

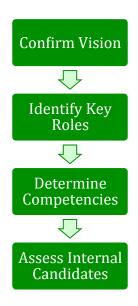
# Do you have sufficient talent on board to meet your future goals?

With risk pool complexity growing, baby boomers retiring in droves, and employee engagement and longevity in question, succession planning is more critical than ever.

## Succession Planning Process

Aras Performance Group recommends a three-phase process for succession planning.

Phase 1: Assess



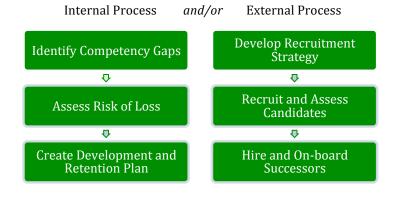
Ensure that you have identified your pool's *desired future state*, along with the opportunities and challenges you expect to face.

List all roles that are critical to your pool's *future success*—not just leadership, but also functional and technical roles.

Think in terms of your future vision. Consider character traits and values. Consider both *soft and hard skills*.

Look to employees with *both high performance* and *high potential*. Use objective tools to assess them on the competencies.

**Phase 2: Position** 





#### **Phase 3: Transition**

Perhaps the most critical step in the process is often overlooked: managing the transition and ensuring success—for the pool, its members and other stakeholders, and the individual in the new role.



### **About Aras**

Aras Performance Group helps organizations and their employees reach peak performance.

Core services include:

- leadership development
- executive coaching
- team building
- strategic planning
- performance measurement
- change management
- succession planning
- customized training

Aras Performance Group was founded by Betty DiMaria, former Chief Performance Officer of the Public Employer Risk Management Association (PERMA) of New York State. While an AGRiP member, DiMaria served on the Membership Practices Committee. Per retired AGRiP CEO Harold Pumford, "Betty's tenure on our signature Membership Practices Committee to identify and define 'best practices' and audit member applications for recognition for compliance with those standards, set her apart from other members. She exhibited the capacity to think forward as to challenges and issues to face pooling and what new best practices would be required to maintain success, despite how drastically the business environment might change."

#### To learn more:

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