Succession Planning for the *New Government Workforce*

Patrick Ibarra, The Mejorando Group
Today’s Presenter

Patrick Ibarra
Former City Manager and HR Director
Founder of the Mejorando Group
(925)518-0187
patrick@gettingbetterallthetime.com
Future Factors

- Government VUCA
- Citizens Role
- Social Media
- Economy
- Legislation
- Service Delivery
- Legal
- Workforce Demographics
Role of Local Government

To serve as the Protagonist for a Better Quality of Life
Employee-Employer Compact

Stable employment
Steady pay
Good benefits
Only 13% of local government managers are under 40 while nearly 71% were under 40 in the early 1970’s.

Average age of a local government employees is 44 compared to average age of a private-sector employee which is 39.

In 2014, 19% of government workforce reached age 61, the average retirement age. By 2018, this figure rises to 28% of those working.

49% of local governments reported higher levels of retirement in 2014 compared with 2013.

22% had reported that employees had accelerated their retirements.
Millennials

- Aged between 15 and 35 are referred to as the ‘purpose generation.’
- 84% of them are seeking purposeful work and by 2025 they will represent 75% of the workforce.
Myth #1: Career goals are different from those of older generations.

Reality: Desire financial security and seniority just as much as members of Generation X and Baby Boomers.
Myth #2: Want constant acclaim and think everyone should get a trophy.

Reality: Want a manager who’s ethical and values transparency and dependability.
Myth #3: Do everything online.

Reality: Adept at interacting online, but that doesn’t mean they do everything virtually. To acquire new skills, they prefer face-to-face contact.
Myth #4: Can’t make a decision without inviting everyone to weigh in.

Reality: While more than half say they make better decisions with others’ input, the same is true of Generation X.
Myth #5: Are more likely to jump ship if a job doesn’t fulfill their passions.

Reality: Change jobs for the same reasons as other generations: to enter the fast lane, shoot for the top, follow one’s heart or save the world.
Lather,

Rinse,

Repeat
What is Succession Planning?

...ensures the continued effective performance of your organization by establishing a process to develop and replace key staff over time.”
Synchronized Strategy
Optimize Talent
Robust Leadership Bench
Stronger Employer Brand
Improved Service Delivery
Succession Planning Framework

“Which”
Phase 1
At-Risk Jobs/Positions

“What”
Phase 2: Job Profile
Skills to be Learned

“Who”
Phase 3: Potential Successors

“How”
Phase 4: Succession Planning Program Activities
Establish Scope of Succession Planning Program

- Assess Skills-Gap
- Career Pathing
- Recruitment
- Selection
- Learning/Training
- Mentoring
- Knowledge Transfer

Strategic Advance Meeting

“Which” Phase 1 At-Risk Jobs/Positions
Recruitment

Application Process

Minimum Qualifications

Sourcing Strategies

Timeliness
Job Qualifications: The primary function of this employee is to plan, develop, and implement neighborhood preservation, code enforcement, and citizen participation programs to improve the quality of neighborhoods in the City. This position performs all duties in accordance with the City Charter, City ordinances, the City’s personnel rules, and Federal and State regulations. The work is performed under the general direction of an Assistant City Manager, but considerable leeway is granted for the exercise of independent judgment and initiative. Supervision is exercised over the work of Neighborhood Programs and Code Enforcement.

Some examples of position responsibilities will be to perform duties including, but not limited to, direct, implement, manage and supervise the programs, operations, activities, budget and employees of the Neighborhood Resources Division charged with developing a vision and approach to facilitate improvements; oversee administration of Code Enforcement, and Neighborhood Programs Office; plan and implement improvement to enhance Division’s operational effectiveness; develop partnerships with other departments, governments or agencies to work on joint projects and address neighborhood initiatives, code enforcement and remediation by establishing interdepartmental or intergovernmental agreements; implement and evaluate the City’s policies and objectives for community outreach and volunteerism developing new and revised program policies, processes, and procedures; act as a liaison with other City departments, City Council, neighborhood groups, public and private agencies, and other communities and conducts meetings and presentations with such groups as needed; and manage resources related to compliance efforts associated with City codes such as nuisances, habitability and maintenance standards, and related codes and abatement procedures, determines priorities for compliance and enforcement in these areas, and monitors the status of such efforts.

Six (6) or more years of progressive management experience in directing neighborhood improvement programs;

A bachelor's degree in public relations, business administration, management, communications or related field;
THE THRILL OF VICTORY

THE AGONY OF DEFEAT
Adventurers Wanted!
Recruitment Improvements

1. Job Opportunities on web site and home page for all departments.
3. Testimonials from current employees
4. Mobile strategy.
5. Salaries on job announcements
Recruitment Improvements

6. Social Media strategy
7. Supplemental Questionnaires - revise
8. Seasonal employees – gather information
9. Promotional processes documented
Selection Improvements

1. Skip the Personality Profiles
2. Interview Panels – include co-workers and opportunity for supervisor-in-waiting
3. Interview Questions – Behavioral Interviewing
4. Timeliness
Pilot Development Program

1. Selection Process
2. Administer 360-Feedback
3. Create Individual Plan
4. Learning and Development Activities

The process is cyclical, indicating a continuous improvement cycle.
Succession Planning:
Three Groups of Employees

1. **Replacement Planning**: Potential Successors to At-Risk Positions - Selected for Pilot Development Program

2. **Replacement Planning**: Potential Successors to At-Risk Positions - **Not** Selected for Pilot Development Program

3. **Succession Planning**: Potential Successors interested in advancing his/her capabilities
Learning/Training Opportunities

**Executives**
- Creative Problem Solving
- Leading Change
- Managing Employee Performance

**Mid-Mgrs**
- Building Great Work Teams
- Effective Delegation
- Project Management

**Frontline**
- New Supervisor
- Providing Effective Feedback
- Time Management
Career Management

Methods

Career Resource Center
Mentoring
Learning Program
Growth Strategies
Employee Development Techniques

- Job Assignments
- On-the-Job Coaching
- Mentoring Program
- Special Projects
- "Acting" Role
- Job Rotation
- Conference Leader
- Shadowing
- Task Force Assignments
Who are we? A Change and Organizational Effectiveness Consulting Practice.

What do we do? Partner with organizations and implement solutions to improve organizational performance.

How do we do that? We provide expertise in:
- Succession Planning & Talent Management
- Organizational Effectiveness Services
- Strategic Planning Facilitation Services
- Leadership and Management Skills Training

How do you contact us? Patrick Ibarra, 925-518-0187 or patrick@gettingbetterallthetime.com
Web address: www.gettingbetterallthetime.com

Our mission is to help organizations and their members “get better all the time”