Effective Succession Planning: Ensuring Leadership Continuity and Building Talent From Within

Course #6550/QAS6550
Exam Packet
Every serious organization needs a succession plan. This course provides the tools you need to establish, revitalize, or revise your current succession planning and management program. It will illustrate what your organization can do to ensure seamless transitions when key employees leave. You will learn how to set priorities, clarify roles, write policies and procedures, address legal issues, and avoid common mistakes. Uses the materials entitled Effective Succession Planning: Ensuring Leadership Continuity and Building Talent from Within. No prerequisites. Course level: Basic. Course #6550/QAS6550 – 20 CPE hours.

LEARNING ASSIGNMENTS and OBJECTIVES

As a result of studying each assignment, you should be able to meet the objectives listed below each individual assignment.

ASSIGNMENT PART I: BACKGROUND INFORMATION ABOUT SUCCESSION PLANNING AND MANAGEMENT

1 Preface
   What Is Succession Planning and Management?
   Trends Influencing Succession Planning and Management
   Moving to a State-of-the-Art Approach
   Competency Identification, Values Clarification, and Ethics

Study the course materials from pages 1 to 116
Complete the review questions at the end of each chapter
Answer the exam questions 1 to 34

Objectives:

- To define succession planning and management
- To describe the need for a successful SP&M program
- To list the key trends influencing SP&M
- To identify the characteristics of effective programs
- To explain the life-cycle of SP&M programs
- To define competencies
- To identify and use generic and culture-specific competency development strategies
- To explain how values are used in SP&M
- To conduct values clarification studies
ASSIGNMENT PART II: LAYING THE FOUNDATION FOR A SUCCESSION PLANNING AND MANAGEMENT PROGRAM

2 Making the Case for Major Change
Starting a Systematic Program
Refining the Program

Study the course materials from pages 121 to 204
Complete the review questions at the end of each chapter
Answer the exam questions 35 to 56

Objectives:

- To assess current problems and practices related to SP&M
- To determine organizational requirements
- To obtain and build management commitment
- To sustain support for the succession effort
- To conduct a risk analysis
- To identify target groups
- To set program priorities
- To prepare a program action plan
- To train on SP&M

ASSIGNMENT PART III: ASSESSING THE PRESENT AND THE FUTURE

3 Assessing Present Work Requirements and Individual Job Performance
Assessing Future Work Requirements and Individual Potential

Study the course materials for pages 209 to 255
Complete the review questions at the end of each chapter
Answer the exam questions 57 to 70

Objectives:

- To appraise performance and apply performance management
- To create talent pools
- To identify key positions and talent requirements for the future
- To assess individual potential
- To identify the issues involved in potential assessment
ASSIGNMENT  PART IV: CLOSING THE DEVELOPMENTAL GAP: OPERATING AND EVALUATING AN SP&M PROGRAM

4  Developing Internal Successors  
   Assessing Alternatives to Internal Development  
   Integrating Recruitment with Succession Planning  
   Integrating Retention with Succession Planning  
   Using Technology to Support Succession Planning and Management Programs  
   Evaluating Succession Planning and Management Programs  
   The Future of Succession Planning and Management  

Study the course materials for pages 262 to 400  
Complete the review questions at the end of each chapter  
Answer the exam questions 71 to 100  

Objectives:  

• To test bench strength  
• To formulate internal promotion policy  
• To prepare and evaluate individual development plans  
• To list approaches for tapping into the retiree base  
• To recognize when recruitment should be used to source talent  
• To identify recruitment approaches to attract high potentials  
• To create an approach to increase the retention of talented people  
• To apply high-tech methods to SP&M  
• To describe metrics that should be used to evaluate SP&M programs  
• To list the author’s predictions for the future of SP&M  

ASSIGNMENT  

5  Complete the Answer Sheet and Course Evaluation and submit to PES for credit  

NOTICE  
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EFFECTIVE SUCCESSION PLANNING: ENSURING LEADERSHIP CONTINUITY AND BUILDING TALENT FROM WITHIN (COURSE #6550/QAS6550) – EXAM OUTLINE

COURSE EXPIRATION DATE: Per AICPA and NASBA standards, this course must be completed within one year from the date of purchase.

TEST FORMAT: The following final exam, consisting of 100 multiple choice questions, is based specifically on the material included in this course. The answer sheet must be completed and returned to PES for CPE certification. You will find the answer sheet at the back of this exam packet so that you may easily remove it and use it while taking your test.

LICENSE RENEWAL INFORMATION: The Effective Succession Planning: Ensuring Leadership Continuity and Building Talent from Within course (#6550/QAS6550) qualifies for 20 CPE hours.

PROCESSING: Your exam will be graded promptly. You must score 70% or better to pass. When you pass, your certificate of completion will be mailed. If you do not pass, we will give you a courtesy call to inform you of this and then another answer sheet will be sent to you free of charge.

GRADING OPTIONS: Please choose only one of the following. There is no additional charge for any of these grading options. Make sure to fill out your answer sheet completely prior to submitting it.

- **ONLINE GRADING** – Visit our website at [http://www.mypescpe.com](http://www.mypescpe.com). Login to your account (if you are a first-time user you must set up a new user account). Go to the “MY CPE” tab and click the “My CPE Exams in Progress” folder. If your exam is not already located in this folder, click “Add Exam Previously Purchased” and follow the instructions.

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Exam Page –4
The following questions are multiple choice. Please indicate your choice on the enclosed Answer Sheet.

1. Which of the following terms best describes the efforts taken to attract, develop, and retain the best-in-class employees:
   a) talent development  
   b) talent management  
   c) workforce planning  
   d) succession planning

2. Who created the 14 points of management over a century ago, that is still widely regarded today, indicating that management has a responsibility to ensure the stability of tenure of personnel:
   a) William McKinley  
   b) Sigmund Freud  
   c) Henri Fayol  
   d) Alfred Nobel

3. Why should succession planning and management be regarded as a fundamental tool for organizational learning:
   a) to match the organization’s current talent to its needed future talent  
   b) to help the organization meet the challenges facing it by having the right people in the right places at the right times  
   c) to assist human resources in developing retirement plans  
   d) both a and b

4. What is double loop learning:
   a) continuous improvement in work results  
   b) the lessons learned in an organization  
   c) cross training of employees  
   d) lower ranks training their supervisors

5. Which of the following focuses more on the economic value of the employee rather than on the value of the individual:
   a) replacement planning  
   b) talent management  
   c) human capital management  
   d) workforce planning

6. Why should CEOs and corporate boards be interested in succession planning and management (SP&M):
   a) strategic success of an organization is a function of having the right leadership  
   b) high performers with potentials for future leadership will leave an organization if not identified and rewarded by top management  
   c) to avoid a system of bureaucratic kinship  
   d) all of the above

7. Which approach to integrating strategic plans and succession plans would focus on solving specific, identifiable problems such as higher-than-expected turnover:
   a) the Career Planning Approach  
   b) the Futuring Approach  
   c) the Rifle Approach  
   d) the Top-Down Approach

8. Which of the following is not a recommended solution for employees leaving the organization because they dislike their supervisors:
   a) utilize attitude surveys and exit interviews to assess the extent of the problem  
   b) add to the social life of the organization by stepping up social activities  
   c) improve supervisory training  
   d) improve job posting programs and job rotations

9. Which of the following was not a finding in the 2007 study done by Bersin & Associates to determine the benefits of developing internal leadership talent:
   a) a 640 percent increase in leadership bench strength  
   b) a 480 percent improvement in leader engagement and retention  
   c) a 570 percent improvement in overall employee retention  
   d) a 360 percent reduction of employee complaints
10. What type of succession planning focuses on transferring knowledge from more to less experienced workers:
   a) management succession planning
   b) technical succession planning
   c) relationship succession planning
   d) social network succession planning

11. Which type of approach to SP&M would involve deciding how many people should participate in the process:
   a) a timing approach
   b) a scope approach
   c) a degree of dissemination approach
   d) an amount of individual discretion approach

12. Which of the following is an alternative to the traditional types of job movements that exist in an organization:
   a) promotion
   b) telecommuting
   c) lateral transfer
   d) development in the current position

13. Which of the following is a good reason to discourage a strict promotion-from-within approach to SP&M planning:
   a) exemplary job performance in one position does not guarantee success in a higher-level position
   b) it tends to reinforce the existing culture
   c) it can perpetuate the racial, sexual, and ethnic composition currently in place
   d) all of the above

14. Which of the following involves offering an employee new job responsibilities that will challenge them to learn more:
   a) vertical loading
   b) horizontal loading
   c) outsourcing
   d) downsizing

15. Evaluate the following statements:
   I. As economic conditions gradually improve, burned-out Baby Boomers may begin exiting workplaces, creating a vacuum of talent at the top that will also affect lower-level positions when organizations promote from within.
   II. As the U.S. population ages, fewer workers are entering at the bottom of organizational pyramids.
   a) both statements are true
   b) statement I is true and statement II is false
   c) statement I is false and statement II is true
   d) both statements are false

16. What is the collective economic value of an organization’s workforce:
   a) appraised value
   b) shareholder stake
   c) intellectual capital
   d) competitive edge

17. Which of the following is not another name for SP&M software:
   a) talent management software
   b) organizational structure software
   c) workforce planning software
   d) human capital software

18. Which type of organization would be the least inclined to invest much into grooming talent for the future, because more than likely, that talent would be leaving the organization sooner, rather than later:
   a) government entities
   b) nonprofits
   c) family businesses
   d) large universities

19. What percent of family businesses typically survive to the second generation:
   a) 33%
   b) 50%
   c) 65%
   d) 80%
20. Which of the following statements is false:

a) in 2008, the average tenure of a CEO was about 5.3 years
b) of all CEO departures globally in 2002, 39% were forced
c) CEO turnover in U.S. public companies increased dramatically in 2008
d) fewer than 50% of boards in the S&P 500 are very confident about their succession plans

21. How much of an individual’s development occurs on the job, as opposed to classroom or off-the-job education:

a) 40%  
b) 55%  
c) 70%  
d) 90%  

22. Which of the following characteristics would be essential to a good succession planning process:

a) a systematic way of identifying candidates  
b) cross-divisional sharing of people and information  
c) frequent opportunities for employees to accept new challenges  
d) all of the above

23. What is the Pygmalion effect:

a) supervisors develop impressions that are difficult to change  
b) supervisors see what they expect to see  
c) supervisors are overly influenced by singular events  
d) treating people differently based on factors unrelated to job performance

24. What should be the goal of career path meetings:

a) to determine an individual’s potential  
b) to discover individual career goals and interests  
c) to identify predictable, desirable, or historical relationships between jobs  
d) to appraise the performance of employees

25. What is the third generation of an SP&M program:

a) a simple replacement plan for the CEO  
b) a simple replacement plan for middle managers  
c) the development of internal talent pools  
d) the development of external talent pools

26. Which “generation” of an SP&M program is the most sophisticated:

a) first generation  
b) second generation  
c) fourth generation  
d) fifth generation

27. Which of the following means “asking questions about things worth appreciating”:

a) suggestive questioning  
b) positive investigating  
c) appreciative inquiry  
d) transformational change

28. What is the first step to a successful SP&M program:

a) assess present workforce  
b) make the commitment  
c) close the developmental gap  
d) appraise individual performance

29. Which of the following is the process of comparing an individual to an existing competency model:

a) job competency  
b) competency identification  
c) competency model  
d) competency assessment

30. Which of the following is a disadvantage of competency modeling:

a) it can be a confusing term  
b) it can require considerable time  
c) it can be expensive  
d) all of the above
31. At the time of this writing, how much is it estimated that U.S. businesses spend on identifying competency models for their organizations:

a) $10 million per year  
b) $50 million per year  
c) $100 million per year  
d) $1 billion per year

32. What type of competency model would you want to use to determine how to prepare middle managers for upward mobility:

a) management competencies  
b) technical competencies  
c) functional competencies  
d) any of the above

33. Which of the following describes behavioral event interviewing:

a) discussing behavioral characteristics of a potential employee  
b) asking employees to describe the most difficult situation they have ever faced on the job and how they feel about it  
c) management meeting to change the overall behavior of their department  
d) planning events where employees are forced to go outside their comfort zone

34. In a 2009 ethics study done by KPMG, who did employees state they would feel the most comfortable reporting a wrongful activity to:

a) a board member  
b) the legal department  
c) local management  
d) a senior executive

35. Which of the following problems at an organization would likely lead to increased attention on developing a good SP&M program:

a) vacancies in key positions cannot be filled with confidence  
b) high-potential employees are regularly leaving the organization  
c) decision makers complain about weak bench strength  
d) all of the above

36. Which of the following actions to assess the status of current SP&M, may have the negative result of bringing influential opposition to a systematic SP&M program to the surface:

a) sending out an electronic mail question  
b) conducting a written survey  
c) talking informally to top management  
d) gathering information through the office network

37. Which question would be important to ask when trying to quantify SP&M program results:

a) What variables are really important to the organization?  
b) What results can be influenced by action?  
c) How well will staff receive an SP&M program?  
d) both a and b above

38. What is the first step involved when comparing the expenses of an SP&M program to the benefits accruing from it:

a) identify direct and indirect program expenses  
b) identify direct and indirect program benefits  
c) interview management to be assured of their support  
d) compare costs and benefits

39. Which of the following is not a reason why linking organizational strategy and SP&M can be difficult:

a) it is not always clear who the right people are and/or where the right places are  
b) strategy is often expressed in a way that does not lend itself easily to developing action plans for SP&M  
c) trying to incorporate this can prove costly  
d) organizational strategy, in practice, may differ from organizational strategy, in theory

40. The primary value of ______ is to provide fresh perspectives and points of comparison from other organizations.

a) linking  
b) benchmarking  
c) strategizing  
d) all of the above
41. In 2009, when top managers were asked the question, “How would you summarize the opinions of top managers in your organization about a succession planning program?” which of the following answers had the greatest response:

a) they don’t believe succession planning is worth the time required for it
b) they have no clue why such a program would be worthwhile
c) they believe that a succession planning program is worthwhile, but are not aware of how to manage it efficiently and effectively
d) they believe a succession planning program is worthwhile and that a formal program is better than an informal one

42. What is the third stage of Diane Dormant’s ABCD model for accepting change and innovation:

a) mental tryout
b) self-concern
c) awareness
d) hands-on trial

43. According to the course material, what is the current average chief executive’s tenure:

a) 15 years
b) 8 years
c) 5 years
d) 2 years

44. A 2009 survey by Korn/Ferry International found that _____ of boards had a management succession committee or process.

a) 33%
b) 50%
c) 62%
d) 77%

45. What should managers do to create better relationships with their employees:

a) establish shared goals and job relevance
b) guarantee substantial knowledge and resources
c) provide effective communication
d) all of the above

46. When doing a risk analysis on how many employees will be eligible for retirement in a specific department, how many years should be incorporated into the equation:

a) one
b) three
c) five
d) ten

47. Which continuum would SP&M program facilitators range along:

a) active to passive
b) supporter to opponent
c) directive to nondirective
d) aware to unaware

48. Mission can be regarded as synonymous with:

a) values
b) purpose
c) planning
d) results

49. Which approach to preparing a mission statement is the most complex:

a) ask, formulate, and establish
b) recommend and listen
c) facilitate an interactive debate
d) they are all equally difficult to prepare

50. Which of the following is not a typical component of SP&M policy:

a) guidelines
b) mission statement
c) philosophical statements
d) procedures

51. Whose role is it to supply the technology to support data gathering about individuals, organizational needs, competencies, performance, etc.

a) the CEO
b) senior managers
c) the HR department
d) stakeholders
52. Who should set the priorities for an SP&M program:
   a) top-level decision makers
   b) SP&M coordinator
   c) committee representing the different functions within an organization
   d) any of the above

53. Which of the following labor laws prohibits discrimination in pay and benefits on the basis of sex:
   a) the Fair Labor Standards Act
   b) the Equal Pay Act
   c) the Davis-Bacon Act
   d) the Labor-Management Cooperation Act

54. What is the fifth and final step in establishing an action plan for an SP&M program:
   a) indicate what action should be taken to achieve the priorities
   b) assign deadlines or time indicators to the actions that need to be taken
   c) assign responsibility for each action
   d) indicate where the actions must be performed

55. What does the author state is often the best communication policy for an SP&M program:
   a) a closed communication strategy
   b) an open communication strategy
   c) communicate openly about the SP&M program in general, but conceal the basis for individual personnel actions
   d) not to communicate about succession planning at all

56. What should be the focus of an SP&M kickoff meeting:
   a) verify that a need exists for SP&M
   b) establish what the SP&M problems might be
   c) linking SP&M to organizational strategic plans
   d) details of the program and the role the meeting participants should play

57. Which means of identifying key positions will analyze crises that happened in the past resulting from unexpected departures of key job incumbents:
   a) the uproar method
   b) historical evidence
   c) questioning
   d) organizational charting

58. What is the result of a task analysis:
   a) a task inventory
   b) a job description
   c) a position description
   d) an essential job function

59. Which of the following is not an advantage of position descriptions:
   a) organizations tend to have job descriptions easily available, which is a starting point on which to base position descriptions
   b) position descriptions can be the basis for making and justifying many personnel decisions
   c) position descriptions are focused on results
   d) legislation has made written expressions of work requirements important

60. Which method has been widely used in job and task analysis for technical positions and in establishing curricula at community colleges:
   a) competency identification
   b) DACUM (Developing A Curriculum)
   c) network charting
   d) all of the above

61. Which of the following statements does the guru of Total Quality Management, W. Edwards Deming, believe to be true:
   I. Performance appraisals lead to management by fear.
   II. Performance appraisals help support good long-term planning.
   a) both statements are true
   b) statement I is true and statement II is false
   c) statement I is false and statement II is true
   d) both statements are false
62. What is the focus of the global rating approach to conducting employee performance appraisals:

a) the traits related to the individual’s performance  
b) job behaviors  
c) the individual’s overall job performance  
d) the results of the job performance

63. Which of the following represents a means by which an individual’s competencies can be enhanced in an effort to broaden his or her scope of knowledge, skills, and abilities:

a) horizontal advancement  
b) vertical advancement  
c) promotion  
d) talent pool

64. Which of the following is not one of the steps in Pease’s definition of the acceleration pool approach:

a) find and hire all-around athletes  
b) don’t try to keep score  
c) navigate derailment factors  
d) know the ropes of development

65. Which of the following is a systematic process of examining external trends:

a) organizational analysis  
b) realistic future scenarios  
c) environmental scanning  
d) all of the above

66. What is the second step in conducting future-oriented rapid results assessments:

a) review current information about the job/occupation/function  
b) identify specific activities that are likely to be carried out in the key position in the future  
c) review and refine the future-oriented task and activity statements  
d) sequence future-oriented task and activity statements

67. Performance appraisal is linked to present job performance; potential assessment is linked to:

a) present salary  
b) future advancement possibilities  
c) job description  
d) all of the above

68. When you have an individual that has been identified as a “question mark,” what is the best HR strategy:

a) keep turnover low and take steps to accelerate their development  
b) keep them motivated and productive where they are  
c) convert them to stars and counsel them to accelerate their development  
d) convert them to workhorses and terminate them if they cannot be salvaged

69. What is the traditional approach to assessing individual potential:

a) participative approach  
b) empowered approach  
c) mandatory approach  
d) leader-driven approach

70. Which of the following is a classic error that may be found when using an assessment center:

a) inadequate job analysis  
b) unqualified assessors  
c) misuse of results  
d) all of the above

71. Which of the following would be considered avoidable turnover:

a) death  
b) resignation  
c) disability  
d) retirement
72. When is an internal candidate considered ready to assume the duties of a key position:

a) when he or she has mastered 100% of the position requirements
b) when he or she has demonstrated a willingness to learn the requirements of the position
c) when he or she has demonstrated mastery of at least 80% of the position requirements and progress toward meeting the remaining requirements
d) whenever there is a vacancy to be filled and he or she is the only internal candidate available

73. Why are individual development plans (IDPs) often not adequately prepared or implemented:

a) managers are sometimes clueless about what to recommend to prepare individuals for promotion
b) there are sometimes no consequences for failing to implement the plan
c) the IDP is sometimes not developed effectively
d) all of the above

74. Evaluate the following statements:

I. One way to handle the developmental dilemma is to ignore the problem altogether and deal only with the rumors as they spring up.

II. An acceleration pool is basically a talent pool on steroids.

a) both statements are true
b) statement I is true and statement II is false
c) statement I is false and statement II is true
d) both statements are false

75. According to HRfocus Aging Workforce Survey, what was the leading method for utilizing the talent of older workers:

a) retention programs
b) phased retirement programs
c) as part-time or flex-time helpers
d) work-life benefits

76. Which of the following terms focuses on narrowing a list of qualified applicants to the one most suitable candidate to fill a given vacancy:

a) external recruitment
b) internal recruitment
c) selection
d) all of the above

77. In an October 2008 survey, how many managers said they found it easier to work with the “devil they know,” rather than take a chance on an unknown new hire:

a) 33%
b) 40%
c) 56%
d) 69%

78. Which of the following recruitment techniques is better for small to medium-sized employers, rather than large organizations:

a) online job boards
b) help wanted signs
c) social networking sites
d) print, television, or radio advertising

79. Online recruiting has been best at recruiting which type of candidates:

a) entry-level
b) middle managers
c) executives
d) international

80. Employee retention is the opposite of:

a) absenteeism
b) turnover
c) recruitment
d) selection

81. Which of the following is not a major misconception among managers:

a) employees leave because salaries or wages are lower than average
b) exit interviews are adequate to determine the root cause of employee departures
c) building a climate conducive to retention should be a team effort, not the responsibility of the HR department
d) all turnover is bad
82. What is the best approach when dealing with employee retention issues:
   a) focus on wages and salaries
   b) deal with employee losses on a case-by-case basis
   c) adopt a holistic and systematic approach
   d) both a and b above

83. Which of the following is an example of a high-tech method (as opposed to an online method) used to address succession planning and management practices:
   a) videoconferencing
   b) electronic mail
   c) Web-based multimedia productions
   d) animated production used on the company intranet

84. Which area of practice can online and/or high-tech methods be applied:
   a) formulating SP&M program policy, procedures, and action plans
   b) evaluating employee performance
   c) determining future work and competency requirements
   d) all of the above

85. Which level of the online and high-tech hierarchy is the most complex:
   a) benchmarking/comparison-making with other organizations
   b) document storage and retrieval
   c) interactive and multimedia distribution and delivery
   d) policy formulation

86. Which of the following is not a collaborative software that can be used to assemble people from any nation online at the same time to focus attention on discussing key issues:
   a) WikiWikiWeb
   b) Zynga
   c) Wikipedia
   d) Everything2

87. What is the process of identifying possible alternative futures for the purpose of determining future work requirements:
   a) competency modeling
   b) scenario planning
   c) job forecasting
   d) all of the above

88. Which of the following is an example of a manual system for maintaining SP&M inventories:
   a) rolodex file
   b) word processing files
   c) tailored software
   d) software integrated with personnel records

89. Which of the following skills must an SP&M coordinator possess in order to be successful at implementing high-tech applications for their SP&M program:
   a) patience
   b) knowledge of the organization’s corporate culture
   c) the ability to evoke enthusiasm among other people for the project
   d) all of the above

90. What is typically the first HR program to be slashed when a company falls on hard times:
   a) evaluation
   b) exit interviews
   c) training
   d) analysis

91. Which level of Donald Kirkpatrick’s training evaluation hierarchy forms the base of the hierarchy and is the easiest to measure:
   a) reaction
   b) learning
   c) behavior
   d) organizational outcomes

92. Which level of Kirkpatrick’s hierarchy can be modified to be “effective placements” in order to adapt the hierarchy to SP&M:
   a) reaction
   b) learning
   c) behavior
   d) organizational outcomes
93. Which type of SP&M evaluation model resembles a human resources audit:
   a) anecdotal evaluation
   b) periodic evaluation
   c) programmatic evaluation
   d) all of the above

94. Which of the balanced scorecard quadrants centers on how the work is carried out:
   a) financial
   b) customer
   c) business growth
   d) learning and growth

95. Which of the following is not an example of a key metric likely to appear on an HR dashboard:
   a) number of people resigning
   b) percentage of workers with a college degree
   c) percentage of internal promotions to external hires
   d) number of high potentials retained

96. An internal transfer approach to addressing organizational talent needs has the disadvantage of:
   a) setting off a musical chairs effect
   b) not addressing the core needs of the organization
   c) only being useful on a short-term basis
   d) all of the above

97. Which of the following approaches is the shortest-term strategy to meeting an organization’s needs:
   a) reorganize
   b) insource the work
   c) trade needed talent with another organization
   d) hire back managers that are past retirement age

98. Which of the following has made the security of government service and academic appointments less appealing than they once were:
   a) increasing retirement rates
   b) lagging salary and performance bonuses
   c) increasing turnover
   d) all of the above

99. What do you call it when a designated successor attracts lucrative offers from other employers and then leverages those offers to achieve counteroffers from their current employer:
   a) crown prince dilemma
   b) greenmail
   c) career building
   d) strategic planning

100. Evaluate the following statements:

I. Not all competencies (productivity) can be developed; some must be selected.
II. If corporate cultures of two merged organizations are not compatible, high potentials may vanish quickly.

   a) both statements are true
   b) statement I is true and statement II is false
   c) statement I is false and statement II is true
   d) both statements are false

Congratulations – you’ve completed the exam!
EFFECTIVE SUCCESSION PLANNING: ENSURING LEADERSHIP CONTINUITY AND BUILDING TALENT FROM WITHIN #6550/QAS6550 (20 CPE hours) – ANSWER SHEET (6/12)

Important Note: For certification, this answer sheet must be completed and submitted to PES for grading within one year from the date of purchase. Please use black ink and print for quicker processing – thank you.

Name (as it appears on your license)___________________________________________________________________

Address___________________________________________________________________________________

City ________________________________State _____________ Zip ___________________ Home □ Work □

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If course was ordered by another party, please indicate name here:_________________________________

GRADING OPTIONS – Please choose only ONE of the following:

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PLEASE INDICATE YOUR ANSWER BY FILLING IN THE APPROPRIATE CIRCLE

|   A |   B |   C |   D |   A |   B |   C |   D |   A |   B |   C |   D |   A |   B |   C |   D |   A |   B |   C |   D |
|  1 |  O |  O |  O |  O |  21 |  O |  O |  O |  O |  41 |  O |  O |  O |  O |  61 |  O |  O |  O |  O |
|  2 |  O |  O |  O |  O |  22 |  O |  O |  O |  O |  42 |  O |  O |  O |  O |  62 |  O |  O |  O |  O |
|  3 |  O |  O |  O |  O |  23 |  O |  O |  O |  O |  43 |  O |  O |  O |  O |  63 |  O |  O |  O |  O |
|  4 |  O |  O |  O |  O |  24 |  O |  O |  O |  O |  44 |  O |  O |  O |  O |  64 |  O |  O |  O |  O |
|  5 |  O |  O |  O |  O |  25 |  O |  O |  O |  O |  45 |  O |  O |  O |  O |  65 |  O |  O |  O |  O |
|  6 |  O |  O |  O |  O |  26 |  O |  O |  O |  O |  46 |  O |  O |  O |  O |  66 |  O |  O |  O |  O |
|  7 |  O |  O |  O |  O |  27 |  O |  O |  O |  O |  47 |  O |  O |  O |  O |  67 |  O |  O |  O |  O |
|  8 |  O |  O |  O |  O |  28 |  O |  O |  O |  O |  48 |  O |  O |  O |  O |  68 |  O |  O |  O |  O |
|  9 |  O |  O |  O |  O |  29 |  O |  O |  O |  O |  49 |  O |  O |  O |  O |  69 |  O |  O |  O |  O |
| 10 |  O |  O |  O |  O |  30 |  O |  O |  O |  O |  50 |  O |  O |  O |  O |  70 |  O |  O |  O |  O |
| 11 |  O |  O |  O |  O |  31 |  O |  O |  O |  O |  51 |  O |  O |  O |  O |  71 |  O |  O |  O |  O |
| 12 |  O |  O |  O |  O |  32 |  O |  O |  O |  O |  52 |  O |  O |  O |  O |  72 |  O |  O |  O |  O |
| 13 |  O |  O |  O |  O |  33 |  O |  O |  O |  O |  53 |  O |  O |  O |  O |  73 |  O |  O |  O |  O |
| 14 |  O |  O |  O |  O |  34 |  O |  O |  O |  O |  54 |  O |  O |  O |  O |  74 |  O |  O |  O |  O |
| 15 |  O |  O |  O |  O |  35 |  O |  O |  O |  O |  55 |  O |  O |  O |  O |  75 |  O |  O |  O |  O |
| 16 |  O |  O |  O |  O |  36 |  O |  O |  O |  O |  56 |  O |  O |  O |  O |  76 |  O |  O |  O |  O |
| 17 |  O |  O |  O |  O |  37 |  O |  O |  O |  O |  57 |  O |  O |  O |  O |  77 |  O |  O |  O |  O |
| 18 |  O |  O |  O |  O |  38 |  O |  O |  O |  O |  58 |  O |  O |  O |  O |  78 |  O |  O |  O |  O |
| 19 |  O |  O |  O |  O |  39 |  O |  O |  O |  O |  59 |  O |  O |  O |  O |  79 |  O |  O |  O |  O |
| 20 |  O |  O |  O |  O |  40 |  O |  O |  O |  O |  60 |  O |  O |  O |  O |  80 |  O |  O |  O |  O |

Please complete the attached course evaluation – your opinion is extremely valuable.
Rate on a scale of 1-10 with 1 being poor and 10 being excellent.

1. The course met the course objectives described in the promotional material. ______
2. The course was up to date, held my interest, was timely, and effective. ______
3. The course materials were understandable, valuable, and suitable for a correspondence course. ______
4. The amount of advance knowledge and stated prerequisites were appropriate. ______
5. The completion time was appropriate for the number of credits allowed. ______
6. The course met my professional education needs. ______

Please answer the following questions – mark/rate any and all that may apply

1. How would you rate PES’s □ order desk ______
   □ customer service ______

2. What can PES do to keep you as a valued customer?
   __________________________________________________________
   __________________________________________________________
   __________________________________________________________

3. Any other comments regarding this course or our company would be appreciated.
   __________________________________________________________
   __________________________________________________________
   __________________________________________________________

4. What other courses/subjects would you like to see PES offer in the future?
   __________________________________________________________
   __________________________________________________________
   __________________________________________________________

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