



Succession & Career Progression

2025 Industry Summit

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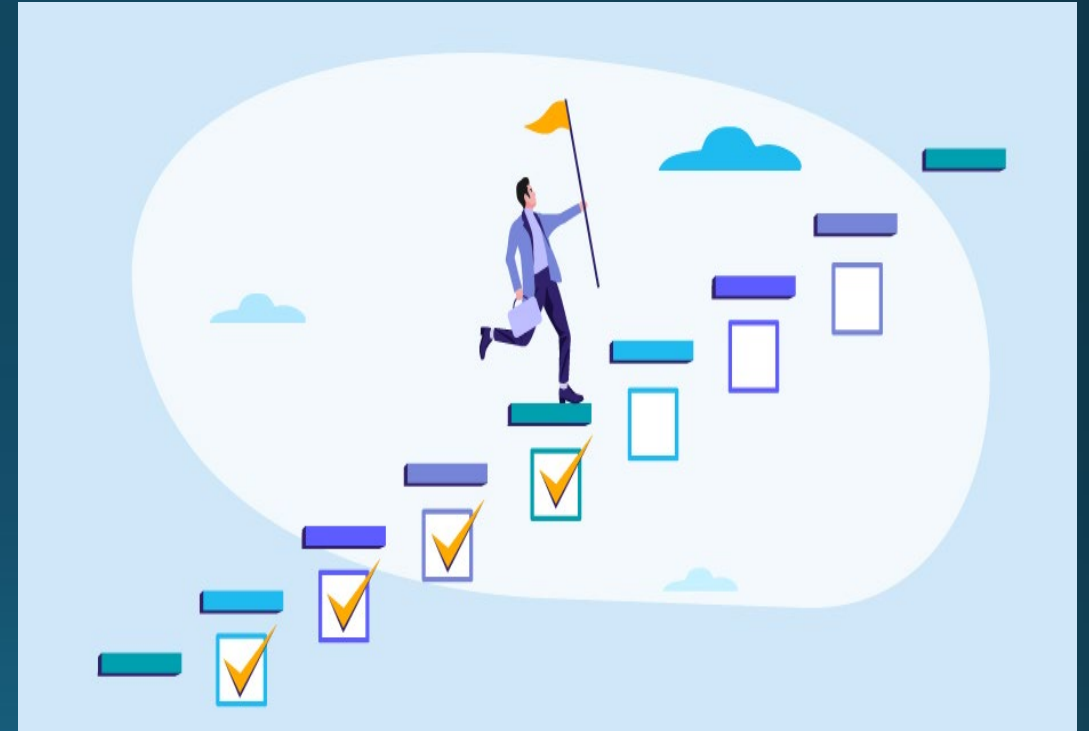
Jose M Leon, Jr

# Question

What do you hope to come away with during your time today?

When you hear succession planning what does that mean to you?

How will your organization function when you are gone?



# Definitions

## Succession

Organization Oriented  
Focus Operational Talent  
Legacy

## Progression

Staff Oriented  
Focus Strategic Staff Development  
Feeds Succession

## The Vision – HPO



# Importance and Relevance:

- **Only 35% of companies** have formal succession plans, leaving many vulnerable to leadership gaps.
- Organizations with succession plans experience a **30% higher leadership retention rate**, fostering loyalty and engagement.
- **60% of companies** with strong succession plans outperform competitors due to better strategic execution.
- **67% of AEC firms** cite *talent acquisition and retention* as one of their top three challenges—more pressing than economic uncertainty or competition.
- The *average age of employees* in the AEC sector is **41 years**, indicating a generational shift and the need for leadership development.
- **53% of firms** rate themselves as “*fair*” or “*poor*” at defining formal career paths, which directly impacts retention and employee engagement.
- The industry is projected to see **186,500 job openings annually** from 2024 to 2034, driven by growth and the need to replace retiring professionals.
- financially significant



# Succession & Progression Focus

Succession – Role Focused



Progression – People & Development Focused



Succession & Progression – Ongoing Process



# Succession Planning

- Process of creating a talent pipeline
- Ensure continuity of operations, performance, & agility
  - Identifying critical roles



and



# Succession Planning Framework & Tool


## Committee recommendation is the SIGMA's Succession Planning Guide.

- Straightforward & Flexible for all Depts
- Tool to replenish existing talent
- Pillars of Performance Tie-In

## Planning Guide Focus

1. Identify Critical Roles
2. Build Success Profiles
3. Nominate Successors
4. Assess Development Needs
5. Develop Talent
6. Measure Progress

**SIGMA**Succession  
critical role identification questionnaire



	1 Not true of this role	2 Slightly true of this role	3 Somewhat true of this role	4 Moderately true of this role	5 Extremely true of this role		
Role	Urgency This role is likely to be vacant soon (i.e., retirement)	Impact A vacancy would immediately impact business	Skills Role requires specialized skills or knowledge	Internal Talent No internal candidates are ready for this role	External Talent Hiring externally for this role would be difficult	TOTAL	★
	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5		
	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5		
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# Progression Plan Process

Identification of Progression Criteria

Job Evaluation Questionnaire

Review & Approval of Progression Plan

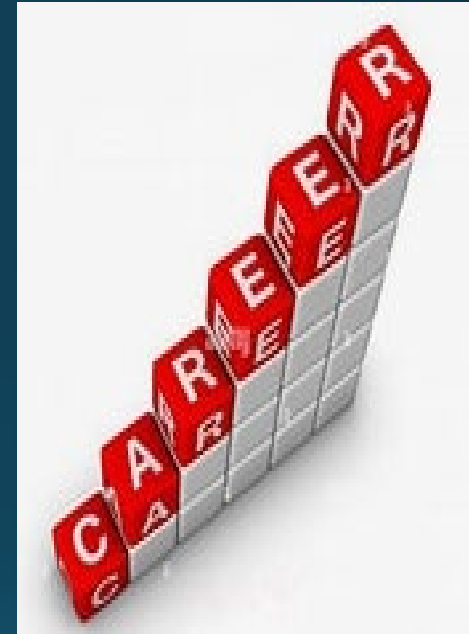
Continuous review

Other Recommendations

**CFO asks CEO**  
"What happens if we invest in developing our people and they leave us?"

**CEO says**  
"What happens if we don't, and they stay?"

- \* During the Progression Evaluation, engage a 3<sup>rd</sup>-party or another supervisor for non-bias input.
- \* Establish a scoring matrix to evaluate the established criteria.
- \* Tie Progression Elements to merit, org values



# Progression Framework

## Framework Focus

1. Identify Employee
2. Progression Elements
  1. Progression Portfolio
  2. Presentation of accomplishments
  3. Leadership Feedback
3. Framework requires identification of:
  1. Required Accomplishments
  2. Specific Criteria Requirements
  3. Identification of Presentation/Job Observation for overall evaluation
4. Employee's, Manager's & Supervisor's Completion Certification and Comments.

Employee Name: \_\_\_\_\_ Employee ID#: \_\_\_\_\_

### Eligibility Criteria

To be eligible for a promotion from a *(Insert Existing Position)* to a *(Insert Next Level of Progression Position)*, the *(Insert Existing Position)* must have demonstrated competence in all aspects of the *(Insert Existing Position)* and shown potential for growth in the areas of organizational learning and development. The decision to promote will be based on three elements: (1) The portfolio the *(Insert Existing Position)* provides to the Leadership Team; (2) presentation of portfolio followed by a question answer session, and 3) direct performance observation by the Leadership Team. Specifically, the following must be accomplished:

- *(Insert Existing Position)* must have served in the position for at least *(Insert required #)* years.
- *(Insert Existing Position)* must demonstrate during a panel interview with the Leadership Team thorough knowledge and application of *(Insert required job specifics)* principles, elements, practices, concepts, situations, etc.
- *(Insert Existing Position)* must demonstrate to the Leadership Team the ability to apply *(Insert required job specifics)* skills.

For upgrade consideration, an *(Insert Existing Position)* must earn 75% of the total points possible (75 points or higher of 100 possible points) based upon the checklist below. In addition, the *(Insert Existing Position)* must submit to the Leadership Team a portfolio, including the below elements (not all elements are required, but those included in the portfolio, along with the presentation of the portfolio and direct performance observation will form the basis of the reclassification decision.) **Note: Even if all other criteria are met, the Leadership Team reserves the right to deny the reclassification and/or if a vacancy does not exist.**

No.	Criteria	Points (Optional)	Score (Optional)	Completion Date
1.	<i>Identify Specific Criteria</i>	20		
2.	<i>Identify Specific Criteria</i>	20		
3.	<i>Identify Specific Criteria</i>	15		
4.	<i>Identify Specific Criteria</i>	10		

Presentation/Job Observation Will Result in an Overall Evaluation, Including:

- *(Identify required Abilities)*
- *(Identify required Skills)*
- *(Identify any Qualifications)*
- *(Identify other Competencies)*
- *(Identify any Performance Requirements)*
- *(Identify required Knowledge)*
- *(Identify any required Behavioral Values)*
- *(Identify any Core Values)*
- *(Identify any Operational Values)*

I certify that I have completed the above-indicated activities, and that the documentation provided accurately reflects the work that I personally performed.

EMPLOYEE SIGNATURE: \_\_\_\_\_ DATE: \_\_\_\_\_

# Career Progression Framework

- Proactive & Prepared for right time
- Employee Recruitment
- Employee Retention
- Preparation for Future
- Adaptable/Flexible
- Cost is paid, no matter what!

## Focus

1. Personal Growth & Development
2. Professional Growth & Development
3. Leadership Growth & Development



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Johnson County Government wins seven achievement awards from National Association of Counties

# Johnson County Government wins seven achievement awards from National Association of Counties

July 25, 2024



## 2024 ACHIEVEMENT AWARD WINNER

*"Optimism is the faith that leads to achievement."* –Helen Keller

The National Association of Counties is proud to award

**Johnson County, Kan.**

A 2024 Achievement Award for its program titled:

**Johnson County Wastewater's (JCW) Career Progression Program**

*Matthew Chase*  
Matthew Chase, CEO/Executive Director



*Mary Jo McGuire*  
Hon. Mary Jo McGuire, NACo President

- Department of Corrections Problem Solving Bed Program at Johnson County's Adult Residential Center serves as a short-term solution for justice-involved individuals experiencing homelessness or housing insecurity. The non-custodial beds are provided for a short-term solution.

### Human Services

- Planning, Housing and Community Development's Landlord Incentive Pilot Program aims to recruit private Johnson County landlords to accept families with Housing Choice Vouchers.

### Personnel Management, Employment, and Training

- JCW's Career Progression Program helps with the retention and recruitment of employees by creating paths for career growth in the department.

Since 1970, NACo Achievement Awards have recognized outstanding county government programs and services with awards in 18 categories.

# Question

- What is 1 takeaway you can take back to organization?
- Do you feel this was valuable information?

# Questions and Feedback

