

## ***Succession Planning for Mail Center Managers***

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### **Overview**

- Succession Planning - What is it?
- Process Steps
- Key Roles in Mail Operations
- Identify Candidates
- Talents, Needs & Development
- Monitor and Evaluate
- Benefits
- Examples of Success

## Succession Planning: What It Isn't

- Replacement planning
- Only for senior managers
- "One & Done" project

## Succession Planning: What It Is – Part I

- Process for identifying and developing current employees for future leadership roles.

## Succession Planning: What It Is – Part II

- Existing and future positions
- Anticipatory, not reactionary
- Continuous process

## Essential Steps in Planning Process

- Identify key roles
- Identify candidates
- Assess talent and gaps
- Create development program
- Monitor and evaluate

## Key Roles in Mail Operations

- Director or Department Manager
- Unit managers (e.g., print, mail, postal)
- Supervisors
- Senior operators

## Identify Candidates

- Multiple candidates per position
- Direct reports
- Peers
- Adjacent units

## Assess Talent & Gaps

- Required competencies (ranked)
- Candidate skills
- Gap analysis
- Development plan

## Development Plan

- Formal training program (classes, seminars)
- Self-study (books, online)
- Temporary assignments
- Coaching
- Mentoring

# Monitor and Evaluate

- Annual plan review (team)
  - Matrix
  - Actual promotions
- Individual candidate review
  - Courses completed
  - Performance

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## Tracking Matrix Sample B

<b>Drafted by:</b>	Mark Fallon
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Key Position:	
Current Incumbent:	
Required Competencies:	
Potential Departure Date:	
Candidate Name:	
Current Title:	
Years in Role:	
Strengths:	
Skill Gaps:	
Training Plan:	
Readiness (1 to 5):	
Mentor:	

## Factors for Success

- Aligned with overall business strategy
- Commitment and engagement of senior managers
- Ongoing, cyclical process
- Use technology to track progress
- Mentors

## Benefits of Succession Planning

- Support future growth
- Smooth transition during “retirement boom”
- Provides career development path
- Improve employee morale and retention

## Successful Companies

- Marriott
- Dell Computer
- Dow Chemical
- Eli Lilly
- United States Postal Service



# Questions?

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