Surviving the "Retirement Wave"

10 Lessons in Growing Our Successors

CDWA

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Let's Start with 2 Questions

1. In the minds of line employees and support staff, what are the images of the work of senior management?

2. From your perspective, what are the rewards, benefits, and joys of senior management?

Overview

1. Demographic Crisis Facing Local Government

2. Focusing on Talent Development

3. Importance of People Skills

4. Succession Planning

Overview (cont)

5. Four-Prong Approach

6. Ten Lessons Learned

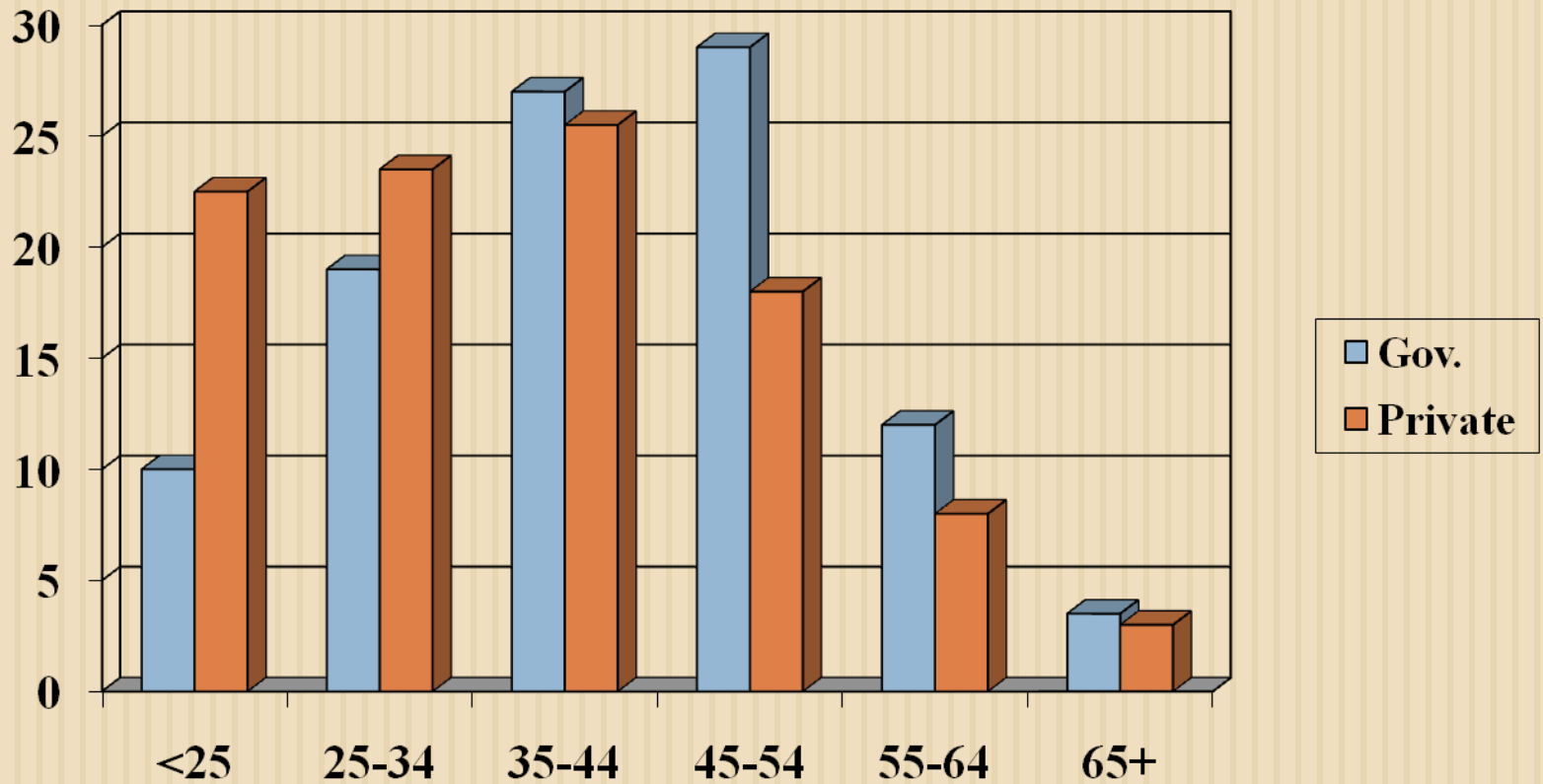7. Resources and Questions

The Demographic Crisis

- The Numbers
  - 80 million Baby Boomers (1946-1964) leaving economy
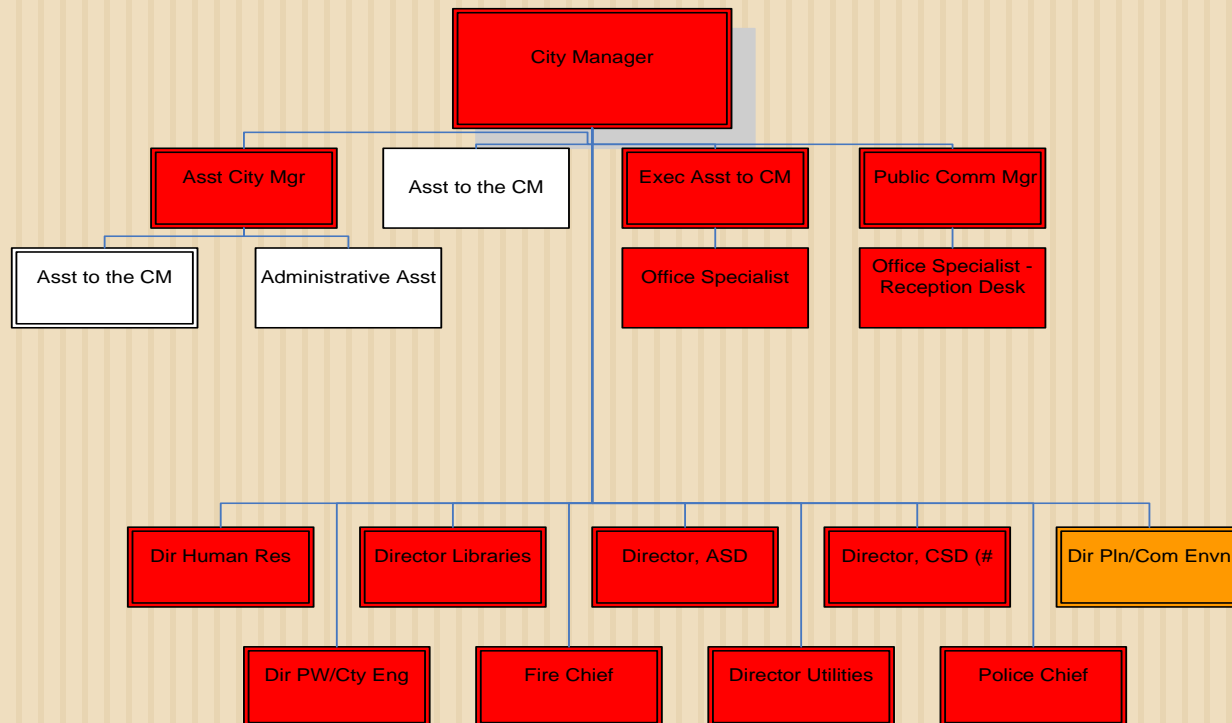 - 50 million Gen Xers (1965-1981) replacing them

- Large "Talent Replacement Gaps"
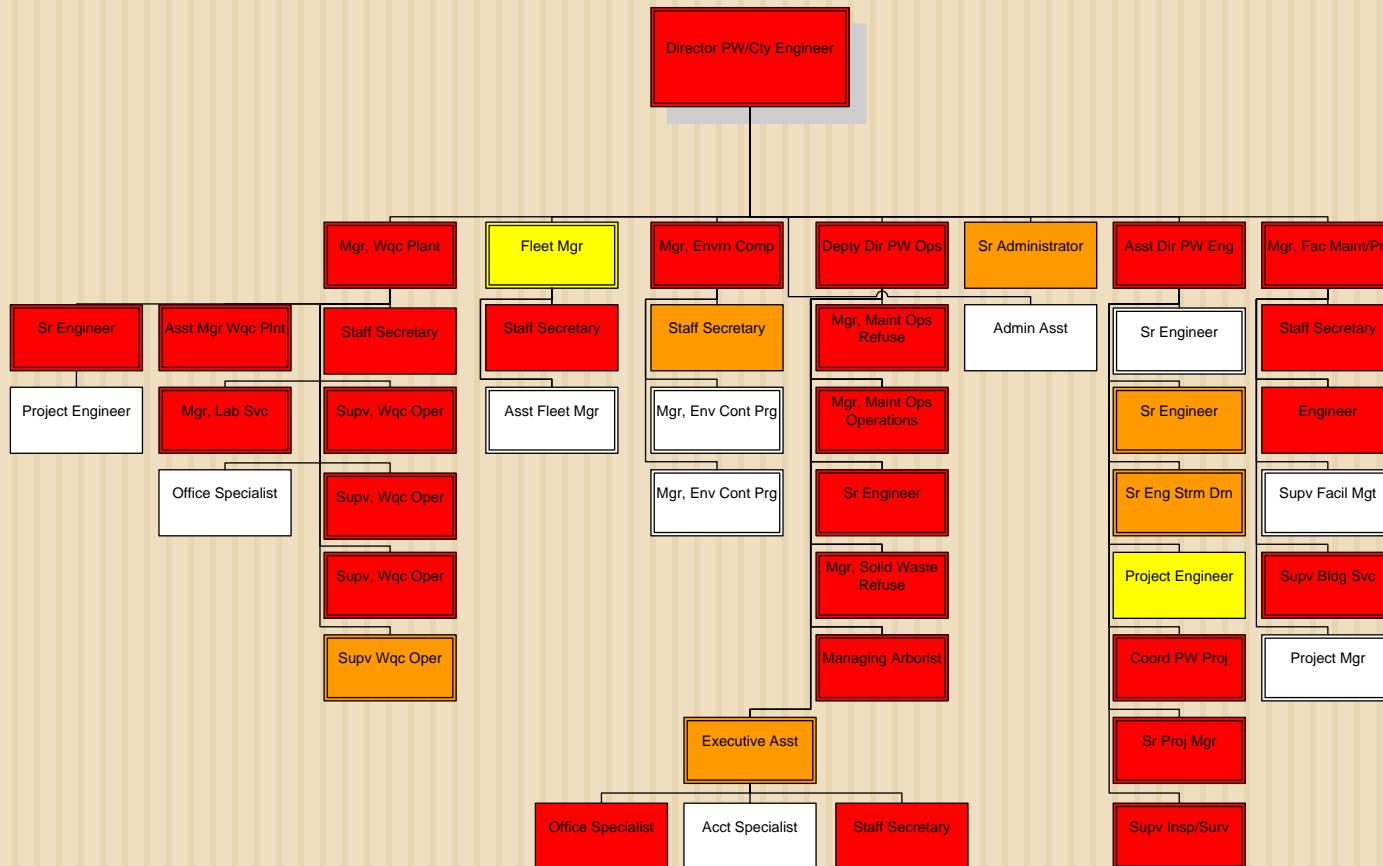
Age Distribution--Govt vs Private Sector Workers

City of Palo Alto Organization Chart
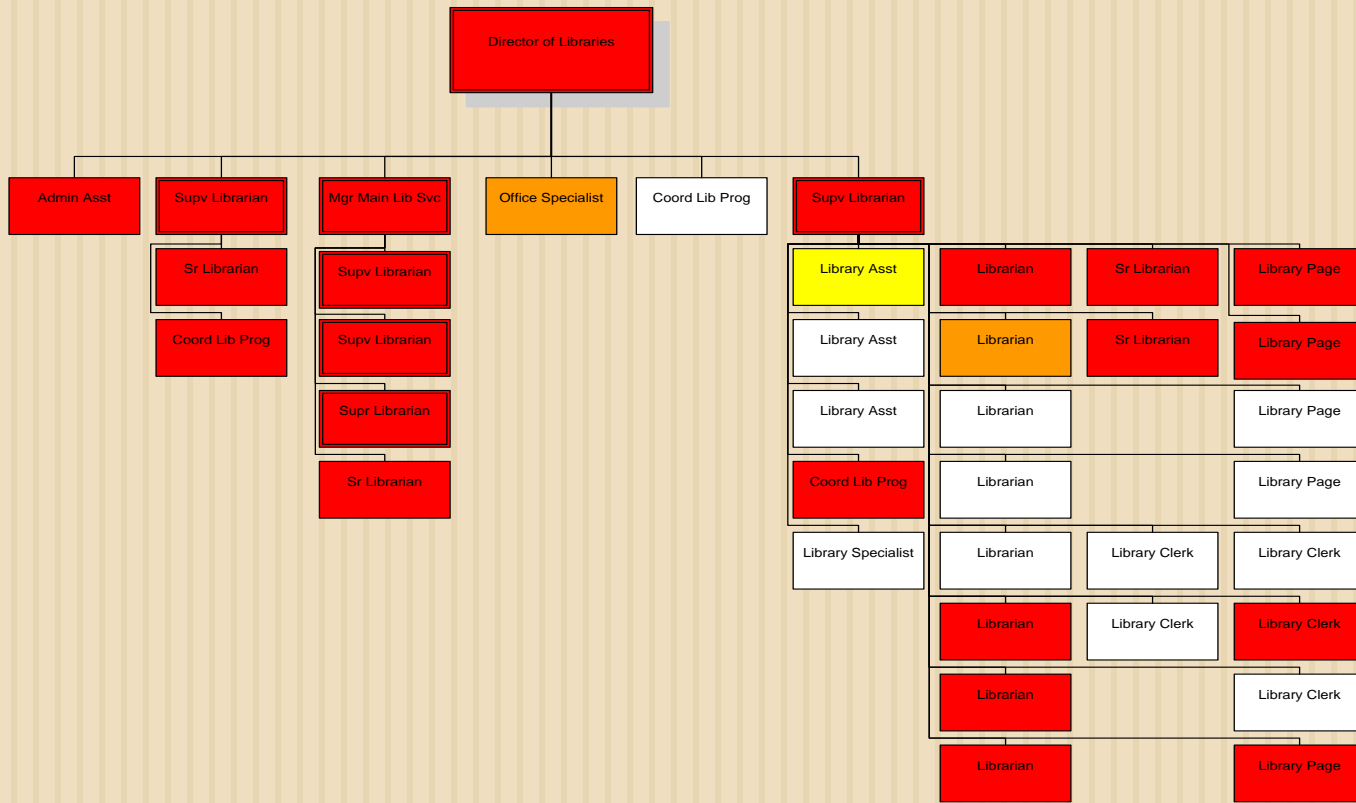
City Manager's Office

City of Palo Alto Organization Chart

Public Works Department
Administration

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                                    Director PW/Cty Engineer
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| Mgr, Wqc Plant | Fleet Mgr | Mgr, Envrn Comp | Depty Dir PW Ops | Sr Administrator | Asst Dir PW Eng | Mgr, Fac Maint/Prj |

- Sr Engineer
- Asst Mgr Wqc Plnt
- Staff Secretary
- Staff Secretary
- Staff Secretary
- Mgr, Maint Ops Refuse
- Admin Asst
- Sr Engineer
- Staff Secretary

- Project Engineer
- Mgr, Lab Svc
- Supv, Wqc Oper
- Asst Fleet Mgr
- Mgr, Env Cont Prg
- Mgr, Maint Ops Operations
- Sr Engineer
- Engineer

- Office Specialist
- Supv, Wqc Oper
- Mgr, Env Cont Prg
- Sr Engineer
- Sr Eng Strm Drn
- Supv Facil Mgt

- Supv, Wqc Oper
- Mgr, Solid Waste Refuse
- Project Engineer
- Supv Bldg Svc

- Supv Wqc Oper
- Managing Arborist
- Coord PW Proj
- Project Mgr

- Executive Asst
- Sr Proj Mgr

- Office Specialist
- Acct Specialist
- Staff Secretary
- Supv Insp/Surv

City of Palo Alto Organization Chart

Library Services Department
Administration

The "Retirement Wave"

☐ What are some typical organizational impacts of the "retirement wave"?

Typical Organizational Impacts

Over time. . .

- Promoted managers or other employees not ready to advance
- Difficulty recruiting seasoned managers
- Loss of productivity, service problems
- Loss of institutional knowledge
- Increased recruitment & training costs
- Loss of organizational capacity

Talent Development

☐ Why is issue of talent development even more important in tough times?

Talent Development Goals

- Create **"leader-full"** organization
- Develop a **pool** of talent able & ready to step into leadership positions at top levels & throughout organization

(Private sector metric for succession is 3 inside qualified candidates for every key position)
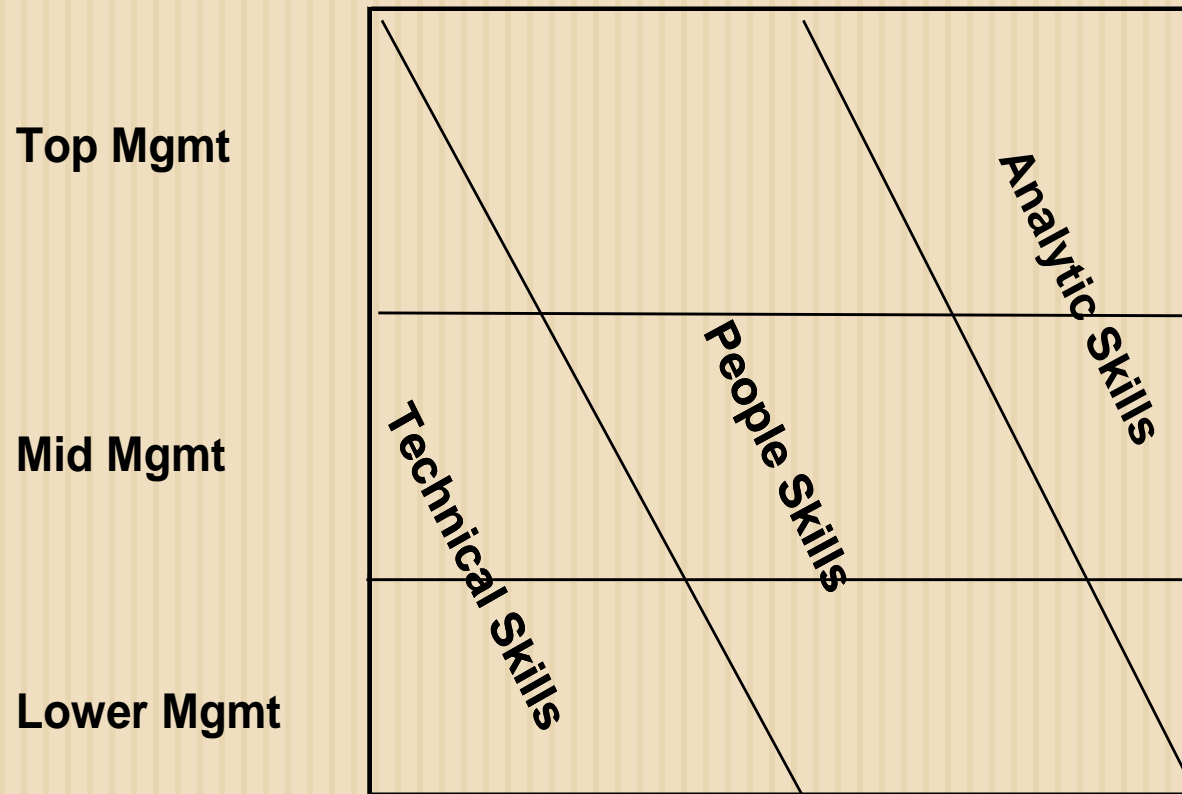
Talent Development

Historic View

Talent Development = classroom training

Contemporary View

Talent Development = series of "stretching"
job experiences coupled with helpful and candid
    coaching

The Importance of People Skills

Top Mgmt

Mid Mgmt

Lower Mgmt

Technical Skills

People Skills

Analytic Skills

80 percent of management failure is related to poor people skills

The Essence of Leadership

- "Leaders do not force people to follow. They invite them on a journey."

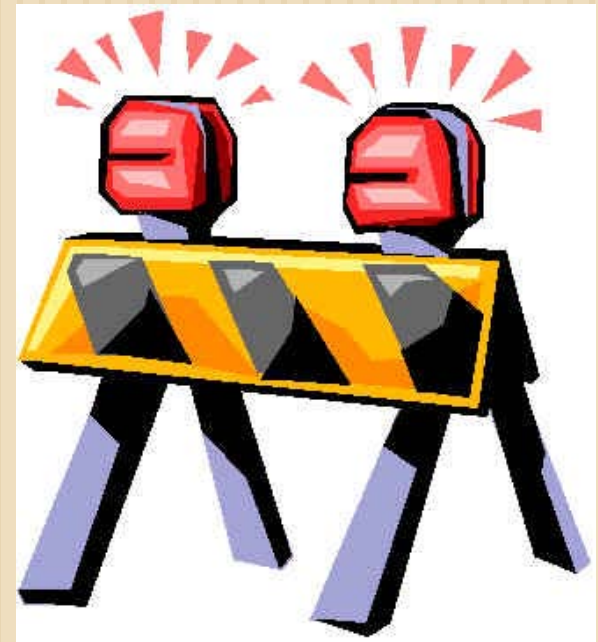Charles Lauer

Succession Planning

The Process:

☐ Identify key talent

☐ Assess their readiness

☐ Provide array of development opportunities

☐ Create development plans

for key talent

☐ Monitor progress

Barriers

- What are the barriers in your organization to undertaking an effective talent development & succession management effort?

Typical Barriers

- Early retirement

- Few monetary incentives to move up

- No one perceives rewards & joys of leadership

- "Quiet Crisis"

- Talent development is not a primary responsibility of senior managers

- Few leadership development & coaching programs to support succession planning

- Over emphasis on technical training & knowledge

Four-Prong Strategy

1. Accelerate development of talent in local government pipeline

    <u>examples</u>:
    - ☐ Interim management or special projects
    - ☐ Training on how to conduct development conversations
    - ☐ Management Talent Exchange Program
    - ☐ Cal-ICMA Coaching Program

2. Capture and transfer knowledge

    <u>examples</u>:
    - ☐ Desk manuals
    - ☐ Transition planning formats
    - ☐ Wiki's ("palopedia")
    - ☐ Videotaped interviews with retirees
    - ☐ Expert yellow pages

Four Prong Strategy (con't)

3. Re-recruit and retain talent, including early-, mid- and late-career talent

examples:

- ☐ Learning and "stretch" opportunities
- ☐ "Stay interviews"

4. Attract young people into the pipeline

examples:

- ☐ Re-branding
- ☐ Job shadowing
- ☐ Internships
- ☐ Management Fellowships

Lessons Learned

1. Ensure leadership from top

2. Make "talent development" a primary responsibility of senior managers

3. Target efforts but make development opportunities available to all

4. Integrate "growing leaders" into strategic plan

5. Go beyond classroom training to provide job experiences that stretch aspiring leaders

Lessons Learned

6. Provide an array of opportunities & choices

7. Align all organizational systems

8. Partner with governing board & unions

9. Place responsibility on employee

10. Allow for mistakes

Resources

□ Cal-ICMA Coaching Program

www.cal-icma.org/coaching

□ Webinars

□ One-to-one coaching

□ Speed coaching

□ "Women Leading Govt" Initiative

□ "Credentialed Govt Leader" Program

Resources

□ Frank's Career Compass advice columns **www.frankbenest.com**
  ◼ "Creating a Dream Team of Advisors"
  ◼ "The Subtle Art of Promoting Your Value"
  ◼ "Building a Personal Brand"

□ CSAC Institute for Excellence in County Govt
  www.csacinstitute.org

www.frankbenest.com