

Succession Plans



Texas Association
of Appraisal Districts



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Succession Planning

[sək-'se-shən 'pla-niŋ]

A business strategy for passing leadership roles on to one or more other employees.



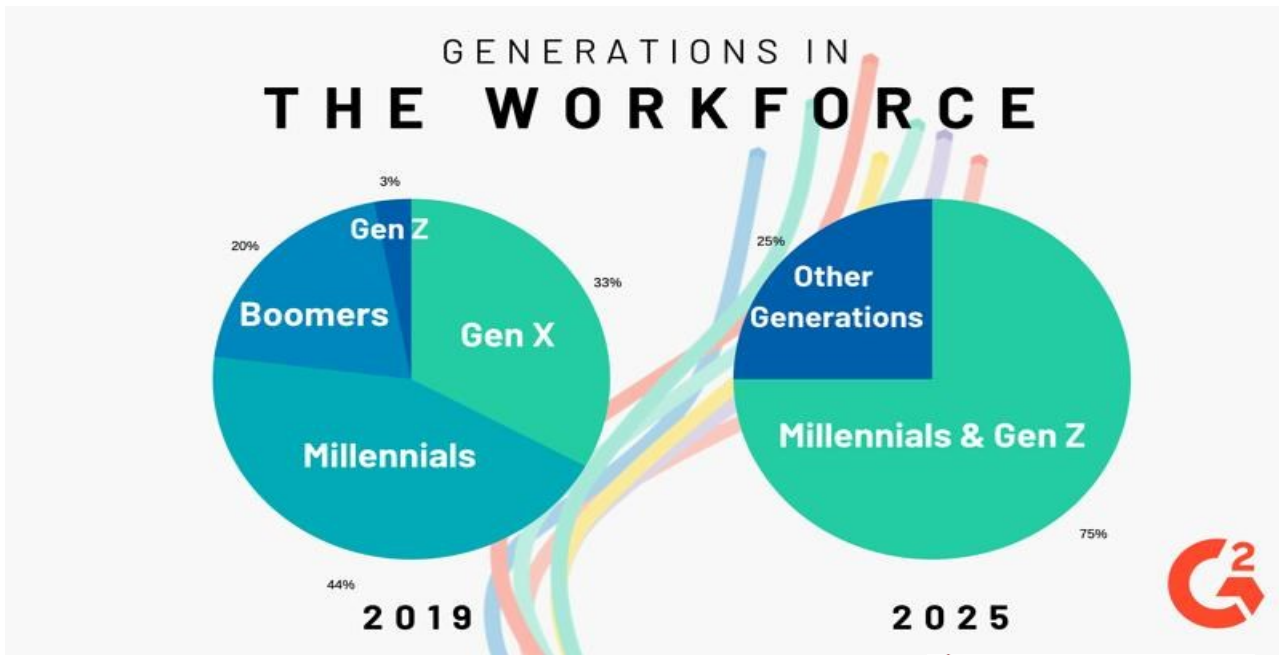
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- **19%** Baby Boomers aged 59–77
- **36%** Generation X aged 43–58
- **39%** Millennials aged 27–42
- **6%** Generation Z aged 11–26



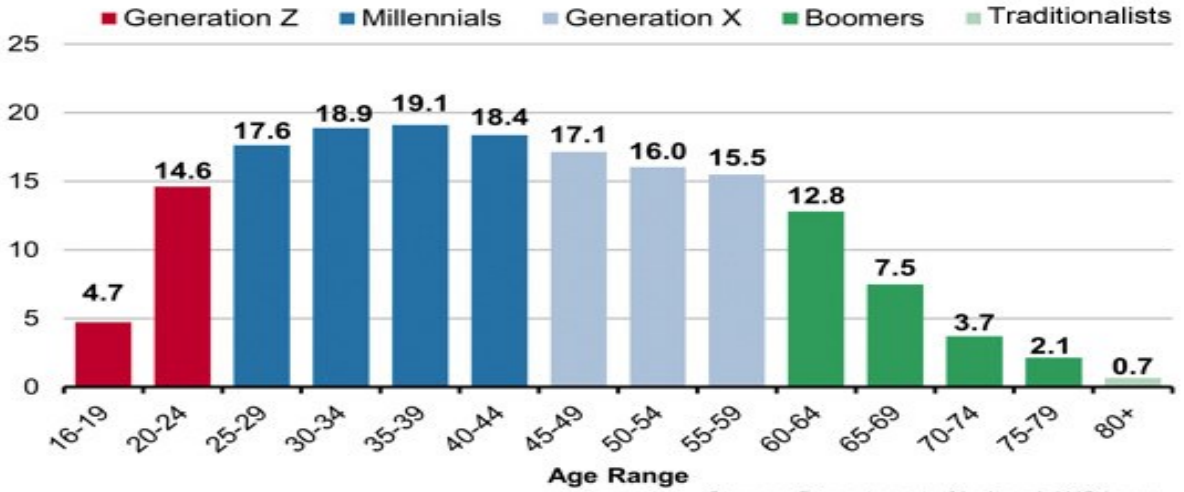
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The Workforce in 2025

Projected size of U.S. labor force (in millions) by age, for the year 2025



Source: Department of Labor | WSJ.com



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Why Important?



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Why Challenging?



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**“Succession begins with
the hiring process,
not the retirement process!”**



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Some Things to Consider

Losing “Key” Individuals
Avoid Organization “Stalling”
Building “Future Leaders”
Identifying “Gaps”



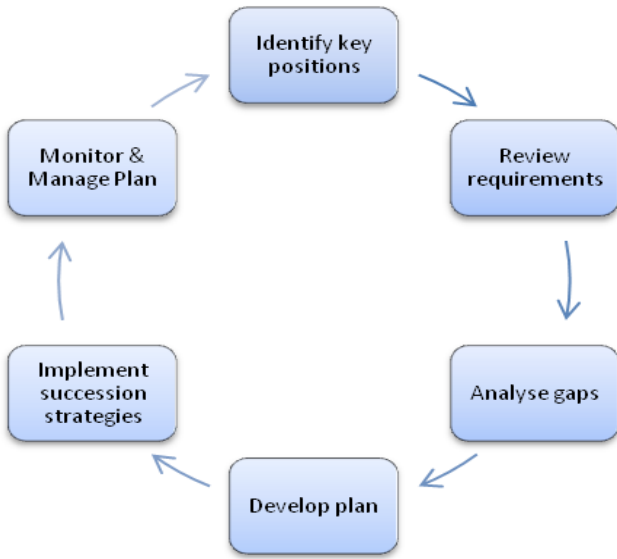
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Potential Benefits

Retain/Identify talent (and lack)
Build long-term leadership
Avoid future problems
Connects organization to perpetuity
Encourages investment in training
Helps shape overall strategy



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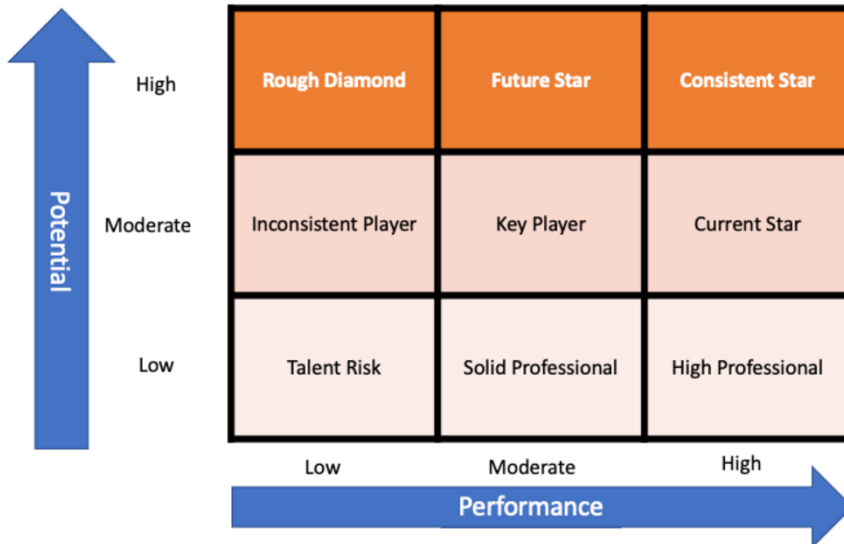


Succession Planning Process



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Typical "Nine Grid" Template



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Relationship between Annual Staff Evaluations & Succession Planning



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Differences:



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Differences:



- More resources - bigger staff sizes
 - Succession at “multiple levels”
 - “Departmental segmentation”
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- Balancing career goals challenging
 - How far down mgmt. ladder?
 - Cultivating new leaders vs. training of broader workforce



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EXAMPLE OF A TALENT MATRIX

		4- High Potential/ Too New to Tell (6 Months or Less in Position)	2- High Potential/ Solid Performer (Promotable 1-2 levels)	1-High Potential/High Performer (Promotable 1-2 levels)
Growth Potential &	High Potential			
	Promotable			
	Seasoned Pro			
		7- Misspent Talent/ Action Plan Made (Investigate, Challenge, Goal Set, Support)	5- Key Performer with Potential (Develop in Position/ Promotable 1 level)	3- High Performer with Potential (Promotable 1 level)
		9-Derailed/ Realign (Improve or Move Out within 6 months)	8- Performer (Keep in Position/ Position Enhancement)	6- Resident Expert/ TAD Treasure (Optimally Placed)
		Needs Improvement/Low Impact	Solid	Exceptional/ High Impact
		Performance/ Impact		



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Differences:

Mid-Size CAD

- Fewer resources (HR etc.)
- Less departmental separation
- Multiple “key employees” that don’t have an obvious “successor”



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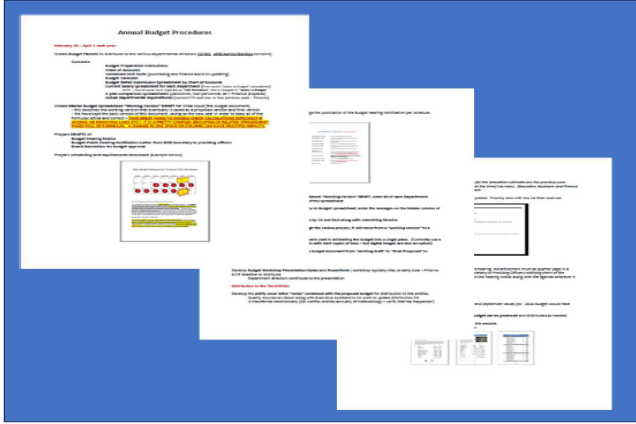
Differences:

Smaller CAD

- Much smaller staff
- “All hands on deck” mentality
- Have a “seasoned leader”, but young and inexperienced bench
- C.A. succession is probably the primary task



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Fully Documented Procedures



Final Thoughts



Hiring, Retaining a Chief Appraiser

Frank Monk, Chairman
Austin CAD Board of Directors



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Where do you find a
Chief Appraiser?

Internal

External

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Where do you find a Chief Appraiser?

Internal

**Identify Right
Candidate?**

**Ensure Trained
and Qualified?**

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Where do you find a Chief Appraiser?

What are you looking for?

Where to advertise?

Any special considerations?

External

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Interview & Hiring

Search committee or full Board?

Where to conduct interviews?

Cover travel expenses?

What interview questions?

Narrowing the candidate pool?

Advance District or keep status quo?

Can't reach consensus – what next?

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Interview & Hiring

Finalist determined, ready to hire, what next?

Salary and Benefits?

Commensurate with experience/qualifications?

Consult with local tax entities?

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With a change, what considerations for.....

Existing Staff ?

Customers ?

Tax Units ?

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**What Advice for an
incoming Chief Appraiser?**

**What if District is
Underperforming?**

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Retention

- ❖ **Communication**
- ❖ **Salary**
- ❖ **Work Environment**
- ❖ **Support**
- ❖ **Celebrate Success!**

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Questions?

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