Survive and Thrive through Succession

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The Challenge

• Hiring gaps can negatively impact State of Good Repair
• The public sector is at a disadvantage when competing with the private sector for senior technical and management staff
MTA Response to the Challenge

• Develop mid- and senior-level leaders within the organization.

• Recognize that succession planning is key to ensuring:
  – Organizational maturity
  – Maximum efficiency
Why Succession Planning

- Succession Planning provides MTA with
  - Seamless, scheduled transitions
  - Continuity during temporary/unforeseen absences
  - Incentives for high-performing employees
MTA Engineering Division

• The Engineering Succession Plan contains clearly defined position descriptions with:
  – Essential job functions
  – Secondary responsibilities
  – Departmental/staff responsibilities
  – Contractual authority
  – Staff interfaces upwards, downwards and on-level
  – Staff contacts, internal and external to MTA, for performing duties
MTA Engineering Division

• The Engineering Succession Plan identifies:
  – Current leadership with retirement eligibility
  – Competencies, skills and institutional knowledge that are critical for performance success
  – Suggested successors
    • Short-term
    • Long-term
MTA Engineering Division

• The Engineering Succession Plan must remain current:
  – Reviewed annually
  – Roster information updated as changes occur
Succession Plan Benefits for MTA

• Provides reasonable visibility into anticipated areas of turn-over, allowing a risk-based approach
• Allows for the development of talent within the State’s existing selection process standards of fair and open competition.
• Allows thoughtful consideration of an employee’s future potential rather than current capacity
• Proven strategy for employee retention.
Succession Planning Alone is Not a Solution

- Succession Planning is only the first step
- Succession planning must be followed up with
  - Internal training
  - External training
  - Mentoring
  - Conference attendance
  - Professional affiliations
  - Information Sharing & Collaboration