

ASTHO *Connects*

A virtual learning series for public health leaders.

Succession Planning

Part 2 of a 3-Part Series

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Speakers



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Series Learning Objectives

- Distinguish succession planning from other types of planning
- Explain the value of succession planning in public health agencies
- Identify key roles and stages in the succession planning process
- Describe how to align the Core Competencies for Public Health Professionals to job descriptions and performance reviews

Session #2 Learning Objectives



Describe the key stages of a succession plan



Explain how to incorporate staff survey data into the succession plan



Define knowledge management and how to begin

There are several phases in Succession Planning.



Phase 3: Analysis



Identify Key Positions



Identify Competencies Key for Your HD



Assess the Talent Pool and Establish the Pipeline



Assess Knowledge Management

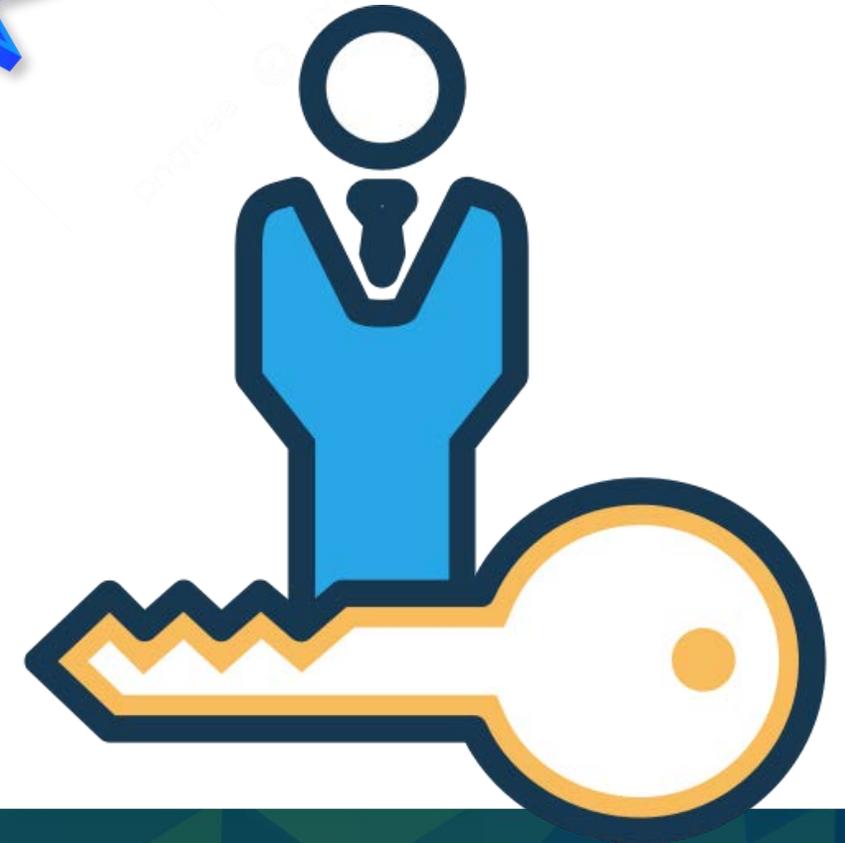
the Talent Pool



THE PEOPLE

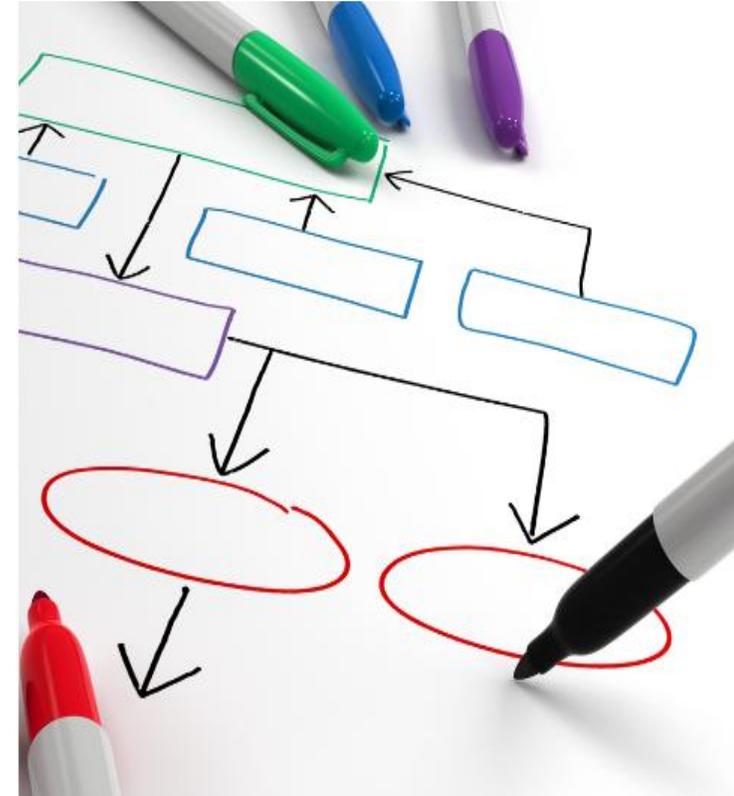


THE WORK – THE POSITIONS

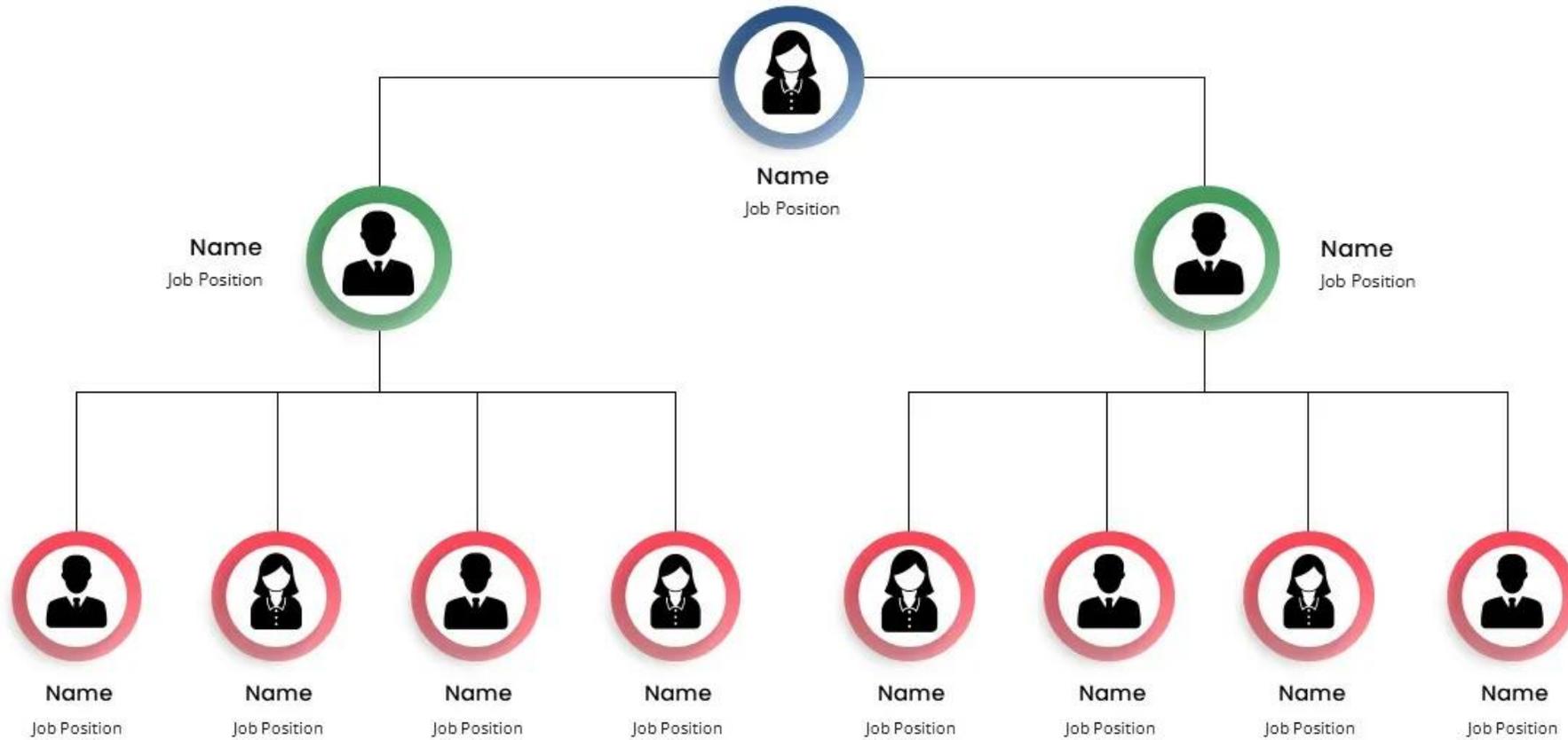


Analysis Step 1: Identify key positions for the succession plan.

- There are many reasons why a position may be considered key or critical:
 - Single incumbent/stand-alone positions
 - Key task
 - Specialized or unique skill sets
 - Difficult to replace
 - Geographic challenges
 - Difficult to retain or risk of attrition
 - Retirement vulnerable



ORGANIZATIONAL CHART



Key Position Categories and Questions

Category	Definition	Questions to Consider
Single Incumbent/Stand-alone positions	Positions in which the expertise is concentrated in one or a small number of incumbents, or there is only one person who performs the unique position duties in the office. Ex. Epidemiologist	What are the unique duties and why did you identify them as such? Can anyone else complete these functions if the incumbent is absent?
Key task	Performs critical tasks that would stop or hinder vital functions if missing.	Would the absence of the tasks prevent vital functions? Can anyone else complete these functions if the incumbent is absent?
Specialized or unique skills sets	Acquired over time or through specialized training or education; hard to replace.	Does the agency have the capacity to provide the required training or development to grow the specialized knowledge? Is there limited bench strength of individuals that can perform the function(s) that utilize this expertise?
Difficult to replace	Position for which the agency has difficulty finding qualified candidates.	Is a skill set needed that can only be gained by working over a period of time within the agency? Has it historically been difficult to attract a qualified applicant pool?
Geographic challenges	Difficult for someone located elsewhere to carry out functions.	Are there unique duties that require the position to be site-specific/dependent? Are there site/location-specific attributes that prevent the position from being elsewhere? For example, systems, accessibility, security classification, materials, safety considerations, privacy)?
Difficult to retain or risk of attrition	High turnover due to multiple factors.	Is there a high amount of turnover in the position? Is the position entry level and used to get a “foot in the door”? Is this position used as a “feeder pool” for other positions? Are there high performers or critical functions that are at risk of leaving due to role dissatisfaction or have high demand skill sets?

Retirement vulnerable	Will become eligible to retire within five years.	Are there retirement vulnerable individuals who have expressed intent to retire? Has the employee started the retirement process or provided notice of retirement?
Executive/Senior Leadership Positions	Senior-level positions with senior leadership or executive management responsibilities. Ex. Health Officer, Department or Program Director	Does the position or department require consistent executive management presence/oversight/principal accountability?
Administrative Leadership Positions	Administrative - Positions that provide administrative leadership in carrying out the business activities of the organization in support of its mission. Ex. HR Director, Chief Operating Officer	Would the organization's administrative functions fail or cease if the positions is vacant or the successor does not possess the proper skill set?
Mission Essential Positions	Positions that require considerable professional, scientific, or technical expertise to carry out the work. These positions make a unique contribution to the organization's mission. Ex. Public Health Nurse, Health Equity Specialist, Emergency Response Coordinator	Will the absence of the duties required in the position result in a degraded or failed mission? Can anyone else complete these functions if the incumbent is absent?

	A	B	C	D	E	F	G	H	I	J	K	L
1	Position	Single Incumbent / Stand Alone	Key Task	Special/Unique Skills	Difficult to Replace	Geographic Challenges	Difficult to Retain	Risk of Attrition	Retirement Vulnerable	Mission Essential	Sr/Admin Leadership	Is this a Key Position for SP
2	Dir of EH	Yes	Yes	Yes	Possibly	Yes	No	No	Yes	Yes	Yes	Yes
3	REHS 2	Yes	Yes	No	Yes	Yes	No	Possibly	Yes	Yes	No	No*
4	EHSIT	Yes	Yes	No	Yes	Yes	Yes	No	No	Yes	No	No
5	EH Tech	No	No	No	No	Yes	No	No	No	No	No	No
6												

Knowledge Management

- Collection and management of information from one or more sources and the distribution of that information to one or more audiences.
- Allows an organization to:
 - Capture/preserve the knowledge and work experiences of individuals in key positions.
 - Support the continuity of the work when those positions are vacated.
 - Establish processes and resources that support centralized documentation and retention.

Analysis Step 3: Assess the talent pool and establish the pipeline - Readiness.

In this step you will determine the readiness, or potential, of those who currently make up the talent pool.

Click the three circles below for more information.



Source: ([The 3 Indicators](#))

Staff Interest Survey

- Name
- Department
- *Do you see yourself doing something different within the health department in the future?*
- *Whether or not the position/function currently exists – what is it? (Provide as much detail as possible)*
- *What do you think you need to learn to obtain that position?*

Ability (Does the Employee...):

- Deliver results under tough and changing conditions?
- Understand and value the strengths and weakness (of self and others)
- Find ways to excel in first time/unfamiliar situations?
- Gain new skills and abilities quickly?

Aspiration (Does the employee...):

- Aim to assume more responsibility?
- Demonstrate a willingness to take risks and make difficult decisions?
- Strive to make an impact within and outside the organization?
- Does the employee display initiative to take on responsibilities outside his/her own role?

Engagement (Does the employee...):

- Work with others with varying perspectives to identify solutions and test theories?
- Connect to the success of the organization and his or her team?
- Set a high bar for excellence and motivate his/her team to exceed expectations?
- Demonstrate a positive attitude about the organization and career trajectory within the organization?

This Row
Always meets and mostly exceeds expectations

This Row
Consistently meets expectations and may exceed a few

This Row
Has trouble keeping up; not meeting expectations

*Based on Performance Review Results
**High Potential

PERFORMANCE TRACK RECORD*	High Performing Specialist 4	Adaptable High Performer** 7	Top Talent** 9
	Solid Performer 2	Valuable Performer 5	Future Star** 8
	Low Performer 1	Inconsistent Performer 3	Diamond in the Rough 6
			POTENTIAL FOR MORE (advance/broaden career)

This Column
Specialized or expert talent and/or may have reached career potential

This Column
Could be promoted one or more levels in career or lateral move with greater scope/challenge

This Column
Demonstrated high potential to advance further, perhaps 1-2 levels in 3-5 years



Where would you place Robert on the matrix?



Where would you place Mindy on the matrix?



Where would you place Elizabeth on the matrix?

(8) Future Star

- Consistently meeting expectations in current role
- Demonstrates capability and desire to take on more complex and ambiguous activities
- Readily adapts to new situations
- Naturally curious and a quick learner
- Keen to build and broaden skills
- May be new to role or level
- Not enough track record to judge as “promotable” but shows potential

(4) High Performing Specialist

- Consistently exceeding expectations in current role
- Specialist likely to be a leader in their field of expertise OR
- Solid general manager with strong results at their level
- Shows limited interest in alternative or more diverse roles
- Narrow or niche perspective
- Not judged to have potential to take on roles outside current job family

(7) Adaptable High Performer

- History of strong results
- Demonstrated leadership within and outside of own area
- Actively seeks more challenging work
- Ready to take on stretch roles at same level
- Judged capable of working at more complex levels given appropriate opportunities and development
- Has yet to “hit the ceiling” of their potential

Talent Pool

- **Decided by Management and Self-Interest**
- These are the people who have the track record and potential to likely succeed in a critical position **and** have the interest to do so.



Questions to Prompt Employees in Key Positions to think about Knowledge, Skills, Personal Experiences, and Lessons Learned

1. Is unique knowledge inherent to the success of this position? If so, please describe.
2. Does anyone else have this knowledge in the organization? If so, who?
3. How critical is it that this knowledge is documented and shared?
4. What are the critical ongoing projects for this position? Where is the associated documentation and status reporting kept?
5. Of the key meetings/committees/working groups you attend, which are the most critical for achieving success in your position?
6. What are some of the key issues and challenges faced in accomplishing the work?

If someone leaves, what do you already know?

- Position Description
- Training Plans
- How to use the same software
- Know where the written policies are



But what don't you know?

- Their contacts throughout the community
- What meetings they attend and find useful
- Those once-a-year duties that often get overlooked
- Those once-a-decade duties that no one else knows about
- What to or not to say to the cranky FedEx delivery person

Overview and Next Steps



Key Position Identification

Key Position Categories and Questions
Position Inventory



Talent Pool Identification

Staff Survey
Ability, Aspiration, Engagement Questions
Performance-Potential Matrix



Next Steps

Knowledge Management
Core Competencies
Training Plans

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