Talent Management: The Next Phase of Succession Planning

Patrick Ibarra, The Mejorando Group
Today’s Presenter

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Potential  Modern

Culture  Capacity
Future Factors

- Government VUCA
- Politics and Citizen Activism
- Mistrust of Institutions
- Economy
- Demographics
- Service Delivery
- Legislation & Legal
- Social Media
Employee-Employer Compact

- Stable employment
- Steady pay
- Good benefits
Workforce of Tomorrow

- Reinvent Human Resources
- Revamp Antiquated Practices
- Create a Culture that Values and Engages People
- Focus on Talent Mgt, Leadership Dev and Succession Planning
- Make Government An Employer Of Choice
Recruiting & Selection

On-Boarding

Mentoring

Career Pathing

Learning/Training

Succession Planning

Retention of High Performers

Workplace Environment

Performance Management

Talent Management
What is Succession Planning?

...ensures the continued effective performance of your organization by establishing a process to identify, select and manage talent to build bench strength.”
Reasons for Succession Planning

- Continuity of operations
- Identify highly talented individuals
- Promote employee development
- Refine organizational planning
- Establish the talent pool
Succession Planning Processes

• Identifying potential.
• Assessing readiness via performance and assessments.
• Determining strategies to develop and close any gaps; and
• Providing opportunities for employees to pursue career paths and express career interests.
How satisfied are you with your current succession planning efforts?

1. Very satisfied
2. Somewhat Satisfied
3. Dissatisfied
1. Caliber of applicant pools
2) Sources we’re using to attract candidates
3) Job announcements improvements
4) Current approaches to soft skills training
6) How credible is performance appraisal process
7) Career development advisory services
Lather,
Rinse,
Repeat
On-Boarding Process and First Day on Job

Engage

Deliver Feedback

Notify Dept. Employees

Buddy

Link to Desired Skills
Career Planning

1. Employee Brand

2. Structured

3. Reliable Process
How well are we using Social Media channels to announce job openings?

1. Very well
2. Okay, but it’s hit-n-miss
3. Not at all
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 homepage for all departments.
3. Testimonials from current employees
4. Mobile strategy.
5. Salaries on job announcements
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
How satisfied are you with your current learning/training programs for non-technical skills?

1. Very satisfied
2. Satisfied
3. Dissatisfied
Employee Development Techniques

- Job Assignments
- On-the-Job Coaching
- Mentoring Program
- Special Projects
- “Acting” Role
- Job Rotation
- Conference Leader
- Shadowing
- Task Force Assignments
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
Synchronized Strategy
Optimize Talent
Robust Leadership Bench
Stronger Employer Brand
Improved Service Delivery

Future Workforce
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

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