

**TRIAL BY HIRE:  
The Impact of Succession Planning on Internal Hiring  
in Municipal Governments in Three States**

By

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**Executive Summary**

In response to what scholars and practitioners are referring to as an impending “workforce crisis,” some local government organizations are developing and implementing succession planning strategies; yet little is known about the effects of these efforts. This research examines internal candidate development and hiring as a measure of succession planning success at the local level. Using quantitative and qualitative data, the study finds that a link exists between succession planning efforts and the frequency with which internal candidates are identified in the final selection pools and selected for senior or executive management positions. Further, the study finds that municipal HR directors perceive their succession planning efforts to be of value, but that other factors play an important role in the identification of talent and in hiring decisions.

## **Introduction**

Due to the graying of the baby boomer generation, approximately 80 percent of senior and middle managers in the federal government are currently eligible for retirement.<sup>1</sup> The exact percentage of those eligible for retirement in local governments is unknown, but according to human resources specialists, it is also thought to be “alarmingly high.”<sup>2</sup> Given the projection that by 2010 the United States will have 10 million more jobs than skilled workers to fill them, it is crucial for organizations in both the private and public sectors to begin planning for the systematic replacement of talent if they wish to sustain organizational performance.<sup>3</sup> Local governments face a host of new economic, social, and demographic issues, such as globalization, outsourcing, downsizing, and ever-tightening budget constraints.<sup>4</sup> Combining these challenges with the prospect of an aging population and a smaller succeeding generation makes workforce and succession planning and management a particularly important and challenging issue.

Municipal governments across the country have slowly begun to heed the loud and frequent calls for succession planning in response to the anticipated workforce crisis, developing systems, models and programs to identify and hone talent to prepare employees for upward movement within their organizations.<sup>5</sup> Despite these efforts, little research has been conducted to determine whether local governments are realizing a return on their investments of time and resources into the development and implementation of workforce and succession plans. A common goal of succession planning is the preparation of competitive internal candidates for future advancement, and a metric of success is the percentage of talented persons identified who complete some form of leadership development training and subsequently receive a promotion.<sup>6</sup> This exploratory study aims to determine the impact of succession planning efforts on the frequency with which internal candidates are identified in the final pools and selected for key leadership positions. Further, based on interviews with human resource (HR) directors in a sample of municipal governments, this study aims to determine to what degree succession planning efforts are perceived to be of value in accomplishing the outcome of preparing internal candidates for key positions and what other factors impact internal hiring decisions.

## **Succession Planning and its Challenges for Municipal Governments**

Broadly defined, succession planning is a systematic effort to project future leadership requirements, identify leadership candidates and develop those candidates through deliberate learning experiences. Not to be confused with replacement planning, which aims to reduce organizational failure stemming from immediate or unplanned loss of people in critical management positions, succession planning goes a step further. It is a deliberate and systematic strategic tool, proactive in nature, which attempts to ensure an organization’s continuity of leadership by making provisions for the development, replacement and strategic application of key people over time from within the organization.<sup>7</sup> When approached systematically, advocates of succession planning believe it can be a powerful tool not only for strengthening and developing leadership talent, but also for transforming organizations in positive ways. A comprehensive succession planning process typically includes an assessment of current and future workforce needs, identification of key positions and organizational leadership competencies required for these positions, talent identification and nurturing, and developmental opportunities.<sup>8</sup> Among many other development techniques, the process may include mentoring, training, and job rotation and shadowing, all of which can be time consuming and resource intensive endeavors with uncertain results.

In practice, developing and implementing an efficient and effective succession plan is a challenging task, as it requires active support and engagement of managers and employees at all levels of an organization, not to mention professional staff time and other resources. For a variety of reasons, local government agencies have not typically attempted to identify and hone talent to fill key positions as they become available. According to the literature, some of the more common reasons local government managers and administrators fail to engage in meaningful succession planning include a lack of information necessary to plan and manage succession effectively; confusion about how the task should be framed and

implemented;<sup>9</sup> the sentiment that succession planning issues are beyond the scope of their work; insufficient human, time and financial resources necessary to manage a succession planning program; institutional policies or Civil Service regulations that require competitive job searches, job posting, and preferences based on factors other than individual performance;<sup>10</sup> limited access to technology for the development of an integrated talent management system; lack of tangible immediate results; lack of mobility of employees;<sup>11</sup> inadequate incentive structures; and the tendency to be preoccupied with concerns of the present.

**Methodology and Findings: Quantitative Data**

In order to assess the extent to which municipal governments are making efforts to prepare future successors for key positions and the frequency with which internal candidates are promoted to these positions, a five question web-based survey was sent to HR directors in all North Carolina, South Carolina and Virginia municipalities with populations of 15,000 or greater. Specifically, the survey sought information regarding the number of position vacancies at the department head level and above in each municipality, the number of cases in which internal candidates were included in final selection pools, the number of cases in which internal candidates were selected for the open positions, and finally, the nature of workforce and succession planning efforts. For the purposes of this study, succession planning was defined as any systematic effort to project future leadership requirements, identify leadership candidates and develop those candidates through deliberate learning experiences.

Three states—North Carolina, South Carolina and Virginia—were chosen to be included in the study for two reasons: first, including three states increased the sample size for the study, effectively making the findings more generalizable; and second, these states provide a more regional focus for the study.<sup>12</sup> A population of 15,000 or greater was chosen since the figure represents medium- to large-sized municipalities that are more likely to have personnel specializing in human resource development.

Survey data were used to determine whether municipalities, according to their respective HR directors, engage in some form of succession planning and how often succession plans have been “successful.” For the purposes of this study, a successful plan, whether formal or informal, was assumed to be one that resulted in a relatively higher incidence of internal candidates within the final selection pool and/or a higher incidence of internal promotion to key positions. (See Appendix 1 to review the survey instrument.)

Questionnaires were sent to 104 municipalities in the three states chosen. A total of 43 HR directors completed the survey, resulting in an overall response rate of 41 percent.<sup>13</sup> Table 1 details the survey results. For “succession planning efforts,” responses were coded on a scale of 0 to 3, where 0 represents no formal succession planning and 3 represents formal, municipal-wide succession planning. The survey questions were tested and validated in previous research on succession planning.<sup>14</sup> The mean response of 0.61 indicates that few municipal governments engage in formal, municipal-wide succession planning. The data also reveal a statistically significant correlation between the extent of succession planning efforts and the frequency of internal hires ( $p < .05$ ).<sup>15</sup> In other words, the data indicate that municipalities that engage in some form of succession planning had a higher incidence of internal hiring/promoting to vacancies for key positions. This finding suggests that if the goal of succession planning is to adequately prepare employees for internal promotions to key positions, and that

**Table 1: Survey Results**

	<b>Range</b>	<b>Mean</b>
<b>Vacancies since July 1, 2003</b>	1 - 20	5.71
<b># of cases with internal candidates in pool</b>	1 - 11	3.54
<b># of cases with internal candidates hired</b>	0 - 11	2.62
<b>Succession planning efforts</b>	0 - 3	0.61

n = 41

those hired internally are in fact the best candidates for those positions, organizations engaged in succession planning appear to be realizing favorable returns on their investments. It is worth noting, however, that internal hiring is only one of many goals of succession planning.

**Methodology and Findings: Qualitative Data**

Qualitative data was collected to further explore the perceived impact of succession planning efforts and the extent to which other factors are involved in hiring decisions. A multi-case study design was used to select six municipalities from the sample based on how their survey responses met selected criteria. The two criteria for selection were the frequency of internal hires, whether high or low relative to the sample, and the degree of succession planning efforts underway within the municipality. The criteria allow for the creation of a typology of match-pair sets of cases that allow for comparison within and across categories. For the purpose of selecting cases for the interviews, informal and departmental succession planning were condensed into a single category since both indicate some initial attention, effort, or piloting on the part of the organization, but are not at the standard of a completed plan. Therefore, both groups represent a midpoint between no plan and a formal organization-wide plan. In order to ensure room for variance in hiring practices, municipalities that filled fewer than four vacancies at the department head level or above in the last five years were excluded from consideration for interviews. Of the remaining municipalities, the four with the highest proportion of internal hires and the two with the lowest proportion were selected for the study. NC-1 (Greensboro) and VA-1 (Roanoke) were the only two municipalities identified as having formal, municipal-wide succession plans in place; in order to learn more about perceptions regarding the value of more formalized efforts, HR directors in both municipalities were interviewed. On average, municipalities categorized as having high rates of internal hires filled at least two-thirds of their vacancies at the department head level or above with internal candidates. Municipalities identified as having low rates of internal hires promoted from within, on average, 16 percent of the time. All municipalities identified had an internal candidate in the final selection pool for at least 50 percent of vacancies.

**Table 2: Typology to Determine Interviewees**

	<b>Internal Hires high</b>	<b>Internal Hires low</b>
<b>Formal Municipal-wide Succession Plan</b>	NC-1 VA-1	none <sup>16</sup>
<b>Informal or Departmental Succession Plan</b>	VA-2	NC-2
<b>No Succession Plan</b>	SC-1	VA-3

Semi-structured phone interviews were conducted with five HR directors and one deputy HR director representing six municipalities identified in the typology—three from Virginia, two from North Carolina, and one from South Carolina.<sup>17</sup> The interviews were designed to gain additional information and details about the methods of succession planning organizations are undertaking, the extent to which they are undertaken, what organizational goals municipalities hope to accomplish through succession planning and whether their efforts are perceived to be effective and successful. (See Appendix 2 for a complete list of interview questions.) In addition to participating in phone interviews, HR directors in four of the six municipalities interviewed provided documentation of municipal strategies and policies related to workforce and succession planning to accompany and clarify their verbal responses. An analysis of interview responses and corresponding workforce and succession planning documents yielded important insights and exposed some common themes related to succession planning and its perceived value.

*Succession Planning Efforts:* All six interviewees indicated that their municipality takes at the very least informal steps to hone internal talent and develop employees through leadership training. Some examples of development techniques HR directors described as informal and perceived as effective included job shadowing, job rotation, mentoring and coaching. The purpose of these techniques, according to one interviewee, is “to build talent within the organization to ultimately fill key positions.” Similar sentiments were shared by the other HR directors in the sample, who indicated that these informal techniques are employed largely because they are not resource intensive (financial constraints were mentioned by all six human resource directors as an impediment to formal succession planning) and because they require relatively little additional planning time. Two HR directors characterized their municipality’s succession planning efforts as formal with top-down support, and another two indicated they are currently moving toward more formalized efforts. Specifically, Roanoke (identified as VA-1) has a municipal-wide policy and model that was initially spearheaded by the HR department, which tapped select department heads for information and assistance with model development. The model was supported by the city manager and was recently codified and approved by Council. Department heads are now required to follow strategies for succession planning that align with organization-wide goals. Greensboro (NC-1) also has a municipal-wide succession planning program, which the human resource director said receives “outstanding support from management.” For example, Greensboro has a Succession Planning Steering Committee with members appointed by the city manager. Two other municipalities among the interviewees have some formal workforce plans and policies in place, but they do not specifically address succession planning.

Several themes emerged with regard to preparation of internal candidates for key positions across all of the cases. First, all human resource directors interviewed readily acknowledged the importance of succession planning in light of the impending workforce crisis. At least three specifically mentioned the retirement of baby-boomers as a cause for concern in their municipalities. Second, all interviewees expressed the belief that their municipality engaged in some form of succession planning, employing elements or strategies of human capital planning, despite what they indicated in their survey responses. In most cases, however, efforts described appeared to be more workforce development or replacement-planning oriented, lacking the systematic element associated with succession planning. Third, all four HR directors in municipalities engaged in some form of systematic succession planning indicated that their plans were still in their nascent stages. While all four had engaged in an assessment of current and future needs and begun to identify and/or develop municipal-wide talent pools, none believed they had reached a point in their plan where they could meaningfully and methodically evaluate the returns on their efforts. In fact, only two had fully implemented their succession plans, both within the last two years. Finally, all HR directors interviewed claimed to have at least addressed the importance of succession planning with their city managers. It appears that where city managers are supportive, development of a succession plan is far more likely to get off the ground.<sup>18</sup>

*Succession Planning Goals:* The most often stated goal of succession planning was increased quality and continuity of service provision to citizens. Other goals included consistency in succession planning and management policies, controlling costs of recruitment, engaging and motivating personnel, and making sure employees are competitive for key positions, whether the hire is made internally or externally. One HR director admitted that internal candidates have better chances of being selected for a position because of their familiarity and experience within the organization. Another director stated that a goal of succession planning in their municipality is to fill key positions with internal candidates 65 to 70 percent of the time. The result may be that internal candidates are hired based on internal knowledge although they may not be the most qualified candidates in relation to position KSAs or other necessary competencies. Nevertheless, five of the six said that their organization tries to select the most qualified, best person for the job in every case, whether they are an internal or external candidate. The single exception (SC-1) uses a replacement-planning strategy where department heads can effectively choose

their own successors. In short, while organizational goals for succession planning were consistent across the municipalities in many aspects, they varied widely in others.

*Succession Planning Success:* All six HR directors expressed the belief that their efforts, however formal or systematic, were of value and worth the time and resources expended. Those with more formal plans acknowledged that it was still too early in the process to effectively measure success. Because no municipality had reached a point in their plan where metrics for success could be meaningfully reported and evaluated, interviewees described what they perceived to be positive consequences of their efforts so far, as well as some of the challenges associated with these efforts. One HR director pointed to the fact that since the organization began succession planning, retention rates had doubled. Three other directors claimed that, anecdotally, employees promoted internally to the department head level or above had proven to be well groomed for their positions. Three respondents in municipalities with informal or no succession plans presented examples where internal candidates hired were not adequately prepared for their new positions. In cases where external candidates were hired, the reason given was either that the external candidate was better qualified for the position or that the organization sought fresh insight and change within a particular department. On the other hand, the two municipalities with formal succession plans indicated that in all cases but one, candidates proved well developed and prepared for their roles in key positions.

*Other Factors that Affect Hiring Decisions:* The most commonly cited factor aside from a succession plan that affected the decision to hire internally was the hiring official's personal familiarity with an internal candidate's knowledge, skills and abilities (KSAs) in their current position and the transferability of these KSAs to those required in vacant key positions. Other factors included a desire for departmental or organizational change (which resulted in hiring externally), the current economic situation (which all interviewees believe will result in decreased turnover at the department head level and above in the next several years as retirement eligible personnel gauge the effects of the recession and attempt to save more or recoup losses in retirement plans before retiring), organizational politics, nepotism, and the desirability, or lack thereof, of working in a particular organization due to its location. While these factors differed by municipality, it was clear that, as expected, a variety of factors contributed to the decision whether or not to hire internally.

### **Limitations**

This study is perhaps limited by its focus on only one goal of succession planning—honing internal talent to assume key positions as they become available. Other goals noted by interviewees and scholars have not been analyzed here. Additionally, an analysis of survey data revealed a non-response bias skewed toward cities with larger populations, staff and resources. In other words, fewer smaller cities responded to the survey relative to larger cities. Finally, the fact that the sample was regional instead of national may make the study's findings less meaningful for states in other regions.

### **Conclusions**

This study examines internal development and hiring as a measure of succession planning success. Quantitative data indicates that a link exists between the extent of succession planning efforts and the frequency with which internal candidates are hired for internal positions. In organizations where succession planning is formal and municipal-wide, the frequency of internal hires is greater, which suggests that succession planning positively impacts the development and preparation of qualified internal candidates. Additionally, based on interviews with HR directors in six municipalities, it appears that internal successors in municipalities with formal succession plans are better prepared for their roles in key positions. In general, HR directors perceive their efforts to hone internal talent worthwhile. However, qualitative data also indicates that in all municipalities, even in those with formal succession plans and policies, other factors continue to play an important role in the identification of talent and ultimately hiring decisions.

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<sup>1</sup> Ibarra, Patrick. "Succession Planning: An Idea Whose Time Has Come." *Public Management*, Vol. 87, No. 1. (Jan.-Feb. 2005).

<sup>2</sup> Ibid.

<sup>3</sup> U.S. Bureau of Labor Statistics.

<sup>4</sup> Jarrell, Karen M., and Kyle Coby Pewitt. "Succession Planning in Government: Case Study of a Medium-Sized City." *Review of Public Personnel Administration*, Vol. 27, No. 3. (Sept. 2007), 297-301.

<sup>5</sup> Schall, Ellen. "Public sector succession: a strategic approach to sustaining innovation." *Public Administration Review*, 57.n1 (Jan-Feb 1997): 4(7). Academic OneFile. Gale. UNC Chapel Hill. 11 Feb. 2008, 6.

<sup>6</sup> Seldon, Sally Coleman. *Human Capital: Tools and Strategies for the Public Sector*. Washington DC: CQ Press, 2007: 109.

<sup>7</sup> Rothwell, William J. *Effective Succession Planning: Ensuring Leadership Continuity and Building Talent from Within*. Second Edition. New York: American Management Association, 2001, 7.

<sup>8</sup> Ritchie, Christina E. "Who Will Lead Tomorrow's Workforce? The Status of Succession Planning in North Carolina Municipalities." Paper Presented at the Capstone Conference, Univ. of Chapel Hill (Apr 8, 2005).

<sup>9</sup> Jarrell, 298.

<sup>10</sup> Rothwell, 301.

<sup>11</sup> Ritchie, 2.

<sup>12</sup> Another possible consideration is that South Carolina and Virginia are consistently rated among the best in terms of strategic workforce and succession planning efforts, which suggests that plans and policies in municipalities in these states might be more mature and meaningful to examine. However, this is speculative and therefore is not considered a major factor for selecting South Carolina and Virginia to be included in the study.

<sup>13</sup> North Carolina's response rate was 39 percent; South Carolina's was 35 percent; and Virginia's was 50 percent.

<sup>14</sup> See Paris, Jr. Douglas T. "Are the Tools to Plan for the Future Being Used? The State of Workforce and Succession Planning in North Carolina Counties." Paper Presented at the Capstone Conference, Univ. of North Carolina at Chapel Hill (April 20, 2007) and Ritchie, Christina E. "Who Will Lead Tomorrow's Workforce? The Status of Succession Planning in North Carolina Municipalities." Paper Presented at the Capstone Conference, Univ. of North Carolina at Chapel Hill (Apr 8, 2005).

<sup>15</sup> The data also reveal a statistically significant correlation between the number of cases with internal candidates in the final selection pool and the number of cases with internal candidates hired ( $p < .01$ ). Although there is a positive correlation between succession planning efforts and the number of cases with internal candidates in the final pool, the correlation is not statistically significant.

<sup>16</sup> No municipality met the criteria of having a formal municipal-wide succession planning and low rates of internal hiring.

<sup>17</sup> For the purposes of this paper, all interviewees will be referred to as "HR directors."

<sup>16</sup> All six of these cities operate under the council-manager form of government.

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**APPENDIX 1:**

Survey Questions sent to Municipalities in North Carolina, South Carolina and Virginia with populations of 15,000 or greater

- 1) Since July 1, 2003, how many vacancies has your organization filled at the department head level or above?

(For the purposes of this study “department head” is defined as any municipal employee who is in charge of a major functional division of a municipality. Levels above department head include city/town managers, assistant managers, deputy managers, etc.)

- 2) In how many of these cases was there at least one internal candidate in the final candidate pool?
- 3) In how many of these cases was an internal candidate hired for/promoted to a vacant position at the department head level or above?
- 4) Which of the following best describes the nature of succession planning efforts in your municipality?

(Succession planning, broadly defined, is a systematic effort to project future leadership requirements, identify leadership candidates, and develop those candidates through deliberate learning experiences.)

- Our municipality has a formal municipality-wide succession plan developed and used by the central Human Resources office.
  - Our municipality has an informal municipality-wide succession plan developed and used by the central Human Resources office.
  - Municipal departments are required to develop succession plans.
  - Our municipality does not conduct central succession planning.
- 5) The following information will be used for data tracking purposes only:  
Name of municipality:  
State:

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## APPENDIX 2:

### Interview Questions and Probes

1) What efforts, if any, does your organization undertake to prepare internal candidates for key positions? Would you characterize these efforts as formal or informal?

#### Probes:

##### Background

- a. How long ago did your organization begin adhering to a structured workforce planning model?
- b. What prompted your organization to develop a workforce model in the first place? Was the model implemented at an appropriate time? Did it come late? Early?
- c. Who was involved in the development of the model? Who/which positions does the model focus on?
- d. What process did your organization go through to develop your succession planning model?
- e. How was the plan implemented?

##### Model Description

- f. What are the elements of your organization's workforce planning model?
- g. What is "innovative" about your model? (How does your model differ from others?)
- h. How did your organization determine its succession planning needs?
- i. How did your organization integrate its succession planning model with other programs and activities?

##### Analysis of Model; How does your organization determine:

- j. Supply?
- k. Demand?
- l. Gaps?
- m. Practices (solutions)?
- n. Success evaluation?
- o. What have you learned?

2) What organizational goals did you hope to accomplish through succession planning? Was the goal to prepare internal candidates for key positions, or was it something else?

3) In your opinion, has your municipality's succession plan been successful? What, if any, are your internal metrics for success?

#### Probes:

- a. Has your succession plan impacted the frequency with which internal candidates are identified in the final candidate pools?
- b. Has the plan had an impact on the frequency with which internal candidates have been selected for department head, managerial and other key positions?
- c. How would you describe the quality of internal hires? External hires?
- d. Have employees who were promoted internally proven to be well groomed for their positions as a result of your succession planning efforts? Explain.
- e. What were your reasons for hiring externally, when applicable?

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- f. In your opinion, were your municipality's efforts worth the time and resources expended in planning?
- 4) What other factors do you think are helping or hindering your organization's ability to promote/hire internally?
- a. Personal Relationships?
  - b. Leadership?
  - c. Desire for change?
  - d. Politics?
  - e. Policies?
  - f. Economic factors?
  - g. Desirability of location?

**Appendix 3:**  
Summarized Interview Responses

	<b>Question 1: Formality of Efforts</b>	<b>Question 2: Goals</b>	<b>Question 3: Successes</b>	<b>Question 4: Factors</b>
<b>NC-1</b>	<ul style="list-style-type: none"> <li>-Both formal and informal efforts; Municipal-wide program</li> <li>-Informal efforts include internal departmental leadership training for people who have been identified based on performance; job shadowing is one technique used</li> <li>-Formal, citywide succession planning process</li> </ul>	<ul style="list-style-type: none"> <li>-Have the right people ready for the right jobs</li> <li>-Developing talent formally and sustainably</li> <li>-Control costs of recruitment</li> </ul>	<ul style="list-style-type: none"> <li>-Success metric is filling key jobs with best candidate</li> <li>-Successful at communicating importance of succession planning to council; outstanding support from city manager</li> <li>-Very satisfied with internal hires, which have proven to be well groomed for key positions; internal candidates have competed well with external candidates</li> </ul>	<ul style="list-style-type: none"> <li>-Leadership preferences</li> <li>-Desirability of location</li> <li>-Possibly politics (with regard to filling the city manager position)</li> <li>-Possibly economic factors</li> </ul>
<b>VA-1</b>	<ul style="list-style-type: none"> <li>-Both formal and informal efforts dealing with retention, honing talent, sustaining leadership, knowledge management, employee evaluation</li> <li>-Municipal-wide, codified model approved by council</li> <li>-Structured leadership training activities, formal individual leadership training, internal internship program</li> </ul>	<ul style="list-style-type: none"> <li>-Main goal is to ensure that employees are competitive both internally and externally (internal hiring is not the most important factor)</li> <li>-Consistency in succession planning policies and hiring practices</li> <li>-Maintain continuity of services to citizens</li> </ul>	<ul style="list-style-type: none"> <li>-Success metric is ability of internal candidates to compete for key positions</li> <li>-To early in process to measure return on investment, but so far retention has improved and internal candidates have proven to be well groomed for their positions</li> </ul>	<ul style="list-style-type: none"> <li>-Personal relationships</li> <li>-Desire for change</li> <li>-Economic factors</li> </ul>

<p><b>VA-2</b></p>	<ul style="list-style-type: none"> <li>-Efforts are primarily informal, though the city is moving toward more formal citywide executive training in the near future</li> <li>-Leadership development curriculum in place</li> <li>-2-day training program designed for new supervisors</li> </ul>	<ul style="list-style-type: none"> <li>-Goal to hire internally in 65-70 percent of vacancies</li> <li>-High level of service delivery to citizens</li> <li>-Personnel development and engagement</li> <li>-Prepare internal candidates for key positions</li> </ul>	<ul style="list-style-type: none"> <li>-Anecdotally, managers have gotten better; still have a challenge of showing employees value of continuous learning</li> </ul>	<ul style="list-style-type: none"> <li>-Interest to hire internally</li> <li>-Desire for change</li> <li>-Informal policies</li> <li>-Economic factors</li> <li>-Lack of desirability of location</li> </ul>
<p><b>NC-2</b></p>	<ul style="list-style-type: none"> <li>-Informal "ladder approach" whereby motivated employees can excel and move forward</li> </ul>	<ul style="list-style-type: none"> <li>-Motivate employees to become well-trained and move up the ladder</li> </ul>	<ul style="list-style-type: none"> <li>-Internal candidates have some advantage</li> <li>-Some success at filling positions internally, though not all internal hires have proven to be well prepared</li> </ul>	<ul style="list-style-type: none"> <li>-Personal relationships</li> <li>-Leadership preferences</li> <li>-Desire for change</li> <li>-Economic factors</li> <li>-Desirability of location</li> </ul>

<p><b>SC-1</b></p>	<ul style="list-style-type: none"> <li>-Primarily informal</li> <li>-Some formal leadership training through courses, which are mostly offered externally</li> <li>-Positions are often filled with “pre-selected” internal candidates (though the city is trying to move away from this approach)</li> <li>-Department heads often identify their successors and groom them</li> <li>-“Replacement-strategy”</li> </ul>	<p>-N/A</p>	<p>-Internal successors are generally well prepared for their positions; prior to 2000, before their was any leadership training or development, this was not necessarily the case</p>	<ul style="list-style-type: none"> <li>-Personal relationships</li> <li>-Leadership preferences</li> <li>-Desire for change</li> <li>-Politics</li> <li>-Economic factors</li> <li>-Desirability of location</li> </ul>
<p><b>VA-3</b></p>	<ul style="list-style-type: none"> <li>-While there is extensive formal workforce planning, succession planning is primarily done informally</li> <li>-Techniques include cross-training, job shadowing, mentoring</li> <li>-Attempting to initiate a formal coaching and counseling program</li> </ul>	<ul style="list-style-type: none"> <li>-Making sure quality services are provided to citizens</li> <li>-Making sure the right people are providing services</li> <li>-Developing employees</li> </ul>	<ul style="list-style-type: none"> <li>-One success metric is citizen survey results (good results are indicative that the right people have been trained well for their jobs)</li> <li>-Too early in the process to tell if efforts have really been successful</li> </ul>	<ul style="list-style-type: none"> <li>-Leadership preferences</li> <li>-Desire for change</li> <li>-Economic factors</li> <li>-Desirability of location</li> </ul>

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