

CPS HR  CONSULTING



Five Strategies to Expand Succession Planning in the Public Sector

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Introductions



Melissa Asher, PMP, SPHR, SHRM-SCP
Senior Leader, Training & Development
CPS HR Consulting
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- Responsible for the growth and development of CPS HR's Training and Development and Executive Recruitment Divisions
- Leads key business development and partnership activities
- Develops creative and valuable solutions for public sector clients that lead to improved organization performance
- Located in Sacramento, California

Introductions



Steve Dobberowsky
Principal Consultant
Thought Leadership & Advisory Services
sdobberowsky@csod.com

- Provides Strategic Consulting Services to Cornerstone OnDemand Clients
- Former Director of Talent Management for Treasury Department
- Implemented Unified Talent Management Solutions for multiple agencies
- Located in Washington, D.C.

Introductions



Dr. Alfonz Ruth
Acting Chief Learning Officer
Federal Transit Administration

- Innovative human capital and learning expert leading organizational development strategies across the Department of Transportation to build a high-performance workplace.
- Recently featured and profiled on the cover of the Chief Learning Officer magazine for creatively using competency models to transform training into the agency's first corporate University.
- Accomplished keynote speaker and presenter for several national and international audiences such as the Federal Training Officers Consortium, the National Association of African-Americans in Human Resources and, most recently, the Southeast University of Nanjing, China.

The World of Work is Changing

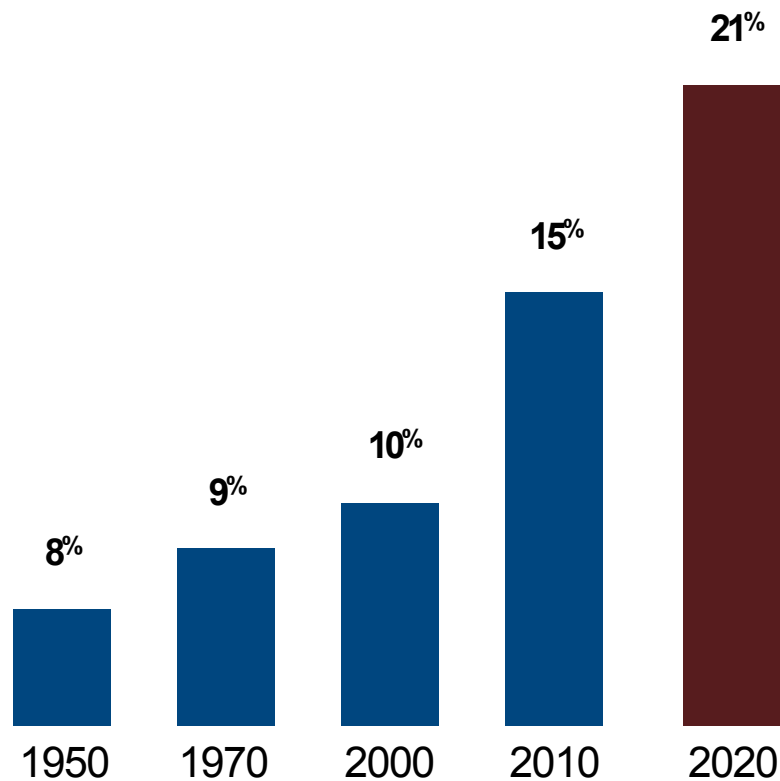
Government Agency Challenges:

- Retirement
- Increased scrutiny and pressure
- New talent uninterested in public service
- GenXers haven't been sufficiently groomed for succession

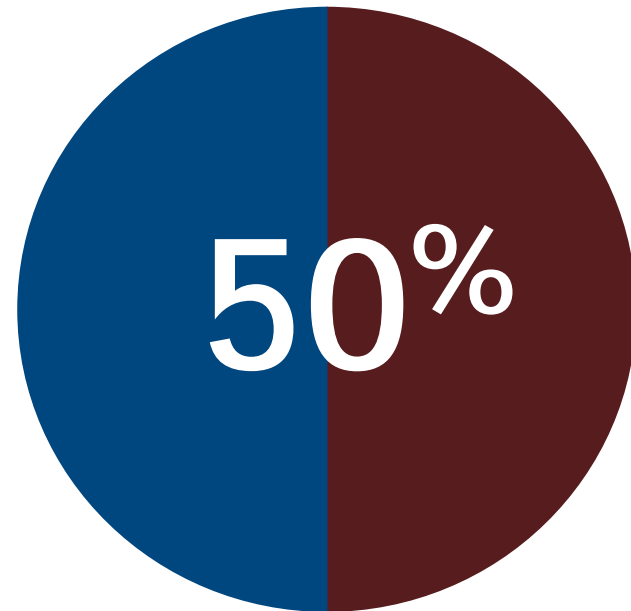


The Workforce is Changing

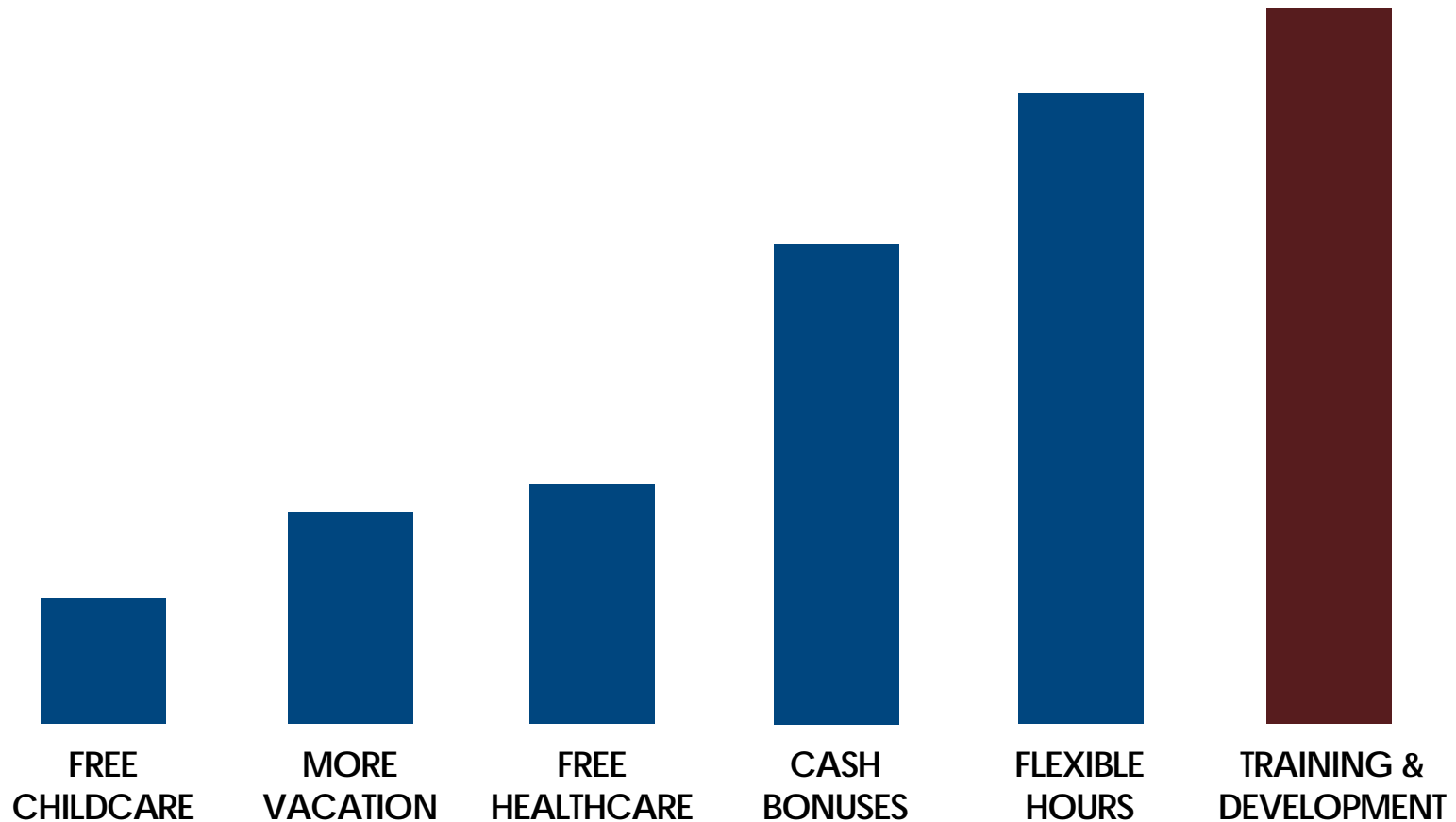
Proportion of the population
aged 60 years+



In 2020, half of our workforce
will be Millennials



Demands of the New Workforce



SOURCE: <https://www.pwc.com/gx/en/managing-tomorrows-people/future-of-work/assets/reshaping-the-workplace.pdf>

Five Ways to Address the Changing World

1. Radically Embrace Millennials
2. Go Beyond Formal Leadership Training and Increase Employee Engagement
3. Capture Knowledge now and “Know the Flow”
4. Expand Succession Planning to mid-level positions
5. Implement Unified Talent Management Processes and Systems

22% Have a Millennial recruitment strategy in place

30% Have a strategy but not implemented yet

48% No strategy





WE WANT YOU!

Millennial Recruiting Strategies

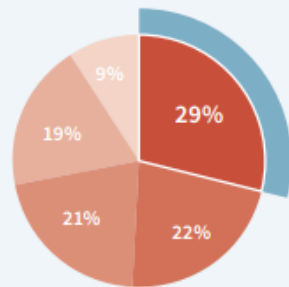


Expand Succession Planning

- Most focus on top-tier executives and leaders
- GenXers pools that are ready to move into executive positions
- Millennials are often ignored
- Create occupational advocates
- Mentoring becomes a measured performance objective
- Development starts when employees walk in the door

Go Beyond Formal Leadership Development

Leadership development is the top priority among agencies



- 29% Leadership Development
- 22% Adaptability/Flexibility to Changing Agency Needs
- 21% Continuous Learning and Development
- 19% Succession Planning
- 9% Use of Technology Systems and Applications

29% of survey respondents indicated that leadership development was their top priority for ongoing staff development.

ADDITIONAL FINDINGS

Survey respondents listed their **top three greatest needs for staff development within their organizations:**

- 1 Leadership development
- 2 Adaptability and flexibility to changing agency needs
- 3 Continuous learning and development

Source: HCMG 2015 Human Capital Report

Identify Competencies

- Identify the competencies required for exceptional performance for each of the critical areas/functions
- Don't forget to include the future-oriented job analyses

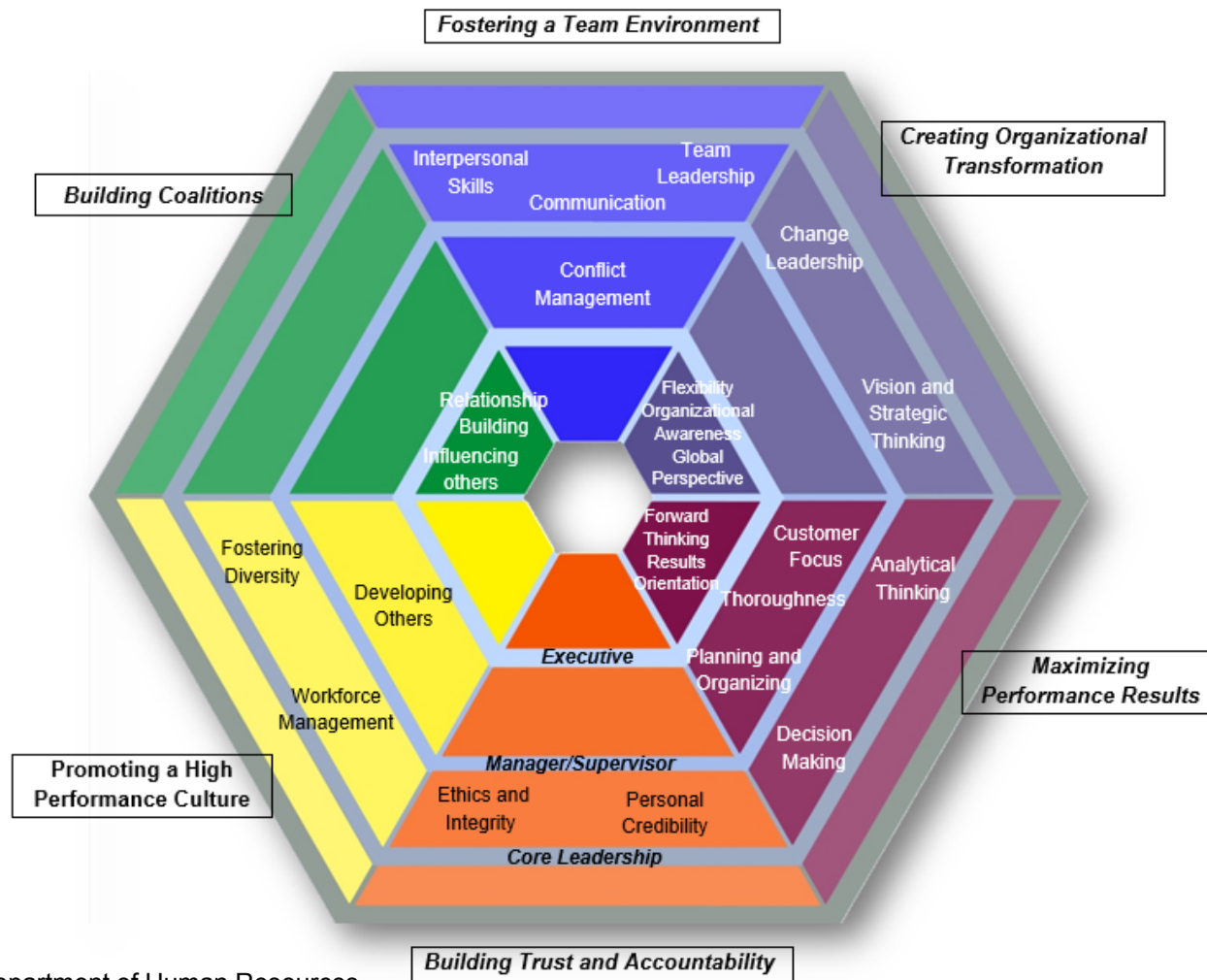
Audience Participation

**Do you have a
competency model?**

Benefits and Uses of Competencies

Sets Clear Expectations	<ul style="list-style-type: none">• Provides employees with clear direction on how they can contribute• Reinforces behaviors that are consistent with the organization's mission, culture and priorities
Identifies Training and Development Actions	<ul style="list-style-type: none">• Provides employees with a roadmap for building strengths and closing development gaps• Ties to career growth and becoming a "learning organization"
Integrates HR Programs	<ul style="list-style-type: none">• Improves consistency in recruiting and selection, training, performance management and workforce/succession planning• Streamlines and simplifies HR operations

Leadership Competency Model Example



Source: California Department of Human Resources

<http://www.calhr.ca.gov/state-hr-professionals/Pages/competencies.aspx>

Strategies Used to Improve Engagement

73%

Teleworking and work-time flexibility

63%

Non-monetary recognition

59%

Work/life programs

58%

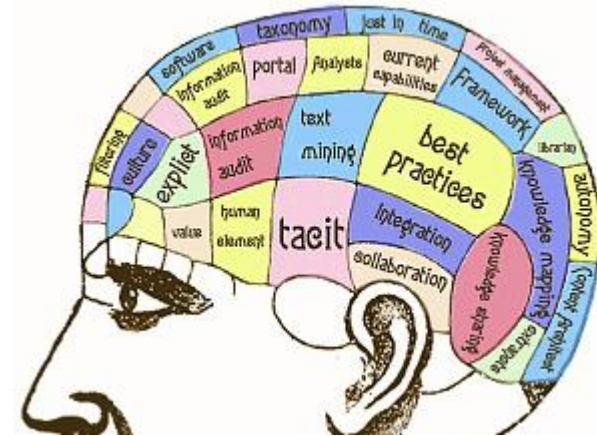
Mentorship programs



Capture Knowledge Now

Strategies and processes designed to identify, capture, structure, value, leverage, and share an organization's intellectual assets to enhance its performance and competitiveness.

It is based on two critical activities: (1) capture and documentation of individual explicit and tacit knowledge, and (2) its dissemination within the organization.



How KM can help



www.businessdefinitions.com

Knowledge Management at its Core

Knowledge strategy is built on three strategic pillars...

...supported by three core enablers



High quality, robust and timely **content**, so our people can access and use the right content, at the right time, to support their clients

Strong **connectivity** and **collaboration** among our people, teams and networks

A pervasive **culture** of knowledge sharing among our people and globally across our member firm network

A professionalized, efficient and globally consistent Knowledge support **organization**

Globally aligned and user-centric enabling **technology**, to support sharing and access to content, people and tools

A visible **change** and communications program to drive awareness, adoption and participation by our global staff

Share the Responsibility of Succession Planning

- Every level of management has a responsibility
- Transcend the replacement mentality
- More easily, and consistently, identify talented people
- Build a road map for reluctant or hidden leadership capabilities
- Build transparency
- Improve your organization and adhere more closely to your mission and values

Make Sure to Consider....

- Expected retirements
- Retirement eligible employees
- Internal promotions
- The unexpected loss of incumbents

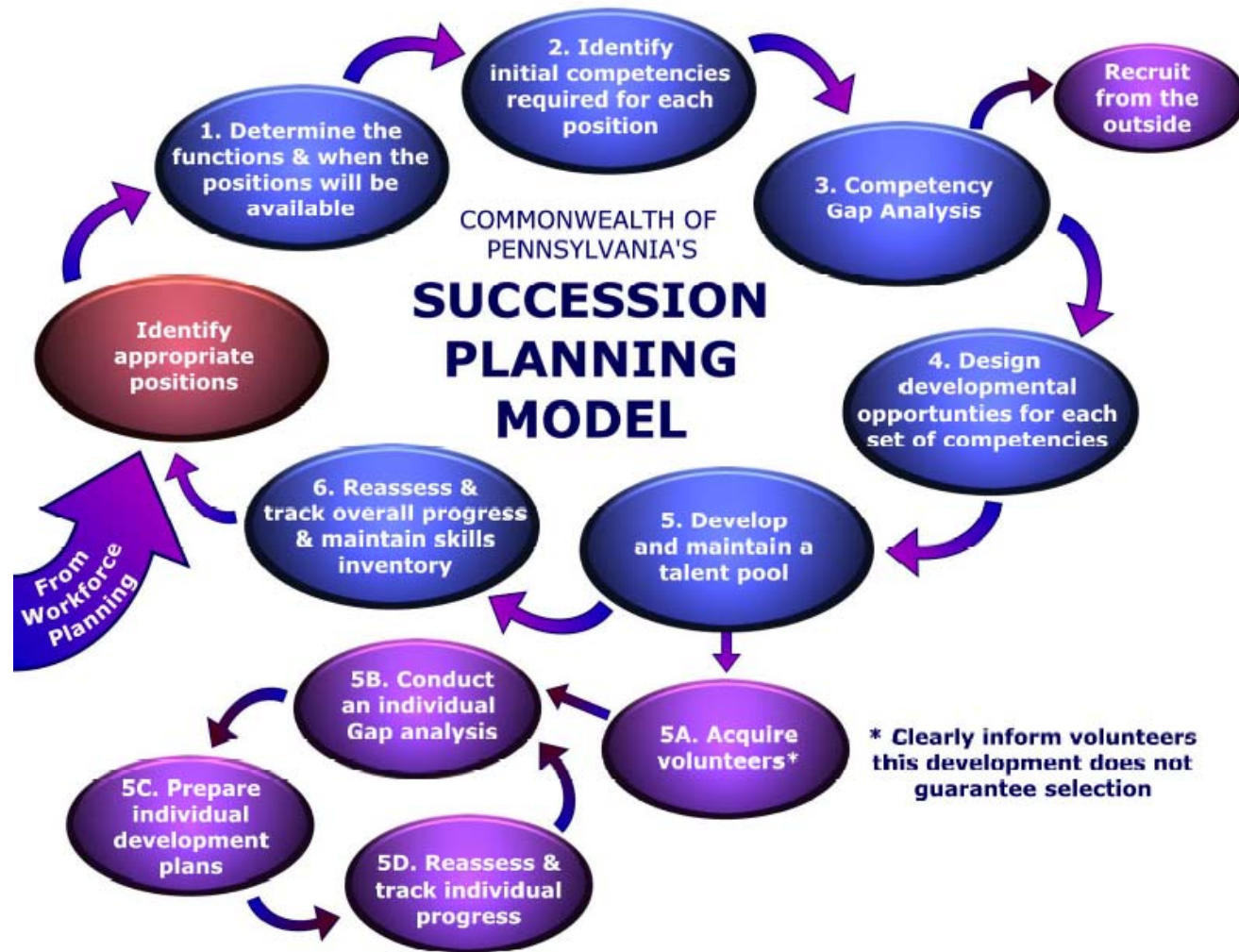
☐ yes
☐ no
☐ maybe



Knowing succession planning is important and **actually planning for succession** are two entirely different matters.

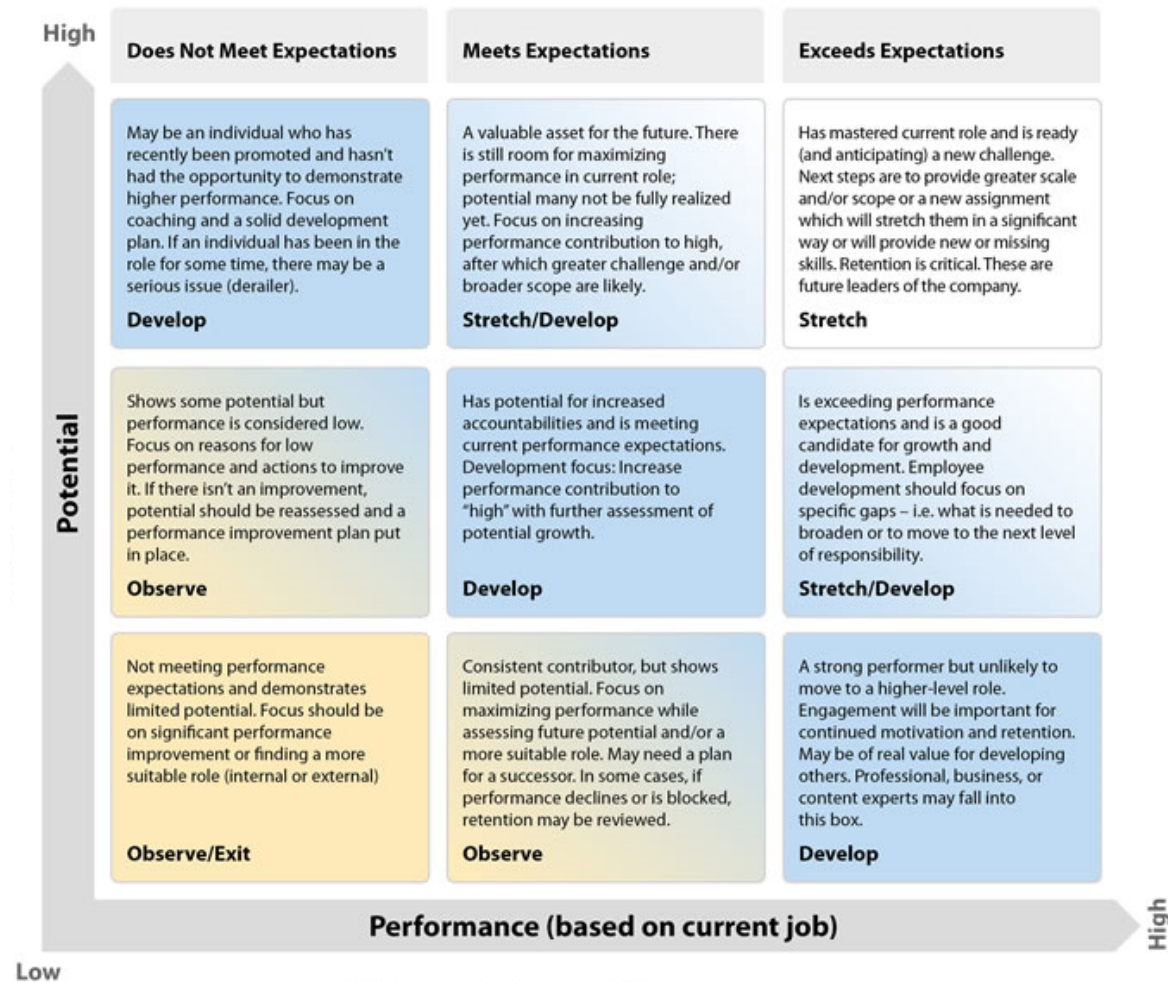


Effective Succession Planning



9-Box Method of Assessing

9-Box Grid for Company ABC



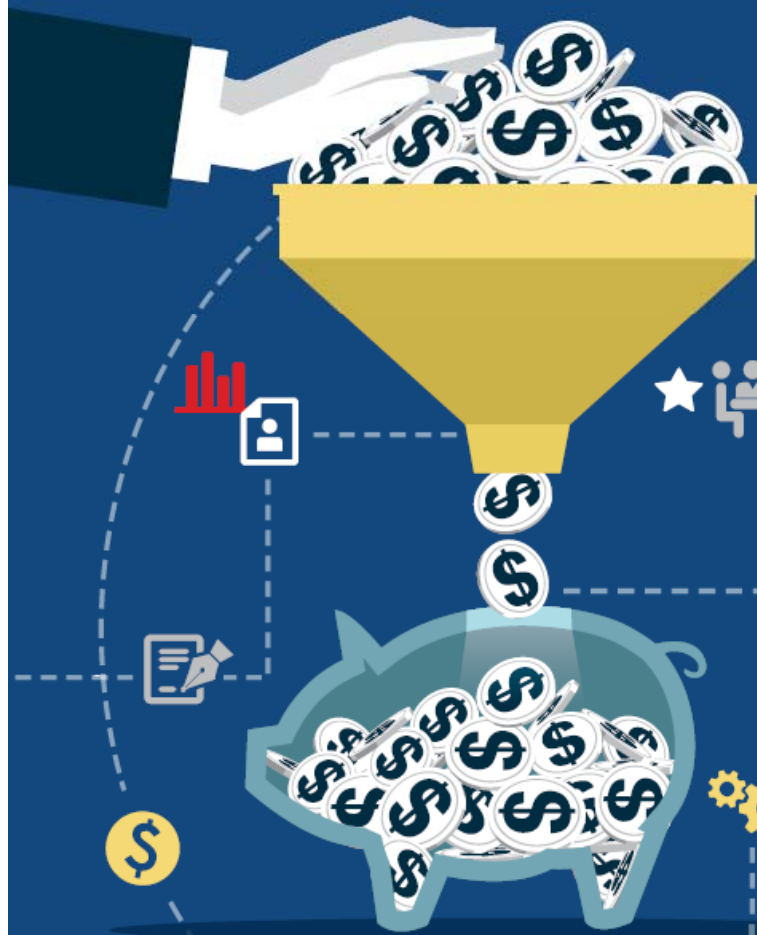
Implement Unified Talent Management



Audience Participation

**Do you have systems
(technology or otherwise) in
place to manage the
employee lifecycle ?**

Investment in Talent Management in 2015?



Same investment

63%

Increased investment

25%

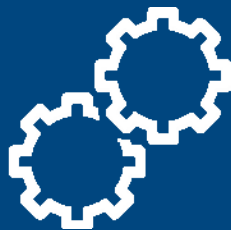
Reduced investment

12%

Business Benefits

To better predict future trends and their agencies' needs, professionals need to know what will happen and what they should do about it. A small but growing number of government agencies are turning to talent management tools and analytics to drive these insightful, data-driven outcomes.

Unified Talent Management and Analytics



**DEEPER
INSIGHTS**



**DATA-DRIVEN
SUGGESTIONS**



**SMARTER
DECISIONS**



**COST
SAVINGS**

Source(s):

1. <http://elearningindustry.com/top-10-e-learning-statistics-for-2014-you-need-to-know>

Questions?



Thank You for Joining Us

The webinar recording will be available at:

For more information

- www.csod.com/state-local
- <http://www.cpsshr.us/>