gaps.^{33, 34}

³² Dacorun. (n.d.). *Recruitment and Retention Report*.

³³ Skills for Business. (Autumn 2004). *Employment and Skills Study of the UK Electricity Industry*.

³⁴ Learning and Skills Council. (2004). *Employers' Skills Needs Analysis*. Nottinghamshire.

4. Industry Stakeholders Survey

SECTION HIGHLIGHTS

- A survey was administered to industry stakeholders from January 30 to March 3, 2008.
- The purpose of the survey was to gather information on the best practices, challenges and barriers to succession planning within the electricity sector as well as collect information on tools that would be useful for the industry.
- A large percentage of the respondents will experience a large rate of retirement in the next 5 to 10 years.
- Respondents have indicated that they have an adequate turnover calculator, established leadership development processes, formal mentorship programs, and most have a paper-based succession planning system in place
- Respondents have indicated that they would like to have the following tools to better address succession planning: evaluation method to determine critical or high impact positions, succession planning effectiveness evaluation method, and additional career development tools.

A survey to industry stakeholders was administered from January 30, 2008 to March 3, 2008. The main objective of the survey was to determine the barriers and best practices to succession planning within the electricity sector. This report summarizes the information captured from a web-based survey conducted for the Electricity Sector Council on the barriers and best practices to succession planning within the sector. This survey was distributed to 157 members of the organization and 27 were fully completed representing a usable response rate of 17%.

A diverse set of organizations was included in the example as determined by their business lines of operation. Eighty percent of the respondents were from small to medium sized organizations, twenty-one percent of the respondents were from organizations with more than 2000 employees.

Results

As found in the *2004 Electricity Sector Human Resource Study* a large percentage of employees in the sector will be retiring within five to ten years; the majority of respondents estimate these retirements to be 10-20% of their workforce.

- Most respondents indicated that they have adequate systems to measure the number of departures in coming year; however, the majority state that they can only adequately forecast departures for up to 3 years. Most respondents do not have a tool to determine critical occupations or those with high impacts on the organization.
- A majority of organizations have performance management programs in place to evaluate employee skills/competencies and determine readiness for positions
- Most organizations have developed competencies for the key positions in the organization.

- Most organizations have leadership development processes established, however they are moderately effective. Two-thirds of the sector would like more tools in this area.
- Some organizations have formal mentorship programs yet the majority stated that they are only moderately effective. Respondents were divided on if they would like more coaching tools developed.
- Most medium and large organizations are using career development tools
- Most organizations continue to use a completely paper-based succession planning process. The number one challenge to these processes is a lack of succession planning and career development tools.
- Overall senior management is kept informed of and is accountable for critical vacancies within the organization. However, as organization size increases, senior management has less responsibility in this area.
- Most organizations do not have a system in place to monitor succession planning and a small majority stated that this system is meeting the needs of the organization.

Key Statistical Results

- 42.4% of participants were from companies with less than 300 employees
- 48.5% had operations in Eastern Canada
- 69.7% of participants were from distribution
- 36.4% were from Generation
- 30.3% were from Transmission
- 15.2% were from Renewables
- 6.1 % were from Retail
- 37 % felt that 10 -20% would retire in next 10 years
- 33.3% felt that 25 - 35% would retire in next 10 years.
- 90% of participants felt that less than 10% of staff would leave due to reasons other than retirement
- Generally over the next 5 to 10 years expected churn of less than 10% of work force in small and medium sized organizations
- 61% of the workforce felt they tracked forecasted retirements/ departures effectively.
- 32.1% either felt their current forecasting system was minimally effective or did not have something in place.
- 55% felt they had awareness of critical positions to be filled in 1 year time.
- 69% felt they had awareness of critical positions to be filled in 3 years.
- 55.2% felt they had awareness of positions to be filled in 5 years
- 31.0% felt they had awareness of positions to be filled in 5 to 10 yrs
- Only 35% had a tool in place to identify high potential candidates to fill positions
- 66% have developed competency profiles for critical positions and occupational groups
- 63.3% of participants have a process in place to identify employees with leadership potential
- Tools requested by participants were as follows:
 - Key was leadership talent identification
 - Leadership development tools
 - Stretch assignments
 - Acting assignments
 - Professional development

Conclusion

- The electricity sector will have significant challenges over the next 5 to 10 years due to the loss of critical knowledge and the inability to find effective replacements.
- To succeed the electricity industry will need to develop comprehensive plans for the entire organization involving managers from various levels and all divisions.
- Most organizations have made some very positive progress with succession planning initiatives.
- Organizations will need to establish career development plans and identify successors early in the process.
- The following tools are recommended to support the succession planning processes in the Electricity Sector: self assessments, career planning and learning tools, talent identification tools, mentoring/coaching tools, leadership development and critical position identification tools.

To review the survey questions, please consult Appendix A

5. Industry Stakeholders Consultations

SECTION HIGHLIGHTS

- Succession planning should focus on replacing people rather than replacing skills.
- Efforts should be made to hire people who have the potential to develop new skills.
- Management must be committed to succession planning.
- A wide range of tools is currently being used by the industry as part of succession planning strategy: performance reviews, assessment centers, coaching, competency-based development plans, and lateral management assignments.
- Tools that are would be needed include: formal way to identify critical positions, tool to map an employee's developmental career plan (including upward and lateral movements), and tools to facilitate knowledge transfer.

5.1 Interviews with Industry Stakeholders

Consultations were conducted by telephone with organizations that expressed interest through the survey to be contacted for a more in-depth review of their succession planning strategies. The purpose of these consultations was to gather best practices, industry experience and required tools to assist the industry with succession planning.

5.1.1 Summary of findings

Succession Planning Processes

Most participants interviewed had some form of a Succession planning process in place. Best Practice organizations have formalized the succession planning process and include a succession planning policy with clear procedures and accountabilities along with a process for gathering and capturing data.

In many organizations Senior management's role is to engage their management and ensure that staff are being developed according to the succession plan. Senior management's role is to participate and engage their management team to be constantly thinking about succession planning and development of staff. Managers are the owners of the succession planning process. Furthermore, senior management is asked to meet a number of times a year and bring forward names of successors that can be added to the pool of candidates

All best practice organizations have a process for identifying critical and vulnerable positions in the organization. The importance of capturing risk and vulnerabilities of key positions was expressed by most participants. Some organizations have implemented a succession planning cycle of activities which although driven by managers is monitored and tracked by the Human Resources (HR) department. Organizations which did not have a formal

succession plan in place agreed that implementing a structured succession planning process would be a benefit to managing the succession planning process.

Some best practice organizations had processes in place mainly for the leadership areas while others have included the entire organization in succession planning programs. Organizations currently focused on the leadership gap in succession planning had processes in the development stages to extend the succession planning program to other areas of the organization. Best practice organizations were focused on formalizing a recognition or acknowledgement programs aimed at improving retention of high performers. All organizations were in the initial stages of evaluating the succession planning process and had not yet developed the specific metrics involved to determine overall effectiveness.

Identification and development of talent for critical Positions

The majority of best practice organizations have defined “critical positions” in the organization. One Human Resource Specialist noted the importance workshops with the management team to ensure a clear understanding of what “critical position” means in the organization. In some best practice organizations steering committees have been developed to review critical positions and successors for identified positions.

Most organizations identified the use of individual development plans. One organization uses a Development Planner template that identifies competency development, courses, and active learning for the employee’s development. This organization used a matrix of all critical positions in the organization to identify a pool of candidates. Position profiles are used to help identify key competencies and experience required for critical roles. Finally, a form is used that helps identify the gaps of the successor which in turn is developed into a development plan. Data that is collected relates to the candidates’ competencies, areas of development and potential for readiness.

All organizations were challenged with meeting the development requirements of the organization. Most best practice organizations were dedicated to providing coaching programs and some have implemented training programs for identified coaches on coaching skills. Although all organizations agreed that coaching programs were critical to employee development and succession planning, many had not yet reached the stage of successfully implementing these programs. All best practice organizations used the performance management review process to identify development needs and “high potentials”.

One organization has developed an online tool to identify key positions, the skills required, successors and readiness potential. The tool allows them to generate a variety of reports (e.g. a list of names in critical roles, ranking of replacements and position criticality, incumbent risk, and internal readiness)

Challenges and barriers with respect to Succession Planning

All organizations expressed the challenge of having several planned retirements over the next 3 to 5 years. Others noted the need for a structured formalized succession planning process with senior management commitment. Some noted that current leadership programs are implemented at the senior leadership level and that these types of programs need to be extended to other levels of the organization. All noted the challenges of implementing developmental programs while still maintaining a productive work environment and the many

challenges on time with competing priorities. Most organizations noted that the key challenge was development and moving forward with various learning activities along with the need to keep high performers challenged and motivated. In some cases organizations have identified the pool of candidates and now need to go beyond the identification and ensure development plans are in place.

One organization noted the need for an effective succession planning process to identify talent along with the need for better tools to identify how candidates are progressing and the skill /competency gaps.

Some organizations are challenged with having competencies developed for the management positions but not all the critical positions in the organization, some organizations are still struggling with the challenge of not having current job descriptions in place.

Current tools in place for succession planning and desired tools to improve the effectiveness of succession planning

Most participants interviewed have job descriptions in place. Some participants have not yet identified competencies for positions and others would like to have them developed further. One best practice organization has developed Leadership Competencies to assess readiness of successors and implement development plans. All participants agreed on the requirement for experiential learning and most organizations had some form of job rotation, stretch assignments and job shadowing and coaching programs as part of the organization's developmental programs. All participants would like to see more use and implementation of these types of programs. Some organizations are using self assessment tools (mainly the performance evaluation tool) while others expressed an interest in this type of tool. 75% of the participants interviewed were using replacement charts.

Most organizations have leadership assessment and leadership development programs that are working effectively. Some organizations have implemented external coaching programs for Manager's to learn to the skills of being an effective coach and other organizations have both external and internal leadership development programs for new managers.

Most organizations use individual development plans to develop employees. One best practice organization has developed on-line Intranet access to a "*Career Management Toolkit*" with:

- Statements of core requirements for all positions
- Core knowledge, skills, and education and training requirements
- Common career pathways, where they exist or can be described
 - (e.g., typical progression from a Graduate Engineer to an Engineering Manager or a Regional Manager)
- Guidelines for developmental training and career assistance
- Templates and other resources for preparing resumés and covering letters, and preparing for interviews

All organizations have apprenticeship programs to drive the trade talent process. Organizations have partnered with colleges and universities to recruit co-ops and recent graduates into their apprenticeship and training programs. Organizations have been innovative when addressing the needs of the engineering positions identified as critical to fill

over the next five years with a variety of programs and initiatives: 1) most organizations have implemented specific training programs for the Engineering technology and trades division; 2) one organization has a four year training program for the Engineers which includes job rotation to develop entry level engineers into full working engineers; 3) another organization has a step by step process that engineers work through in order to achieve the professional engineer designation; and 4) another organization is developing a training certification program for co-ops who will go through a 3 year in house training course delivered by in-house experts in the Engineering field.

The integration of succession planning into HR/Business/Operational Planning

Most organizations (75%) linked the performance assessment process to the succession planning process and the development planning process. All organizations had a performance management process in place; however, the degree to which career planning frameworks were integrated into the process varied among those interviewed. Organizations with more structured succession planning processes tend to have career development and learning plans developed for high potential employees. In most cases these organizations have development plans in place for all employees, however, there is more attention focused on the critical positions identified in the succession planning process. These organizations have developed a competency based assessment process and competency based development planning templates. Some organizations are considering career planning workshops for the future for both managers and employees.

Knowledge Transfer for Critical Positions

Some organizations noted job rotations for knowledge transfer and one organization has implemented a mentor program for engineers – in – training so that they gain experience from the mentors. One organization is in the process of building an alumni program to bring retirees back to do either facilitating, mentoring, or provides other forms of knowledge transfer to employees. Most organizations have manuals in place to provide some knowledge transfer and also use the intranet to capture and communicate job knowledge information. However, all participants acknowledged a challenge with acquiring and transferring critical knowledge. In some cases job rotations, and hiring a successor into a new role before the incumbent leaves have been successful for acquiring job knowledge transfer information. However, all participants noted that these types of developmental learning strategies are not currently practiced at the rates needed within the organization.

Coaching and Mentoring Toolkits

A variety of programs exist within organizations for both mentoring and coaching. Some organizations have implemented external coaching training programs, some have hired external coaches, and others have implemented internal coaching programs to assist with individual learning plans and to develop and transfer skills. Most participants acknowledged the importance of such programs and felt that a coaching program was a cost effective method for developing others. Many organizations also have mentoring programs in place.

Communication Process

There was a high level of variety on the topic of succession planning communication processes by participants interviewed. In most cases organizations are communicating this

process exclusively to the management or senior management groups. It is often dependant on the Senior Manager to drive the message down. One organization has taken the steps of identifying a plan to communicate the succession planning message to staff so that there is awareness and opportunity for people to develop but no guarantees that a position will be offered.

Other

Organizations have focused on leadership development programs, some targeted at new managers and others targeted at supervisors and managers who demonstrate leadership capabilities and are on the succession plan. The leadership programs in all organizations have been highly successful.

To review the interview questionnaire, please consult Appendix B

5.2 Focus Group Consultations

On February 28, 2008, a focus group consultation was conducted with a number of industry stakeholders. The purpose of the focus group was to gather additional information on the following:

- Challenges that must urgently be addressed with respect to succession planning
- Tools most useful as well as tools that should be developed to manage succession planning.

The following is a summary of the discussions.

1. Challenges that must urgently be addressed with respect to succession planning (SP)

- SP should not focus predominantly on the replace of skills but on the replacement of people. In focusing primarily on the replacement of skills, employers are often preparing for a job that may not exist in 2-3 years. Often, management ends up with a succession plan that they do not use because the positions do not exist.
- Companies often spend time and money to build a plan that they do not really use.
- SP is no longer about skill replacement but about people replacement.
- The focus should be on future skills needed for the position rather than replacing the skill set of the current worker.
- Calculating the exact volume of loss of experience is difficult.
- The focus should not be on hiring workers who already have experience but hiring workers who could develop new skills sets.
- SP could include planning for diversity in the long term.
- Management must be committed to succession planning to ensure success.
- SP is often focused on executive and management positions. It should also be focused on front line supervisory positions.
- Companies should focus on developing leaders as well as technical experts.

2. Tools most useful as well as tools that should be developed to manage succession planning

- Annual Performance Reviews
- Identification of high potential candidates and coaches (while being careful to not demotivate those not identified as a high potential)
- Formal feedback mechanism
- Competency-based development plans
- Develop tool or methodology to identify the high potential candidates from the rest and who should be on the succession plan (can be determined by feedback from employee's supervisor)
- Educational reimbursement for senior leaders
- Use of assessment centers to execute 180 or 360 assessments
- Use of assessment centers to execute interviews and role playing evaluations
- Mapping out employee development path (including lateral and upward movement)
- Move leaders across the organization to help them gain organizational knowledge and experience
- Need tool to perform a qualitative assessment of succession plans

To review the focus group consultation questionnaire, please consult Appendix C

6. Development of Tools

6.1 Succession Planning Tools

Following a review of all the research, a number of tools were identified for development to meet the most pressing needs among the industry. The information below provides an outline of each tool developed and the tools themselves can be accessed on the Electricity Sector Council website at www.brightfutures.ca

An additional tool on developing coaching and mentoring skills was also recognized through the research as a need in the industry and is currently being developed for release in spring 2009.

TOOL 1: Succession Planning Policy

Purpose:

Best Practice organizations in the Electricity industry have a Succession Planning Policy in place to provide a clear understanding of procedures, roles and accountabilities. A Succession Planning Policy places the organization on record as supporting the program and provides a process for gathering and capturing data.

The purpose of the Succession Planning Policy is to:

- ensure that succession policy is integrated with other organisational policies in a formal way.
- clearly establish guidelines and standards to ensure consistency of application through all levels of the organisation.
- provide organizations with a policy requiring few customizations that can easily be adapted to their context.

Description:

The Succession Planning Policy will contain the following sections:

- Scope of the Succession Planning Policy
- Purpose of the Succession Planning Policy
- Definitions
 - Succession Planning implementation procedure
 - Factors used to identify key/critical positions
 - Composition of replacement charts
- Guidelines and Procedures on how the policy will be monitored and evaluated
- Integration of Succession Planning with corporate strategy
- Organizational/owner accountabilities, such as:
 - Employee/manager training
 - Communication
- Accountability of:
 - Employees
 - Managers
 - Team Leaders

- Executive levels
- Human Resources

User: All levels of the organization

Benefit:

- Ensures that all levels of the organisation, including employees, are informed of Succession Planning and that the importance is well communicated.
- Ensures that all decisions makers come to the same agreement on the importance and goals of Succession Planning.
- Provides structure to Succession Planning activities
- Ensures that Succession Planning is fully integrated in the organization

TOOL 2: Succession Planning Process and Guidelines

Purpose:

The purpose of the Succession Planning Process and Guidelines is to assist the organization with establishing a clear process to Succession Planning and integrate it with overall business strategies and activities.

Description:

Many organizations face challenges when implementing Succession Planning Processes. Data collected from the survey and interview research revealed a need among participants for a structured, formalized Succession Planning Process with senior management commitment. Thirty-two percent of survey respondents noted the challenge of not having Succession Planning tools in place. Best Practice research indicates that a succession planning process is necessary to ensure consistency and maintain objectivity across business units, organizational levels and geographic areas.

The Succession Planning Process and Guidelines document will contain the following sections:

- Steps in the Succession Planning Process (Table format)
 - Determining Business Goals
 - Performing an environmental scan
 - Conducting a gap analysis
 - Steps in the development of a succession plan
 - Aligning HR priorities with business goals
 - Evaluating the effectiveness of the succession plan
 - Linkages to other processes
- Description of the activities involved in each step
- Examples of types of tools and information required to perform activities
- The processes for each step/activity, which identify the Organizational Requirements and the People Component.

Users:

- Human Resources
- Executive Level
- Managers

Benefit:

- Ensures the development of a valid succession plan and talent management documentation
- Ensures alignment with Business and HR plans and provide for direct linkages to the performance management program
- Clearly establishes a method to perform a thorough examination of key factors in the organisation that can impact Succession Planning
- Allows the organisation to clearly identify critical gaps and ensure that Succession Planning will fill the gaps
- Ensures that Succession Planning is effective in addressing the future needs of the organization

TOOL 2a: Future Oriented Job and Skills Analysis

Purpose:

The purpose of the Future Oriented Job and Skills Analysis is to provide additional information and guidelines on examining organisational environment and trends that can impact the Succession Planning strategy. It is to be used as part of the overall Succession Planning Process.

Description:

The Future Oriented Job and Skills Analysis consists of:

- Guidelines on; establishing a subject matter expert committee, review current position information and collecting future information through job analysis techniques
- A job analysis worksheet to capture information on:
 - Future activities, responsibilities, duties and functions key to the organisation
 - Future tasks linked to above mentioned factors
 - Comparison of present and future job descriptions to identify gaps

User:

Executive Level
Human Resources

Benefit:

- Allows the organisation to conduct Succession Planning with the future needs of the organisation in mind rather than immediate current needs
- Allows the organisation to identify future challenges and trends to ensure that HR processes are aligned to address them and help the organisation grow.

TOOL 2b: Evaluation Tool**Purpose:**

The purpose of the Evaluation Tool is to measure and evaluate the Succession Plan Process to determine its effectiveness and make necessary adjustments.

Description:

The evaluation tool includes:

- Organisational review
 - Linking Succession Planning with organisational results
 - Identifying organizational successes and failures and how Succession Planning can be a factor
 - Bench strengths
 - Retention & attrition rates
- Succession Plan Results
 - Internal capacity to fill critical positions
 - Effectiveness of replacement strategy
 - How fast can successors become fully effective in their new position
- Employee satisfaction
 - Level of usability of the plan
 - Level of satisfaction of Executives & Managers
 - How are individuals progressing in their development to prepare to fill critical positions
 - How does Succession Planning link with career plans

User:

Human Resources
Executive Level

Benefit:

- Allows the organisation to evaluate if they are meeting business objectives through Succession Planning
- Allows for specific readjustments in strategy to better meet needs.

TOOL 3: Manager's Succession Planning Worksheet

Purpose:

The majority of best practice organizations researched, used a formal process for identifying "critical positions" in the organization. However, seventy percent of the survey respondents noted that they did not have effective tools to forecast critical vacancies and critical positions. Participants noted that they required tools to determine critical positions which measured risk and impact on business.

The purpose of the Manager's worksheet is:

- To identify key areas and key/critical positions
- To identify capabilities for key/critical areas and positions
- To identify potential successors and assess them against capabilities
- To develop and implement succession and knowledge transfer plans

Description:

Identification of critical positions by undertaking a review of all positions to determine those that are critical to the organization.

- Definition of Critical Positions
- A checklist of Questions for Managers to use to identify Critical Positions, such as:
 - Is the position so unique that external recruitment will be very difficult?
 - If vacant, would the function performed by the position go on? If yes, what would change (i.e. less productivity, less efficiency, etc.)? If no, explain why.
 - Would mistakes made in this position impact the success of the organization to fulfill its mandate?
 - To what extent does this position impact the delivery of future projects?
 - Would the position stop a critical action from taking place if left vacant
- Tasks performed, skills, knowledge and competences of the job
- Level of difficulty to replace position
- Impact of vacancy on organization
- Impact of errors in position
- Level of responsibility and risk involved in position

Review of incumbents/Identifying Successors or Succession Strategies

- Assessing the likelihood of departures of current incumbents (e.g. anticipated retirement dates),
- Inventory of the employees interested in the position
- Matching of required knowledge, skills and abilities required for the position
- Potential successors that have the requirements or capability to acquire through training and development

	<ul style="list-style-type: none"> • Succession Planning strategy (e.g. recruitment, or stretch assignments, job rotations, mentoring and coaching for potential successors), how you will handle knowledge transfer (e.g. pre retirement transition leave)
User:	Executive Level
	Managers
	Human Resources
Benefit:	<ul style="list-style-type: none"> • Managers are fully included in the Succession Planning Process and consulted on identifying needs for their own division. • Assists the organisation with identifying key critical positions and assesses impact on the organisation • Creates a Succession Planning strategy to mitigate the risk of departures from key critical positions.

TOOL 4: Replacement Charts - Template/ Guidelines for measuring Bench strength

Purpose:	The purpose of the replacement charts is to assist the organization with measuring bench strength (i.e., how able is the organization to fill vacancies of key critical positions from within).
Description:	<ul style="list-style-type: none"> • Replacement chart templates (Table format): <ul style="list-style-type: none"> ○ Sample chart for Succession Planning for the entire organization (identification of key positions within the organization and potential successors) ○ Sample chart for Succession Planning by key position (in-depth analysis of potential successors for key critical positions within the organization, including performance rating, readiness and potential scales) • Approaches to measuring bench strength <ul style="list-style-type: none"> ○ Identification of vacancies in key positions vs. filled positions ○ Identification of departures within the organization which had the greatest impact and why ○ Total organization turnover
User:	Executive Level

Human Resources

Benefit:

- Focuses on the replacement of people skills and competencies
- Assesses the risk to the organisation of the departure of individuals

TOOL 5: Communication Strategy

Purpose:

The purpose of the communication strategy is to create a plan for the organisation to communicate key information on Succession Planning to all levels of the organisation, including employees, to ensure buy-in.

Description:

An overall organisation-wide Communication Strategy consisting of:

- An explanation of the business reasons (qualitative and quantitative) for Succession Planning
- Overview of a generic process.
- Linkages to best practices
- Sample content targeting specific groups, such as:
 - Executive group
 - Managers
 - Employees
 - Shareholders

User:

Human Resources
Communications department

Benefit:

- Ensures buy-in from all stakeholders
- Educates employees on guidelines of the Succession Planning & Management Program and eligibility requirements for potential succession pool candidates
- Informs employees that membership in the succession pool does not guarantee promotion for succession planning pool participants

To review the selected tools in more detail, please visit the Electricity Sector Council website at www.brightfutures.ca

6.2 Workforce Planning Tools

Succession planning traditionally focuses on talent management for leadership and critical positions and is considered to be a subset of overall workforce planning. With this in mind, and with an understanding through the research conducted that the industry also has a planning need for non-leadership occupations, the ESC Succession Planning Committee decided to release two sets of tools that would allow organizations to conduct both succession and workforce planning depending on their needs.

Given that both succession and workforce planning activities follow the same principle of preparing organizations for changing workforce needs, it was determined that the succession planning tools could be modified to provide a more generic approach aimed at identifying gaps in occupations and skill-sets at all levels of the organization, rather than identifying single critical positions or potential successors. As a result, a parallel set of workforce planning tools has also been provided on the ESC website.

Appendix A: Survey Questions

[Welcome Page]

Succession Planning

Welcome to Electricity Sector Council Succession Planning Survey. We would appreciate 15 minutes of your time to complete this survey.

[Landing Page]

Electricity Sector Council - Succession Planning Research Survey

Thank you for participating in Electricity Sector Council survey on succession planning in the Canadian electricity industry.

Research indicates that retirement in the electricity sector will have substantial impact, and could pose a significant risk to the future of the electricity industry. Based on retirement estimates, the sector will need 9,000 people in technical positions in the next five years and more than 17,000 over the next 7 years. When coupled with the fact that employees in the trades currently require five or more years of on-the-job training to become proficient at their job, and 10 to 20 years to develop managerial/leadership skills, retirement poses significant safety and performance risk.

Succession planning and management involves an integrated, systematic approach to identify, develop, and retain talent for key positions and areas in line with current and projected business objectives.

The following pages contain questions that ask about how your organization manages succession planning. The survey should take approximately 15 minutes of your time.

Confidentiality and Privacy

The information you provide will be confidential and combined with other responses during the reporting phase. The raw data will be reviewed and compiled by an external consultant and will not be distributed to any third party organizations.

All sections of the questionnaire are optional, however the more information you provide the more accurate the results of the survey. If you provide your contact information at the end of the survey, you may be approached by the HRSG consultant for a phone interview to gather more detailed information on best practices in succession planning. We know your time is valuable and we will make every attempt to keep your time to a minimum and use your time effectively. A copy of the interview questions will be provided in advance of the interview. Your personal information will be stored separately from the rest of the data collected in the survey to ensure the confidentiality of your responses.

Thank you again for your valuable input.

Succession Planning Research Survey

Background information on your organization

- 1) What business group do you work in?
 - a) Human Resources
 - b) Other Business Unit

- 2) What is the size of your organization?
 - a) Less than 300 employees
 - b) 300 to 800 employees
 - c) 800 to 2000 employees
 - d) More than 2000 employees

- 3) What is your organization's scope of operations? (Use the location of your offices to establish the scope of operations. Check only one option)
 - a) Central and Western Canada or Territories
 - b) Eastern Canada (Ontario and Quebec)
 - c) Atlantic Canada
 - d) Regional (more than one province, but not national)
 - e) National
 - f) International

- 4) In what business line of the electricity industry is your organization (please check all that apply)?
 - a) Generation
 - b) Transmission
 - c) Distribution
 - d) Retail
 - e) Renewables (wind, solar, geoexchange)
 - f) Other

Workforce Planning and Analysis

- 1) Over the next 5 to 10 years, what percentage of your workforce is projected to leave due to planned retirement?
 - a) less than 10 %
 - b) 10% to 20%
 - c) 25% to 35%
 - d) 50% to 75%
 - e) more than 80%

- 2) Over the next 5 to 10 years, what percentage of your workforce is projected to leave the organization for reasons other than retirement?
- a) less than 10 %
 - b) 10% to 20%
 - c) 25% to 35%
 - d) 50% to 75%
 - e) more than 80%
- 3) Over the next 5 to 10 years, what percentage of your workforce is projected to churn - that is, move from one job to another within the organization?
- a) less than 10 %
 - b) 10% to 20%
 - c) 25% to 35%
 - d) 50% to 75%
 - e) more than 80%
- 4) How effectively does your organization track forecasted retirements/departures?
- a) An effective tracking system is in place
 - b) Tracking system is minimally effective
 - c) No tracking system in place but this is something needed by the organization
 - d) A tracking system is not necessary
- 5) Are you aware of the critical positions your organization will need to fill in the next (check all that apply).
- a) 1 Year
 - b) 3 Years
 - c) 5 Years
 - d) 10 Years
 - e) Not aware of critical positions to be filled
- 6) Do you have tools (manager checklists, key position templates) to assist in determining critical positions (positions that exert critical influence on the operational activities or the strategic objectives of the organization and which have characteristics unique to the organization)?
- a) Yes
 - b) No
 - c) Not needed
 - d) Would like more effective tools developed? Please describe in the comment box provided (insert comment box)
- 7) Have competency profiles been developed to identify the skills, abilities and behaviors needed for critical positions or occupational groups? (A competency is any knowledge, skill or ability, demonstrated through behavior that results in superior job performance, e.g. teamwork, interpersonal effectiveness, technical capability. A competency profile is a set of

competencies typically applied to groups of positions such as occupational groups, e.g. executives, IT, finance)

- a) Yes
- b) No

8) Does your organization have a formal system in place to determine high potential candidates for critical positions?

- a) Yes
- b) No
- c) A formal system is in development stages

Leadership Planning and Development

1) Does your organization have a process for the early Identification of Leadership Potential?

- a) Yes
- b) No
- c) In development stage

2) How effective are your current HR programs and tools in addressing leadership development

- a) Highly effective
- b) Moderately effective
- c) Minimally effective
- d) No tools or programs in place
- e) No requirement for tools to address leadership development

3) Would you like more tools to address leadership development?

- a) Yes
- b) No
- c) Describe the tools you would like to have developed (please describe in 50 words or less) (insert comment box)

4) Which of the following programs/ practices would you like to see adopted in your organization? (Check all that apply)

- a) Talent Pools
- b) Leadership Talent Identification
- c) Leadership Development
- d) Acting Assignments
- e) Stretch Assignments
- f) Job Shadowing
- g) Professional Development Programs
- h) Apprenticeship programs - describe types of apprenticeship programs (comment box)

- i) Others (please describe in 50 words or less) (insert comment box)

Mentoring, Coaching and Knowledge Transfer

- 1) Does your organization have a formal mentoring program in place? (Mentoring is a nurturing process, in which a more skilled or experienced person serves as a role model. It involves teaching, encouraging and counseling a less experienced person to promote professional and personal development). Please check all that apply.
 - a) Yes
 - b) No

- 2) How effective are your current HR tools to ensure knowledge transfer in the organization? (Knowledge Transfer includes the transfer of knowledge that can be found in manuals, directories and procedures as well as tacit knowledge, which makes up 80 to 85% of organizations knowledge assets, and includes people's insight, judgment, and know-how).
 - a) Highly effective
 - b) Moderately effective
 - c) Minimal effectiveness
 - d) None in place
 - e) None required

- 3) Does your organization have a coaching program in place? (Workplace coaching is used to help employees achieve short-term goals such as acquiring small blocks of knowledge or developing or improving skills). Check all that apply.
 - a) Yes an internal coaching program is in place
 - b) Yes an external coaching program is in place
 - c) None in place

- 4) Would you like to have further tools developed to support a coaching program
 - a) Yes
 - b) Describe tools you would like developed (insert text box)
 - c) No

HR Tools and Processes

- 1) Which of the following tools are currently used in your organization? (check all that apply)
 - a) Performance Management tools used to evaluate employee skills/competencies and determine readiness for positions
 - b) Career Planning/Development Planning tools to assess training and experience requirements for various positions and develop career focused learning and development

- c) Self Assessment tools to allow individuals to self assess against the skills required for occupations and identify the gap
- d) Internal recruitment tools (internal job posting process, employee referral programs)
- e) Organizational charts
- f) Replacement charts to determine readiness of individuals for placement into key positions.
- g) Others (insert comment text box here)

- 2) Does your organization provide a transparent, Merit-Based, and Consistent performance management system?
- a) Yes
 - b) No
 - c) This is something we would like to put in place
 - d) Not needed

Succession Planning Delivery

- 1) What type of succession planning system is used in your organization?
- a) Paper based
 - b) Automated
 - c) Partially automated
 - d) No succession planning system in place

Barriers and Challenges

- 1) What are your greatest challenges for succession planning (check all that apply)
- a) Lack of information on employees
 - b) Lack of training
 - c) Lack of leadership commitment
 - d) Lack of succession planning tools and career development tools
 - e) No challenges
 - f) Unsure
 - g) Lack of clear processes/ integrated processes
 - h) Other – please comment (text box here)

Senior Management Communication and Accountability

- 1) Is Senior Management in your organization kept up to date on the status of vacancies and the progress of filling vacancies for critical positions?
- a) Yes
 - b) No
- 2) Are your leaders accountable for succession planning?

- a) Yes
- b) No

3) Does your organization effectively communicate succession planning programs and activities to employees (consider the outcomes of succession planning activities in your organization and communication of key areas and critical positions forecasted for next 10 years)?

- a) Yes
- b) No
- c) Tools for communication planning are required

4) Does your organization effectively communicate succession planning programs and activities to managers (consider the outcomes of succession planning activities in your organization and communication of key areas and critical positions forecasted for next 10 years)?

- a) Yes
- b) No
- c) Tools for communication planning are required

Program Evaluation

1) Does your organization have an evaluation program in place to monitor succession planning?

- a) Yes
- b) No

2) Is your current succession planning program meeting the needs of the organization?

- a) Yes
- b) No

3) Do you consider your organization to be a best practice organization in succession planning

- a) Yes
- b) No

4) If your organization is not a best practice organization can you suggest an organization that does exhibit best practices in Succession Planning in the Electricity Sector (text box for comments here)

Final Comments

In 50 words or less provide any information you feel is necessary, or clarify your answers to the questions in this survey

If you would be willing to participate in a follow up telephone interview to discuss succession planning practices in more depth please fill out the following contact information. No more than 40 minutes of your time would be required.

First Name: Last Name

Job Title:

Organization:

Address:

Province: Postal Code:

Phone number:

Email Address:

Thank you for your participation. Your opinions will help address the human resources needs of the Electricity industry.

Appendix B: Interview Questionnaire

Interview Questions - ESC Succession Planning Research

1. Describe the process used within your organization for succession planning?

Probes:

- How often is succession planning undertaken?
- Do you have a step by step process / plan? If not, would this type of tool benefit your organization?
- What is the horizon for projections in the succession plan? 1year, 3 years, 5years?
- What is the role of senior management in the succession planning process?
- How is the succession planning process monitored and evaluated?
- When evaluating succession planning processes and programs, what do you measure?

2. How does your organization identify and develop talent for critical positions in the organization?

Probes:

- Do you have programs in place to identify critical positions?
- Do you have a template for identifying key and vulnerable positions in your organization, taking into account risk?
- Do you have tools in place to develop candidates into roles for critical positions?
- What tools do you use to collect data?
- What type of data do you collect?

3. What challenges/barriers do you most urgently need to address with respect to succession planning?

Probes:

- What is working what isn't?
- Do you have a process?
- Is the process effectively managed by HR/ business team?
- What "road blocks" (if any) hold you back from delivering on succession planning processes?

4. What tools do you currently have in place for succession planning and how effective are they? What types of tools would you like to have in place to assist the succession planning process?

Probes:

- Do you have job competencies developed for critical positions?
- Do you have current job descriptions?
- Do you have coaching tools, or on the job training tools?
- Do you have a learning and assessment process?
- Do you have replacement charts/ templates for determining job readiness of individuals?

- Do you use self assessment tools? Would you like to?

5. How has succession planning been integrated into HR/business/operational planning?

Probes:

- Is succession planning linked to the performance management system in your organization?
- Do you have a Performance management system and tools?
- Do you have a Career planning system and tools?
- Do you have Career planning frameworks regarding the type of training, experience and education recommended for various positions?
- Are career development plans or learning plans developed for individuals identified as high potentials?

6. How does your organization ensure "knowledge transfer" from critical positions?

Probes:

- What knowledge transfer practices have been successfully applied within the department to address the risk of knowledge loss for critical positions?
- What programs do you have in place to manage knowledge transfer in the organization?
- What tools do you use for knowledge transfer?
- What practices, processes and guidelines are in place to document critical knowledge?
- Are the knowledge transfer practices meeting the needs of the organization?

7. Are coaching or mentoring toolkits required by your organization to support the knowledge transfer process?

Probes:

- What coaching programs do you currently have in place?
- What is the objective of your coaching programs?
- How effective are these programs in meeting employee development requirements for critical positions?

8. How effectively does your organization communicate the succession planning process in your organization?

Probes

- How informed are employees of critical positions and the succession planning process in the organization?
- What type of communication tools would assist you in this area?

9. Do you have any other comments or issues that have not been addressed in this interview that you feel should be reviewed in the succession planning research.

Appendix C: Focus Group Questions

Introduction to the project:

Research indicates that increased levels of retirement, changes in technology, increased productivity and the increased demand for electricity will have substantial impact on the electricity sector and could pose a significant risk to the future of the electricity industry. This project aims at identifying succession planning best practices and will address the issues, challenges and barriers facing the electricity industry. The final objective of the project will be the development of succession planning tools, based on the research from stakeholders, to support the succession planning process.

Purpose of this session - this focus group will assist in:

- 1) Gathering information on the required tools to support the succession planning process in the electricity sector.
- 2) Validate and enhance the data obtained through the survey currently taking place.

This session will build on the results of the on-line survey, currently in progress with many Electricity Sector stakeholders, to provide a more detailed analysis of organizational requirements regarding succession planning tools for the electricity sector.

To best benefit from all of your expertise in a limited time frame, we would ask that you work in groups of 4 or 5 to brainstorm on the key succession planning issues, challenges and barriers facing the Electricity Sector over the next 5 to 10 years, by answering each of the questions as a group.

When answering the questions considers what your organizations have in place today, what is working, and where are the gaps?

Keep in mind the types of tools that would assist you in meeting your talent requirements over the upcoming years. A list of some succession planning tools has been attached to assist you in brainstorming. This list is by no means exhaustive and is meant to encourage discussion rather than influence.

Succession planning tools and career development tools. (A Recent USA study conducted with 200 organizations throughout North America cited that 48% of companies identified the lack of succession planning tools and career development tools as their greatest challenge for succession planning). Recent results from the ESC survey would match these results.

Part 1

Question 1: 12 minutes

What challenges do you most urgently need to address with respect to succession planning in your organizations?

Consider the following:

- What are the gaps in your current succession planning program?
- How effectively are you mapping candidates to potential opportunities?
- Are employees developing themselves in a way that links personal effectiveness and satisfaction with the achievement of the organization's strategic objectives?
- Is there a regular and formal process for identifying "key" and "vulnerable" positions in the organization?
- Does your organization have a pool of potential candidates ready to fill critical positions over the next 5 years?
- Is knowledge attrition addressed effectively in your organization?
- Are specific skill deficiencies identified?
- What is needed to encourage organizational participation in succession planning programs?

Question 2: 12 Minutes

What succession planning tools would you find most useful?

What is lacking with the tools currently being used to manage the succession planning process? (Consider templates, processes, checklists etc.) List the tools under the appropriate headings.

- Career Development
- Communication
- HR Planning
- Succession Planning Program Evaluation
- Other

Example Tools

- Communication plan templates
- Succession Planning process
- Replacement/Succession Planning Chart
- Key Position Template
- Career Planning Framework
- Performance Management Process and Evaluation Template - competency based assessments to determine 'readiness' and 'potential' for future placement
- Formal Developmental Program options / description - mentorship, job rotation and assignments, formal assessments, etc. – all focused on ensuring employees obtained the necessary skills / competencies to advance in their careers.
- Self Assessment Tool and Guide
- Learning Plan Template and Guide
- Manager Coaching Guide

Part 2

Discussion - Group review (20 minutes)

Appendix D: Additional References

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