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Learning Objectives

- Identify, mentor, develop and retain high potential talent for your organization.
- Develop a succession plan that supports a seamless and successful transition to advanced responsibilities.
DON'T YOU THINK WE'RE CUTTING IT KIND OF CLOSE?

JILL'S RETIREMENT PARTY AND SUCCESSION PLANNING KICKOFF MEETING
Definition of Succession

a: The act or process of following in order: **Sequence**

b: (1) the act or process of one person's taking the place of another in the enjoyment of or liability for rights or duties or both 
(2) the act or process of a person's becoming beneficially entitled to a property or property interest of a deceased person

c: The continuance of corporate personality

d: Unidirectional change in the composition of an ecosystem as the available competing organisms and especially the plants respond to and modify the environment

Source: Merriam-Webster Dictionary @https://www.merriam-webster.com/dictionary/succession
What is Succession Planning

A tool used to address the inevitable changes that occur when employees resign, retire, are fired, get sick, or die.

Universities prepare by identifying and training high-potential employees for advancement into key roles.

Needed for an institution to continue to run smoothly. It’s a manageable event, not an organizational crisis.

WHY plan for succession?
Best Practices Organizations use succession planning to develop and maintain strong leadership and to ensure that they address all the competencies required for today’s and tomorrow’s work environment.

Benefits of Succession Planning

- Essential business strategy
- Decreases recruitment and orientation costs and minimizing time-to-fill for vacancies
- Benefit of providing systematic development of new emerging leadership competencies called for by technological and cultural changes
- Promotes continual development of the leadership potential in rank and file
- Identifies opportunities for growth and establishes a culture of promoting within

Experience is a hard teacher because she gives the test first, the lesson afterward.

Vernon Saunders Law
Cy Young Award Winner

It makes the transition much easier.
Components of a Succession Plan

- Identifies and prepares internal candidates to qualify for anticipated vacancies in key position and can also include positions that require more specialized knowledge and experience
- Identify key positions and requisite qualifications
- Selecting potential internal candidates
- Target development and tracking those candidates
- Select a successor
- Ensuring commitment of resources
- Must be formalized and incorporated into HR management policies and procedures

Seven Steps for Succession Planning

1. Be proactive.
2. Keep an open mind.
3. Make the vision known.
4. Offer regular feedback to mentees.
5. Provide training to peak performers.
6. Do a trial run of your succession plan.
7. Use your plan to develop a hiring strategy.

Unfortunately, most organizations wait too long to conduct forward thinking succession planning, waiting until there are obvious problems or important talent has exited their companies.

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WHO should you identify?
Think about what you need for the future

- Changing nature of our business
- Technology proficient
- Adaptable/Change tolerant
- Institutional strategic plan
Leadership qualities
- Initiative
- Knowledge
- Good Interpersonal skills
  - Ability to communicate well
  - Ability to write well
  - Ability to relate to people throughout the university
  - Networking
- Ability to build a team
- Ability to have people believe in your leadership
- Ability to think!
WHERE do you find candidates?
Look for emerging leaders.

Followers will never know how hard the leader works to create a path.
External Candidates

- Networking at meetings
- LinkedIn
- Recommendations
- Mentoring
Internal Candidates
Mentoring:
A formal or informal relationship between an experienced, knowledgeable employee and a less experienced employee
Characteristics of Mentors

• Desire
• Knowledge
• Cultural Awareness
• Stewardship Mentality
• Effective Communication Skills
• Dedicated to Developing New Leaders
• Innovative
• Adaptable

• Emotional Intelligence
• Successful
• Possesses a strong network
• Willing to share defeats
• Available
• Approachable
• Tolerant
• Objective
• Discretion

• https://www.thebalancecareers.com/top-characteristics-of-a-successful-mentor-1917831
Mentee Evaluation of Mentor Checklist:

My Mentor:

- Goes out of his/her way to promote my interests
- Conveys feelings of respect me as an individual
- Encourages me to talk openly about anxiety and fears that detract from your work
- Shares personal experiences as an alternative perspective to my problems
- Discusses my questions or concerns regarding feelings of competence, commitment to advancement, relationships with peers and supervisors or work/family conflicts
- Shares history of his/her career with me
- Encourages me to prepare for the next steps
- Serves as a role model?
- Displayed attitudes and values similar to my own
- Helps me finish assignments/tasks or meet deadlines that otherwise would have been difficult to complete

- Protects me from working with other faculty, lecturers, or staff before I know about their likes/dislikes, opinions on controversial topics, and the nature of the political institutional environment
- Gives me authorship on publications
- Helps me improve your writing skills
- Helps me with a presentation (either within your department, or at a conference)
- Explores career options with me
- Gives me challenging assignments that present opportunities to learn new skills
- Helps me meet other people in my field at the University
- Helps me meet other people in my field elsewhere

Source: National Science Foundation Workshop on Mentorship
WHEN do you assign greater responsibility?
• “Growing your own leaders sends a positive message throughout your workforce. Promoting people within is good for morale and essential to a positive organizational culture.” (Ibarra)
• Things to consider:
  • Money – is there enough to fund every year?
  • Career paths – Ladder or Lattice?
  • Performance – don’t let your career ladder run on autopilot. Make performance count!

# Career Ladder Using CRA Certification

<table>
<thead>
<tr>
<th>Grants and Contract Specialist</th>
<th>Sr. Grants and Contract Specialist</th>
<th>Team Leader</th>
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<tbody>
<tr>
<td><strong>Proposed Pay Increase</strong></td>
<td><strong>Proposed Pay Increase</strong></td>
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<td>- Current annual starting pay for or</td>
<td>- Current annual starting pay or</td>
<td>- $3,000/increase to base</td>
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<td>- $3,000/increase to base</td>
<td>- $3,000/increase to base</td>
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</tbody>
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**Criteria for auto advancement consideration:**
- 3 yrs in the job code
- Overall performance eval better than satisfactory for prior two evaluation periods
- Obtained CRA certification

If 5 yrs service are obtained in the job code, all other qualifying requirements above continue to be met and the individual has not received auto advancement in the prior two fiscal years, promote to Sr. Grants and Contracts Specialist at the Proposed Pay Increase listed for that job code.

- 3 yrs in the job code
- Overall performance eval better than satisfactory for prior two evaluation periods
- Obtained CRA certification (if not previously held before entering job code)

**Criteria for auto advancement consideration:**
- 6 yrs in the job code
- Overall performance eval better than satisfactory for prior two evaluation periods
- Have demonstrated over past two yrs an increased responsibility including participation in programming initiatives as a lead or primary business support person, participate in a lead role for parts of the annual financial report production, etc.
- Have not received auto advancement in the prior two fiscal years
- Masters Degree in Research Administration
Overcoming Specialization

- Lateral Promotion
- Special Assignments
- Departmental/Smaller Institutions
- Promotion
- Cradle to Grave
- Compliance Committees
HOW do you keep great candidates for the long term?
Key motivators for remaining in the profession:

- Challenge
- Variety of tasks
- Working with intelligent colleagues
- Job security
- Feeling a sense of purpose

Possessing only a depth of knowledge would make you an idiot savant, fantastically capable at one thing and helpless in all other matters.

Dean Carpenter, Hobbyist Physicist
There is no substitute for genuinely caring about your employees.

- Employees who believe their manager cares about them as a person……
  - Are more likely to be top performers
  - Produce higher quality work
  - Are less likely to be sick
  - Are less likely to change jobs
  - Are less likely to get injured on the job

True leaders don’t create followers….they create more leaders.

J. Sakiya Sandifer, Author and Entrepreneur
Questions

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