

Competencies Role: HR Specialist

Competency

Competency Description

Characteristics, Behaviors, Attributes, Skills

Succession Planning

Applying a systematic approach to building a leadership pipeline/talent pool to ensure continuity and developing potential successors in ways that best fit their strengths.

- Apply knowledge of succession planning in recruiting, developing, and retaining employees to fill each key role within the company.
- Design, develop, and implement systems for identifying and developing employees with potential to move into key positions as they become vacant.
- Understand and align succession planning efforts with the agency's strategic plan, long term goals and objectives.
- Develop trust in relationship with managers and reflect management concerns regarding succession planning. Obtain secure senior level support for the process.
- Work with management to develop a comprehensive process of identifying and understanding the developmental needs of employees, to create stretch developmental opportunities, and to develop specific, individualized development plans that are consistent with the organization's needs, as well as with those of the individual.
- Anticipate the future needs of the organization and find, assess, develop, and monitor the human capital required by the organization's strategy.
- Identify and monitor various talent pools within the agency to match the future needs of the organization with the bench strength of available talent.
- Align succession planning with current and future competencies for positions, as well as agency career development programs.
- Use fundamental developmental activities such as coaching, training, and development, as well as special assignments, hands-on learning, and web-based development activities.
- Use a core set of competencies or behaviors to establish a standard of comparison for assessment.
- Use technology to facilitate the process.

- **Continually learn** about respective discipline.
- Work with a **variety of diverse situations and people.**
- **Maintain composure and confidence and perseveres** when faced with changing demands, priorities, challenges, obstacles, and crises.
- Demonstrate **flexibility** to change work plans in accordance with changing business situations.
- Apply **knowledge of the organization, strategic goals, and culture** in developing, communicating about, and implementing succession planning.

Succession Planning

Proficiency Level 1 – Awareness

- Reports number of applicants and hires/losses coming/leaving to the agency
- Compiles lists of mission critical occupations from agency sub-elements to identify those most critical
- Explains the application of Merit Systems Principles and Prohibited Personnel Practices as they relate to succession planning

Proficiency Level 2 – Basic

- Solicits feedback from managers and staff on the effectiveness of a recruitment initiative in closing identified competency gaps
- Obtains annual updates from managers on progress towards meeting workforce plan and leadership development goals for knowledge transfer
- Creates charts or graphs from downloaded data to demonstrate workforce and retirement trends
- Identifies HR flexibilities data in order to present trends related to the use of flexibilities

Proficiency Level 3 – Intermediate

- Reviews impact of actual and projected retirement figures on critical competency areas
- Recommends specific organizational changes to address workload and resource gaps
- Implements a new retention strategy to decrease turnover
- Conducts labor market analysis to identify availability of critical skills
- Develops a survey to identify critical competency requirements
- Projects attrition in key occupations, including leadership positions, to assist management with planning
- Designs HR processes that comply with Merit Systems Principles and are perceived as fair and equitable to all employees

Proficiency Level 4 – Advanced

- Revises workforce plan to achieve alignment with a change in the organization's mission
- Develops innovative strategies to recruit and retain employees in mission-critical occupations and key leadership positions
- Develops a succession planning process/template that enables customers to develop a quality report
- Participates actively in meeting goals

Proficiency Level 5 – Expert

- Advises management on developing a multi-year strategic workforce plan integrating alternatives such as contract workforce and/or nonpermanent workforce
- Develops a plan to identify and address anticipated competency gaps resulting from an organization-wide reduction-in-force or from anticipated attrition due to turnover and retirement
- Implements legislation to address new workforce competency requirements

The table below displays the proficiency level for the Succession Planning competency assigned by grade level (grades 5 through 15).

Succession Planning Competency Proficiency Level							
Pay Band							
[pb 1]		[pb 2]			[pb 3]		
Grade Level							
5	7	9	11	12	13	14	15+
Proficiency Level							
1	1	2	2	3	3	4	5