


# Succession Planning

	<b>Louisiana Department of Health (LDH)</b>	
	<b>Policy Number</b>	141.1
	<b>Content</b>	Provides guidelines for succession planning in LDH
	<b>Effective Date</b>	March 20, 2023
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LDH is committed to fostering, cultivating and preserving a culture of equity, diversity and inclusion. Our human capital is the most valuable asset we have. The collective sum of the individual differences, life experiences, knowledge, inventiveness, innovation, self-expression, unique capabilities and talent that our employees invest in their work represents a significant part of not only our culture, but our Department's reputation and achievement as well.

If there is a discrepancy between an LDH Policy and a Program Office or facility policy, the LDH policy shall govern/override/supersede the conflicting section within the Program Office or facility policy.

## I. POLICY STATEMENT

Recognizing that changes in management are inevitable, the Louisiana Department of Health (LDH) has established a succession planning process to provide continuity in key positions that become vacant due to retirement, resignation, or new career opportunities. The Department also recognizes that succession planning is not a one-time event; hence, LDH will initiate the succession planning process in accordance with this policy as needed. The goals of the process are to identify key positions and to mitigate critical risks associated with those positions such as extended and costly vacancies, uneven transitions and loss of departmental knowledge.

Further, on a continuing basis, LDH offers opportunities for potential successors to gain the necessary knowledge, skills and abilities to advance their careers in LDH. Please note that according to Article X of the Louisiana State Constitution and Civil Service Rule 23.1, appointments, so far as practical, shall be competitive. Therefore, no determinations of who will succeed an employee shall be made until all qualified candidates are provided equal opportunity to apply and be considered for the position. Situations where a candidate is pre-selected before the competitive selection process is completed must be avoided.

## **II. APPLICABILITY**

This policy applies to all employees of LDH.

## **III. LDH SUCCESSION PLANNING PROCEDURES**

### **Step 1. Identify key or high-risk positions**

The first step in LDH Succession Planning is to identify key positions. Key positions are defined as positions that meet one or more of the following criteria:

- Are single incumbent (only one person can perform the duties)
- Require specialized knowledge and expertise
- Have incumbents that are difficult to replace
- Have incumbents that are difficult to retain
- Have a risk of attrition due to the job market or other factors
- Are vulnerable to retirement

### **Step 2. Develop position profiles**

Once an agency has identified key or high-risk positions, the next step is developing succession-planning profiles by completing a Succession Planning Position Profile form (HR-104) for each identified position. The position profiles include:

- Job Demands (Must-do's)
- Job Constraints
- Talent
- Mitigation Strategies

### **3. Identify positions likely to have incumbents that are potential successors**

Once an agency has completed Step 2, the agency can then identify positions that are best aligned with the key or high-risk positions.

Considerations:

- Do the positions have similar day-to-day experiences in the functional areas and tasks assigned to the key position?
- What are the gaps between the two roles?

- Do the positions cultivate the core competencies needed to perform the duties of the key position?
- Keep in mind that the selection and advancement of employees is based on ability, knowledge, skills, and fair and open competition, which ensures that all receive equal opportunity.

#### **4. Engage and develop talent through Quarterly Talent Reviews**

Quarterly Talent Reviews (guided by Human Resources) are valuable to leadership and create conversations that shape performance management, talent development, and succession plans; ultimately providing LDH with a big picture view of talent department wide.

### **IV. VIOLATIONS**

Violations of this policy may result in corrective action or disciplinary action. Corrective action includes Improvement Letters (Civil Service Rule 12.9). Disciplinary actions are Suspension without Pay, Reduction in Pay, Involuntary Demotion and Dismissal (Civil Service Rule 12.3). Any corrective or disciplinary taken is at the sole discretion of the Appointing Authority.

### **V. REFERENCES**

Louisiana State Constitution, Article X

Civil Service Rules Chapter 22 – Requirements for filling job vacancies

Civil Service Rules Chapter 23 – Appointments

Succession Planning Position Profile (HR-104)

### **VI. REVISION HISTORY**

<b>Date</b>	<b>Revision</b>
March 20, 2023	Policy created
October 16, 2024	Policy reviewed