

Preserving a Vibrant Public Power Workforce

Building a sustainable succession planning program
to preserve your vibrant public power workforce





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Introduction

After years of minimal hiring amid an aging workforce, the average age for electric utility industry workers is beginning to fall. This decrease in average age suggests that the industry is hiring younger workers to fill gaps left by experienced employees' retirements. However, technological changes and additional upcoming retirements will increase demand for new utility workers even more in coming years.¹ In the American Public Power Association's 2015 workforce survey, 55 percent of utilities reported that within five years, at least twenty percent of their workforce will be eligible for retirement.²

This environment of ongoing retirements combined with an increasingly inexperienced workforce underscores the importance of workforce and succession planning. To plan for succession, organizations should rethink their strategies and ensure effective planning is taking place. In the end, succession planning within the utilities sector is not merely about creating a plan, but working to adapt that plan to current business needs and future industry changes.

As retirement depletes utility workforces, demand for workers will increase as utilities install and maintain new types of generation capacity such as renewable energy. Utilities will require skilled workers from the construction sector to install

new generating capacity and its own workers to operate and maintain these facilities. The Department of Labor estimated that as new generation assets are approved, electric utilities will require at least 21,000 workers for construction and 5,000 workers for ongoing operation.³

As the electric industry moves forward, it will increasingly use alternative generation technology, smart meters and utility infrastructure, and improvements in customer energy efficiency as a source of generating capacity. These initiatives will require additional staff with expanded skill sets. Even if energy-efficiency programs are implemented by third-party contractors, as many of them are likely to be, a large number of utility personnel will be needed to design, promote, and manage these programs.⁴

This paper discusses the importance of establishing a succession-planning program in your utility and tools to identify, evaluate, and mentor future successors at all levels. You will learn how to identify core competencies for current and future positions and how to create a succession and workforce plan that ensures your organization's workforce is prepared to meet future demands.

¹ Task Force on America's Future Energy Jobs. Paul Allen, Bill Banig, Bob Baugh, et al. National Commission on Energy Policy. 2009

² APPA survey indicates public power utilities need to do more in area of workforce planning. American Public Power Association. 2015

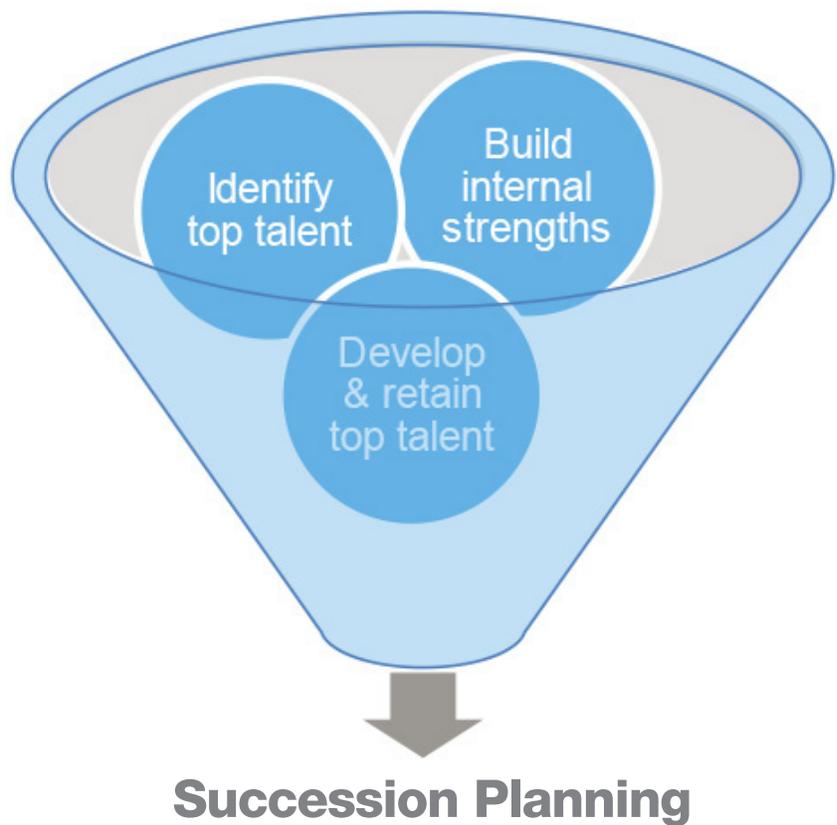
³ Identifying and Addressing Workforce Challenges in America's Energy Industry. United States Department of Labor Employment and Training Administration. 2007

⁴ Task Force on America's Future Energy Jobs, NCEP, 32, 36-39

What is succession planning?

Succession planning is the process of identifying your organization's critical positions, how those positions may be affected by impending retirements or other attrition, and crafting a replacement plan. Part of the replacement plan should include identifying high-potential employees, evaluating and honing their skills and abilities, and preparing them for advancement into positions key to business operations success.

The electric utility business has entered a challenging era. There are many opinions on the best ways to manage and operate this critical business, ranging from stricter environmental requirements and financial issues to rate recovery and reliability to cybersecurity. As the industry's workforce begins to retire more rapidly, it is critical for the next generation to have the skills to nimbly operate in this ever-changing environment.



Benefits

The Human Capital Institute published some startling facts related to employee disengagement, attrition, and poor hiring practices.

- Cost per day when operating without a key player: \$7,000
- Cost of a poor hire: \$300,000 to \$500,000
- Rate of efficiency at which an organization operates as a result of poor engagement levels: 30 percent
- Average time for a new manager to become productive: six months
- Percentage of employees well suited for their roles: 20 percent
- Cost of losing a talented employee: \$250,000 to \$500,000 (“Strategic Workforce Planning,” Human Capital Institute)

These figures emphasize the importance of instituting a succession planning program and the financial risk organizations take when they put succession planning on the back burner. Succession planning helps organizations reduce the fiscal impacts of under-engaged employees, institutional knowledge loss, and poor training programs. Additional benefits include:

- Focusing and maximizing the organization’s training budget
- Proactively addressing future staffing shortages
- Projecting future job requirements and gaps with current competencies
- Concentrating on recruitment efforts and targeting retention incentives
- Linking strategic goals and organizational priorities with staff planning
- Identifying the need for specific positions

Personnel are the biggest asset for any organization but can also be the biggest liability if the appropriate investment and planning are not executed. By implementing a succession planning program, utilities can manage this asset and ensure stability and continuity in business operations.

Program goals

Every organization’s specific goals for a succession planning program will differ, but a few overarching goals should be incorporated into every program. These goals go far beyond simply preparing a utility for retirements and instead focus on holistic change for managing employees throughout their lifecycle. It is paramount to incorporate the following goals into your succession planning program:

- Create an ongoing supply of well-trained, broadly experienced, motivated employees who are ready to step into key roles as needed.
- Integrate desirable candidates with established individual performance and professional development goals.
- Establish a balanced and diverse workforce.
- Enable a flow of employees through various departments for a well-rounded workforce.
- Align future staffing needs with the availability of resources.
- Define employee career paths, leading to enhanced training for a pool of qualified employees.
- Use the succession planning program to drive organizational strategy and create business efficiencies.

Many of these goals will be a byproduct of a well-run succession planning program. For example, rotating employees through various departments will naturally occur if your organization structures its training plan to include shadowing or job rotation.

Succession planning myths and facts

Communicating the start of a succession planning program to an organization's workforce is critical to employee buy-in and ultimately the success of the program. Your human resources department can determine the best methods of communication. Additionally, program champions should clarify the process and dispel the following succession planning myths:

MYTH 1:
The perfect candidate is the direct report to the vacant position.

REALITY: Moving the employee who sits directly below the vacant position into the open role does not guarantee he/she is the most qualified person for the job. Position requirements must be matched with a candidate who possesses the requisite competencies, technical skills, and understanding of the role. To ensure a position is filled with the most qualified candidate, it is important to have a career path for employees. Additionally, succession candidates do not have to come from the same unit where the vacancy resides; they can come from other units within the organization.

MYTH 2:
Workforce and succession planning is all about cherry picking and selecting management's favorite employees for development.

REALITY: Workforce and succession planning involves preparing employees for possible future roles; it is not about pre-selection. The process is intended to match your organization's needs with employees' interests and prepare employees for future roles.

MYTH 3:
Human Resources should lead and facilitate the workforce and succession planning process.

REALITY: Managers and supervisors may feel Human Resources should handle the entire process. However, managing a workforce and succession planning program is a team effort. Senior leaders must communicate how the program will be implemented to staff and champion the program. HR staff is responsible for guiding the process, understanding position requirements, and ensuring access to training and development opportunities. Additionally, senior leaders and HR staff must work collaboratively to communicate program goals, critical competencies, and technical skills required for key positions. Managers and supervisors are responsible for continuous mentoring, coaching, and developing staff by providing new learning opportunities and stretch assignments.

MYTH 4:
If there are no imminent retirements, this process does not need to be a priority.

REALITY: Critical positions should be identified regardless of whether there are imminent retirements. Attrition of any kind can lead to vacancies that pose a risk to an organization. To ensure that your organization continues to operate smoothly, potential succession candidates need to be prepared, developed, and adequately trained to fill critical roles. That process takes time.

MYTH 5: Good talent is easy to spot and the “cream will rise to the top.”

REALITY: Hiring talented individuals is critical to your organization’s success. To retain the most talented individuals and prepare them for future roles, your organization must actively create a succession and workforce plan that provides staff training, development, mentoring, and career planning. The best fit for a critical position and someone who can serve as a future leader may not be immediately obvious. Assessing all employees, their skill sets, and the training they need to gain the requisite skills for a critical role is key to a successful succession planning program. It is important to maintain a pipeline of talented individuals who are able to immediately fill critical roles as vacancies arise; assessing, training, and developing a wide array of potential candidates ensures your organization will have a strong pipeline.

MYTH 6: Workforce and succession planning is too much effort and too expensive given our resources.

REALITY: Organizations do not have to invest in expensive software tools to have a successful workforce and succession planning program. Workforce and succession planning can be completed on a limited budget with simple tools, such as a nine-box grid, individual talent profile, an action plan, and training plan. These tools help managers identify succession candidates for critical roles and provide a plan for developing succession candidates and other staff for future roles based on work performance, strengths, skills gaps, and training needs.

MYTH 7: Workforce and succession planning is only an issue for big organizations.

REALITY: The loss of key employees impacts organizations of all sizes. Research shows the cost of operating without a key player is \$7,000 a day, while the cost of losing a talented employee is \$250,000 to \$500,000. As business needs change and the technology used to deliver services evolve to include smart grid, renewable energy sources, and other new technologies, your organization will need to evaluate its short-term and long-term goals. A key factor in achieving these goals is to have staff readily available to execute these initiatives. In preparation for these future changes, existing staff need to be developed now.

MYTH 8: We need twelve months or fewer to implement a succession plan.

REALITY: Succession planning is a recurring annual process. It typically begins in January with the start of the performance evaluation cycle. For example, the process Baker Tilly Virchow Krause, LLP has developed runs on a calendar year and is updated yearly to incorporate new goals, initiatives, and growth opportunities. Your annual process should also incorporate updating the critical positions list as some positions may have been altered, retirements have grown closer, and the talent retention and recruitment market may have changed. Reevaluating and adjusting the succession plan each year allows the organization to remain current and nimble.

MYTH 9: Workforce and succession planning is only appropriate for senior positions.

REALITY: Critical positions are defined as vital for achieving an organization's strategic goals. These positions can be at any level within your organization, not just at the senior level. Roughly ten to fifteen percent of an organization's roles are strategic. The organization's future success is compromised if these roles are not filled with extremely capable people. An organization-wide succession planning program streamlines the process and creates consistency across all levels of staff.

MYTH 11: The best succession candidate is a current employee.

As you assess employees and their competencies, it may become clear there are no viable succession candidates for critical positions. Your organization should develop a recruitment strategy for these positions so when the position becomes vacant, you can quickly begin recruiting.

MYTH 10: The next generation is not ready to be groomed.

REALITY: Senior leaders must assume a proactive role in preparing future leaders to take over the reins. Failing to train tomorrow's leaders will impact your utility's ability to remain competitive. Furthermore, planned retirements are not the only cause of critical position vacancies. Workforce changes can be unpredictable; being proactive with workforce and succession planning allows organizations to respond more quickly with less disruption to daily operations.

Overview of succession planning process

Succession planning is a cyclical process that should be performed on an annual basis. The graphic below depicts, at a high level, how an ideal succession planning program is organized.

The next several sections will walk you through each of these steps in more detail.

Also, industry conferences and discussion forums are resources for sharing information on staffing and benchmarks with peers and other utilities. As one of the electric industry's largest professional organizations, APPA aggregates a wealth of benchmarking data through surveys and publishes this data for member organizations. This information is available at <http://www.publicpower.org> under Public Power Statistics.

In establishing a succession planning program framework, five main categories of workforce statistics help determine whether your utility is effectively staffed:



Initiate communication plan

You must inform employees before beginning a succession-planning program. As noted earlier, there are several myths associated with succession planning and having upfront communication with employees will help dispel those myths and reduce any misgivings about going through a succession planning program. Communication methods can vary widely, and you should determine which style or styles are best suited to your organization. For example, some employee groups receive information best through e-mails or the organization's intranet while some employee groups may require a printed newsletter or even in-person meeting.

Use metrics to determine the current state and manage the succession planning process

Utilities are built for metrics management, and succession planning is no exception. Statistics and metrics to measure performance, costs, and the number of full-time equivalent employees needed for utility operations, customer service, and administration can be readily found through industry resources. Metrics are core to determining if your utility is right-sized. For example, if your utility is having difficulty identifying candidates for a controller or lead engineering position, an analysis of staffing compared to industry norms and standards may indicate overstaffing. Determining whether these positions can be optimized with additional responsibilities is part of candidate evaluation.

- Age statistics
- Generation capacity metrics
- Transmission/distribution operation and maintenance
- Customer service
- Administrative and general

These statistics serve as useful benchmarks for determining your utility's right size. Even though one size doesn't fit all, you'll have a general sense of staffing, ages, needed succession planning, and training. You can begin to focus on strategies for your succession planning program.

While each utility is unique, the uniqueness can often be compared to a utility peer. Common resources used for utility benchmarks include:

- American Public Power Association
- Cooperative and investor-owned utility associations
- Industry publications that focus on utility benchmarks
- Industry benchmarking associations

Category	Key Statistics
AGE STATISTICS	<ul style="list-style-type: none"> <li data-bbox="722 430 1274 462">➤ Average age per full time employee by department <li data-bbox="722 483 1339 514">➤ Average years to retirement by employee by department
GENERATION	<ul style="list-style-type: none"> <li data-bbox="722 546 1112 577">➤ Staff per 100,000 mWh generated <li data-bbox="722 598 1096 630">➤ Staff per mW generation capacity <li data-bbox="722 651 998 682">➤ Staff per generating unit <li data-bbox="722 703 1177 735">➤ Annual training hours per generation staff
TRANSMISSION/DISTRIBUTION	<ul style="list-style-type: none"> <li data-bbox="722 766 1258 798">➤ Staff per transmission and distribution circuit mile <li data-bbox="722 819 1323 850">➤ Annual training hours per transmission/distribution staff
CUSTOMER SERVICE	<ul style="list-style-type: none"> <li data-bbox="722 882 1291 913">➤ Customer service staff per one thousand customers <li data-bbox="722 934 1209 966">➤ Staff per one thousand in-person payments <li data-bbox="722 987 1437 1018">➤ Staff per one thousand manual disconnections and reconnections <li data-bbox="722 1039 1112 1071">➤ Staff per 100,000 mWh retail sales <li data-bbox="722 1092 1250 1123">➤ Annual training hours per customer service staff
ADMINISTRATIVE AND GENERAL	<ul style="list-style-type: none"> <li data-bbox="722 1155 1274 1186">➤ Administrative and general staff per 100,000 mWh <li data-bbox="722 1207 1226 1239">➤ Administrative and general staff per customer <li data-bbox="722 1260 1339 1291">➤ Administrative and general staff per non-A&G employees <li data-bbox="722 1312 1339 1344">➤ Annual training hours per administrative and general staff

Identifying critical positions for succession

After communicating the onset of the succession planning program to employees, the next step is to identify the positions in your organization that require a succession plan. It is important to note this step is focused on the positions, not the employees currently in those positions or employees that would be considered for those positions.

One method of identifying critical positions is to segment your workforce. Segmenting the workforce means every position, or class of positions, is assigned to a category: strategic, core, supporting, or misaligned. These categories are further defined below:

- **Strategic:** Roles vital for achieving strategic goals account for ten to fifteen percent of roles of your workforce. Future success is compromised if these roles are not filled with extremely capable people.
- **Core:** Roles related to operational excellence make up twenty to twenty-five percent of jobs. Current success is compromised if there are issues in critical roles, e.g., top management, heads of operating, financial, information technology, rates, customer services, and renewable energy departments, or regulatory leads.
- **Supporting:** Roles that keep the internal operation working smoothly, such as information technology, operations, and human resources roles, comprise sixty to seventy percent of jobs.
- **Misaligned:** Employees in these roles can be redeployed or roles may be outsourced without risk.

The organization's succession planning program should focus on the positions that fall into the strategic and critical categories. As you place positions into these categories, think about the difficulty in recruiting for positions that require specialized skill sets or that have other considerations. Any such positions should be included on the succession position listing along with the specific knowledge requirements for the position. Additionally, do not just consider positions in which the current employee will be retiring soon. Even if you expect the current employee will fill that role for a number of years, it is important to start planning now for the succession of that position. Some additional questions to consider when identifying your critical positions are:

- How will the state of the industry today affect the business operations for the next one to five years? And five to ten years?

- What operations are critical to the future of the business? Could they be discontinued or downsized, or will they grow or remain constant?
- Will reengineering, process improvement, or technology impact the department in the future?
- What job functions, if any, will be consolidated?
- Will the projected workload volume increase or decrease?
- Will staffing levels change? If so, how?
- What skills and abilities will be needed to match these changes?

Once critical positions are identified, the next step is to determine core competencies for those positions. Your utility should have some organization-wide competencies that can apply to everyone such as adaptability, collaboration, and effective communication skills. A good way to develop these competencies is the 3-3-3 exercise. Think about your three best and three worst employees over the past three years. What characteristics made your best employees top performers? Likewise, what traits made your worst employees low performers? Listing these characteristics out will help identify the competencies all your employees should possess regardless of job title.

Position-specific competencies can be more straightforward to identify and are usually technical skills required to perform a job. It's best to work with the direct supervisors of these positions to determine these competencies. The Center for Energy Workforce Development (CEWD) has developed the industry's most comprehensive set of competencies for the majority of utility industry positions. The model starts with personal effectiveness competencies, such as professionalism and reputation, and becomes progressively more defined until it reaches occupation-specific requirements.

Resources and tools for identifying succession candidates

After identifying your organization's critical positions, you can begin assessing current employees to see if they may be potential candidates to fill these positions. It is possible you may not have any potential internal candidates. To address this situation, additional succession-planning strategies are discussed later in this section.

Many resources and tools are used in the succession planning process to identify candidates. We will discuss three in this paper.⁵

⁵ Here we discuss the nine-box grid method. Appendix A and B feature two additional effective methods—a talent profile and an action plan.

Talent	Definition	Description
PT	Promotable	<ul style="list-style-type: none"> ➤ Excellent performer ➤ Track record of performance rating of four or five ➤ High-potential individual ➤ Has taken on more responsibility ➤ Ready now for the next level position
ET	Emerging talent	<ul style="list-style-type: none"> ➤ Excellent performer ➤ Typically a performance rating of three or four ➤ Shows growth potential ➤ Can take on more responsibility ➤ Promotable within six to twenty-four months or lateral movement in less than twelve months
KC	Key contributor	<ul style="list-style-type: none"> ➤ Consistent performer and well placed ➤ Typically a performance rating of three ➤ Could be difficult to replace ➤ Not considered promotable at this time
IR	Improvement required	<ul style="list-style-type: none"> ➤ Inconsistent performer ➤ Typically headed to a performance rating of two ➤ May lack knowledge, skills, ability and/or motivation in one or more areas ➤ Could become a concern if performance expectations continue to be raised ➤ Not promotable ➤ Performance improvement plan in place
AR	Action required	<ul style="list-style-type: none"> ➤ Capability insufficient for current role ➤ Typically a performance rating of one or two ➤ Needs organizational intervention (outplace or redeploy) ➤ Timeline for action/outcome is required
NH	New hire	<ul style="list-style-type: none"> ➤ Too new to rate / too early to assess

Nine-box grid

The nine-box grid is a method to identify an employee's performance and potential and uses a chart to provide a visual overview of staff capabilities. It is also used to rank employee abilities with their peers. It helps managers and evaluators identify prospective candidates for promotions and as successors.

The following table shows an example of the ranking scale used in the nine-box grid exercise. Staff are designated as promotable, emerging talent, key contributor, improvement required, or action required. The description column shows some of the relevant rating criteria:

		Potential		
		Low	Growth	High
Performance	High	<p>Key contributor – KC</p> <ul style="list-style-type: none"> > Consistent performer and well placed > Typically performance rating of three > Could be difficult to replace > Not considered promotable at this time – potential not demonstrated in one or more of the following: skill, knowledge, ability, aspiration or engagement > Continue to challenge and expand growth 	<p>Emerging talent – ET</p> <ul style="list-style-type: none"> > Excellent performer > Typically performance rating of three or four > Shows growth potential > May be promotable to the next level within six to twenty-four months > Lateral movement in less than twelve months may be appropriate to expand and accelerate development > Development plan to grow and challenge toward next level 	<p>Promotable – P</p> <ul style="list-style-type: none"> > Excellent performer > Typically performance rating of four or five > High potential individual > Has taken on more responsibility > Ready now for the next level position > Continue to develop for next level
	Medium	<p>Key contributor – KC</p> <ul style="list-style-type: none"> > Consistent performer and well placed > Typically performance rating of three > Could be difficult to replace > Not considered promotable at this time > Continue to grow and challenge in place > Lateral move to support organization needs may be appropriate 	<p>Key contributor – KC</p> <ul style="list-style-type: none"> > Consistent performer and well placed > Typically performance rating of three > Could be difficult to replace > Not considered promotable at this time > Continue to grow and challenge in place > Lateral move to support organization needs may be appropriate 	<p>Emerging talent – ET</p> <ul style="list-style-type: none"> > Strong performer > Typically performance rating of three or four > Shows high potential > Lateral movement may be appropriate > May be promotable to next level within six to twenty-four months > Development plan to accelerate performance toward next level
	Low	<p>Action required – AR</p> <ul style="list-style-type: none"> > Capability insufficient for current role > Typically performance rating of one or two > Need organizational intervention (outplace or redeploy) > Timeline for action/outcome is required 	<p>Improvement required – IR</p> <ul style="list-style-type: none"> > Inconsistent performer > Typically trending toward performance rating of two > May lack knowledge, skills and abilities in one or more areas > Not promotable > Performance improvement plan in place 	<p>Improvement required – IR</p> <ul style="list-style-type: none"> > High potential with previous solid performance > Typically trending to performance rating of two > May be new in position or in a turnaround situation > Not promotable at this time > Determine support required for success > Determine if placement is appropriate

The ranking scale is then used to place the employee “in the box” of one of the nine areas:

Placement of employees within the matrix provides an analytical map for planning for the future. Employees above the diagonal will benefit with additional training in the overall utility operations and may be designated as potential successors. Employees below the diagonal may also be slated for additional training or mentoring to achieve potential in their current positions or be designated for performance improvement plans.

Completion of the nine-box grid rating of employees should be tied to the annual or semi-annual evaluation process.

Additional succession-planning strategies

After determining your organization’s critical positions and identifying potential candidates, you may discover that you do not have internal candidates with the requisite skill set to be considered for the position. A succession plan does not need to focus solely on the internal candidates. Build flexibility into your succession plan and think of creative solutions to ensure critical position vacancies will be filled. Some additional options to build in to your succession plan include:

- Partnering with local high schools, colleges, or universities to provide internships or apprenticeships for specific positions. This is an excellent way to develop a talent pool that can fill core positions in the organization
- Developing recruiting strategies to attract new individuals to your organization for each critical position if you are unable with an internal candidate
- Cross-training candidates from other departments. As referenced in Myth #1, the right candidate for a critical position is not always the direct report to that position. Be sure you access internal candidates from other departments to see if they have transferrable skills that will make them successful in the critical position. Cross-training is a key part of succession planning. If you can cross-train a candidate from another department, they may be able to step into the critical position once it is vacant.

Defining competencies and training succession candidates

Once you have identified critical positions and personnel for potential succession, you can start reviewing the competencies required for the positions and determine which

competencies your succession candidates may need to develop to successfully complete a job. As mentioned earlier, critical positions and their core competencies should be identified in tandem.

Use these competencies to define the job requirements of each critical position and assess each succession candidate to determine gaps in their knowledge, skills, and ability. Leverage your training budgets to address these gaps and prepare candidates for succession into critical positions.

The individual talent profile and the action plan, included in the Appendix, can be used to document gaps in competencies and the associated training plan. The individual talent profile summarizes an employee’s background, competencies, and performance. It identifies strengths and weaknesses so a development plan can be created to assist with developing staff talent.

Cross-departmental leadership and key decision makers must be involved throughout the process to represent their selections and discuss concerns.

Coupling the individual talent profile with an action plan is an effective way to detail actionable items and task due dates to improve an employee’s competencies. These documents also help mentors and performance counselors set goals and timelines for introducing staff to new opportunities or training.

Bringing it all together

The use of a formal succession planning process is essential for your utility to identify critical and at-risk positions. A succession planning program based on metric analysis will also identify potential inefficient (or efficient) staffing levels and assist in determining the “right-sized” approach to utility staffing. After that, evaluating the future state of the workforce and related operational impacts will allow the organization to:

- Identify employees available for succession into critical positions
- Develop a profile of successor candidates
- Determine training needs for successors and non-successors
- Incorporate succession planning into the evaluation and goal setting process of candidates, mentors, and performance counselors alike

This is a long-term project but one that will yield significant benefits as it becomes ingrained in your organization.

Appendix A: Talent Profile

The Talent Profile Form is used to document gaps in competencies and the associated training plan. The form is designed so that an individual with no direct connection to the employee can pick up this form and in a few moments be familiar with the employee's educational background, current competencies, developmental needs and current aspirations and succession plan program within the organization. The form also details the training that will be undertaken to assist the employee in moving to the next promotional level. The Talent Profile Form should be updated at a minimum as follows:

1. Initially the time of hiring of the employee
2. Annually as part of the evaluation process (this should be reviewed with the employee)
3. At each formal performance/evaluator counseling session (reviewed with the employee) if more frequent updates are held between the employee and their counselor

The form can take any format. The importance of this process is that employee and their counselor/evaluator discuss and document the employee's strengths, improvement opportunity areas, succession plan and aspirations and the training designed to help them move to the next promotional level. The importance of this process also lies in having this discussion regularly, so the employee and performance counselor/evaluator stay focused on each employee's goals, needs, career path and plan.

Talent Profile Form



Candidate Insight Results

GENERAL INFORMATION			
Name:		Performance Rating	Prior
Title:		Current	
Hire Date:		9 Box Rating	
Date in Position:			
# of Direct/Indirect Reports:		Mark Here	

Employee does not wish to participate in career development

Employee Signature and Date: _____

COMPETENCY STRENGTHS/DEVELOPMENT OPPORTUNITIES/ACTIONS

Competencies:	Rating	Development Needs	Development Actions (i.e., Special Assignments, Training)

SUCCESSION PLAN / CAREER ASPIRATIONS

Recommended Next Position:	Department:	Timing	Employee Career Aspiration(s):	Department:	Timing

EXPERIENCE AND EDUCATION

Positions within the organization	Department	Years in Job	Role/Responsibility

Prior Positions	Company	Years in Job	Role/Responsibility

Degree or Certification	School or Association	Date Received

Appendix B: Action Plan

The **ACTION PLAN** is used to document the plan to address and improve employee performance gaps. The form details the specific action plan items to address the specific performance gap, the party responsible for that action, tools (i.e. training) to be used and the specific date of completion of that action item step.

The **ACTION PLAN** should be updated at a minimum as follows:

1. Annually as part of the evaluation process (this should be reviewed with the employee)
2. At each formal performance/evaluator counseling session (reviewed with the employee) if more frequent updates are held between the employee and their counselor
3. More frequently reviewed if it is determined that specific gaps need improvement in a shorter time frame

This tool can be used for all employees across the performance spectrum, from those encouraged for future succession planning, for steady performers, for employees being assigned new duties and for those performers who need immediate improvement in performance to maintain their position in the organization. This tool is jointly prepared by the employee and performance counselor/evaluator. Once the action plan has been developed it is up to the organization to provide the necessary training and tools and it is up to the employee to complete the action plan items by the expected completion date.



Candor. Insight. Results.

Action Plan

Individual:

Title:

Reporting Unit:

Gap to Address	Strategy/Action Item	Priority	Responsible Party	Tools and Resources	Expected Completion Date	Completed		Additional Details
						Yes	No	
A.	1							
	2							
	3							
	4							
	5							
B.	1							
	2							
	3							
	4							
	5							
C.	1							
	2							
	3							
	4							
	5							
D.	1							
	2							
	3							
	4							
	5							



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