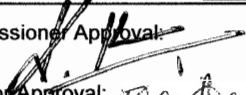
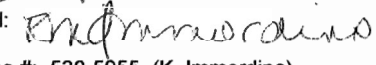




DEPARTMENT OF TRANSPORTATION POLICY/PROCEDURE

Policy No. 534
Supercedes: 534 dated
5/12/03
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SUBJECT: Succession Planning	Effective Date: 05-02-06	Commissioner Approval:  Sponsor Approval:  Contact Telephone #: 530-5955 (K. Immordina)
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I. PURPOSE

To state the policy for incorporating Succession Planning in the development of leadership personnel in the NJDOT.

II. DEFINITIONS

Succession Planning (SP) is defined as an executive level process to develop employees and/or externally recruit candidates for targeted leadership positions as defined in this policy.

Core competencies are those skills and abilities defined as integral to leadership positions and are set by the SP Steering Committee to serve as the focus for future development.

The SP Steering Committee will be comprised of members representative of the several businesses within the Department. The Steering Committee will govern the program and shall be made up of the following members:

- Deputy Commissioner, serving as Chair to the Committee
- two Assistant Commissioners to be selected by the Commissioner
- Director of Affirmative Action and Civil Rights
- two additional Directors, aside from the Director of Affirmative Action and Civil Rights, from the ranks of the Senior Executive Service to be selected by the Senior Leadership Team. Director members shall serve for a period of two years, except for the Director of Affirmative Action and Civil Rights who shall be a permanent member of the Steering Committee. Director selections must reflect different DOT businesses to assure a fair balance of representation.
- Director of Employee Support, serving ex-officio
- Manager of Succession Planning, serving as Secretary to the Committee

In the role of Secretary to the Steering Committee, the Manager of Succession Planning will ensure that the decisions of the committee are implemented.

Targeted leadership positions are to be selected by the SP Steering Committee. Leadership positions will be limited to those in the Senior Executive Service as defined in Merit System regulations.

III. POLICY

The New Jersey Department of Transportation will rely on the Succession Planning process for the development and/or recruitment of a pool of leadership candidates to be available for selection to leadership positions considered critical to transportation policy making and to the success of the Department's strategic business plan. Participation in the SP process is not required for, nor a guarantee of, selection in filling leadership vacancies.

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SP is voluntary in nature and only those Department personnel seeking consideration will be entered into the candidate pool based on successful completion of an application process.

Initial membership in the pool will be for a period of two (2) years, starting with date of orientation to program, and subject to periodic review by the Steering Committee. Those members in good standing who reach a title of Director or above will be designated "graduates" of the SP process.

After 2 years, any non-graduating member who wishes to continue in this voluntary program will be subject to an annual "re-commitment" process.

Decisions regarding retention of pool members in any annual re-commitment process will be made by the Steering Committee. The number of yearly re-commitment periods allowed for any individual pool member will be determined on a case-by-case basis by the Steering Committee.

Any pool member asked to relinquish their slot, either during a periodic review or in a re-commitment process, or those who elect to not re-commit, are eligible to re-apply during any future open application process.

SP will be relied upon for the identification, assessment and development of leadership candidates for selection to those targeted positions decided upon by the Steering Committee.

SP will be administered by a manager assigned within the Division of Employee Support.

All SP policy decisions will be the responsibility of the Steering Committee. The SP manager will ensure the integration of SP requirements into Human Resource systems.

SP is a continuous process of leadership development. Candidates entering the SP program will be periodically assessed on core competency attainment. Assessment will be a combination of vertical and self-assessment. Development plans will be designed by each candidate and each candidate will receive feedback on personal progress.