


<b>Guam Behavioral Health and Wellness Center</b>		
<b>TITLE:</b> Workforce and Succession Planning	<b>POLICY NO.:</b> AD-HR-14	Page 1 of 3
<b>RESPONSIBILITY:</b> Personnel Office		
<b>APPROVED BY:</b>  THERESA C. ARRIOLA, DIRECTOR	<b>DATE OF ORIGINAL APPROVAL:</b> 11/3/22	
	<b>DATE REVISED/REVIEWED:</b>	

## PURPOSE

To establish an informal and formal workforce and succession planning at Guam Behavioral Health and Wellness Center (GBHWC) and create a clear overview of the employees; their skills and competency and which employees have them. This will ensure that GBHWC has the appropriate people with the required skills at any given time. This policy is in compliance with the Commission on Accreditation for Rehabilitation Facilities Standard 1.I 3 and 1.I. 11.

## POLICY

- A. As a line agency of the Government of Guam, GBHWC follows the Bureau of Budget & Management Research (BBMR) budget call in the preparation and development of the workforce budget.
  1. The appointed director and deputy director serve in their capacity coterminous with the elected governor and lieutenant governor.
- B. GBHWC assess the staffing needs and sustainability of the section, program, or division and implement an action plan ensuring the selection of capable and qualified individuals or current employees are a good fit and have the necessary skills for the position.
- C. GBHWC ensures that the workforce can handle the workload and keep up with the demand at any time through workforce and succession planning that will:
  1. Determine the need for hiring and included in the budget.
  2. Determine the need to reassign staff so that workload is spread out among employees.
  3. Will help recognize gaps in knowledge and skills and identify the right employee to train and close the gap.
  4. Provide insight into the productiveness of the employees and how this contributes to the success of the organization.
  5. Place employees with the right skillset exactly where they are needed.
- D. GBHWC shall continuously provide professional development training, and identify high performing employees with the necessary skills and competency to grow into a more senior level position should a critical senior level position is vacated.
- E. Ongoing workforce planning shall be conducted with the collaboration of Personnel Office, Division Administrators and Program/Unit Supervisors. It includes the following activities articulated in the CARF 2022 standard 1.I.3;
  1. Workforce analysis conducted by the Division Administrator and the supervisors

2. Review, create or update written job descriptions in accordance with the division, program or section needs as necessary.
  3. Recruitment, selection and retention
  4. Succession planning
- F. To fill the critical vacancy, on an as needed and necessary basis, the supervisor may request approval from Director/Deputy to recruit utilizing unclassified appointment and in compliance with the Department of Administration’s Human Resources recruitment procedures. This type of recruitment is subject to and based on availability of funding.

**DEFINITIONS**

Workforce Analysis	The process of analyzing the current workforce: determining future workforce needs and gap between the present and the future and implementing solutions that will allow organization to accomplish its mission and vision (CARF International, 2022)
Succession planning	Identifies actions to be taken should key members of the workforce be unavailable to perform their duties due to retirement, resignation, serious illness, death or other reason (CARF International, 2022).
Recruitment	The activity of identifying and soliciting individuals, either within or outside of the organization, to fill vacancies or areas of anticipated growth (CARF International, 2022).

**PROCEDURE:**

- A. Workforce Planning
  1. Division Administrators/Program Managers conducts workforce analysis with the collaboration of the program supervisors annually.
  2. Workforce Analysis is included as an item agenda in the Division meeting or part of meeting between the Division Administrator and the supervisor.
  3. To conduct the workforce analysis supervisor shall assess their staffing needs, consider the current staffing, and analyze the staffing needed to sustain their section/division/program and generates a workforce and succession plan for contingency.
    - i. Division administrators will submit to Director/Deputy a request for approval to submit their staffing pattern and needs to be incorporated into the budget call. Only those approved will submit their request in the formal budget call.
  4. During the notice of upcoming fiscal year budget call, the supervisor will forward their staffing pattern and need to incorporate into the budget call. As a line agency of the government of Guam, GBHWC is dependent on the budget, an amount that is first given as a ceiling and then appropriated by the Legislature of Guam.
  5. A few months after the submission of the budget for the budget call, GBHWC is given a ceiling amount to meet. Management has the discretion for which positions shall be funded and not funded. GBHWC will then submit a revised budget to meet the ceiling amount.
  6. A few months after the revised budget was submitted; The Guam Legislature then reviews and holds meetings to review the revised budget submitted.

7. The Guam Legislature then goes into session to determine the necessary amount to be appropriated for the budget. This amount may or may not be higher than the ceiling amount. If the amount is not higher than the ceiling amount, the budget inclusive of planned staffing will need to be revised to meet the new amount stated by the Guam Legislature.

#### B. Succession Planning

1. Division Administrators/Program Managers are encouraged to prepare and plan for succession of position(s) up to 36 months to promote employee engagement and retention and encourages the development of current employees capable and able to assume the duties of a vacated position (SHRM, 2022).
2. The succession action plan will outline the duties of the vacated position and prepare the current employees to assume a greater role of responsibility for the vacated position in the future.
3. The supervisor may select up to three (3) current employees, for succession planning that can fulfill the duties of the vacated position on a temporary basis until the position is filled.
  - i. The employees selected must be a high performer and may show an interest or the potential need for progression into the vacated position.
  - ii. The supervisor tracks the current employees' participation (voluntary or mandatory) on necessary training for the vacated position.
  - iii. The employee must meet the minimum pre-requisite requirements as stated in the DOA position descriptions.
4. The supervisor may implement their succession plan up to six (6) months prior to the position being vacated, or on an as needed and necessary basis, as soon as they are informed or made aware of an employee's serious illness, suspension, termination, death, retirement, resignation, other unforeseen and anticipated event.
5. Employees may be assigned (for unclassified employees) or detailed (for classified employees). The assignment or detail to a position shall be issued by GBHWC's appointing authority or department head, documented through a memorandum to all GBHWC employees.
  - i. Detail appointments for classified employees must follow the protocol of all other government agencies involved such as obtaining prior approval from BBMR, etc.
6. Job rotation and cross-training are highly encouraged and recommended to retain and build the skillset of current employees.
7. The succession plan shall not be used for pre-selection and shall not violate the Department of Administration's merit system principles of the personnel rules and regulations.

#### REFERENCES:

- Four Vision. (2020, May 6). *The Link between succession planning and Workforce Planning*. Retrieved from Four Vision: <https://www.fourvision.com/knowledge-item/link-between-succession-and-workforce-planning/>
- SHRM. (2022). *Society for Human Resource Management*. Retrieved from Engaging in Succession Planning: <https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/engaginginsuccessionplanning.aspx>



**GUAM BEHAVIORAL HEALTH & WELLNESS CENTER**

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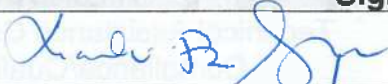
**REVIEW AND ENDORSEMENT CERTIFICATION**

The signatories on this document acknowledge that they have reviewed and approved the following:

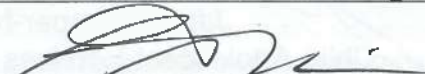
**Policy Title:** Workforce and Succession Planning

**Policy No.:** AD-HR-14


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