

# Succession Planning and Training

Association of Western States Engineers



By  
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# What is Succession Planning?

A process whereby employees are recruited and developed to fill future key roles in an organization.

# Building & Maintaining A Healthy Organization

- Talented people throughout the organization.
- Maintain a balanced age distribution.
- Regularly review staff for promotion potential and productivity.

# Interviews

- Hire the best.
- Gray matter counts -  
People skills count more.
- Interview should be two-way.
- Be as detailed as possible.
- Does the person fit the position and agency?
- Use the 6-month probationary period.

# Moderate Turnover is Good

- Internal promotions are good for morale.
- External hires bring in new ideas and new perspectives.
- Always ask departing employees, "Why?" (Turnovers can become contagious.)

# Preparing Staff for Future Roles

- Develop STRUCTURE:

DIVISION → SECTIONS → PROJECTS → CREWS

- Promote cross training between divisions & functions - get their tickets punched often.
- Encourage field assignments - perm. & temp.
- Develop mentoring networks, esp. for new employees.

# Delegation

- Easy if you have confidence in your staff.
- Provide up-front advice and be available for questions.
- Allow flexibility.
- Evaluate and praise.

# Involve Staff in Water Organizations

- Inside State:  
Associations, Councils, etc.
- Regional/National Organizations:
  - WSWC
  - MORAST
  - UMWA
  - NWRA
  - AWSE
  - ASDSO

# Internal Training Opportunities

- Develop expertise network.
- Classes - Developed and presented by staff (current or retired).
- Encourage staff to write and present professional papers.

# External Training Opportunities

- ASDSO
- ASCE
- Assoc. of State Floodplain Managers
- University classes and seminars
- Private, esp. leadership
- Federal agency opportunities - formal/informal  
USGS, Corps, BOR, others

# Higher Level Staff

- Involvement in Legislative Activities
  - Bill Testimony
  - Budget Development & Management
  - Washington, DC trips, contacts and communication

Observe, Mentor, &  
Communicate