

# SUCCESSION PLAN GUIDANCE

## RATIONALE FOR REGULATION CHANGE

“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 in a few ways:

1. Agencies that have employees taking on extra duties for a hard-to-fill positions now have an avenue to promote those employees and enable them to earn the pay for work they are already doing.
2. Agencies now have an endorsed method for creating and implementing development plans to ensure long-term engagement and retention of high-potential and high-performing employees.
3. Agencies have an incentive to take a long-term view of their operations to ensure smooth transitions as long-tenured staff retire. Thoughtful succession plans protect the agency from losing important historical experience and information, as well as encouraging employees to seek development opportunities for promotion.

## CONSIDERATIONS FOR COMPLETING THIS DOCUMENT

- Succession plans may be developed to serve multiple goals: an immediate fast-track appointment for an employee who may already be filling in for a hard-to-fill position (but who may not meet minimum qualifications), an opportunity for a candidate who otherwise might not meet minimum qualifications to be included in a traditional recruitment for a hard-to-fill position, and for long-term strategic talent development for known or predictable departures. Succession plans are not suitable for any role that has specific licensure requirements or serves in a sworn law-enforcement capacity.
- If both the Succession Plan and candidate are approved, immediate promotional appointment can take effect. If they are not approved for immediate appointment, the plan can still be utilized to waive Minimum Qualifications. A minimum 7-day recruitment will be opened, and the candidate must submit an application for the posted position.
- Succession Plans should take into consideration the ability and willingness of *all* lower-level employees to learn the skills to be promoted into a higher position. In order for this consideration process to work well, Agencies are expected to complete Annual Performance Reviews and keep employee files updated so that agency leadership has consistent information upon which to identify suitable candidates for succession plans.
- Employing the Stay Interview approach will help leadership determine which employees have interest in taking on developmental plans in order to promote. Keep in mind some employees prefer to progress at the level and rate already outlined by the class specifications.
- A development plan for an employee to be included in a Succession Plan should be easily justified by the person’s background, current responsibilities, most recent Annual Performance Review, and the ability and willingness to take on the developmental tasks in addition to current duties.