WGFOA 2017 Fall Conference
Succession Planning & Employee Mentoring

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Introduction

- General overview of program
- Resources – there are a lot
  - GFOA Report on Generational Change
  - State of Vermont Workforce Planning Toolkit
  - City of McMinnville Succession Plan report
  - ICMA White paper – A Gathering Storm – Succession Planning in the Public Sector
  - CPS Human Resource – variety of planning tools
  - Software – Cornerstone & SABA Halogen

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What is succession planning?

- Simply - having the right people in the right place at the right time

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Question

- How many of you have a formal succession plan in place for your organization?
- How many of you have done an analysis of your work force by age and when they are likely to retirement/leave?
- How many of you could retire in the next 5 years?

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Key Areas to Consider When Developing a Succession Plan

Employee Retention | Knowledge Transfer | Employee Development | Recruitment

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How Succession Planning Differs From What Most Organizations are Doing

- Most organizations today are practicing replacement hiring
- It is a reactive process to fill an immediate need
- Where as succession planning is a proactive process and works to address the need before it exists

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Why be Concerned?

- Estimates are
  - Between 2011 – 2030 approximately 10,000 Americans will turn 65 each day
  - 47 % of government workers are over 45 years of age
  - 30% of state and local government employees are currently eligible to retire
- 2 other key points
  - Government workers are older than the average age of private sector workers
  - And normally retire at an earlier age

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GFOA Report on Generational Change The Perfect Storm?

- There is a likelihood of growth in higher skilled positions in areas such as accounting, information technology, etc.
- Large exodus of baby boomers
- Shrinking pool of qualified candidates – from past reductions (especially middle management)

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GFOA Report - The Perfect Storm?

- Public employment has become a decreasingly less prestigious occupation
- Reduction in training and development funds
- Total lack of planning and preparation
- Consider how layoffs and the changes to benefits and wages are adding to this problem
- Competition with private sector for talent

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Survey by – The Center for State & Local Government Excellence

In their 2016 survey (273 respondents) they found that local government reported difficulty filling the following positions

- Accountants
- Building Inspectors
- Corrections Officers
- Dispatchers
- Engineers (all types)
- Finance (all types)
- Firefighters
- Information Technology Professionals
- Management (all levels)

- Mechanics
- Mental Health Professionals
- Nurses
- Physicians
- Police Officers
- Public Works
- Seasonal Employees
- Skilled Trades (all types)
- Water Treatment Plant Occupations (all types)

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Why be Concerned?

- With no plan in place and candidate pools drying up what will you do?
- If some of your key employees were to leave tomorrow what would you do?
- What do you think is the cost we pay when we can't attract high quality candidates?
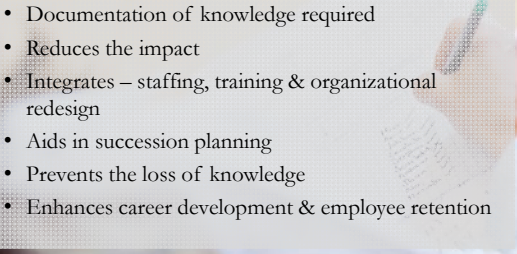
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Key Areas to Consider When Developing a Succession Plan

Employee Retention — Knowledge Transfer — Employee Development — Recruitment

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Advantages of a Knowledge Transfer Program

- Documentation of knowledge required
- Reduces the impact
- Integrates – staffing, training & organizational redesign
- Aids in succession planning
- Prevents the loss of knowledge
- Enhances career development & employee retention

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Knowledge Transfer

- How many of you have begun a knowledge transfer program?

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Five Key Steps to Follow in Developing Your Knowledge Transfer Program

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Step 1 – Identify Key/Critical Positions

- Singular
- Highly technical
- Long term employee

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Step 2 – Identify the Content/Knowledge that must be Transferred

- Processes
- Key contacts
- Special roles they may play
- Special assignments
- Unique knowledge or skill they have
- Tasks only they perform
- Critical records or equipment they use
- Direct interaction with other departments
- Approval authorities

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Step 3 – Determine the Options to Capture/Transfer the Knowledge

- Develop a questionnaire to be completed by designated employees
- Knowledge transfer interviews
- Shadowing
- Mentoring program
- Cross training
- What are some other methods for doing this?

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Step 4 – Implement the Appropriate Option(s)

- Follow through with your plan
- Put it in writing
- Set goals & deadlines

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Step 5 – Monitor Results and Adjust as Necessary

- Do regular check-ins time/date certain
- Make adjustments as necessary

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Knowledge Transfer Questionnaire and Interview

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Employee Self-Assessment Form

- Employee completes the form
- The supervisor discusses the results with the employee
- Then they determine the best method for transferring the knowledge
- Handout

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Knowledge Interview

- The depth of the interview will depend on your familiarity with the job
- I have provided you a handout with an example of knowledge transfer questions and
- There is also a list of exit interview questions

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Key Areas to Consider When Developing a Succession Plan

- Employee Retention
- Knowledge Transfer
- Employee Development
- Recruitment

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Recruitment

- Even with a great succession plan you will always be involved in recruitment
- You just can't predict all future needs
- Some positions may not lend themselves to succession planning – (City Attorney or Corporation Counsel)
- How many of you are currently having difficulty recruiting quality candidates?

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Recruitment Strategies

- Establishing partnerships with Monster, CareerBuilder, government jobs.com and other internet-based search services
- Streamline your hiring process - Online exams or automating your process (NEOGOV)
- Campus recruitment (conducting exams while you're there)
- Career fairs including hosting one of your own (Redwood CA)
- Can traineeships be established to "grow your own"?

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Recruitment Strategies - continued

- Work with other agencies to create opportunities and recruit together
- Re-employing retirees in part time positions or on a temporary basis
- Partnering with educational institutions to refer and/or develop candidates (Virginia Tech)
- Use of internships
- Social media

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GFOA Report
Generational Change

- This report discusses some different approaches to dealing with a limited pool of qualified candidates
  - Internships
  - Fellowships
  - University partnerships
- The report outlines a number of initiatives that are underway at both college and high school levels
- It also provides examples and things to consider if you want to walk down that path

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One Last Thought on Recruitment

- What is the cost of a bad hire?
- When you settle for the "best of the worst" it rarely ends well
- How many of you have an employee working for you right now that probably should not have been hired?
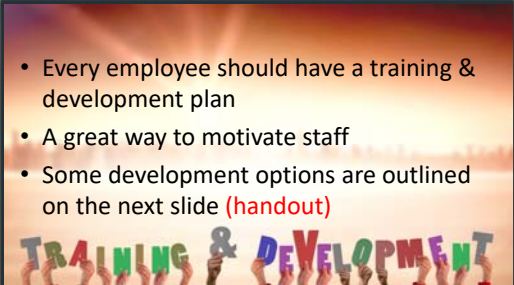
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Key Areas to Consider When Developing a Succession Plan

Employee Retention
Knowledge Transfer
Employee Development
Recruitment

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Employee Training & Development

- Every employee should have a training & development plan
- A great way to motivate staff
- Some development options are outlined on the next slide (handout)

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Strategies for Employee Development

- Job assignments
- On-the-job coaching
- Mentoring
- Job enrichment
- Attending higher level meetings
- Understudy
- Job rotation
- Cross-training
- Shadowing

- Training
- Self- study
- E-learning
- Webinars
- Task force assignments
- Conference leader
- Training instructor
- Acting assignments
- Key assignments
- Leadership institutes

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Be Creative when it Comes to Training

- Training does not have to cost a lot of money
- How many of you have ever trained outside of your organization?
- Why not create a bank of internal trainers?
- Use vendors
- Use your insurance company
- Partner or swap trainers with other organizations
- Tool box talks conducted by staff

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Employee Retention

- It is much more expensive to keep recruiting new people than it is to get people to stay
- This is an area where government often struggles
- There are union contracts, managers set in their ways and politicians that don't think this is important
- But when you do the math turnover can be extremely costly

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Cost to Replace an Employee

- The following is an example of what it can cost to replace an employee
- I know at times some of the cost to replace an employee is offset by savings when a position is vacant
- The following should help to give a picture of what turnover can really costs

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Cost to fill a Fire Fighter Position

- Starting wages $35,000/year plus 30% fringe benefits ($45,500)
- The position just became vacant and it will take 3 months to fill
- There are 150 applicants for the position
- You will be at minimum staffing for the 3 month period

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Cost to fill a Fire Fighter Position

- Cost of recruitment - $11,500
- Cost of training - $10,000
- Cost of overtime - $5,700
- Cost of lost efficiency - $13,500
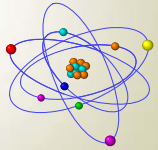- Total Cost - $40,700

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Developing a Retention Plan

- You should have a plan
  - 1. You need to understand why people leave
  - 2. Determine the cost of turnover
  - 3. Develop retention strategies to keep your employees
- Many of the following ideas deal with how the supervisor can impact retention by just changing what they do

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Retention Strategies

- Development opportunities for employees and not just for your best employees
- Target those opportunities to your staff's career goals (generation Y & Z)
- Quality of life improvements
- Sound orientation programs
- Work place diversity
- Work schedule options or flex schedules
- Cafeteria style benefits

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Retention Strategies

- Advancement plans
- Rotational opportunities
- Mentoring programs
- Recognition or reward programs
- Support from supervisors and upper management
- Many of these strategies will cost very little (1001/1501 – book)
- Have a plan and implement it

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Employee Retention – Something Else to Consider

- Employees generally join organizations for
  - 1. Organizational factors (pay, benefits, reputation)
  - 2. Job factors (duties, schedules, training)
  - 3. Leader factors (trustworthiness, coaching, flexibility)
- If they make a decision to leave, leader factors usually jump to the top of the list. Why?

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Leadership Training

- Encourage your leaders and emerging leaders to build and enhance their leadership skills
- Also encourage them to understand generational differences and utilize that knowledge to improve their leadership skills (review handout)

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Final Comment on Generations

- How easy is it for others to change the way you think and act?
- Each time you hire a new employee the dynamics of your work place changes
- It is far easier for you to modify the way you manage or interact with other employees than it is to try and change all of them

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Key Steps to Developing a Succession Plan

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Key Steps to Developing a Succession Plan

- 1. Creating a planning team
- 2. Organizational assessment
- 3. Identification of critical positions (including attrition data and retirement projections)
- 4. Identifying key competencies
- 5. Conducting a gap analysis (equipment operator program)
- 6. Developing an inventory of candidates
- 7. Creating individual development plans
- 8. Selecting training and development activities
- 9. Implementing the plan (handout)

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Succesion Planning Process

- I understand that this process seems overwhelming
- It can also be time consuming and you just don't have the time
- But if you don't do the planning part effectively
- You may not end up with a plan that will mean much in the long term

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Thousand Oaks Succession Plan

- The City of Thousand Oaks won an Award for Excellence for this project in the Internal Administration category of the 2007 Helen Putnam Award for Excellence program
- Review handout
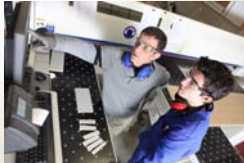
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Mentoring Employees

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Formal Mentoring

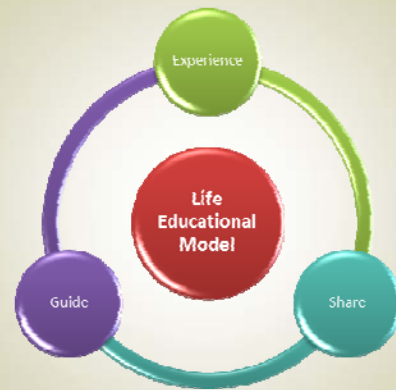- The purpose of mentoring is development. It's about learning, not teaching.

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Mentoring Defined

A life educational model **based on the principle of a more experienced MENTOR guiding his or her STUDENT or PROTÉGÉ.**

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Mentoring

An alliance that creates a space for dialogue; that results in reflection, action and learning.

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Informal	**Your Program**
The new hire gravitates to a mentor… someone with experience. It may be the right choice… it may not. Care to gamble?	The mentor is selected by pre-determined traits. They are trained BY YOU. It's not that they may be a good guide… they will be!

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Why Formal v Informal Mentoring

- Do any of you have employees right now that makes you shudder when you think that they may be a mentor to a new employee?
- You want a mentor who will:

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Both mentors and those mentored grow from the experience

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A Mentor is not a Field Training Person or a Supervisor

- Their ultimate responsibility is to make sure the job gets done, they hold the person accountable for the deliverables of the job.

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A mentor is someone biased in the protégé's favor.

- Strong bond between the mentor and protégé.

- Deep personal interest, personally involved, a friend who cares about the individual and their long term development.

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A Mentor Is

A sounding board… a mentor can give advice but the protégé is free to pick and choose what they do.

Mentor advice does not have specific performance objectives.

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Does it Really Work?

Protégé Poll
Top Reasons Why the Program Was Effective:

1. Mentor listened and understood me.
2. Mentor challenged me.
3. Mentor helped me build my self-confidence…
4. Mentor stimulated learning with a self-discovery approach, shared experiences, explained things, let me know that what I was feeling was normal.
5. Mentor was a wise counsel & taught by example
6. Mentor was a role model.

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Mentors can provide help with a variety of subjects that some veteran employees may take for granted…

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New Hire – Mentor Benefits

- Fills a void in an employee's first days on a new job.

- Provides a positive perception of the employer and community.

- Better new hire retention
- More adaptable employees
- Quicker assimilation into your workplace

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Mentor Responsibilities & Qualities

- Welcomes the newly hired employee and takes a personal interest in their development

- Shares knowledge, skills, and experience with the protégé.

- Recognizes and encourages excellence.

- Listens; remains sensitive to the needs of the protégé and recognizes when they require support, assistance, or independence.

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Mentee Responsibility

- Understanding that someone else has been through the same trials and tribulations as you and yet achieved their goals
- Work with their mentor – take advantage of their experience and expertise

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Characterizes of an Excellent Mentor

- Good listener / sounding board
- Knowledgeable & nonjudgmental
- Able to give constructive feedback
- Able to network and find resources

- Successful in career
- Willing / able to devote time to developing others
- Eager to learn
- Sense of Humor
- Persistence
- Honest and candid

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Things to Consider when Setting up a Mentoring Program

- Top management support
- Program coordinator
- Develop a mentoring policy
- Set guidelines and requirements for participation in the program
- Will you compensate mentors?
- Selection of mentors and pairing them with mentees
- Training of mentors
- Program monitoring, oversite & modifications

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