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- **Five Key Questions for Creating High Impact Succession Management Programs:**
 - What are the goals of succession management and how will you measure performance against them?
 - What positions and people will be in the succession process?
 - How will candidates be identified, qualified, and evaluated?
 - How will candidates be developed based on succession management?
 - How will you ensure effective adoption and use of succession management methods?

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- **What are the goal(s) of the succession management program and how will you measure performance against them?**
 - Develop a leadership pipeline for Pinellas County Government
 - Establish a leadership competency profile
 - Measure individual success and growth, against the competencies, using input from:
 - Appointing Authority
 - Supervisor
 - Individual
 - Peers
 - Direct reports

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- **What positions and people will be in the succession process?**
 - 2015: High potentials who are or who have been a supervisor or manager (1st cohort)
 - 2016: High potentials who are an individual contributor or team lead (2nd cohort)

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- **Proposed leadership competencies for the 1st cohort :**
 - Dealing with ambiguity
 - Managing vision & purpose
 - Innovation management & creativity
 - Motivating others
 - Perspective
 - Customer focus
 - Managing relationships
 - Strategic ability
 - Drive for results
 - Learning on the fly
 - Managing through systems

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- **How will candidates be identified, qualified, and evaluated?**
 - Candidates will be initially identified through an open application
 - Candidates will be qualified by completing an exercise to identify their leadership approach
 - Candidates will be evaluated through a panel interview

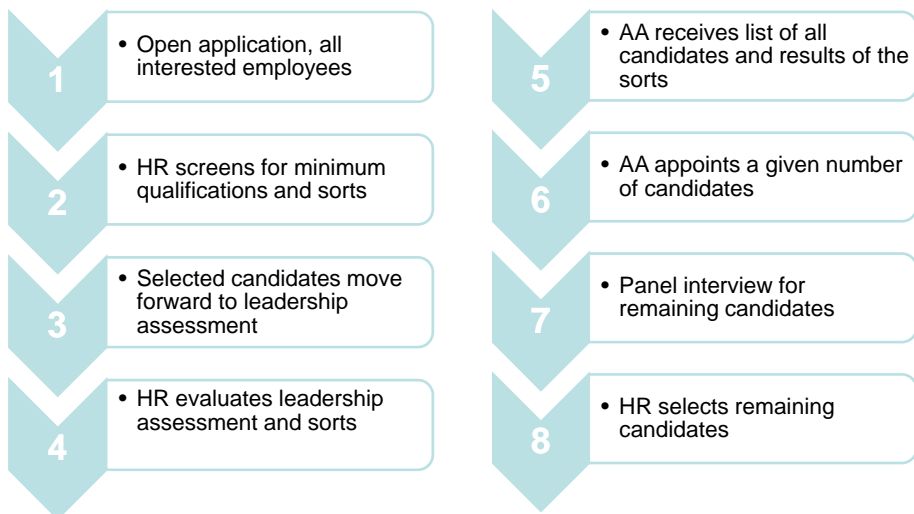
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- **How will candidates be identified, qualified, and evaluated?**
 - Each Appointing Authority will appoint a given number of candidates to LEAD
 - Human Resources, in conjunction with AA representatives, will select a given number of candidates to LEAD
 - A total of 32 candidates will compose each cohort

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- **Minimum qualifications, by the application date, for candidate selection:**
 - First cohort
 - » No disciplinary actions for 2 years
 - » Minimum of 1 year of permanent employment with the County
 - » Must be in a permanent fulltime position
 - » Minimum of 2 years of experience as a supervisor or manager
 - » Must be excluded from FLSA

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- **Minimum qualifications, by the application date, for candidate selection:**
 - Second cohort
 - » No disciplinary actions for 2 years
 - » Minimum of 1 year of permanent employment with the County
 - » Must be in a permanent fulltime position
 - » Must have had less than 3 years or no supervisory experience

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- **How will candidates be developed based on succession management?**

- Blended learning program
- Flipped classroom
- Utilizing 70-20-10 approach
- Personalized to the learning needs of the candidate
- Team project in conjunction with local non-profits/govt.
- Interaction with others outside the County
- Hear from successful leaders
- On-the-job experiences

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Pre-work
Meeting(s) with supervisor

Individual learning plan
On-the job learning

F2F Workshop

Quarterly (apx. 12 hours)

Focused on identified competencies

Leadership speakers

Sharing of experiences, learning, etc.

Team project development

Sharing of 'homework'

Case studies

Networking

Application of competency
Team project

Individual learning plan
On-the job learning

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