

Succession Planning

Southeastern Area Blood Bankers

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Presented by

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Objectives

- Evaluate the need for succession planning at their institution
- Recognize leadership qualities in staff, and help those staff recognize leadership qualities in themselves.
- Identify ways to retain and develop staff to increase the pool of potential future leaders.



Succession Plan

- A succession plan is a component of good Human Resource planning and management.
- Succession planning acknowledges that staff will not be with an organization indefinitely and it provides a plan and process for addressing the changes that will occur when they leave.
- Most succession planning focuses on the most senior people - the CEO, the President, the Executive Director.... however, all key positions should be included in the plan.
Key positions can be defined as those positions that are crucial for the operations of your organization and, because of skill, seniority and/or experience, will be hard to replace.



Why is succession planning important?

Benefits of good succession plan:

- Ensures that the lab is prepared with a plan to support service continuity when the director, senior managers or key people leave
- Develops a continuing supply of qualified, motivated people, who are prepared to take over when current senior staff and other key employees leave the organization. At minimum, there is a process to identify qualified, motivated potential leaders.
- Acts to align the organization's vision with the human resources needed to enact that vision, understanding that appropriate staffing is necessary to achieve strategic plans



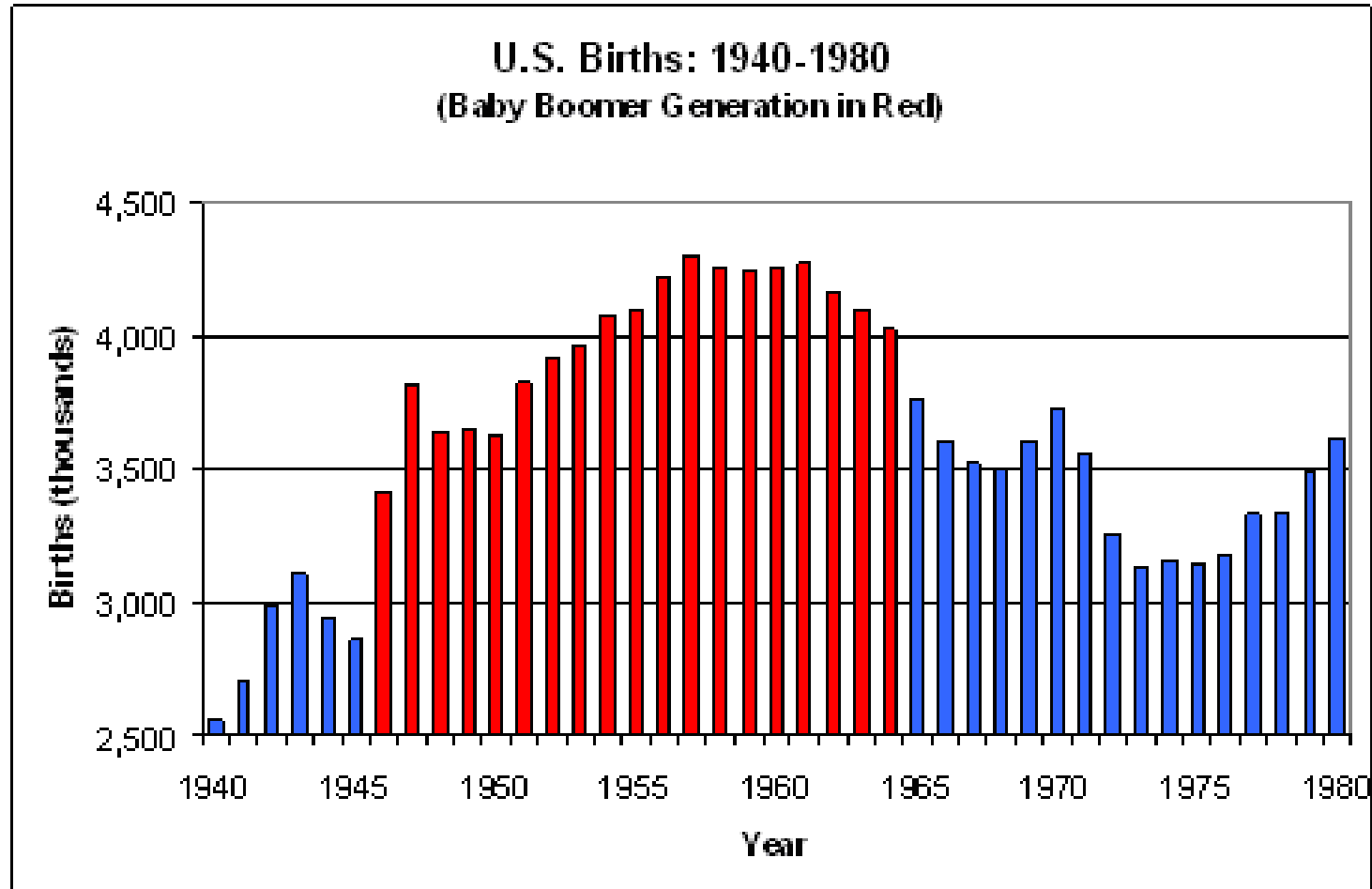
Why is succession planning important?

Benefits of good succession plan:

- Shows a commitment to developing career paths for employees. If employees can see a career path, and support for advancement, you will be more successful in retaining top-performing employees
- Shows a commitment to developing employees. Shows that you, as an employer, are willing to invest in people and provide opportunities for learning, maintaining technical expertise.
- Sends a message to your employees that they are valuable.



Good idea / How important?



Good idea / How important?

- Because of the downward turn of the economy in the Global Financial Crisis of 2007 – 2008, many Baby Boomers delayed retirement.
- First years of BB generation, 1946-1950, are now 66-70 years old. If they delayed retiring, should be retired/retiring by now.
- Folks born in 1951-1955 are 61-65, and are surely planning, even if they are not talking about it out loud.
- From an absolute numbers perspective, **more Boomers were born toward the end of the Baby Boom generation than at the beginning, with the highest number of births (4.3 million) being recorded in 1957.** Folks born in 1957 turn 62 in 2019, and 65 in 2022.
- By 2030, all Baby Boomers will be between the ages of 66 and 84.



2014 ASCP Vacancy Survey

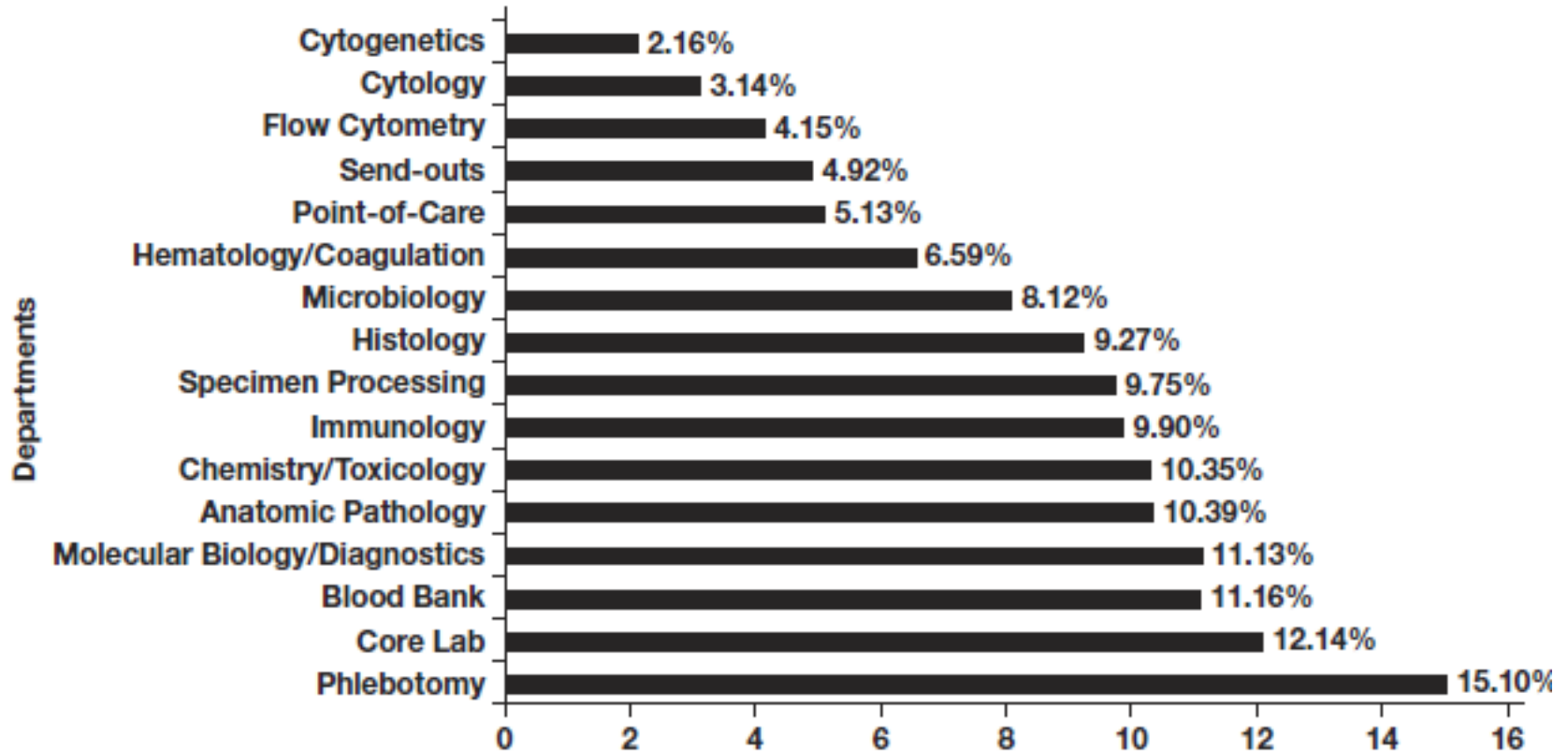
- Published in September of 2015
- Data from 1,353 respondents representing 33,162 employees across US (45.18% ↑ in staff representation / 44.71% ↑ in participation from 2012)
- Respondents currently hold a management-level position or human resources position. Familiar with vacancies, anticipated vacancies, and certifications/expertise of medical laboratory staff
- Respondents came from various laboratory facilities (hospitals ≤ 100 beds to hospitals ≥ 500 beds; private laboratories; reference/independent laboratories; academic institutions; government; blood centers or blood banks; military, Department of Veterans Affairs.

The American Society for Clinical Pathology's 2014 Vacancy Survey of Medical Laboratories in the United States

*Edna Garcia, MPH,¹ Asma M. Ali, MS,² Ryan M. Soles, MA,² and D. Grace Lewis¹
American Journal of Clinical Pathology 2015; 144:432-443*



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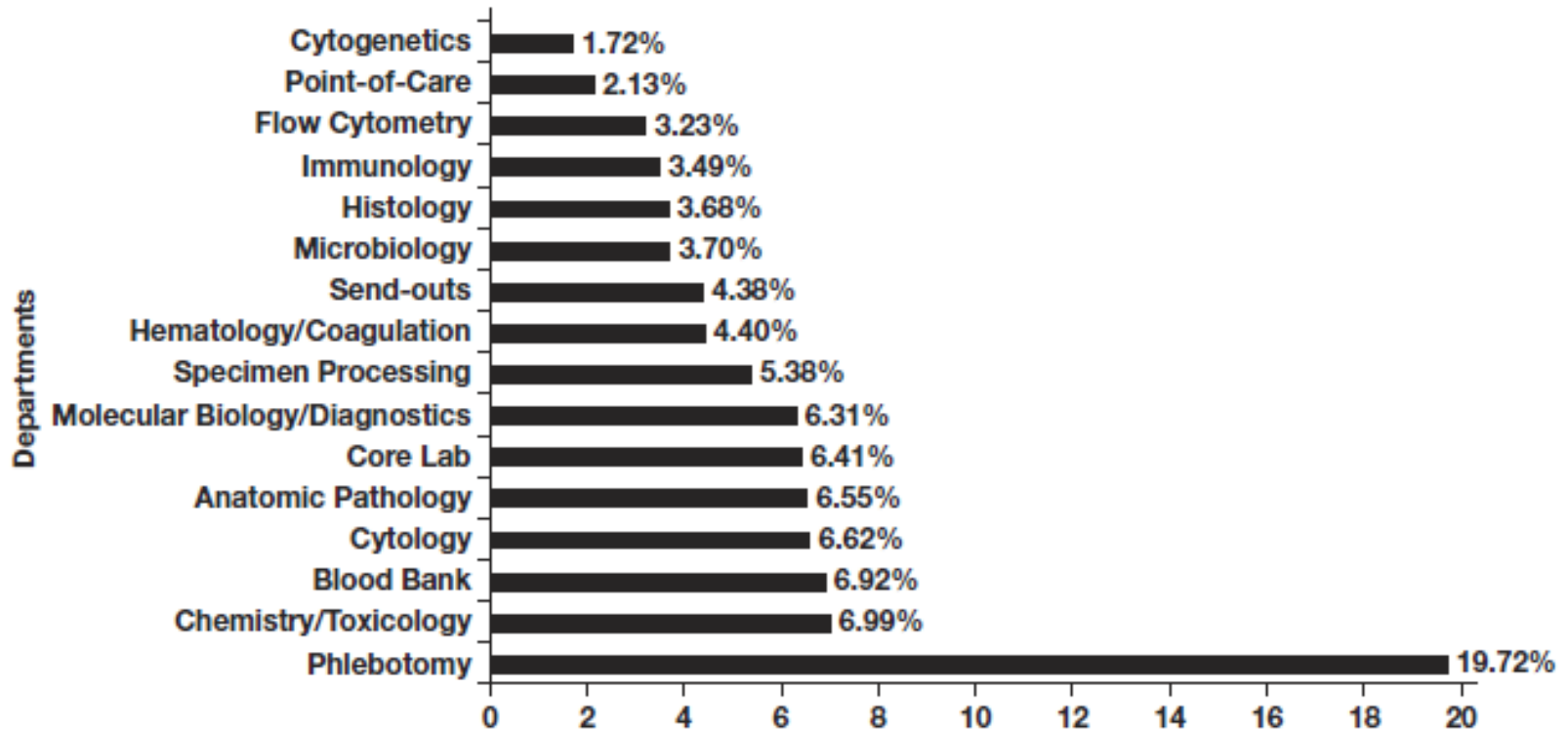


Overall vacancy rates by laboratory department

The American Society for Clinical Pathology's 2014 Vacancy Survey of Medical Laboratories in the United States Edna Garcia, MPH,¹ Asma M. Ali, MS,² Ryan M. Soles, MA,² and D. Grace Lewis¹
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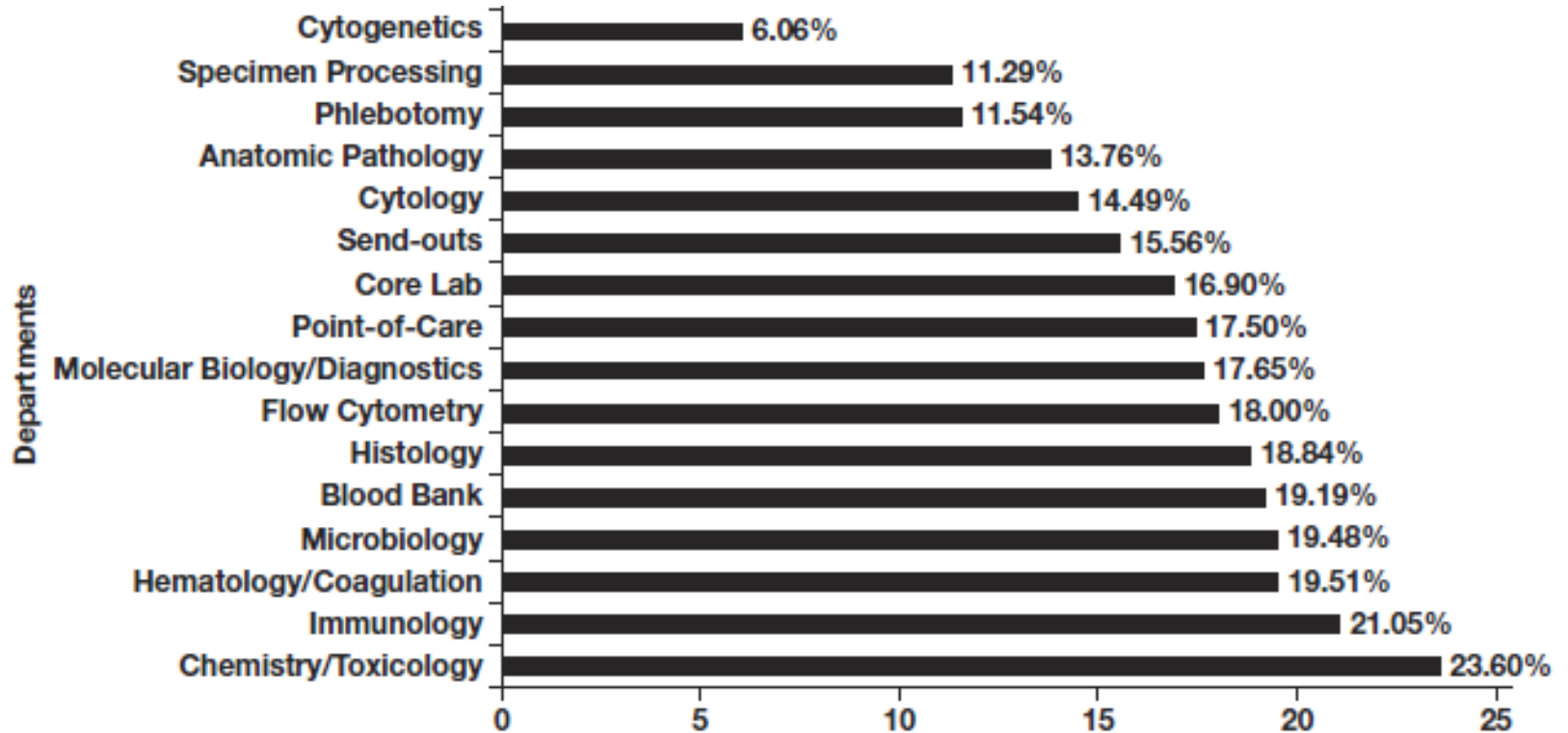


Supervisory vacancy rates by laboratory department

The American Society for Clinical Pathology's 2014 Vacancy Survey of Medical Laboratories in the United States Edna Garcia, MPH,¹ Asma M. Ali, MS,² Ryan M. Soles, MA,² and D. Grace Lewis¹
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2014 ASCP Vacancy Survey

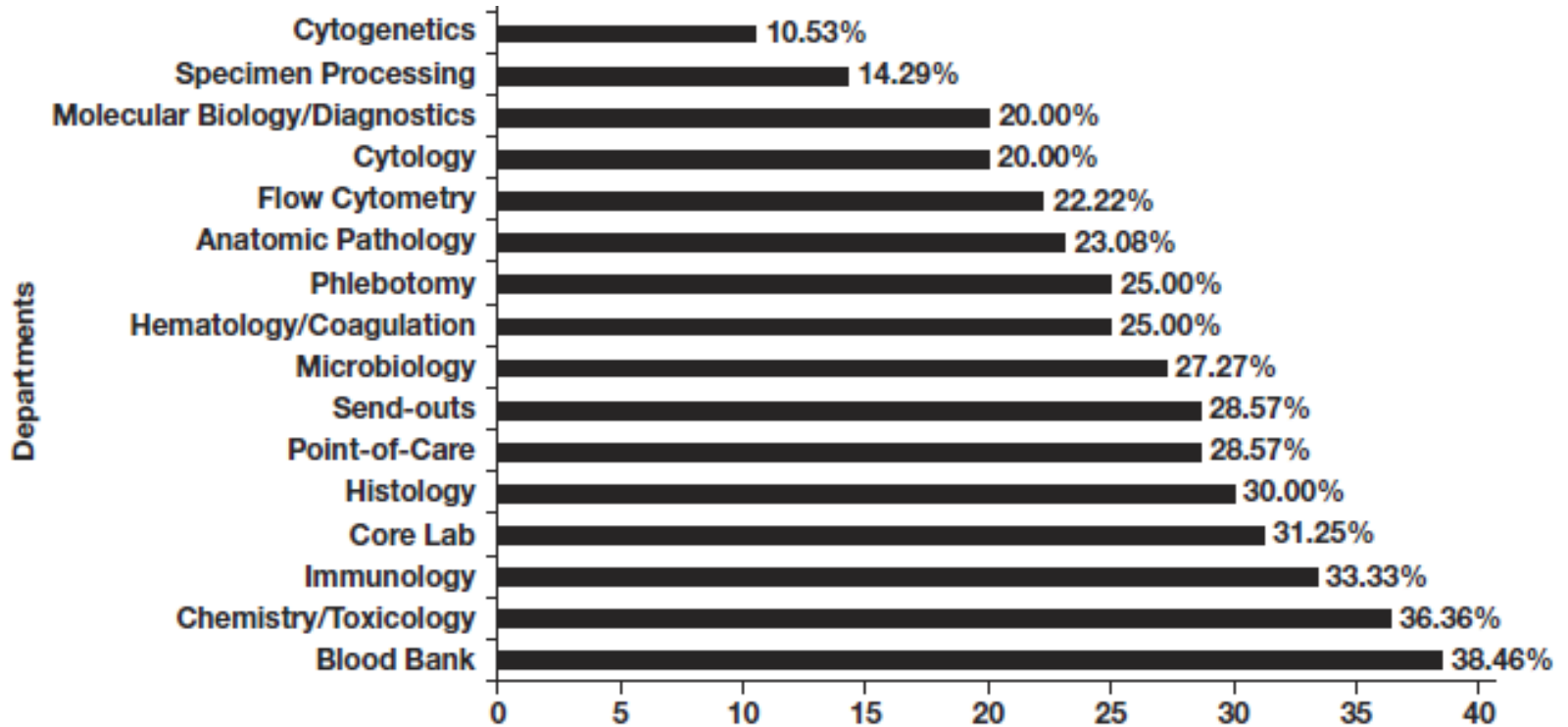


Overall retirement rates (anticipated in the next 5 years) by department (all staff)

The American Society for Clinical Pathology's 2014 Vacancy Survey of Medical Laboratories in the United States Edna Garcia, MPH,¹ Asma M. Ali, MS,² Ryan M. Soles, MA,² and D. Grace Lewis¹
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2014 ASCP Vacancy Survey



Supervisor retirement rates (anticipated in the next 5 years) by laboratory department

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Human Resources

What Is Workforce Planning?

- The process of linking workforce strategies to desired business outcomes.
- **Workforce Planning and Succession Planning are often used interchangeably.**
- Many books and articles also use the terms human capital plan and talent management.



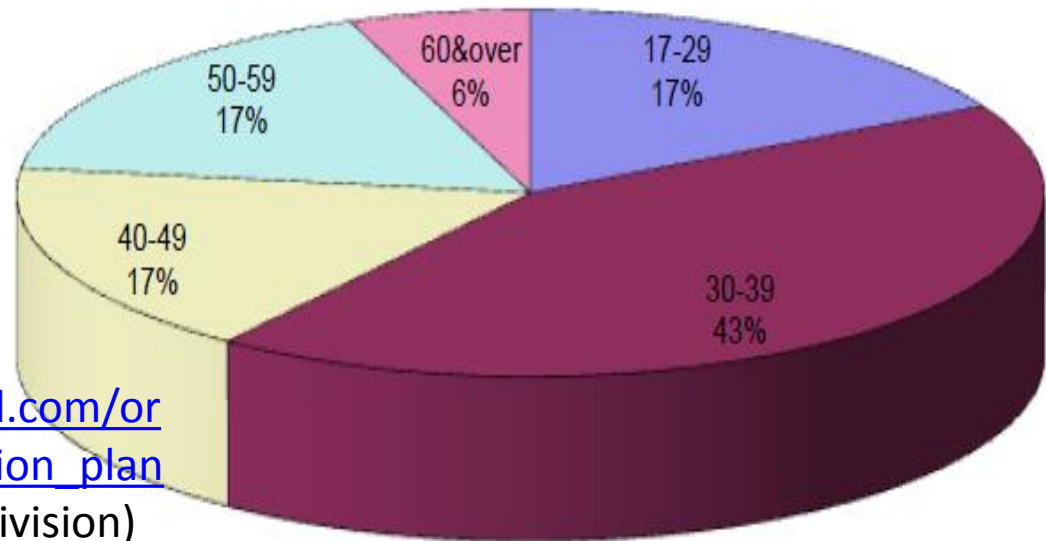
<http://hr.ofm.wa.gov/sites/default/files/documents/Strategic%20HR/Workforce%20Planning/SupervisorsGuidetoDevelopingOperationalWorkforcePlans.pdf>



Analyze the Workforce

Pos #	Gender	Ethnicity	Age	Age Cat.	county	m/non m	yrs. Svc.	Yrs. Scv. Cat	retirement	Position	
Workforce Planning Office	1	Male	White	59	50-59	Kent	m	30	26-30	Immediate	Chemist
	2	Male	White	55	50-59	Kent	m	32	31-35	Immediate	Chemist
	3	Male	White	55	50-59	Kent	m	30	26-30	Immediate	Scientist
	4	Male	White	62	60&over	Kent	non	33	31-35	Immediate	Director
	5	Male	White	47	40-49	Kent	m	25	21-25	Five Years	Manager
	6	Male	White	32	30-39	Kent	m	5	0-5	Not Eligible	Technician
	7	Male	White	35	30-39	Kent	m	15	16-20	Not Eligible	Manager
	8	Male	White	35	30-39	Kent	m	3	0-5	Not Eligible	Technician
	9	Male	White								anager
	10	Male	White								ologist
	11	Male	White								talyst
	12	Male	White								ologist
	13	Male	White								hnician
	14	Male	White								emist

Average Age (years)



http://delawarepersonnel.com/orgdev/documents/succession_plan_sample.pdf (State Lab Division)



Promotion from Within

- Hire Great Staff
- Recognize Leadership Potential
- Develop Talent
- Mentor Potential Leaders
- Retain Staff



Leadership Traits

- Knowledgeable
- Organized
- Polite/ Courteous
- Technical Expertise
- Critical Thinker
- Self-Motivated
- Hard worker
- Good Communicator
- Calm in Crisis
- Good Listener
- Fair
- Sociable
- Lead by Example
- Demonstrate Initiative
- Good Problem Solver
- Diplomatic
- Patient



Laboratory Environment is Unique

- Highly Stressful
- Highly Technical
- 24 / 7
- Highly Regulated
- Bureaucratic



Traits We Value in Laboratory Leaders

- **Highly Stressful**

- Calm in Crisis
- Lead by Example
- Able to Make Judgements
- Confident

- **Highly Technical**

- Knowledgeable
- Problem Solving Skills
- Critical Thinker
- Analytical



Traits We Value in Laboratory Leaders

- **24 / 7**
 - Good listener / Good teacher
 - Fair
 - Communication Skills

- **Highly Regulated**
 - Organized
 - Calm in Crisis
 - Knowledgeable

- **Bureaucracy**
 - Diplomatic
 - Sociable
 - Communication Skills
 - Polite / Courteous
 - Relationships with others



Leadership or Management?

- Most scientific and medical professionals spend the vast majority of their education learning the technical aspects of their profession.
- Relative few have spent significant time learning how to manage people and acquiring the skills necessary to motivate and bring people together in an efficient and beneficial manner.
- **Managers** tend to be tactical in their actions by ensuring things are done right.
- **Leaders** tend to be more strategic, take a long view, and work toward ensuring the right things are done.
- Learned **leadership skills** include personnel, change, time, and crisis management; critical thinking; delegation; facilitation techniques; and expertise in the field being managed.

Developing Leadership Skills: Move Beyond Doing Things Right by Doing the Right Things
Presented by Anthony Kurec, MS, H(ASCP)DLM CLMA Knowledge Lab 2017



Recognizing Leadership Traits

- **Problem Solving**
 - Logical Progression in Workups?
 - Conclusions Make Sense?

- **Organized**
 - Hand off to next tech
 - Learn from previous challenges

- **Knowledgeable**
 - Not just smart – willing to learn
 - Self-Motivated
 - Initiative – ask to learn
 - CE talks in hospital
 - SEABB - attend to end of day?



Recognizing Leadership Traits

- **Diplomatic**
 - Takes responsibility
 - Assertive
 - Phone etiquette

- **Sociable**
 - NOT Social media
 - Plays well with Others
 - Polite

- **Good Communication Skills**
 - How do Answer Technical Questions from non-Technical staff?
 - Appropriate emails

- **Hard Worker**
 - Willing to take a weekend or holiday when short-staffed
 - Completes task at hand



Leadership

- Normal
- Confident – doesn't wait for approval from peers
- Consensus Builder – goal is to achieve results together
- Critical Thinker – can assess and walk through possible solutions /
outcomes
- NORMAL = Grounded – can relate to most people

Roberta DeLuca, MT(ASCP). “Identifying Leadership Traits in Your Employees and Yourself”. NCABB Annual Meeting 2016



Recognizing Leadership

Look for:

- Self-starters
- High Energy but Low Drama
- Sense of Humor
- Own their Mistakes (learn/prevent)
- Loyalty
- Comradery
- Generally Optimistic Souls
- Good Reporters – pay attention, get facts straight, summarize accurately

Roberta DeLuca, MT(ASCP). “Identifying Leadership Traits in Your Employees and Yourself”. NCABB Annual Meeting 2016



Recognizing Leadership - NOT

- Someone who takes individual credit for team work
- Pay close attention to the one who always wants it their way
- Avoid the whiner / complainer
- A totally clean desk is worse than a messy desk
- If they require constant reminding, you will be the one who is tired.

Roberta DeLuca, MT(ASCP). "Identifying Leadership Traits in Your Employees and Yourself". NCABB Annual Meeting 2016



Promotion from Within

- Hire Great Staff
- Recognize Leadership Potential
- Develop Talent
- Mentor Potential Leaders
- Retain Staff



Develop Talent

Preparing Staff for leadership

- What courses are available internally? HR? Locally? Inform staff
- Identify additional training that interests the Staff Member(s)
 - Time Management, Change Management, Dealing with Difficult People
- Budget for external CE
- AABB Assessor training – permission for paid time, not AL
- Transfusion Management CE to ensure technical expertise
- SEABB involvement



Mentor Potential Leaders

Projects are Perfect for Mentoring But Delegating Projects is not easy or intuitive

- AABB Standards are Revised
 - Who reviews the Crosswalk
 - Excel spreadsheet of old/new and gaps
 - Opportunity to learn regulations

- Hospital Turn-Around Time Study
 - Data gathering
 - Business focus

- Inspection Preparation
 - Perfect time to delegate
 - Walk staff member through what you would do



Mentor Potential Leaders

Projects are Perfect for Mentoring But Delegating Projects is not easy or intuitive

- Ordering Reagents, Supplies
 - Keeping track of inventory
 - Learn requisitioning

- Safety requirements
 - MSDS / SDS sheets

- Documenting Deviations
 - Paperwork
 - Root Cause Analysis
 - Monitoring CA/PA



Mentor Potential Leaders

Projects are Perfect for Mentoring But Delegating Projects is not easy or intuitive

- Fully outline the project
- Detail expectations
- Make sure take time to answer all questions
- Set deadlines, interim and final
- Keep in contact



Promotion from Within

- Hire Great Staff
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- Retain Staff



Retain Staff

Generation X (1965 – 1980)

- Get to the Point
- Give Them Space
- Be Flexible
- Be Open to Why
- Lighten Up

Millennials (1981 - 1997)

- Challenge Them
- Ask Their Opinions
- Be a Mentor
- Provide Timely Feedback



Retain Staff

- Data from the **U.S. Bureau of Labor Statistics**, determined that as of January 2012, the median time that wage and salary workers had been with their current employers was just 4.6 years.
- David K. Williams, a contributor to Forbes, says that there are 10 Reasons to Stay at a Job for 10 or More Years.
<https://www.forbes.com/sites/davidkwilliams/2012/09/29/10-reasons-to-stay-at-a-job-for-10-or-more-years/#6c738f012c5a>
 - Seniority, Leadership Opportunities
 - Stability and the chance to make long-term plans, including Homeownership and Retirement (job hopping is tough on 401Ks)
 - Increased Benefits (more PTO)
 - Self- Improvement – as you work with folks, come to trust their advice, and you can learn about yourself from them
- Comment to the article “I agree with every point you’ve made, but it only works if the employer wants to nurture and retain talent.”



Retain Staff

- Opportunities aid greatly in retention
 - Opportunity to learn and grow
 - Opportunity to own projects, rise to the challenge
 - Opportunity to be an authority on any one subject
- We know that number of recent graduates from MLS and MLT schools is actually increasing, but the numbers are still not enough.
<https://naacslsnews.org/tag/annual-survey/>
- We know that everyone values Recognition for their Extra Efforts. Thank you notes, Spot-Awards, Employee of the Month Awards
- Why do we stay in a position? Why do we leave?



Retain Staff

- Do you want to retain staff past retirement age?
 - + Retain vast amounts of scientific and technical knowledge
 - 0 Fail to open up positions for younger staff to move up
- Knowledge transfer is a key component of a succession plan
 - Ensure that core processes are well documented
 - Whenever possible, ensure an overlap of time so that the exiting employee can help orient and train the new employee
- Should we retain staff to act as Mentors?
 - Private Pathology Group example



Successful Succession Tips

3 article series in *Clinical Laboratory Science*. Summer 2014

- Beck, SJ; Moon, TC; Laudicina, RJ; Morgan, JC. Retaining Experts: Retirement Plans of Clinical Laboratory Professionals. *Clinical Laboratory Science*. 2014; 27(3): 143-149
- Laudicina, RJ; Moon, TC; Beck, SJ; Morgan, JC. Retaining Experts: Retention Incentives of Clinical Laboratory Professionals. *Clinical Laboratory Science*. 2014; 27(3): 150-161
- Moon, TC; Laudicina, RJ; Beck, SJ; Retaining Experts: Administrators' Views on Retention Incentives and Older Employees. *Clinical Laboratory Science*. 2014; 27(3): 162-169



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