

## **COURSE DESCRIPTIONS – SUCCESSION PLANNING SERIES**

### **Manager's Role in Workforce & Succession Planning**

Targeted to upper and middle managers, this 1-day course describes the role managers should play in the succession planning process. The purpose of this course is to introduce the concepts associated with succession planning and describe what role managers should play in succession planning. The participants will also have the opportunity to begin working on their own succession plans. Succession planning enables state agencies to provide training and development opportunities to the agency's future leaders. Succession planning helps you to "build bench strength." This course helps upper and middle managers answer these two questions: When your workforce retires, who will be ready to replace these experienced employees? What strategies have you implemented to ensure that your agency will be properly staffed with qualified supervisors, managers, and leaders? ***This class is open to middle and upper level managers.***

#### **JOB OUTCOMES**

- Recommends effective strategies that fit the external environment which the department/office faces.
- Applies a long-term perspective when developing strategic plans.
- Develops objectives and strategies that fit with the department/office's long-term vision.
- Develops and implements methods to share knowledge with others who need it.

#### **LEARNING OBJECTIVES**

- Make decisions about the agency's next steps regarding succession planning.
- Draft a succession plan for a specific organizational unit.

### **Mentoring**

This 1-day class will help participants determine if mentoring is an appropriate employee development strategy to utilize, and, if so, how to execute a successful mentoring program. Participants will be able to identify and select potential mentors and protégés; use methods to enable mentors and protégés to build a successful relationship; and learn how to set up an effective mentoring program. ***This class is open to all supervisors, managers and those employees involved in implementing an agency succession plan.***

*(Note: This course is presented from the point-of-view of planning and carrying out a mentoring program for others who will be the mentors and protégés, not for mentors who will be doing the mentoring.)*

### JOB OUTCOMES

- Builds productive relationships with key individuals in the work group.
- Works to overcome barriers to partnering.
- Identifies and understands interests and positions of others.
- Persuades others to commit to action when appropriate.
- Gains cooperation from others to get information to accomplish department/office goals.
- Takes an active role in retaining staff.
- Provides opportunities for employee orientation, learning, and growth.
- Provides positive feedback in a way that reinforces or encourages employee behavior.
- Provides negative feedback constructively.

### LEARNING OBJECTIVES

- Determine if mentoring is an appropriate developmental approach.
- Apply strategies to identify mentors and protégés.
- Apply strategies to build a successful mentoring relationship.
- Apply strategies to mentor an employee.

## **On-The-Job Training**

This 1-day class discusses the benefits of on-the-job training. Participants will learn how to address specific training needs within their agencies, determining the appropriate type of on-the-job training to implement. There is additional information on how to select a trainer and how to evaluate performance during the training period. ***This class is open to all supervisors and managers.***

### JOB OUTCOMES

- Takes an active role in addressing the training needs of employees.

### LEARNING OBJECTIVES

- Demonstrate knowledge of the different types of training deficiencies and how to address them appropriately.
- Evaluate current training needs and develop an action plan for your agency to address them through on-the-job training.

## **New Employee Orientation**

This 1-day class discusses the necessity of effective new employee orientation programs in organizations. Participants will learn how to assess their current program and make the appropriate changes for long-term success. They will learn about important documents for new employees along with the different types of training and feedback to utilize. ***This class is open to all supervisors and managers.***

### JOB OUTCOMES

- Builds productive working relationships with new employees from the beginning of their employment.
- Takes an active role in reducing uncertainty and building confidence in new employees.
- Responds constructively to new employee concerns.
- Demonstrates consistency in the orientation experience for all new employees.

### LEARNING OBJECTIVES

- Evaluate your organization's current new employee orientation program.
- Determine which type of training new employees should undergo and prepare accordingly.
- Develop a mission statement for your organization, which should clarify the organization's values for new employees.
- Develop a plan for improving morale within the organization.
- Apply strategies to boost employee retention.
- Apply strategies to improve new employee performance.