



NEOGOV

2023 REPORT

**PUBLIC SECTOR HR TRENDS:
SUCCESSION PLANNING**

SUCCESSION PLANNING

Welcome

The Succession Planning Report expands upon the 2023 Trends Report, providing further analysis into succession planning and how to improve it at your agency.

Like the 2023 Trends Report, **we used survey data from 725 government HR professionals who represent hundreds of thousands of full time employees.** Our respondents included HR generalists, managers, directors, recruiters, etc. from different types of agencies: city government (40%), county government (30%), state government (17%), and more. The survey was conducted in December of 2022.

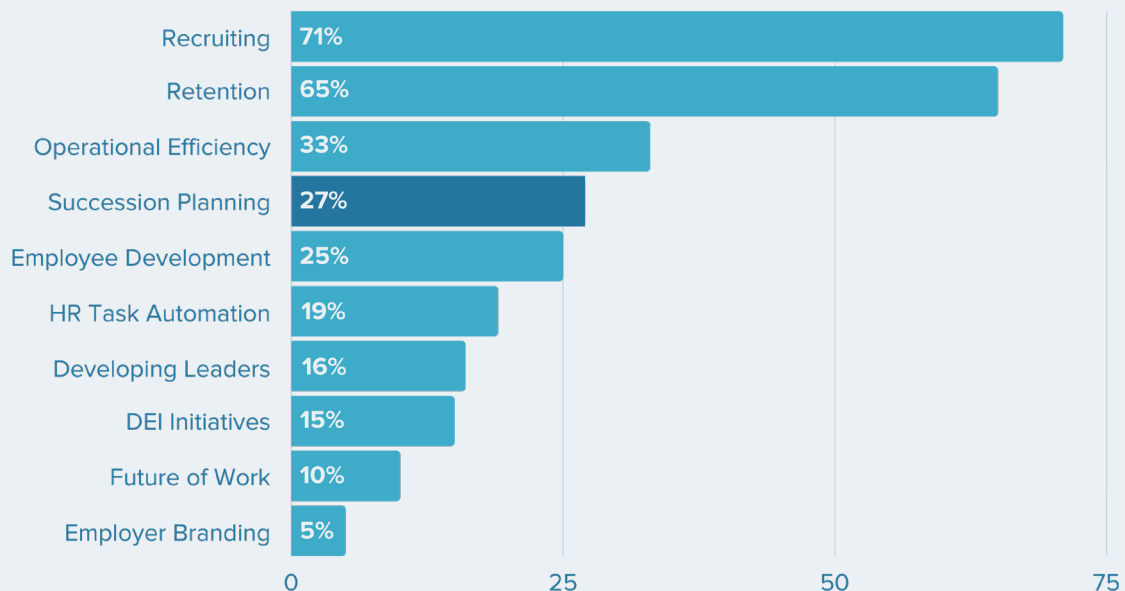
Overview

Key Takeaway: *A significant number of employees will retire in the next 5–10 years, amplifying the employee turnover challenge in the public sector. To prepare for this, HR professionals need to start succession planning in 2023.*

Every organization has leaders filling vital roles and staff members with exclusive or scarce knowledge. Succession planning prevents a breakdown in service delivery when those people leave or retire. **27% of government HR professionals cited succession planning as one of their top three priorities in 2023 (Figure 1).** Let's examine **why** it's a top priority and **how** to prepare for the retirement and turnover of key employees.

Figure 1

Top Priorities in 2023

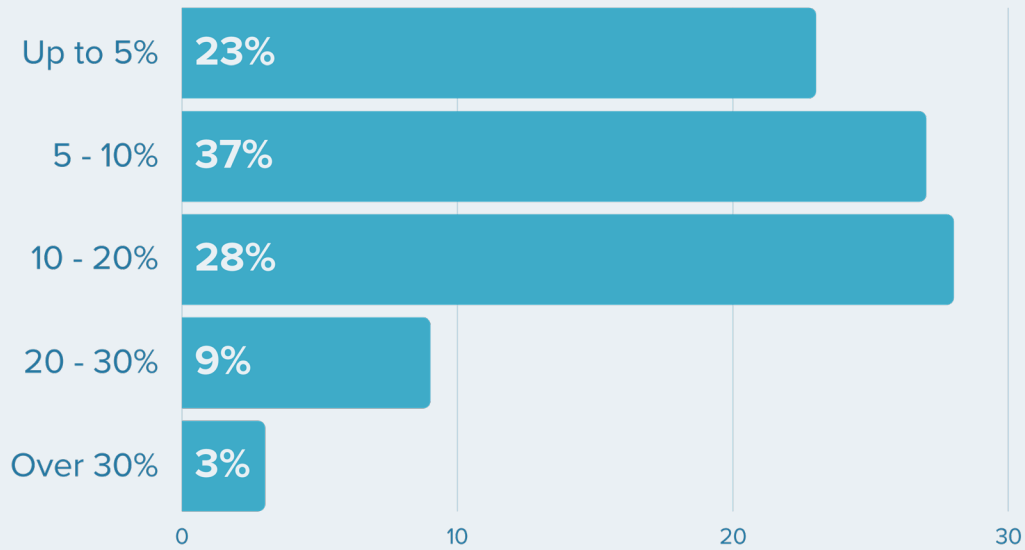


Why Succession Planning

By 2030, all baby boomers will be at or past retirement age (65+). ***Is your agency prepared for this inevitability?*** Figure 2 shows how many employees are expected to retire in the next 5-10 years. Despite these expectations, a combined 48% of HR professionals said they haven't done any succession planning, and of that number, only 15% plan to prioritize it in 2023.

Figure 2

Amount of Employees Expected to Retire Within 5–10 Years



How to Prepare

Succession planning starts by identifying hard-to-replace leaders and staff members, as well as employees with the interest and ability to take on additional responsibilities. By developing talent before key leaders depart or retire, you can:



Sustain agency operations and performance



Create depth of experience and knowledge



Boost staff morale and promote a positive culture



Eliminate bottlenecks and improve processes

If those benefits sound appealing, here are five steps to kick off your succession plan.

1. Identify Positions

There are two criteria for identifying positions for succession planning: criticality and vulnerability. The matrix in this [step-by-step guide](#) will help you visualize how to identify critical and vulnerable positions.

2. Set Requirements

The next step is to create a list of requirements for each position identified. What are the performance requirements? What competencies, organizational knowledge, hard and soft skills, etc. are needed to succeed in the role? These questions need to be answered before you can start identifying talent and nominating successors.

3. Identify Talent

Work with supervisors and managers across your agency to identify staff members who show promise. Most leaders can pinpoint their highest performing employees and those with leadership potential.

4. Nominate Successors

Matching the right employee with the right position is easier said than done, but allowing leaders to nominate a candidate or allowing staff to express interest can expedite the process. Use past performance evaluations, manager insights, and qualitative assessments like the [CliftonStrengths test](#) to vet candidate-job matches.

5. Develop Successors

Succession planning requires intentional employee training, so create a formal action plan and hold your leaders accountable to it. Development opportunities could include skill training, mentoring, job shadowing, special projects, and more. Consider building a general template that can be fine-tuned for each role.

This [succession planning toolkit](#) provides templates and worksheets that could save you time as you begin the process.

NEXT STEPS

Thanks for reading the
Succession Planning Report by NEOGOV.

We hope these peer insights, data analyses, and resources have been helpful.

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