

July 2008

Delivering Technology That Matters



TEXAS DEPARTMENT OF INFORMATION RESOURCES
Agency Strategic Plan: 2009-2013



Workforce Plan Excerpt

Workforce Plan

I. Agency Overview

A. Mission

The mission of the Department of Information Resources is to transform the delivery of technology to agencies so they can better serve the citizens of Texas.

B. Strategic Goals and Objectives

Goal A Promote Efficient Information Resources Policies and Systems

Promote a statewide environment that encourages efficient use and management of information resources and assist the state leadership in achieving its goals through advice and recommendations on information resources issues

Objective 01 *Planning and Alignment*

Enhance the statewide enterprise management of information resources by producing the biennial Statewide Information Resources Strategic Plan and performance reports, issuing statewide recommendations, reviewing national and international standards with recommendations for state applicability, providing information resources education that facilitates continuing education certification requirements for IRMs, and securing state assets

Strategy 01 *Statewide Planning*

Produce the biennial Statewide Information Resources Strategic Plan and related performance reports and analyses, issue statewide recommendations, provide a technology trends and management practices education forum for state agency personnel including IRMs, and conduct interagency and intergovernmental workgroups

Strategy 02 *Rule and Guideline Development*

Develop rules and guidelines that establish statewide technology standards and best practices for agencies to manage and align their technology with their business environments and to guide effective project delivery

Strategy 03 *Statewide Security*

Develop statewide security standards for information resource assets and support the state's Homeland Security efforts through technical analysis, training, and awareness efforts, and proactive prevention, threat reduction, and response to cybersecurity threats

Goal B Manage Cost-Effective Service Delivery of ICT Commodities and Services

Assist state agencies and other governmental entities in achieving their objectives through the most cost-effective acquisition and delivery of ICT commodities and services

Objective 01 *Improve Acquisition*

Maximize the state's buying power for ICT commodities and services

- Strategy 01 Contract Administration of Commodities and Services*
Manage a procurement infrastructure for ICT commodities and services that maximizes the state's volume buying power and enhances the quality of purchases by negotiating, managing, and monitoring ICT contracts.
- Objective 02 Consolidation/Shared Services*
Provide consolidation/shared ICT services to state agencies and other government entities in Texas and other states
- Strategy 01 Data Center Services*
Implement, monitor, and maintain consolidated data center services
- Strategy 02 TexasOnline*
Manage contract for TexasOnline, the State of Texas e-government portal
- Strategy 03 Shared Services/Technology Centers*
Implement, monitor, and maintain shared ICT services, comprising either voluntary services as an option to agencies or services provided through a technology center

Goal C Telecommunications

Assist governmental entities in secure and cost-effective usage of network services

- Objective 01 CCTS*
Provide a Capitol Complex Telephone System basic station rate that is five percent or more below the estimated average local exchange carrier price for basic business service
- Strategy 01 Capitol Complex Telephone*
Maintain and increase the capabilities of the Capitol Complex Telephone System
- Objective 02 Telecommunications*
Provide secure telecommunications services that deliver business value through use of traditional utility methods (legacy TEX-AN) and through converged IP communications services (enhanced TEX-AN) that, on a statewide basis, are below average industry prices when compared to a sampling of rates published by service providers registered with the Texas PUC for Intralata and Interlata providing like voice traffic, data, and other media services to customers in Texas
- Strategy 01 Network Services*
Maintain statewide network services and provide a shared infrastructure to support converged IP communications services
- Strategy 02 Network and Telecommunications Security Services*
Provide converged network security services, including telecommunications networks, that encompass network assessments and monitoring as a proactive means to identify and remediate vulnerabilities and external network threats for participants of the state's network security and operations center and security services for other eligible entities when requested and approved

Goal D Historically Underutilized Businesses

Encourage and effectively promote full and equal opportunities for small and minority businesses in state contracting through education, communication, training, awareness, and outreach

- Objective 01 Meet or Exceed HUB Utilization Goals*
Meet and/or exceed the state's utilization goals as follows: 20 percent for professional service; 33 percent for other services; 12.6 percent for commodities
- Strategy 01 Maximize Participation*
Promote and increase DIR's internal contracting opportunities
- Objective 02 Provide HUB Avenues through Cooperative Contracts*
DIR's ICT Contracts Program will maximize HUB participation and increase awareness of opportunities
- Strategy 01 Maximize Cooperative Contracts HUB Avenues*
DIR will continue to develop and implement initiatives that support good faith efforts through partnership with Texas Association of HUBs; sponsoring networking events that allow HUBs to network with prime vendors; advertising and informing HUB vendors about DIR's future contracting opportunities; attendance at pre-bid conferences; establishing HUB relationships with various minority organizations

C. Business Functions

DIR is responsible for delivering a shared technology infrastructure to more effectively plan and manage the state's investment in information and communications technology. Through implementation of managed service delivery offerings that include data center services, communications technology services, and the state portal—TexasOnline—DIR plays a lead role in guiding the enterprise transformation to a shared, secure statewide technology infrastructure.

DIR manages a procurement infrastructure for ICT commodities and services, which maximizes the state's volume buying power and enhances the quality of purchases by negotiating, managing, and monitoring ICT Contracts.

DIR provides converged network security services, including telecommunications networks, that encompass network assessments and monitoring, as a proactive means to identify and remediate vulnerabilities and external network threats for participants of the state's network security and operations center and security services for other eligible entities when requested and approved.

Additionally, main functions that DIR supports to implement the agency goals and objectives include responsibility for:

- Producing the State Strategic Plan for Information Resources Management and related performance reports and analyses, issuing statewide recommendations, providing a technology trends and management practices education forum for state agency personnel including IRMs, and conducting interagency and intergovernmental workgroups.
- Developing rules and guidelines that establish statewide technology standards and best practices for agencies to manage and align their technology with their business environments and to guide effective project delivery.
- Developing statewide security standards for information resource assets and supporting the state's Homeland Security efforts through technical analysis, training, and awareness efforts, and proactive prevention, threat reduction, and response to cybersecurity threats.

D. Anticipated Trends and Changes That Will Impact Organization

DIR anticipates that the following business trends will affect the workforce needs of the agency:

1. Short-Term Trends (1 to 2 Years)

DIR will work with the 27 DCS agencies to support successful transformation and consolidation of agency data center and disaster recovery operations to improve efficiencies and performance. Sharing data center services will leverage economies of scale and improve security and disaster recovery capability, while maintaining or improving existing service levels and reducing costs. As agencies migrate to the data centers over the next two years, benefits will accelerate through opportunities to share infrastructure and consolidate hardware. The state will have increased visibility into data center services, and common shared processes will allow stronger management controls and enable greater efficiencies.

DIR will position the next-generation TEX-AN to provide innovative methods for delivering comprehensive communications solutions that will allow agencies greater choice. DIR will serve as a trusted partner and advocate for each agency customer. A governance structure will be established that ensures operational visibility and performance management oversight across all service providers. As the state's communications technology sourcing agent, DIR will be accountable for the service delivery and performance of the communications technology solutions delivered through its contractors, and will ensure customers are receiving the best value that meets their business needs.

DIR will position TexasOnline to drive e-government transformation in the state. The emphasis will be on serving citizens in real time with interactive and collaborative applications. The state portal will also seek to promote technological innovation. Incentives must be developed to fund new and innovative applications, including those that do not generate revenue.

DIR's ICT Contracts Program has evolved into a high-performance procurement model. By leveraging state purchasing power to drive down costs, the program provides a very competitive procurement channel to thousands of public sector entities across Texas. DIR will focus on business intelligence and analytics to transform the ICT Contracts Program and provide further cost savings to customers. DIR will continue to evaluate new contracting opportunities to meet customer demand. Additionally, DIR will enhance and simplify the manner in which customers utilize its contracts.

Given the increasing, documented risk identified in this plan, DIR remains committed to promoting activities and best practices around security and privacy issues in the state. DIR will work with state agencies, institutions of higher education, and other stakeholders to implement each of the strategies of the *State Enterprise Security Plan* and to improve capabilities to identify and reduce cybersecurity risks. DIR will continue to deliver, enhance, and expand the services provided through the NSOC. Additionally, DIR will support the state's Homeland Security efforts through technical analysis, training, and awareness efforts, and proactive prevention, threat reduction, and response to cybersecurity threats.

DIR recognized the increasing importance of maintaining data privacy and protecting personally identifiable information in *The Texas Transformation*. DIR will develop a privacy management program that can serve as a model for improvements in privacy management throughout the state.

2. Medium-Term Trends (2 to 5 years)

Transformational technology delivery systems will continue to expand. Subscriptions to software services hosted by vendors will reduce capital spending, untether applications from specific hardware, eliminate the need to maintain equipment, and lessen dependence on product licenses.

There are financial incentives, through cost savings and cost avoidance, to share hardware among multiple users, referred to as “cloud” computing. Additionally, users will experience no degradation of hosted application response time due to increasing levels of high-speed bandwidth making cloud computing not only feasible, but also desirable. Governmental entities that share common business processes, such as school districts, could benefit from using such Software-as-a-Service models.

- Consumerization of technology and end users' preferences will drive software, hardware, and service acquisitions. Use of personal e-mail packages, instant messaging, and mobile devices to mix personal and business activities will increase the risk to agency information resources by jeopardizing the reliability of security controls that protect sensitive information. Concurrently, there will be increased citizen expectations for government transparency and accountability for the security and privacy of their personal information.
- Ongoing revenue reductions and budget crunches will prompt government agencies to look for public-private partnerships to implement projects to fulfill their missions.
- Online tools such as wikis, blogs, and social networking will be used increasingly to develop teaching strategies that combine multiple learning methods and approaches to deliver training that is contextual and relevant to employees' work.
- Institutions of higher education will need to develop adaptable computer science and engineering curricula to meet the continuing skill shortages in information technology workers. Public (K–12) schools will need to offer and provide incentives for science and mathematics programs so that students are prepared for college coursework in information technology.
- As state and local government and public and higher education become increasingly dependent on the web for online services, access to information, and collaboration through Web 2.0 technology, they will be introducing opportunities for cyber criminals in the United States or halfway around the world. For most business and government organizations, major computer security incidents that have significant financial, accountability, and operational impacts will continue to proliferate.

3. Long-Term Trends (more than 5 years)

Over the next five to ten years, Texas workforce demographics will change considerably. Baby boomers will be eligible to retire and many will do so. The young people expected to replace these workers have grown up in an age where technology has been in the forefront of their educational and social environments. To attract and keep these younger workers, agencies will need to adopt new techniques, technologies, and processes.

Health information technology will continue to be implemented and integrated among medical facilities and personnel, government agencies, research universities, and insurance companies. Individuals may assume more responsibility for their own records and access them from hosted storage facilities over the Internet. Security issues will continue to be a top concern along with protection of individual privacy.

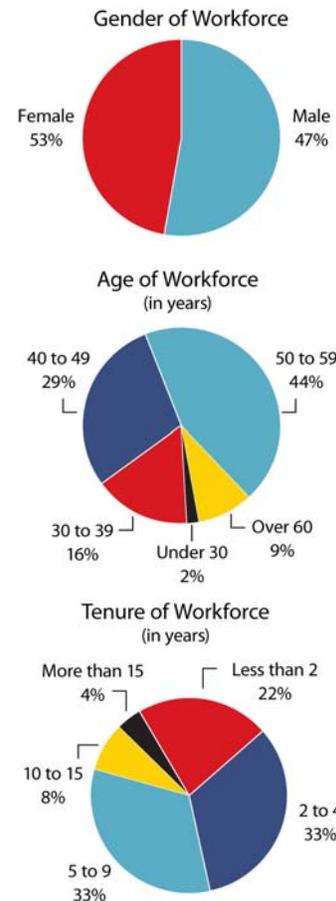
II. Current Workforce Profile (Supply Analysis)

A. Critical Workforce Skills

DIR's talented workforce remains its greatest resource; however, the agency continues to be called upon to do more with less—the challenge will be to do so through a self-funded business model and state salaries that are noncompetitive with the private sector. There are a number of skills that are critical to the agency's ability to operate effectively and efficiently and to execute the agency's business functions and fulfill its legislative mandates. These critical skills include those in the areas of customer service, contract management, negotiations, ICT systems analysis, government accounting, network management, project management, web administration, ICT security analysis, and data center operations management and consolidation.

B. Workforce Demographics

As of April 1, 2008, the agency has a total head count of 203. The agency is authorized to have 234.9 full-time equivalent employees (FTEs). The charts below profile DIR's current workforce and include both full-time and part-time employees. The agency's workforce is composed of six percent more females than males. Eighty-one percent of employees are age 40 and older, while fifty-five percent have fewer than five years of DIR service.



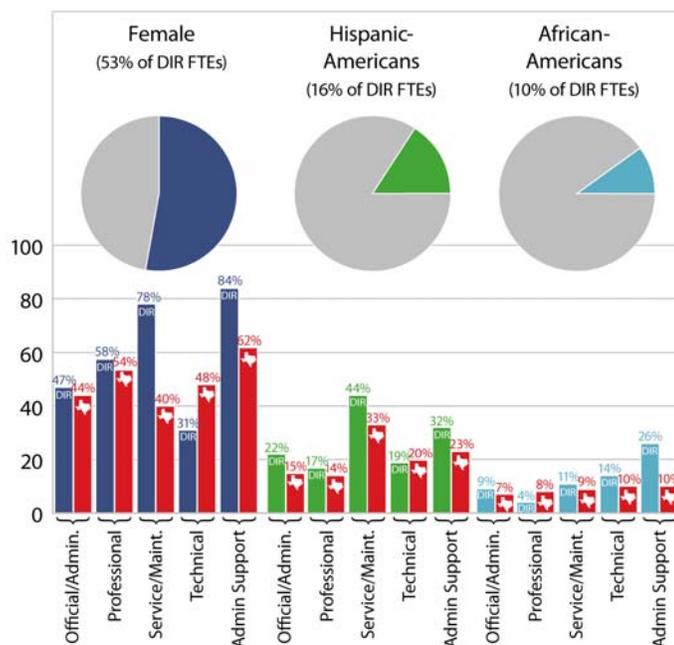
DIR Workforce Demographics

The DIR Workforce Utilization Analysis graphic compares DIR's percentages of African American, Hispanic, and female employees to the statewide civilian workforce, as reported by the Texas Workforce Commission's Civil Rights Division. The agency continues to meet or exceed several diversity targets. Females continue to be well represented in all job categories except for technical staff. African Americans meet or exceed targeted levels in four of five job categories, while Hispanic Americans meet or exceed targeted levels in all five job categories.

DIR Workforce Utilization Analysis (April 1, 2008)

The agency will continue to concentrate its efforts on improving diversity targets in areas that are currently under-represented: the number of females in technical positions and the number of African Americans in the professional category, respectively.

Source: *State Civilian Workforce Composition*, Texas Workforce Commission's Civil Rights Division; Bureau of Labor Statistics, *Geographic Profile of Employment and Unemployment, 2002 for the State of Texas*; and the Equal Employment Opportunity Commission reports (EEO-4 2001 and EEO-1 2002).



C. Employee Turnover

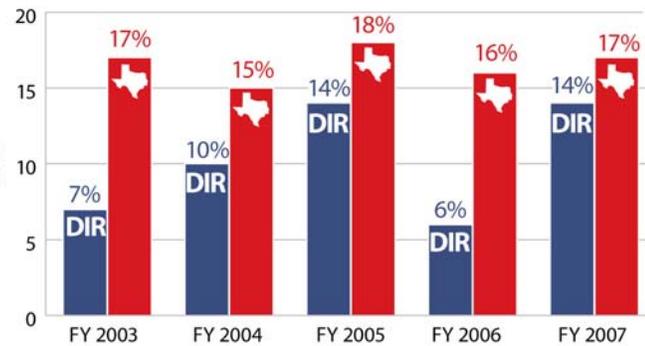
The loss of experienced, talented employees is costly and affects the agency's ability to function at maximum efficiency. In addition to lost productivity, high turnover rates increase costs in the areas of recruitment and selection, training, and orientation.

In fiscal 2006, DIR's turnover rate decreased to 5.9 percent, the lowest level since fiscal 2003 (7 percent). The turnover rate increased to 13.7 percent in fiscal 2007, which was lower than the statewide turnover rate of 17.4 percent. Involuntary terminations accounted for 28 percent of this turnover, retirements accounted for 21 percent and the remaining voluntary turnover accounted for 51 percent. Current turnover rates reflect the slightly improved state economy.

The System Analyst classification accounted for 15 percent of DIR's turnover in fiscal 2007. This is a critical skills position at DIR due to the work performed by systems, planning, and policy analysts throughout the agency to leverage the state's ICT resource investments.

Of the 39 separations that occurred during this period, twenty left the agency for higher salary or career advancement—seven to state agencies. Of the remaining separations, eight retired, three were dismissals, and eight were due to a reduction-in-force. DIR will place an increased emphasis on retaining staff by designing and implementing a defined career ladder and other retention initiatives.

DIR Employee Turnover Rate for Fiscal 2003–2007 (April 1, 2008)



D. Retirement Eligibility

A maturing workforce and increased competition for skilled employees requires employers to work harder to retain institutional knowledge and makes retaining and recruiting new talent imperative.

Predicting future turnover based on retirement eligibility is difficult because an employee's eligibility to retire, in and of itself, is not an accurate indicator of his or her election to retire. Other factors, such as income requirements and eligibility for insurance and social security benefits play a major factor in the decision to retire.

During fiscal 2006 and 2007, twelve employees retired. In fiscal 2008, approximately twenty employees will become eligible to retire under the *rule of age 60 plus five years of service* and under the *rule of 80* (age plus service equals 80). The agency projects that eight employees will retire in fiscal 2009 and eleven employees will retire in fiscal 2009.

III. Future Workforce Profile (Demand Analysis)

Continued reliance on information and communications technology to enhance effective, efficient government services, changes in telecommunications business and support technologies, and the

implementation of a shared technology infrastructure will result in the need to change the mindset of how technology is used in the state's business processes.

DIR will be pressed to promote effective ICT project planning and management and access to cost-effective ICT products and services with its small workforce. As agencies conduct more business online, DIR will also need to continue to place an increased emphasis on ensuring the security of the state's network infrastructure.

Greater reliance on ICT will elevate the agency's role in state government as agencies and universities increase their reliance on technology to perform every function.

A. Critical Functions

- Increased emphasis on ICT analysis from an enterprise-wide strategic perspective
- Increased emphasis on project management
- Increased emphasis on contract management and oversight
- Increased emphasis on ICT security and privacy issues
- Increased emphasis on contract negotiations and contract and vendor management
- Greater demand for Return on Investment
- Expansion of marketing, sales, customer service
- Increased emphasis on financial monitoring of new contracts
- Increased emphasis on HUB outreach
- Increased emphasis on accessibility

B. Expected Workforce Changes

- Training of Communications and Technology Services staff to integrate new technologies into current processes
- Inclusion of contract management and negotiations skills in professional and management staff
- Cross-training of employees in critical functions
- Increased emphasis on project management capabilities
- Increased emphasis on accessibility

C. Anticipated Increase/Decrease in Number of Employees Needed to Do the Work

- Increased and changing demands to be addressed by reallocations of FTEs within the agency
- Use of contract workforce when appropriate
- Agency needs to develop skills through training and focused hiring practices
- Agency needs to focus efforts on retaining and developing staff

D. Future Workforce Skills Needed

To meet the agency's goals and objectives over the next few years, the following competencies, in addition to the critical skills listed previously, are essential:

- Change management and process re-engineering
- Advanced technical skill sets (programming, database administration, data design, network administration)
- Advanced project management

- Advanced financial analysis skills
- Advanced ICT security analysis
- Advanced contract management and negotiation skills
- Advanced data center operations management and consolidation skills
- Advanced business analysis skills
- Advanced data modeling/taxonomy management skills
- Advanced supervisory and employee development skills
- Advanced multi-tasking skills

IV. Gap Analysis

While DIR staff have most of the skills to do the work of the agency and the current gap in proficiency levels is not great, over the next five-year period, DIR is likely to experience a severe shortage of critical skills at the levels needed. After analyzing the workforce plan data, it is determined that:

- DIR continues to have the vulnerability of not being able to hire and maintain the necessary levels of critically skilled staff.
- DIR's ability to attract candidates with the level of experience and desired skills for senior-level ICT positions has improved in recent times; however, the risk of losing senior-level ICT staff to better-paying jobs in the private sector remains a risk factor.
- It will continue to be difficult to train employees for higher-level duties and responsibilities and meet existing performance expectations.

DIR's division directors were asked to re-evaluate current functions and identify the appropriate staffing and skill levels necessary to meet their needs over the next four years. Skills were rated on a scale from one to four to indicate current and desired proficiency levels. The results are shown below.

Employee Proficiency Levels

Skill	Official/Admin			Professional			Technical			Admin Support		
	Have	Need	GAP	Have	Need	GAP	Have	Need	GAP	Have	Need	GAP
Business analysis	4	4	0	4	4	0	3	4	1	2	2	0
Change management	3	3	0	3	3	0	2	3	1	2	2	0
Computer skills	4	4	0	3	3	0	3	4	1	2	3	1
Contract management	4	4	0	4	4	0	3	4	1	2	2	0
Customer service	3	4	1	3	4	1	3	4	1	2	3	1
Database management				2	3	1	3	3	0			
Governmental accounting	3	3	0	3	3	0						
Governmental experience	4	4	0	4	4	0	2	2	0	2	2	0
ICT analysis	3	3	0	3	4	1	3	3	0			
ICT security analysis	2	4	2	1	2	1	3	4	1			
Legal				3	4	1						
Management/supervisory	3	4	1	3	4	1	1	1	0			
Marketing	3	4	1	2	3	1	1	2	1	1	2	1

Skill	Official/Admin			Professional			Technical			Admin Support		
	Have	Need	GAP	Have	Need	GAP	Have	Need	GAP	Have	Need	GAP
Negotiations	4	4	0	4	4	0	3	3	0			
Network management				4	4	0	4	4	0			
Network security				3	3	0	3	3	0			
Outreach/PR	3	4	1	3	4	1						
Planning	3	4	1	3	4	1	3	4	1	2	2	0
Programming				3	3	0						
Program management	3	4	1	3	4	1	3	4	1	2	3	1
Purchasing				3	3	0						
Systems analysis	2	3	1	2	3	1	2	3	1			
Systems management				4	4	0	4	4	0			
Telecom. technical analysis	2	2	0	3	4	1	3	4	1	2	2	0
Web administration/development				1	4	3	4	4	0			
Writing	3	4	1	2	3	1	1	2	1	1	2	1

Legend

- Have: Average competency level for incumbents of targeted job categories
- Need: Average competency levels needed for future employees in targeted categories
- GAP: Difference in skill level between current and future competency levels

Have/Need Ratings

- 0: No knowledge
- 1: Minimal knowledge, familiarity with skill
- 2: Working knowledge, proficiency in skill
- 3: Professional level, mastery of skill
- 4: Acknowledged expert in skill, able to mentor and train other employees

While a downturn in the economy has made it easier to hire and retain qualified ICT staff, DIR anticipates continued shortages of qualified ICT workers to fill critical skill positions.

DIR continues to lose younger, less tenured employees, mainly due to higher salaries elsewhere. This continues to reduce the pool of critical skill employees the agency can consider for promotion, career development, and succession planning.

As DIR faces challenging business trends and strives to fulfill its legislative mandates, qualified senior- and mid-level ICT staff will be in great demand. The agency will compete with private and public sector employers for a dwindling number of workers.

V. Strategy Development

To address many of the deficits between current and future workforce demands, DIR has developed goals for the workforce plan. These goals are based on a range of factors identified through analyzing the agency's mission, objectives, strategies, and current workforce. DIR's workforce goals and action plan are as follows.

Goal 1: Develop a Competent, Well-Trained Workforce

GAP Current employees lack required levels of critical skills.

RATIONALE The continued training and development of current employees is critical to the success of the agency.

DIR needs to prioritize required critical competencies, identify training opportunities to develop or enhance these skills, and budget resources for training. DIR needs to decide when it is appropriate to supplement internal staffing skills with contracted short-term expertise.

- ACTION STEPS**
- Establish and maintain skills matrices to address needs that occur or are anticipated due to changes in program strategies, activities, and technological enhancements.
 - Develop and implement a program that requires senior staff to mentor less experienced employees.
 - Focus training efforts on areas with the greatest risk of potential loss of knowledge and in the areas of identified knowledge gaps.
 - Update training plans as needed and no less than annually in conjunction with performance expectations. Training plans must be developed as a joint effort between management and staff.
 - Ensure general cross-training among staff.
 - Ensure the most appropriate or combination of training mediums are used to deliver training to employees (e.g., computer-based training, educational reimbursement for college credit courses, and subject-matter-expert-initiated briefings, seminars, conferences, user groups).
 - Conduct training needs assessment and design training plans to address gap deficiencies.

Goal 2: Hire and Retain the Right Employee to Do the Job

GAP Improving job markets will make it hard to attract and retain staff. DIR will need to use creative methods to counter the higher salary of private sector competitors; i.e., flexible work schedule, telecommuting, etc.

RATIONALE DIR is the chief ICT agency for the State of Texas and ICT is key to finding appropriate, effective solutions for delivering government services and managing costs. DIR must be able to attract and retain experienced, qualified, mid- and senior-level ICT staff.

- ACTION STEPS**
- Develop and implement recruitment strategies that highlight careers in public sector ICT.
 - Develop and implement a defined career ladder that provides advancement opportunities.
 - Continuously promote the state's comprehensive benefits package.
 - Reach out to nontraditional recruitment sources including student outreach, retired civil servant, retired military personnel, and retired private sector workers.
 - Perform in-depth research on turnover data to pinpoint why employees leave the agency; try to address problem areas.
 - Use surveys and focus groups as tools to evaluate agency culture and operations, focusing on those areas where employee input shows the greatest potential for improvement.

- Ensure that employees have current job descriptions and performance plans, defined career ladders, and timely appraisals.
- Cross-train staff in other functional areas, broadening their experience and value to the agency. Allow staff seeking new challenges to work on agencywide and developmental projects.
- Design and implement a progressive recruiting plan.
- Train supervisors on hiring best practices
- Provide timely feedback on performance and proactively develop and implement development strategies.
- Familiarize staff with pay raise guidelines and processes, including state-mandated time restrictions or salary/budget caps.
- Utilize pay incentives, as budget permits, to retain and attract staff. Salary tools include merit increase, one-time merit increase, salary adjustment, and bonus. Ensure that performance incentives are built into compensation.
- Establish a sound work-life balance.
- Allow staff to work flexible schedules or compressed work weeks, and to telecommute or job share when appropriate.
- Conduct continuous analysis in order to make on-the-spot adjustments in retention strategies.
- Develop family-friendly policies to aid staff retention.
- Maintain a team atmosphere, encouraging input and interaction at all levels, balancing business and personal goals as much as possible.
- Promptly post and fill vacant positions.
- Utilize resources to ensure that the agency is casting as broad a net as possible to enhance recruitment efforts, including national electronic and print media.
- Continue to be willing to create and hire intern-level positions.
- Provide timely orientation of new employees into the organization.
- Ensure availability of the means for providing non-monetary incentives and rewards.
- Provide ongoing coaching and feedback, encouraging career growth and maximizing communications.
- Strive to maintain an organization that is diverse and an organizational culture that provides growth opportunities and challenging, meaningful work and that promotes open communication and effective working relationships.
- Ensure availability of training opportunities and incentives such as tuition reimbursement.

Goal 3: Perform Succession Planning

GAP While focusing on hiring and retaining staff is important, the agency may not be adequately prepared for unexpected or unforeseen events that result in the loss or incapacitation of key employees.

DIR needs to use succession planning to develop and maintain strong leadership and to ensure that the skills and competencies required for the current ICT environment are readily available.

RATIONALE DIR is the chief ICT agency for the state and ICT is key to finding appropriate, effective solutions for delivering government services and managing costs. DIR must be able to attract and retain experienced, qualified, mid- and senior-level ICT staff.

- ACTION STEPS**
- Compile a list of positions that require successors, addressing short-term and long-term needs. Key positions such as executive management staff should be included.
 - Investigate the use of succession planning software or outside consulting.
 - Establish a process by which to assess those employees who are likely successors for each job; consider a ranking system for each position to determine the order of succession, including at least two individuals for each position.
 - Determine positions for which there is no likely successor and identify how the position will be filled (external hire, contract, temporary).
 - Establish the means by which successors will be trained and prepared for positions they may potentially assume.
 - Refrain, as much as possible, from allowing key staff members to travel using the same mode of transportation at the same time for business trips.
 - Discourage staff from participating in unsafe activities.
 - Update the succession plan, adding employees as necessary to replace those who filled vacancies or moved on.

