

About This Guide

State and territorial health agencies are facing particularly tough challenges with both a graying workforce and a continuing shortage of new workers who are choosing public health careers.¹ These two trends combine to create critical challenges for the readiness of states and territories to respond to continued threats to the public's health. In response to public health workforce shortages, more agencies are proactively implementing strategies to groom new leaders, preserve institutional knowledge, and prepare to fill vacancies before they occur.² Succession planning has gained increased attention by the public sector as a means to promote and develop a competent and effective public health workforce.

Strategic workforce planning is an important human resource process to make sure agencies have the right number of people with the right competencies in the right jobs at the right time.

Equally important are strategies to build the leadership pipeline. Many managers and leaders of state public health agencies are baby boomers who are likely to retire in large numbers over the next decade. Within the next few years, many public organizations face leadership turnover of 50 percent or higher.³ Over 50% of some state health agency workforces will be eligible to retire by 2012. That prospect points to a need for strategic succession planning to ensure a smooth transition to new leadership.

This guide provides practical information about succession planning, what it is, why it is important in today's state health agencies, how to get started creating a succession plan, and lessons learned from the experience of state health agencies.

Succession Planning – What It Is

Succession planning is an ongoing process of strengthening an agency's current and future workforce by developing the skills, knowledge, and talent needed for leadership continuity. It focuses on recognizing today what tomorrow's organizational leadership should resemble. An effective succession planning process connects to a broader workforce planning strategy which focuses on all current and future staffing needs.

Several factors distinguish succession planning from traditional human resources recruitment and training processes:

- Succession planning focuses on carefully defined management, leadership, and critical positions to ensure continuity of leadership.
- It is a broad organizational process to develop the talents of many employees rather than enhance career competencies of individuals.
- It is active process with the goal of identifying and developing multiple potential candidates for specific leadership positions well before the positions become vacant.
- It focuses on creating and constantly developing an organization-wide talent pool.
- It manages inevitable organizational transitions smoothly.

A Successful Succession Planning Process:

Is tailored to organizational needs. There is no one way to do a succession plan. The process must be connected to identified organizational needs, challenges, and definitions of critical leadership capabilities.

Requires the active support of top leadership. While the human resources department usually is responsible for designing the process and overseeing its ongoing implementation, top management's commitment to succession planning is essential to ensure its legitimacy and sustainability.

Targets specific leadership positions. Workforce planning and other recruitment and retention strategies address all positions in the organization. Succession planning focuses on critical leadership and management positions with incumbents who have high skill levels, and significant substantive and organizational knowledge. Sustained vacancies in these critical jobs could have a major impact on productivity and achievement of key priorities.

Is an ongoing process. Succession planning is an ongoing process designed to keep the organization focused on how predicted personnel changes will affect the agency's ability to carry out its mission. An important outcome from a succession planning process is a new capacity to monitor, update, and constantly assess leadership transitions. While there will always be occasional unexpected personnel changes, a commitment to succession planning helps an organization identify likely changes and prepare for smooth transitions.

Is connected to other organizational processes. Succession planning must be connected to other long-term and ongoing processes including workforce planning, strategic planning, goal setting, and annual budgeting. The leadership needs are driven not only by expected vacancies, but also by long-term goals, objectives, and priorities. An effective succession planning process helps an organization connect strategic goals and desired outcomes with human resource capacity.

Is an open process. Keeping employees informed about the succession planning process is important to ensure buy-in, support, and continued commitment to the organization. The absence of information from management could lead to misinformation that raises anxieties and create new challenges. But, there are two sides to the openness argument. While keeping employees informed is beneficial, it can raise expectations about guaranteed promotions. Therefore, clarity of purpose and outcomes is a vital component of any communication strategy.

Succession Planning – Why It Is Important

Ensuring that the organization has the workforce it needs to accomplish its mission is a fundamental priority for every agency leader. Human resources departments are generally charged with creating the policies, procedures, and programs to recruit and retain a talented and diverse staff to carry out identified priorities. A solid human resources foundation is particularly critical in state health agencies today because of the continuing shortage of workers at every level. The dramatic changes in the overall workforce environment, however, demand new approaches to ensure organizational success.

Whether the process is called developing a leadership pipeline, enhancing bench strength, or succession planning, anticipatory, deliberate, focused attention to building leadership capacity is necessary. With nearly 80 million baby boomers and “about 49% of the men and 53% of the women projected to choose early retirement”⁴ – including many in leadership, management, and critical positions – it will be difficult for organizations to fill those slots from a much smaller pool of potential leaders. This trend is the primary driver for new research and approaches to leadership development and replacement.

Benefits of Succession Planning

U.S. Office of Personnel Management (OPM)

- Improved retention
- Valid and useful training tools
- Improved preparation for leadership
- Higher levels of employee satisfaction
- Enhanced commitment to work and the workplace
- Improved corporate image.

Georgia State Personnel Administration (formerly the Georgia Merit System)

- Improved knowledge transfer
- Faster replacement of key leaders
- Reduced transition time
- Decreased recruitment costs
- Increased leadership development from within.

Public Sector Challenges

Public agencies in general and state public health agencies in particular face challenges when implementing a succession planning process. Effective succession planning requires a long-term perspective, an investment of resources, and a commitment of leadership. These critical assets may not be easily available to all state health agencies.

Other challenges to implementing a formal succession planning process in the public sector include:

- Hiring freezes
- Budget restraints
- Worker shortages
- Leadership changes
- Systematic processes in selecting and hiring qualified candidates
- The advantages of defined benefit retirement plans, which may discourage organizational veterans from staying on while the leadership pipeline is developed
- Traditional requirements of selecting and hiring civil service employment that can limit flexibility.

Despite these challenges, state public health agencies have begun to recognize the importance of building their leadership pipelines. According to the *2007 ASTHO State Public Health Workforce Survey Report*, 36 percent of state health agencies responding to the survey said they are implementing formal or informal succession planning programs.⁵

In some cases, state legislation has helped pave the way. The Georgia General Assembly passed legislation that requires executive agencies to submit an action plan to focus on leadership roles. Through workforce planning, the agencies identify priority jobs that are essential to achieving their mission and goals, determine the gaps, and plan strategies to close those gaps.

Other state governments have passed general human resource legislation that could affect succession planning. For example, New York, Minnesota, and South Carolina have enacted laws about job classification and salary of returning retirees. The Minnesota law allows commissioners to retain and pay key employees who are retirement eligible without the risk of reducing their pensions. By removing salary restrictions, agencies can keep key employees who want to stay to help transfer knowledge to future leaders.

Succession Planning in Action – Civil Service Rules

Civil service law in **New York**, with its focus on merit and fitness for duty, precludes a government manager from simply identifying and grooming a successor. Instead the entire pool of potential candidates must be offered the opportunity to compete for a position. Training, therefore, is offered to everyone. Sometimes, employees will choose not to participate. In agencies with succession planning programs, supervisors help employees recognize the training they need to pursue leadership opportunities. To broaden support for succession planning, despite the obstacles and challenges of civil service law, the New York Department of Civil Service developed a workforce and succession planning guide entitled *Our Workforce Matters* and an interactive Website. For more information, visit www.cs.state.ny.us/successionplanning

Getting Started

There are many different approaches to succession planning, which vary depending on organizational needs, size of the organization, legal and fiscal obstacles, and human resource preferences. From a public sector perspective, the federal Office of Personnel Management (OPM) and the Government Accountability Office (GAO) have done considerable research on key concepts and tools. In addition, several governmental agencies have launched initiatives and provided lessons learned that can help others get started.

The following sections provide broad steps for getting started, drawing on the combined work of GAO, OPM, and selected states.

Secure active support of top leadership

The support and involvement of current senior leaders in the organization is essential to success. Key roles of senior leaders include:

- Being personally and actively involved
- Holding themselves accountable for growing new leaders
- Forming a partnership with the human resources department
- Including workforce development in their strategic planning processes
- Linking the succession planning process to their departmental budgets to provide financial support

Connect succession planning to strategic planning.

This connection ensures that succession planning is mission-driven and based on agreed-upon goals and priorities. It also ensures that leadership candidates understand and support the organization's vision. Long-term succession planning goals should be developed during agency strategic planning and incorporated in regular updates.

Succession Planning in Action –Objectives and Performance Measures

The **Arizona Department of Health Services** brought together state public health executives, local health officers from around the state, and officials from community health centers to discuss the future of public health leadership, the current state of public health culture, and how to sustain and enhance a public health culture in Arizona. As a result of that effort, workforce development objectives and performance measures were included in the agency’s five-year strategic plan

Establish responsibility for succession planning.

To ensure continued attention to succession planning, an individual, an agency, or a group of employees need to own the process. Succession planning committees and work groups can be very helpful in leading the effort and encouraging employee buy-in.

Succession Planning in Action – WorkForce Development Groups

The **Alabama Department of Public Health** assigned its succession planning responsibilities to a workforce development committee supported by external partnerships with their local school of public health and their State Personnel to assist with implementation strategies. Committee members met with senior staff in critical disciplines, reviewed competency requirements and staff training needs, and met with State Personnel for additional resources and assistance. Multiple strategies have been implemented due to the committee's oversight, including: educational leave, supervisorial management training, online recruitment, and new employee orientation enhancements.

In New York, the **Governors’ Office of Employee Relations and the Department of Civil Service** formed eight interagency workgroups organized around specific workforce and succession planning topics. The mission of the workgroups was to compile and share information that might be useful to agencies in their workforce and succession planning efforts. Each of the workgroups was made up of volunteers who continued to have full-time responsibilities and worked under a six-month deadline to maximize productivity and minimize burnout. Each workgroup was assigned a topic to research. This information was used to develop succession planning tools. The workgroup topics were:

Recruitment and Selection	Retiree Resources
Retention	Competencies
Staff Development	Mentoring
Management Mobility	Knowledge Management and Transfer

Collect basic workforce data to assess the current situation and create the capacity to collect succession planning data

Basic workforce statistics identify where the organization is right now and what is likely to happen over the coming years. Combining that data with competencies and career profiling data can enhance the agency’s ability to match employees with development opportunities and organizational needs.

Examples of valuable workforce data include retirement projections, turnover statistics and trends, current vacancies, age and length of service for current employees, authorized salary and wage complement, data from governors’ annual workforce reports, workforce demographics, workforce trend information, and entrance, transfer, and exit information

Succession Planning in Action – Retirement Forecasting

The **Pennsylvania Department of Health** uses a retirement forecasting tool created by the state human resource office to produce reports about retirement-eligible staff over the next four years. The forecasting model helps identify future workforce capacity problems using pre-established reports in a database.

Address specific human capital challenges including diversity, leadership capacity, and retention.

Succession planning must continue to support existing human resources values and goals including attracting and developing underrepresented populations and including cultural competence as a desired leadership skill.

Succession Planning in Action - Demographics

The **North Carolina Office of State Personnel's Special Emphasis Project** was established to help the state's human resources system address issues unique to specific demographic groups. The project includes a study on each demographic group within the state workforce; a report on trends and recommended initiatives tailored to the various groups; and pilot programs designed and conducted for each initiative. Successful pilots are used to enhance existing programs and policies or to create new ones. For more information, visit www.osp.state.nc.us/divinfo/frames/divisions/eos/SEP/sep.htm

Succession Planning in Action – Assessment Questions

The New York State Department of Civil Service offers these nine assessment questions to ensure that an agency is ready to launch a succession planning process.

1. Do you have clear objectives that are understood by all involved?
2. Do you have the support of executives and/or key managers?
3. Is your action plan consistent with strategic, operational, and budget plans?
4. What are the potential obstacles to success?
5. What can you do to minimize the impact of potential obstacles?
6. Whom should you tell about the planning effort? Consider developing a communications plan to keep people informed and gain their support for what you are doing.
7. Are there instances when informing the union(s) would be beneficial? Although staffing is a management prerogative, there may be instances where informing the unions would help you achieve your objectives.
8. Would it be beneficial to put together a planning team? If so, who should be on it? Consider program managers, representatives from personnel, training, and organization development, the program's budgeting analyst, and an IT representative if automation or information systems are factors.
9. What other people/groups will the planning process affect? How should they be involved, if at all?

The **State of Minnesota Department of Employee Relations** Strategic Staffing Guidebook recommends that: *Collective bargaining representatives and agencies should be encouraged to partner in implementing and designing strategic staffing processes and action plans through appropriate collective bargaining and related processes.*

Implementation Approaches

The previous section outlined pre-planning steps for a succession planning process that focuses on targeted leadership, management, and critical positions. This section offers four implementation steps to move from a solid foundation to an action plan, drawing on succession planning processes that are already in action underway.

Identify key leadership and professional positions and assess needed skills. This step focuses on identifying key positions that have the greatest impact on achieving organization strategic goals and objectives. Targeting specific positions that have a significant impact on goal accomplishment is particularly important to establish the scope of the succession planning process and differentiate it from broader workforce planning.

The **Georgia State Personnel Administration** succession planning processes suggests starting with this question – “*Can we function at our desired level of service if (name) was not available for an extended period of time?*”

Once the positions are identified, the next step is to identify the skills, experience, attributes, and qualities that are needed to perform these positions successfully. This process goes beyond traditional knowledge, skills, and abilities that are included in position descriptions. When a long-term employee retires they may take with them institutional knowledge that is built over time. Current managers and leaders are valuable sources of information about leadership competencies.

Succession Planning in Action

The **Tennessee Valley Authority** (TVA) asked its mature workers to voluntarily tell their supervisors when they were planning to retire. More than 80 percent agreed to do so, and were pleased that the organization was concerned about the leadership gap that would occur with their retirements. TVA found that the desire to leave things in good hands, and to leave a legacy, helped support the succession planning effort.

Assess current staff against identified competency requirements to identify talent and developmental needs.

This process looks at current competencies, developmental opportunities, and obvious gaps. There are a variety of approaches to matching longer-term leadership needs with current staff:

- **Bubble-up approach to leadership.** Assumes that high-potential individuals will seek out leadership roles and naturally move up the career ladder. This approach eases the challenge of implementing succession planning in a merit-based system, but it is reactive and leaves too much to chance in a rapidly changing workforce environment where vacancies will outnumber the natural progression up the career ladder.
- **Bench strength model.** Uses an informal assessment of how many future vacancies can be filled with existing staff. Bench strength focuses more on counting than developing.

- **Formal and comprehensive talent development approaches.** Offer a range of options for current employees to grow into future leadership positions using tools such as stretch assignments, individual development plans, mentoring, coaching, job shadowing, and leadership academies.

Succession Planning in Action

The **Emerging Leaders Program**, funded by the Robert Wood Johnson Foundation, focuses on identifying potential leaders in public health and offering them information and skill-building experiences to develop the confidence needed to take on leadership roles. The Minnesota Emerging Leaders network, which is part of the Robert Wood Johnson Foundation Program, defines an emerging leader as someone who shows potential to grow into a leader and who has the aspirations to accept leadership responsibilities. The program uses these eleven characteristics of emerging leaders:

- Exhibits motivation and enthusiasm
- Desires to learn and be mentored
- Possesses the inclination to assume responsibility
- Demonstrates the ability to manage ambiguity
- Sees challenge as opportunity
- Enjoys working with others in a collaborative environment
- Shares leadership, power, and recognition
- Shows integrity and is dependable
- Seeks ways to grow, develop, and work toward self-improvement
- Looks at life positively
- Values diversity and actively seeks diverse perspectives

Succession Planning in Action

The **South Carolina Department of Health and Environmental Control** has four deputy areas which have individual succession plans. The program uses a variety of succession planning activities including mentoring, coaching, job shadowing, leadership training and development, job rotation, core public health training, formal academic training, and improved recruitment and selection processes. A new healthcare pilot program focuses more specifically on attracting and retaining health care workers through signing bonuses, referral bonuses, tuition assistance, and other incentives.

The **Oregon Public Health Division** launched a succession planning program in 2005 to prepare for the potential retirements of 50 percent of the workforce, including one-third of all managers within five years. The two focal points of the plan were managerial skills development and knowledge transfer. The division identified eight essential competencies:

Cultural Competence	Customer Service
Communication	Teamwork
Managing People	Resource Management
Planning For Results	

Select Candidates For Development

A key challenge for talent pool and emerging leader models in merit-based systems is how to select participants. One option, more frequently used in the private sector, is to choose candidates who show promise and offer development opportunities. The selection can be based on performance reviews, other feedback, and management recommendations and often moves the process ahead quickly by narrowing the potential leadership candidates. The disadvantage to this approach is employees who are not given a chance to grow as organizational leaders, may become alienated, leading to new challenges.

The other option is to offer an open program that lets employee's self-select through an application process, which provides a very broad pool for leadership development. While either option is potentially viable, a process that offers opportunities to the largest number of employees who are committed to the organization offers the greatest potential for developing future leaders to fill future vacancies. An open, self-selection process may also identify employees who would not have emerged from an appointment process but demonstrate real leadership potential.

Create opportunities to develop leadership talent

There are a wide range of strategies for developing talent, and the most effective succession planning programs use a variety of approaches to maximize opportunities and respond to different learning styles.

Examples of effective approaches to developing leadership include:

- **Leadership training programs and academies based on identified competencies and skills.** While generic leadership training programs can be beneficial, programs that are tailored to identified skills and competencies within the organization create stronger connections to the leadership challenges of that agency. However, time and cost may prohibit highly-tailored training programs. In that case, general leadership training programs based on essential skills can help build vision and confidence while honing skills and knowledge.
- **Individual development plans.** An individual development plan highlights specific skills and areas for growth that help emerging leaders zero in on development needs. Some state human resource agencies offer support to employees in preparing individual development plans and finding training programs that target the most needed skills.
- **Hands-on work experience.** Strategies that give employees a chance to try out new skills while completing actual tasks generally produce good results. Examples of “hands-on” development strategies include:
 - Work assignments in current positions that help an employee “stretch” beyond day-to-day duties while building competence and confidence
 - Job rotation to try out new skills and increase organizational knowledge
 - Special work assignments such as task force leadership that encourage an employee to focus on developing competencies that are not part of his or her current job but are important for a future position
 - The effectiveness of hands-on opportunities for leadership development depends on strong supervisory support and constructive feedback so that the experience is positive and focuses on developing needed skills. A less-than satisfactory stretch assignment should be viewed as a learning experience rather than a failure to meet leadership development expectations.

- **Learning connections with experienced veterans, such as mentoring, coaching, and job shadowing.** Current managers and leaders who are in the soon-to-rotate category are highly valuable resources in the succession planning process. In many cases, their knowledge of organizational history, culture, and strategy cannot be taught in a classroom setting and might be missed in a stretch assignment. That is where mentoring, coaching, and particularly job shadowing are valuable learning tools. A seasoned manager sometimes may not be conscious of critical aspects of the job, but a shrewd future leader may catch those nuances in a job shadowing experience.

Regular evaluation and feedback is essential for all talent developing strategies to assess progress so the individual knows how well he or she is doing and the organization can regularly assess progress in building the talent pool. Feedback is particularly important in a self-selection model so that individuals who are not meeting development expectations know where they stand.

Public Sector Challenges

Budget shortfalls and heavy workloads because of staff vacancies pose significant challenges for public sector agencies in providing training and support to emerging leaders. In most cases, training programs which are part of an agency wide succession planning process take place during regular work hours which means balancing day to day workloads with training programs that take employees away from their jobs. Managers need to work with employees to balance work with training for the long-term benefit of the organization.

When budget dollars are tight, hands on work experiences such as stretch assignments, shadowing, and job rotation can support on the job development while still getting the work done.

The New York State Department of Civil Services confronts the cost issue this way:
 “There are costs in time and effort associated with workforce and succession planning. But having the right people in the right place at the right time who are properly trained should translate into a fiscal return and improved organizational performance. As such, workforce and succession planning are a long-term investment that continues to be worthwhile regardless of waxing and waning budgets. Who can argue with staff being well prepared for the challenges of agency strategic initiatives and the every-changing world in which we work?” — *Can Succession Planning Be Done Under Fiscal Constraints*, New York State Department of Civil Service/Governor’s Office of Employee Relations, Work Force and Succession Planning – Agency Initiatives

Match the talent pool with the vacancies.

Succession planning is about matching emerging leaders with predicted leadership roles, not specific positions. Development activities are intended to prepare promising individuals for leadership roles, but they do not guarantee future promotions. After participating in a development program, it is likely that the employee will demonstrate enhanced leadership competencies and be better prepared to fill position vacancies. Regular communication about progress and opportunities will help the agency maximize its investment. Employees who are progressing successfully through an emerging leaders development program should also be reminded about their commitment to the organization and the opportunities that lie ahead.

Keeping high potential candidates engaged, involved, and motivated throughout the process is particularly important to ensure that they do not take their newly-developed talent to another organization.

Constantly checking developing talent against actual or expected vacancies is important to determine whether the organization needs to bring in new talent for certain roles. The previous steps in the process

provide valuable information about leadership competencies, available internal talent, and possible external recruitment needs.

Evaluate, evaluate, evaluate

All dimensions of the process should be reviewed and evaluated on a regular basis to assess progress, measure results, and refine the process. Evaluation should include both monitoring progress on developing future leaders and tracking how many leadership and critical positions are being filled with internal candidates identified and prepared through the succession planning process.

Succession Planning in Action

The National Conference of State Legislatures (NCSL) established a Legislative Institution Task Force to examine how organizations are approaching the challenge of preparing the next generation of managers and leaders. The resulting *Succession Planning in the Legislative Workplace: A Guide for State Legislatures* identified these **five critical succession planning steps**:

- Understanding the current situation within your organization
- Working with staff to anticipate transition
- Preparing the organization to change as needed during transition
- Working with emerging leaders to prepare them to assume critical roles
- Guiding emerging leaders toward new responsibilities

In June 2006, the Georgia State Personnel Administration succession planning design team identified these **process recommendations**:

- Identify critical leadership and profession positions
- Identify common competencies of critical positions
- Assess candidates against competencies to identify high potential employees
- Identify developmental activities for candidates and track progress toward completion
- Evaluate candidate progress toward closing gaps for high potential candidates and other staff.

Lessons Learned

ASTHO has compiled information from human resource staff and others at state health agencies about their expertise on succession planning in the public sector. Representatives from multiple states, federal agencies, and national non-profit agencies were asked a series of questions specific to succession planning due to strong workforce planning efforts, published products, and recognition by other states for their succession planning efforts. This section provides lessons learned from public health agencies that have ventured into succession planning processes.

- Mandated succession planning only ensures compliance, not effectiveness. To be successful, a succession planning process requires broad engagement, top level support, tools and resources, and constant monitoring and evaluation to measure progress toward agreed upon goals and objectives.
- Many of the systems and tools needed for an effective succession planning process are already in place. In fact, succession planning can help an organization rethink how to use existing human resources and planning tools in a more comprehensive way.

- Defining clear expectations and parameters on the front-end will increase the likelihood of support and measurable results. Measurable results lead to continued support, since the process is never finished.
- An inclusive approach to succession planning creates more opportunities for a larger group of employees, builds longer-term loyalty among current employees, and helps find the most promising employees for leadership roles.
- Variety is important. Succession planning programs that place all employees in the same development process and provide the same opportunities will fail.
- Retirees are valuable resources in today’s work environment as teachers for future leaders, returning workers to finish short-term projects, and new workers in second careers. Their value should not be lost.
- Keeping the process small and manageable at the outset can increase the likelihood of long-term success. A pilot program that focuses on a limited number of critical leadership positions and produces tangible results can build support for expansion.
- Partners produce success. For any state health agency, the key partners are the human resources director and top health official. External partnerships in the academic world and with state personnel agencies provide valuable support, particularly on data collection strategies and leadership training programs. Many state personnel agencies serve in a consulting capacity to assist human resource professionals in different state departments in a range of areas, including succession planning. State personnel agencies may provide a range of resources and approaches, including models, tools, and interactive websites, to help state agencies develop tailored approaches to succession planning.
- Data is essential in any succession planning effort. Facts, figures, demographics, gap analyses, charts, and graphs about the current situation can help make the arguments for succession planning on the front end. Ongoing data about progress and results are vital to keep the progress moving in the right direction.
- The Internet is a great resource and a dynamic tool for getting program managers involved in the succession planning process and the promotion of public health careers. Several state human resource departments have created interactive websites that give agency managers valuable information and support in implementing their succession planning programs.

Succession Planning in Action

A truly efficient and fully realized succession planning program will provide several elements including:

A collection of employee data career history and skills

Automated management of organization wide succession plans based on that data

Accurate development plans to enhance employee skills through ongoing training initiatives

Detailed skill assessment for specific teams

A robust internal recruiting operation that takes into account the distinct skills of its own workforce

— “Succession Planning: It’s Not Just for Your Executive Team,” Adam Miller, *Training and Development Journal*, March 2005

Acknowledgments

This guidebook draws on experience, examples, and advice from senior health official, C. Earl Hunter, Commissioner, South Carolina Department of Health and Environmental Control and several senior deputies, Kathy Vincent, Lisa Waddell, Rose Conner, Retired Deputy Director, Arizona Department of Health Services, Robert Torres, Deputy Secretary for Administration, Pennsylvania Department of Health, and human resource experts, including: Sandra Wood, SPHR, Director, Office of Personnel and Staff Development, Alabama Department of Public Health; Terry A. Ketterer, Department of Health, State of New York; Jon Fisher, HR Director, South Carolina Department of Health and Environmental Control; Michelle Gourdine, M.D., Principal Consultant, Michelle Gourdine and Associates, LLC; and Bob Lavigna, Vice President, Research, Partnership for Public Service.

ASTHO received valuable assistance received from the Center for State and Local Government Excellence, specifically Christine Becker, Joshua Franzel, and Elizabeth Kellar.

Resources

In addition to the information available at the Association of State and Territorial Health Officials website at www.astho.org, the following supplemental resources are highlighted:

Developing Leaders in the Public Health Workforce, Association of State and Territorial Health Officials, June 2206, available at www.astho.org

New York Department of Civil Service and Governor's Office of Employee Relations Workforce and Succession Planning Web site, www.cs.state.ny.us/successionplanning

Optimizing Your Leadership Pipeline, Development Dimensions International, Inc., 2007, available at www.ddiworld.com/leadershippipeline

Public Personnel Management Journal, IPMA-HR, Vol. 33, Number 4, 2004, Nancy Kiyonaga, special editor

"State of Georgia Merit System, Succession Planning Requirements," October 2006, and other resources available at www.spa.ga.gov/HRI/successionplanning

Succession Planning in the Legislative Workplace: A Guide for State Legislatures, National Conference of State Legislatures, 2005. Available at www.ncsl.org

Today is the Tomorrow You Worried About Yesterday: Meeting the Challenges of a Changing Workforce, Nancy B. Kiyonaga, available at www.cs.state.ny.us/successionplanning

12 Keys for Succession Planning, Stephen Moulton, 2007, available at www.actioninsight.com/articlearchive.

¹ASTHO 2007 State Public Health Workforce Report

² Ibid

³ Lavigna, Bob (2006). "Preparing the Next Generation of Leaders." *Government Finance Review*; 22, 1 Feb 2006.

⁴ Social Security hits first wave of boomers. USA Today. http://www.usatoday.com/news/washington/2007-10-08-boomers_N.htm

⁵ ASTHO 2007 State Public Health Workforce Report

This guide was supported by cooperative agreement number U50/CCU313903-08 from the Centers for Disease Control and Prevention. ASTHO is grateful for their support.

For additional information please contact publications@astho.org.

The Association of State and Territorial Health Officials is the national nonprofit organization representing the state and territorial public health agencies of the United States, the U.S. territories, and the District of Columbia. ASTHO's members, the chief health officials in these jurisdictions, are dedicated to formulating and influencing sound public health policy, and assuring excellence in state-based public health practice



2231 Crystal Drive Suite 450

Arlington, VA 22202

Phone: (202) 371-9090

Fax (571)527-3189

www.ASTHO.org

www.StatePublicHealth.org