

Survive and Thrive through Succession

Vernon Hartsock, PMP
Maryland Transit Administration
Chief Engineer

Matthew Pollack, PE
HNTB Corporation
Vice President

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

