

Emergency Regulation NAC 284 Frequently Asked Questions

Rationale

1. Why did NAC 284 need to be amended?

“The Great Resignation” and lingering effects of COVID 19 have dramatically impacted the State of Nevada’s ability to recruit and retain top talent. The change in NAC 284 provides immediate relief for agencies that have employees picking up the slack and taking on duties for a hard-to-fill positions. They now have an avenue to promote those employees and enable them to earn the pay for work they are already doing.

This addition to NAC 284 is a dramatic pivot in how current employees can promote or become eligible in a recruitment. In a time when many agencies struggle to recruit qualified candidates, this addition affords one of two opportunities: 1) the immediate promotion of someone who almost meets the Minimum Qualifications of a hard-to-fill position through a formal Succession Plan or 2) the ability for someone who almost meets the Minimum Qualifications to be approved for a Succession Plan so he/she can become eligible during a recruitment for the position. The approved Succession Plan waives the Minimum Qualifications for the position.

Certification

1. Why is a certification necessary?

The required certification class will ensure that the employees selected to create a succession plan will have the appropriate tools and knowledge to help develop a framework for employee development and succession planning so agencies have a strong foundation upon which to consider employees for a Succession Plan. Most importantly, the certification training will allow for consistency in the implementation of the new methodology.

2. Who can be certified to create a succession plan?

Succession Planners should consist of people in upper leadership roles such as Managers and include HR staff who are directly or indirectly familiar with employees being considered and the skill sets needed for the positions identified. Supervisors can partake in discussions but should not have this responsibility solely. Each agency may develop its own parameters, so contact your Director’s office.

3. What exactly is required of the Certified Planner?

The Certified Planner must prepare the plan using the prescribed form as required by the training, ensure the employee and Administrator sign off, and transmit the final plan to the Director’s office for approval and submission. The planner’s involvement ends when the final Succession Plan is approved by the DHRM Administrator.

4. How do I sign up to become certified?

Instructor-led classes are available via MS Teams in SuccessFactors. Search for “OED_Succession Planning Certification for NAC 284.058” in the Learning Tile.

5. Does the certification expire?

No.

6. Is there a limit to the number of people from each Department who can be certified?

DHRM does not limit the number of certified planners. However, each agency may set its own limits. Contact your Director’s office.

Process

1. Who can submit a Succession Plan?

Any State agency can submit a Succession Plan. However, the submission of the completed plan must come from the Director's office.

2. What is the process?



Completion of Form and Submission of Request

1. Do the signatures from the Administrator and Director need to be wet ink?
No. Electronic/PDF signatures are sufficient.
2. Why does a Division/Department need to be current on all Annual Performance Reviews?
In addition to ensuring compliance with NRS 284.340, this will provide consistent review and update on how employees are doing in their performance, and it will be included when a selection is being considered. Agencies should have internal processes on how often reviews can be done to ensure the success of the employee placed in a Succession Plan. This information should be provided in the submitted Succession Plan.
3. What happens if we don't meet the deadline we set for completing Annual Performance Reviews?
DHRM will check for completeness when additional Succession Plans are submitted beyond the agency-imposed deadline. Incomplete reviews could impact approval of subsequent Succession Plans.
4. Does an agency need to submit all succession plans from all divisions at once? Or can they be submitted per position identified?
Succession Plans can be submitted as positions are identified and plans are completed.
5. Is there a deadline to submit?
No. This regulation has no deadline for completion.
6. To which person or mailbox specifically do I send the Succession Plan?
SuccessionPlanning@admin.nv.gov is the dedicated mailbox for submission.
7. How long will it take for the DHRM Administrator to approve the plan?
The Director's office can expect a response from the DHRM Administrator's office within 10 business days of submission.
8. If it's not approved, will we be able to adjust the plan and resubmit?
Yes. Any plan that is not initially approved can be adjusted and resubmitted. The Certified Planner will work in collaboration with the Director, Administrator, direct supervisor, and employee to adjust the plan as needed.
9. Once the Succession Plan is approved in a situation where no recruitment is needed, when does the promotion take effect?
The promotion takes effect once the paperwork for promotion has been processed through SuccessFactors and approved by the appointing authority.
10. If the Succession Plan is approved but a recruitment is needed, what are the parameters for that recruitment?
The recruitment needs to be open for a minimum of 7 days and be either a Statewide Promotional or Open Competitive recruitment.
11. What type of official documentation will DHRM provide to show my plan has been approved?
The DHRM Administrator will check the box indicating the plan is approved as hard-to-fill and immediate promotion can occur **or** the box indicating the plan is approved but a minimum 7-day recruitment must be opened and will then sign and date the form. The document will be returned to the Director's office. Once DHRM has approved the plan, the agency should work with their HR staff to submit the request through SuccessFactors and submit paperwork through their department either for the immediate promotion or the opening of a recruitment for the position.

12. Does the Potential Successor need to complete the full Development Plan before promoting?
The identified employee promotes prior to the completion of the plan. They must be evaluated timely as required by the probationary process described in NAC.
13. Can you share examples of a Succession Plan?
An example is included in the Appendix.

Succession Plan

14. Is this Succession Plan valid for use for the same position in a different agency?
No. The Succession Plan is valid only for the employee's current agency. It is not transferable to a different agency because job duties can vary among the same positions in different agencies.
15. What can an agency do to decrease the risk for grievances?
An agency can best defend itself against grievances by having a clear, transparent method communicated to all employees for selecting employees for a Succession Plan. This includes ensuring all Annual Performance Reviews are updated and supervisors conduct Stay Interviews to gauge employee interest in promoting and taking on a Development Plan.
16. Can I create a succession plan for someone in a particular class to move to a higher-level in a different class?
Yes. This regulation is designed for agencies to develop and promote internal talent for hard-to-fill positions.
17. How much experience does the potential successor need to have to be qualified for a succession plan?
DHRM has no prescribed level of experience for an individual to be named in a Succession Plan, though the expectation is such that someone named for a hard-to-fill position has likely taken on some of the duties of the position while it's been vacant. The supervisor and agency leadership should consult on the level of risk acceptable to the agency by placing an employee on a Succession Plan for promotion.
18. What documentation is required in the section of the template called "Developmental Resource to Meet Identified Gap?" What are some examples of acceptable activities?
Agency leadership should determine the appropriate developmental activities. Some example acceptable activities include attending online or in-person trainings or participating in mock processes. If a training class is identified, the specific name of the class and which entity offers it must be included. If a mock process is required, the specific length of time and objectives of what will be learned should be included.
19. How long or short must a developmental plan be?
DHRM has no prescribed length since each Succession Plan is specific to an individual. If an employee is truly ready for the step up, the development plan should be no more than one year. The employee should be evaluated as required by regulations. If a department fails to complete those evaluations, DHRM will suspend future succession plans pending a review.
20. What happens if I identify more than 6 skills gaps for the potential successor? Can I add rows?
If the plan requires additional rows, the template allows for the planner to add them. DHRM relies on the expertise of the agency to outline a suitable development plan.
21. What happens if the potential successor needs additional training after the Succession Plan is approved? Do I have to submit another plan?
If an employee is performing satisfactorily and excelling in the role, there shouldn't need to be an additional succession plan. If they are not, it is likely the person is not adapting to the higher-level role. The skills and training needed going forward should be part of ongoing development.

22. If someone takes a class, can it be from an outside source?
Yes. The agency is responsible for covering any costs related to training, whether the classes are offered by a State agency or an outside entity. It is also the employee's responsibility to ensure that class is added to his/her SuccessFactors learning profile.
23. Does DHRM check back after the development plan is supposed to be complete to make sure it was?
Once a succession plan is in place and the Department has completed timely employee evaluations, DHRM will not check back in on the plan. If DHRM sees an inability to retain staff in the identified roles, it will evaluate the Department's plan for continued use.
24. Do agency administrators and/or directors need to send notification to DHRM when a person completes the development plan?
DHRM does not require any follow up when a plan is completed.
25. Once I submit my plan for approval, what kind of communication is possible from DHRM before it's approved?
The DHRM Administrator will check to ensure the development plan for the employee makes sense and can be completed in the time frame outlined. The Agency can expect a collaborative dialogue with the DHRM Administrator to ensure the Succession Plan sets up the agency for success and not an aggrieved work force.
26. I have more questions. Who should I call?
For questions about the training and forms, please contact Jennifer Herrera (jenherrera@admin.nv.gov or on MS Teams) with the Office of Employee Development. For any other questions please contact the Office of the Administrator.