

CML's 94th Annual Conference June 21 - 24, 2016 Vail, Colorado

The contents of this presentation reflect the view of the presenter, not of CML.



Putting the "SUCCESS" in your Succession Plan

Lauren Mueller, HR Director, Town of Frederick
Julia Holland, HR Director, City of Loveland
Suzanne Smith, HR Director, City & County of Broomfield

The contracts of the recognition ratio the course of the course of the



Topics for Today

- Succession planning by the numbers what's the real state of the U.S. workforce?
- Who's leaving... and who's coming in to replace them?
- Replacement vs. Retention Why your succession plan needs to address both.
- How are other municipalities preparing to head off the crisis?

The contents of this presentation reflect the view of the presentary, not of GML.



Did You Know...?

- There are just over 40 million Americans age 65 or older, and they make up 13% of the population. By 2030, when all the baby boomers will have passed age 65, they will make up 20% of the population.
- Currently, one-third (33%) of the U.S. labor force is age 50 and older.
- The states with the highest percentages of people age 65 and older are Florida, West Virginia, Maine and Pennsylvania. The states with the lowest proportions of senior citizens are Alaska, Utah and Texas.
- Every day more than 10,000 baby boomers reach the age of 65. Every year, that's around 4 MILLION people that become eligible to retire.
- 37% of local government workers are age 50 and older, compared to 28% in the private sector.
- IPMA-HR reports that many government organizations could see retirement levels of 20% or more within the next five years.

The contests of this presentation reflect the view of the presenter, not of CML.



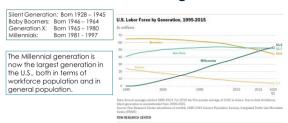
It's not just about "REPLACEMENT"... It's also about "RETENTION"

- 30% of external new hires turn over within the first two years of employment. (Monster.com)
- Turnover in the first 18 months of employment can be as high as 50%. (SHRM)
- Replacement costs can range from 25% 50% of annual salary. (Bureau of Labor Statistics)
- Not long ago, the average number of jobs held in one person's career was 6. Today it is 11.
- The average worker today stays at a job for about 4.4 years.

The contracts of the recognition and of the contract the contract of the contr



Changing workforce demographics create challenges...



There are more generations in the workforce now than ever before in our history!



Experience Lost... BUT... Enthusiasm & Innovation Gained

- How do we capture all of the knowledge and experience that my retiring employees have gained over the years?
 - They just "know" about everything that's ever happened here... valuable institutional knowledge will be lost when they leave!
 - Can we somehow capture that knowledge / education / experience so that our organization isn't "starting over" when they retire?
 - Is there anyone already working here who can replace this person, or do we have to search outside our organization?
- How do I keep this newer, younger employee engaged and invested in our organization?
 - How do we gain loyalty from a new employee, so that they don't leave after we've spent time and money training them?
 - How do we meet the younger employee's need for more responsibility, more training, more professional opportunities in an organization with limited space and resources?



City of Loveland

Julia Holland, Director of Human Resources

The controls of the commission relief the control of the control of the



City of Loveland Succession Planning Strategy

- Identify long-term goals and objectives of organization/department
- · Identify "key positions" and vulnerability
- · Identify potential successors
- · Development of potential successors
- Plan for high-risk positions without successors

The contents of this presentation reflect the view of the presenter, so of CMs.



identity Goals & Objectives	
Commitment and communication	
Assess current leadership roles and long-	
term needs	
What do we expect to change in priority over	
the next 1 to 5 years?	
 Will job functions need to be consolidated or 	
expanded?	
 What skills/abilities will be needed to match 	
staffing changes?	
The contents of this presentation reliefs the views of the presentary and of CAM.	
to title of title and title	
11 5	
Identify Key Positions	
What operations/roles are critical to the	
needs of the department/organization	
 Positions of influence within organization or community 	
Positions key to strategic goals	
Organization specific or highly specialized	
roles	
 Positions with significant learning curves 	
The contents of this presentation reflect the view of the view of the presentation reflect the view of the view of the presentation reflect the view of the	
to the change all the section	
A A/ 1 1919	
Assess Vulnerability	
Assess Vulnerability of Position	
- High potential	
- Engagement	
- Demographics	
 Performance feedback/development discussions 	
(130U33IU113	
CML	
the state of the s	

Identify and Assess Potential Successors

- Process of preparation NOT preselection
- · Use consistent criteria and tools
 - Identify current performance and potential
- · Determine readiness and willingness
 - Employees ready to move up
 - Employees in need of further development
 - Employees that may not want to move up

The contents of this presentation reflect the view of the presentation not of CML.



Last Name First Care Car	HR Director									_					
Last Name Name Politice Vasar at CITy Ranking 1 2 3 3 4 5 6 7 8 9 Total Score mediotres 1 3 4 5 5 6 7 8 8 9 Total Score Ministry 1 4 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5	rin birector	Eiret			norformanco					Compo	DEGITE	one	-		
projecte 1 A 3 500 370 8 70 800 1004 000 80 350 350 350 350 350 350 350 350 350 35	Last Name		Position	Years at City			2	3	4	5	6	7	8	9	Total Score
In a 101 To 2 102 To	rastrianie	realite	rosition	rears ac cit	roamong	-	-	,	-	,	v	-		-	IOUN SCOLE
Improves 3 C	Employee 1				Α	3.50	3.70	3.70	3.00	3.60	4.00	3.80	3.50	3.50	3.59
Improves 3 C															
and entermone severel and severil perfect of severi	Emplayee 2				В	3.30	3.70	3.34	2.90	3.30	3.40	3.60	3.30	3.00	3.31
and entermone severel and severil perfect of severi							L		J			L			
own and competency useful relatembly potential using the following useful of 1.0.4.6. Commission (Interference of the Section of the competency of the comp		-				3.00	3.30	3.54	2.50	3.50	13.80	3.50	3.00	3.30	3.22
4-0.0 Consistently exhibits believes of this completion (3-1.5 Projectly exhibits believes of the completion (3-1.5 Projectly exhibits believes the completion (3-1.5 Projectly exhibits believes the completion (3-1.5 Projectly exhibits believed by seen as benedicipal correlation as the policy of projectly believes the completion (3-1.5 Projectly exhibits believed by seen as benedicipal correlation as the policy of projectly believes the completion (3-1.5 Projectly exhibits believed by seen as benedicipal correlation as the policy of projectly believes the completion (3-1.5 Projectly exhibits believed by seen as benedicipal correlation as the policy of projectly believed by seen as benedicipal correlation as the policy of projectly believed by seen as benedicipal correlation as the policy															
2-3.2 Preparety exhibits belian for 16th competency celleral In 20-10 and 20-10 and 20-10 and 20-10 and 20-10 and 20-10 and celleral In 20-10 and 20-10 and 20-10 and celleral In															
Design entire the transport of the competency and t															
extending heretails Competency Anahya. Gas anahya to define area for exceptances. The competency anahya. Gas anahya to define area for extended anahya. Gas anahya to the competency anahya to the competency anahya to the competency data in a manner that is clear and corricio. Demonstrates appropriate writing allias with pool genemic, sentence construction, act looks. Community Relations: Disaly a responsiveness to public. Thesis people fairly, User respectful and appropriate language, display considerate the competency of the competency of the issues at a hard to develop effective solutions when displayed or disagra- ssiveness to the competency of the competency of the sense at a hard to develop defective solutions when displayed or disagra- ssiveness to the competency of the competency o															
communication communicates effectively, using a variety of methods. Identifies issues and ideas; provides information that is a best in a manner that is clear and concision. Demonstrates appropriate writing stills will pool garantee, sentence contraction, as best in a manner that is clear and concision. Demonstrates appropriate string stills will pool garantee, sentence contraction, as Community Relations and appropriate impaging still provides and state of the sentence							_								
Communication: Communication effectively, using a variety of methods, identifies issues and ideas; provides information that is as in a manner that it can are and consist, bromatures appropriate image fails with proof garmanic sentence communication, according to the consistence of the communication of the consistence of the communication of t		Competenc	cy Analysis	- Gap anary	sis to define a	reas to	31								
sets in a manner that is clear and controls. Demonstrates appropriate writing shills will pool garannic sentence controls controls. An advantage of the controls of the controls of the control of the c				de contem a com	sints of mathematical			:							alon that is a
Community Relations: Display responsiveness to public Treats people fairly. User respectful and appropriate language, display emonstrates commitment to public arrives. Community Relations: Display responsiveness to public Treats people fairly. User respectful and appropriate language, display emonstrates commitment to public arrives. See the second of the seco															
. Community Relations: Displays responsiveness to public Treats people fairly User respectful and appropriate language; displays emensitates commissions to public services to public services. Conflict Resolution: Addresses conflicts by focusing on the issues at hand to develop effective solutions when disputes or disparative conflicts and the public programme of the public services of the public services. The public services are services on maintains impuritually, and applies neg- performance of the public services are services. The public services are services or services are services are services are services or services are services. The public services are services are services or services or services are services are services. The services are services or services are services or services are services or services. The services are services are services or services are services or services. The services are services are services or services or services are services. The services are services are services or services are services are services. The services are services are services are services are services are services. The services are services are services are services are services. The services are services are services are services are services. The services are services are services are services are services are services. The services are services are services are services are services are services. The services are services are services are services are services are services. The services are services services are services services services services are services servi		is cocar and	a concisc.	Demonstrate	a appropriate	*********			600	0 6-4-		, 501			raction, acc
emonistrators commitment to public service. Confill Resolution Adverses conflicts by toccusing on the issues at hand to develop effective solutions when disputes or disagrace. Confill Resolution Adverses conflicts by the confile of the confidence of the		s: Displays	responsiv	eness to pub	lic: Treats peop	ole fai	rly: U	ses re	spect	ful ar	nd and	prop	riate l	langu	age: displays
C. Confill in Resolutions: Addresses conflicts by trocular by the cause of a heat to develop effective solutions when disputes or disagrated confilers be readed in purplish in global many than the calculations and the communication, manifesting impartial medical time under communication, manifesting impartial medical time of the calculations and incorporates financial analysis into strategic decisions. In Francial Responsibility in Understandin formation grade goals and incorporates financial analysis into strategic decisions. In Francial Responsibility in Understandin formation grade goals and incorporates financial analysis into strategic decisions. In Francial Responsibility in Understandin formation grade grade goals and incorporates francial analysis into strategic decisions. In Ingrace 8 influence levy decision-makes Advises with which in the community of					,		.,,					,,			
onflicts from escalating and brings conflicts to resolution. Financial Repromisibility Understands Financial Ingest, Sudget goals and incorporates financial analysis into strategic decisions. Intendish place and sudget control of the production					the issues at	hand t	o de	velop	effect	ive so	olutio	ns w	hen o	lisput	tes or disagre
F. Francial Repossibility: Understands francial largets, budget pasks and incorporates francial analysis into starting decisions, including the advantage of colors. In pact 8 influence Pursues and of the gains support for indicas support perspettures are growness conservation of agreement properties for the compliance of the properties for the properties of the properti	resolve conflicts by pro	oviding imp	artial med	iation when	needed. Facilit	tates c	omm	unica	tion,	maint	tains i	impa	rtialit	y, ani	dapplies neg
iterability to address changing princities. Creates sound business cases to support expenditures and promotes conservation of eggs, invasid a features, browns and other gains assopre for dests. Dollspark solds for influence for electron-marks. A Advises were invasid associated to the production of	conflicts from escalation	ng and brin	gs conflict	s to resolutio	in.										
. Impact & Influence Pursuse and Other gains support for ideas. Displays ability to influence ley decision-makers. Adheres view-upportunities to compromise to accompany the compromise to the proportunities to help the organization anchieve let goals and mission. Looks for what needs to a decision of the compromise to the proportunities to help the organization anchieve let goals and mission. Looks for what needs to a decision of the compromise the proportunities to help the organization and the second and mission. Looks for what needs to knowledge the second to the compromise the proportunities of the compromise the compromise the proportunities of the compromise the compr	4. Financial Responsible	lity: Under	stands fina	ancial targets	, budget goals	and in	corp	orate	s finar	ncial a	analy	sis in	to str	ategi	decisions. In
proportable to accomplish posis. Addresses divergent opinions. (Initiates: Active) seeks out opportunities to help the organization archive its goals and mission. Looks for what needs to be of .). All Experiens: Regarded by poers as knowledgeable credible and as the go-to-prenor, demonstrates the job sistli and knowledge. Loaderships: Challette, Confedere in self and other. Impliers represed into that, Reacts will engine pressure. Excourages others to perform well. Strategic Thinking: Approaches objective and dissues in a logical and systematic manner. Examines situations from multiple persy.	flexibility to address ch	nanging pric	orities. Cre	ates sound b	usiness cases	to sup	port	exper	nditur	es ani	d pro	mot	es con	servi	ation of organ
Linitative.' Actively seeks out opportunities to help the organization active its goals and mission. Looks for what needs to be of Liob Expertise: Regarded by peers as knowledgeable credible and as the go-to person; demonstrates the job stills and knowledge Lice and the still be added to the control of t	5. Impact & Influence:	Pursues an	id often ga	ins support f	or ideas. Displ	ays ab	ility t	o infi	uence	key o	decisi	on-n	nakers	. Ach	ileves win-wi
, lab Expertise: Regarded by peers as knowledgeable credible and as the go-to person; demonstrates the job skills and knowledge. J. deadership: Exhibits confidence in eight and others; Inspires respect and trust. Reacts well under pressure. Encourages others to perform well. Strategic Thinking: Approaches objectives and issues in a logical and systematic manner. Examines situations from multiple persy strategic Thinking: Approaches objectives and issues in a logical and systematic manner. Examines situations from multiple persy.	appropriately to accomplish goals. Addresses divergent opinions.														
8. Leadership: Exhibits confidence in self and others, Inspires respect and trust. Reacts well under pressure, Encourages others to operations well. Strategic Thinking: Approaches objectives and issues in a logical and systematic manner. Examines situations from multiple persy.	6. Initiative: : Actively seeks out opportunities to help the organization achieve its goals and mission. Looks for what needs to be done and does it.														
o perform well. . Strategic Thinking: Approaches objectives and issues in a logical and systematic manner. Examines situations from multiple persp	7. Job Expertise: Regarded by peers as knowledgeable credible and as the go-to person; demonstrates the job skills and knowledge required for the position														
. Strategic Thinking: Approaches objectives and issues in a logical and systematic manner. Examines situations from multiple persp	8. Leadership: Exhibits confidence in self and others, Inspires respect and trust. Reacts well under pressure. Encourages others to take action. Motivates of														

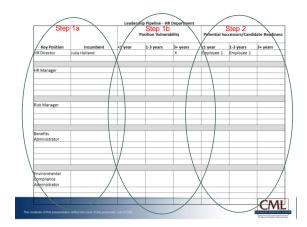
The contexts of this presentation reflect the view of the presenter, and of CML.



High potential leader being evaluated in new role/level or has skill gaps; focus = enhancing contribution	Solid performance with high potential to make significant contributions; focus = positioning the leader to excel	Strong performance coupled with strong leadership capability to drive change; focus = align with opportunities and
Employee 3, 3.22	Employee 2, 3.31	advancement Employee 1, 3.59
Limited capacity to increase performance through management or leadership capabilities; focus = evaluating fit - development plan to improve performance	Solid performance for today's challenges, potential to maximize contribution; focus = development of leadership capabilities and maintaining required expertise	Strong performance and day-to-day leadership in function, focus is on today's challenges; focus - developing leadership capabilities with emphasis on driving growth
Inconsistent leadership behaviors; focus = performance management	Solid performance for today, but with risk of falling behind due to behaviors; focus = increasing contribution and strengthening leadership capability	Good current performance, but with risk of leadership behaviors hindering growth of organization; focus = develop with emphasis on strengthening leadership capabilities

The contents of this presentation refined the view of the presenter, not of GMs.





Development & Retention

- Provide opportunities for training in the classroom and on the job
- Demonstrate commitment to providing new experiences and skills
 - Cross-train
 - Temporary assignments
- · Set expectations

The contests of the security and of the security of the



Plan for Positions without Successors

- · Exit strategies
 - Knowledge Transfer Program
 - Position binders and open training forums
- Transition programs
 - Part-time or contract
- Consider cross-department succession opportunities

The contents of this presentation reflect the view of the presenter, so of CMs.



City & County of Broomfield		
Suzanne Smith, Director of Human Resource		
	•	
	·	
The contents of this presentation infect the sine of the presenter, and of Chi.	ONANHERS IN NO.	
Due confiel de Due Meule		
Broomfield's Pre-Work • Broomfield Leadership Academy	•	
Identified Core Leadership Competencies Created academy program Mentors		
Workplace project Knowledge Transfer Documentation		
SOPsEmployee Engagement SurveyWorkplace Dynamics		
The contents of this presentation reflect the views of the presentation reflect that	CML	
Name of the Control o	of Chandra State and These	
Baby Steps At First		
Focused on Critical Employees Nearing Retirement		
 Hired potential replacements in lower level positions Mentoring Documentation 		
Revamped our Hiring Process Scorecard Who Hiring		
Started the conversation – Identifying Key Employees		
	CML .	

Other Activities		
Retention of Top Performers Employee testimonials – View them at http://www.broomfield.org/index.aspx?NID=2401 Opportunities outside of normal duties Broomfield Innovation Team Google Innovation Team Employee Committees Compensation Plan Emphasized flexibility Adjustments towards the mid-point		
Exceptional Merit Meetings to focus on gaps		
The contents of this presentation reflect the view of the presenter and CML.	CML	
Today		
loday		
 Demographics Average age of senior leadership team Average age of front-line and middle leadership Average age of key technical positions Who is eligible for retirement Satisfaction Levels by Work Unit Personnel Merit System doesn't go away Competitive process for vacancies Must meet or exceed qualifications 		
- Must meet of exceed qualifications	CMI	
The contents of this presentation reflect the sinus of the presenter real of CMs.	CONSIGNATION MEASUREMENT IN A MANUAL TOWN	
Process		
Strategic Plan (Optional – but you probably need to		
know where you are going) Risk Assessment Identify Key Positions	,	
 Profile of Key Positions Shared Core Competencies		
Development PoolEmployees Complete Their Profiles		
Perform Gap Analysis Create Development Plans to Fill Gaps		
Create Development Plans to Pill Gaps The coded of the premisted and of the street of the premisted and of the	CML Management of the Company of th	

Plans for 2017		
Oracle HCMBest Fit AnalysisReadinessRisk of LossImpact of Loss		
The contents of the presentation reflect the view of the presents; set of CMI.	COML SCHOOL VISION AND THE STATE OF THE STA	
Resources		
 Larimer County – Workforce "Planting" Guide Fairfax County – Workforce Planning Manual 		
IPMA-HR Succession PlanningConsultantsHRIS/HCM Vendor		
	CAM	
The contents of this presentation refined the when of the presentin, and of CMI.	CML	
Town of Frederick		
Lauren Mueller, Director of Human Resou	urces	
The contents of this presentation infect the view of the presenting and of CMI.	CML	

But... we're small! • No matter the size of your organization, you can (and should):

- Identify key positions in the organization, and which of those positions will likely need to be backfilled in the next 12 – 36 months
- Identify key employees in the organization with the capability and the desire to move into these key positions
- Review the required competencies of the position
- Identify knowledge / development / experience gaps
- Develop an action plan for getting employees ready to fill these key positions when the time comes

X----



Have A Plan

Developmental Action Plans should address:

- What new responsibilities do you plan to assign to help this person develop?
- What task force, projects or special assignments will be given to aid development?
- What specific training, seminars, certifications or degrees are recommended or required?
- What contribution is the organization going to make, and what personal contribution is the employee willing to make?

The contests of this presentation reflect the view of the presenter, not of GAB.



Knowledge Transfer

- · Standard Operating Procedures
- · Department Manuals
- History Journals
 - Electronic (database/spreadsheet) or Hand-Written
 - Bullets or Full Sentences
 - Text or Pictures
 - Biographical or Autobiographical
- Whatever You Do... Just DO IT !!

The contents of this presentation reflect the view of the presentary, not of GML.



Reme	mber	
Succession Planning IS A formal way to look at current and future staffing needs A catalyst for leadership development Proactive For everyone in the organization Preparation A continuous and ongoing effort	Succession Planning ISN'T Only something we do if we know someone is retiring soon A disaster recovery plan Reactive Only for the top of the org. chart Preselection A one-time project that lives in someone's filing cabinet	
The contents of the presentation reflect the view of the presenter, not of CML.	MANUFACTURE TO THE PARTY OF THE	
QUEST	TIONS ??	
The contents of this presentation reflect the view of the presenter, not of CAL.	TOTAL DESCRIPTION OF THE PROPERTY OF THE PROPE	
THANK	YOU !!	
 Julia Holland: julia.holland@cityofl 	oveland.org	
Suzanne Smith: ssr	mith@broomfield.org	
Lauren Mueller: Imu	ueller@frederickco.gov	
The cortents of this presentation reflect the view of the prevention risk of CAS.	CML	