

Succession Planning:

Key to Service Continuity

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The information provided herein is general in nature and designed to serve as a guide to understanding. These materials are not to be construed as the rendering of legal or management advice. If the reader has a specific need or problem, the services of a competent professional should be sought to address the particular situation.

What Is Succession Planning?



Why should
organizations care about
Succession Planning?

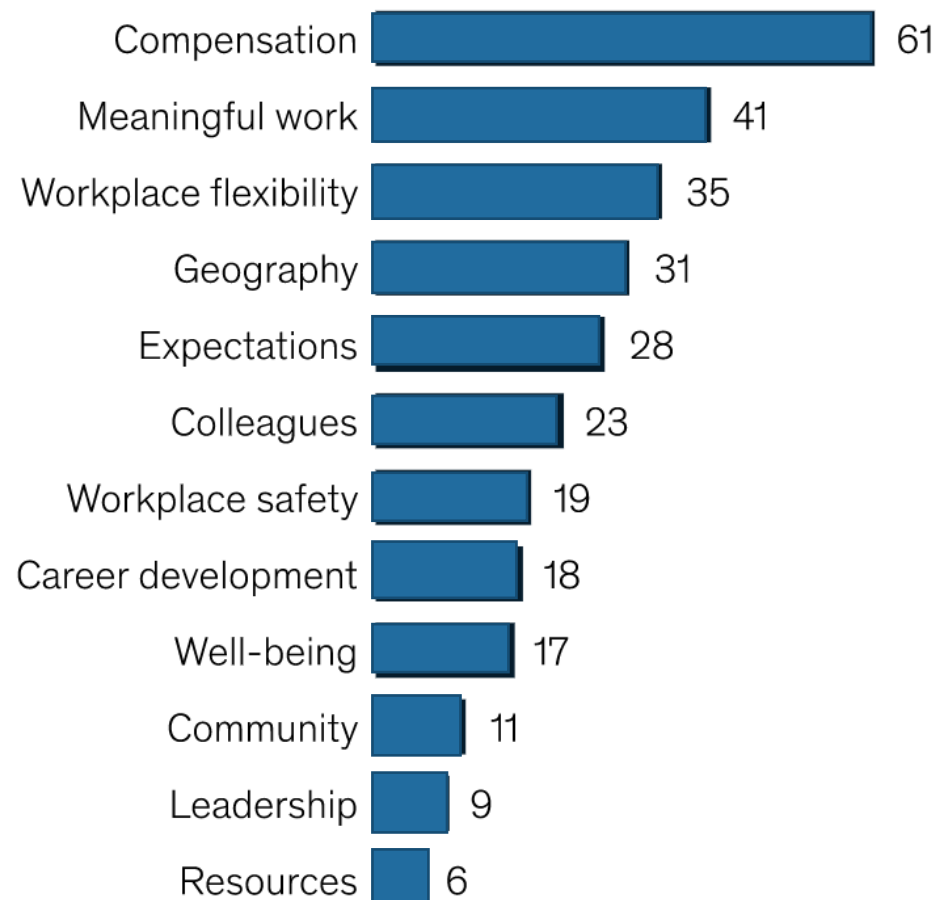
Considerations for a Succession Plan

Changing Landscape of the Applicant Pool

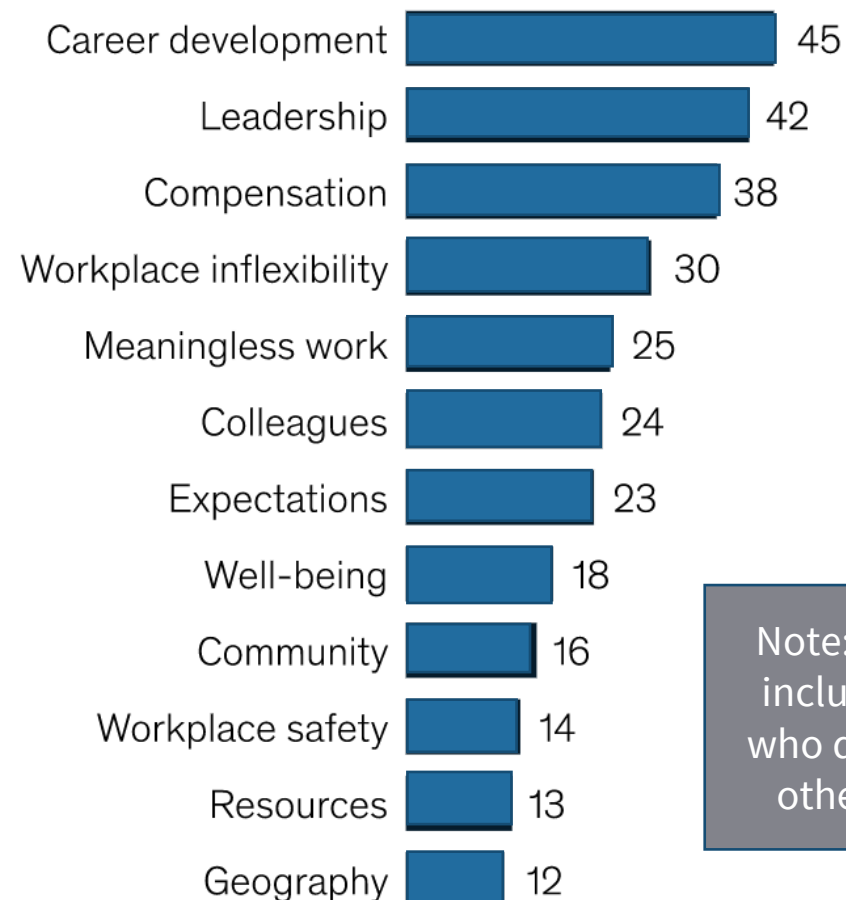


Reasons for public-sector employees planning to stay at or leave current role in the next 3-6 months

Reasons for staying, % of respondents (n = 1,118)



Reasons for leaving, % of respondents (n = 385)



Note: People leaving includes individuals who quit, retired, and other separations.

Opportunities

Mitigate interruption
in service levels





Opportunities

Prepared to fill
key vacancies on
short notice



Opportunities

Improve employee
engagement and
retention

Opportunities

Strengthen or reset
organizational culture











“Succession planning is not just about finding a replacement for a departing leader; it’s about creating a culture of leadership development throughout your organization.”

- *Dr. Marshal Goldsmith*
EXECUTIVE COACH

Potential Legal Issues with Succession Planning

Age Discrimination

Pay Equity/Pay Transparency

Recruiting

Open positions Liability



Age Discrimination in Employment Act

Prohibits discrimination of employees over the age of 40

Comments found to constitute age discrimination

- “Isn't it about time you retire?”
- “How old are you?”
- “How long do you expect to continue to work?”

For actions or remarks to support an inference of discrimination, there must be a nexus between the remarks and the decision

Pay Equity Laws

Colorado's Equal Pay for Equal Work Act

- Pay Transparency
- Job Posting Requirements





Recruiting

Colorado Open Records Act (CORA)

- Any person is entitled to inspect public records

Applies to employment records including:

- Applications for any finalist candidate and current/past employees
- Demographic data for candidates interviewed for executive positions

Miscellaneous liability with vacancies

Contract authority gap

Potential for breach of contract

Missing deadlines

Negligence



Questions?

THANK YOU

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800-884-1328



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