

Succession Planning and the Brain Drain Among North Carolina Municipal Employees

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UNC-CH School of Government

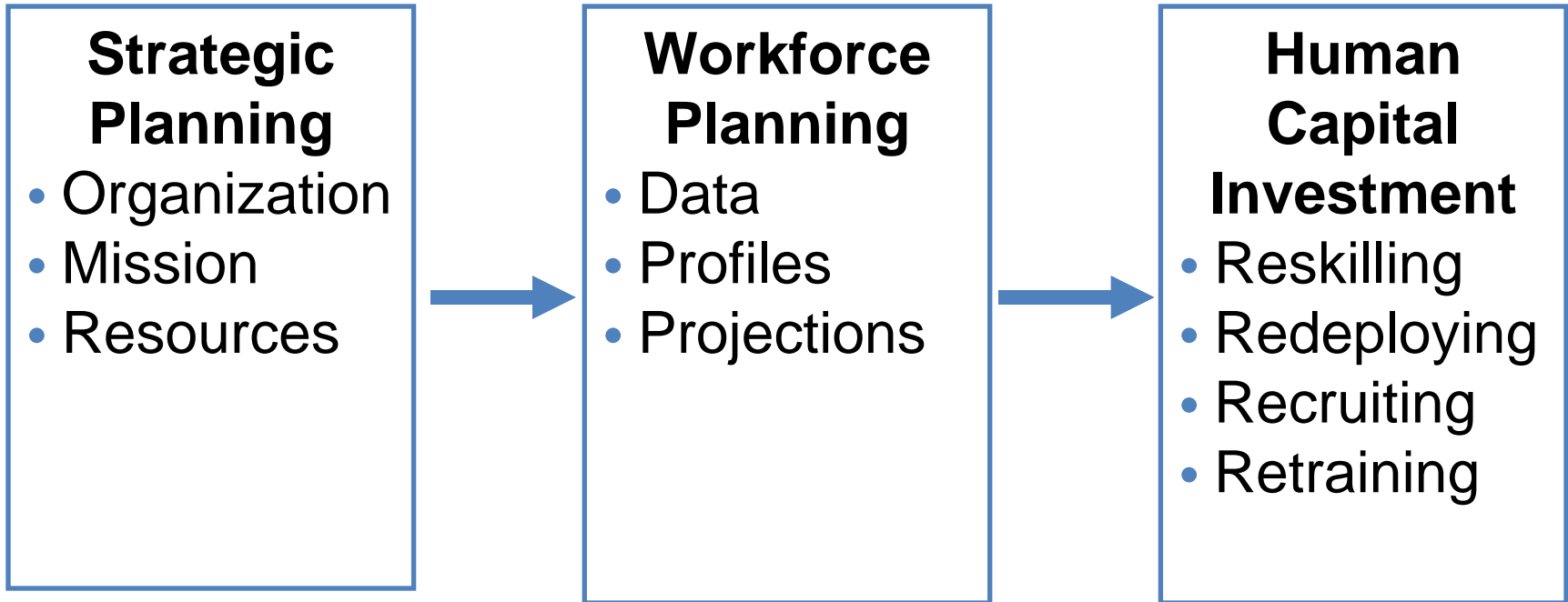
Forum on North Carolina's Aging Workforce

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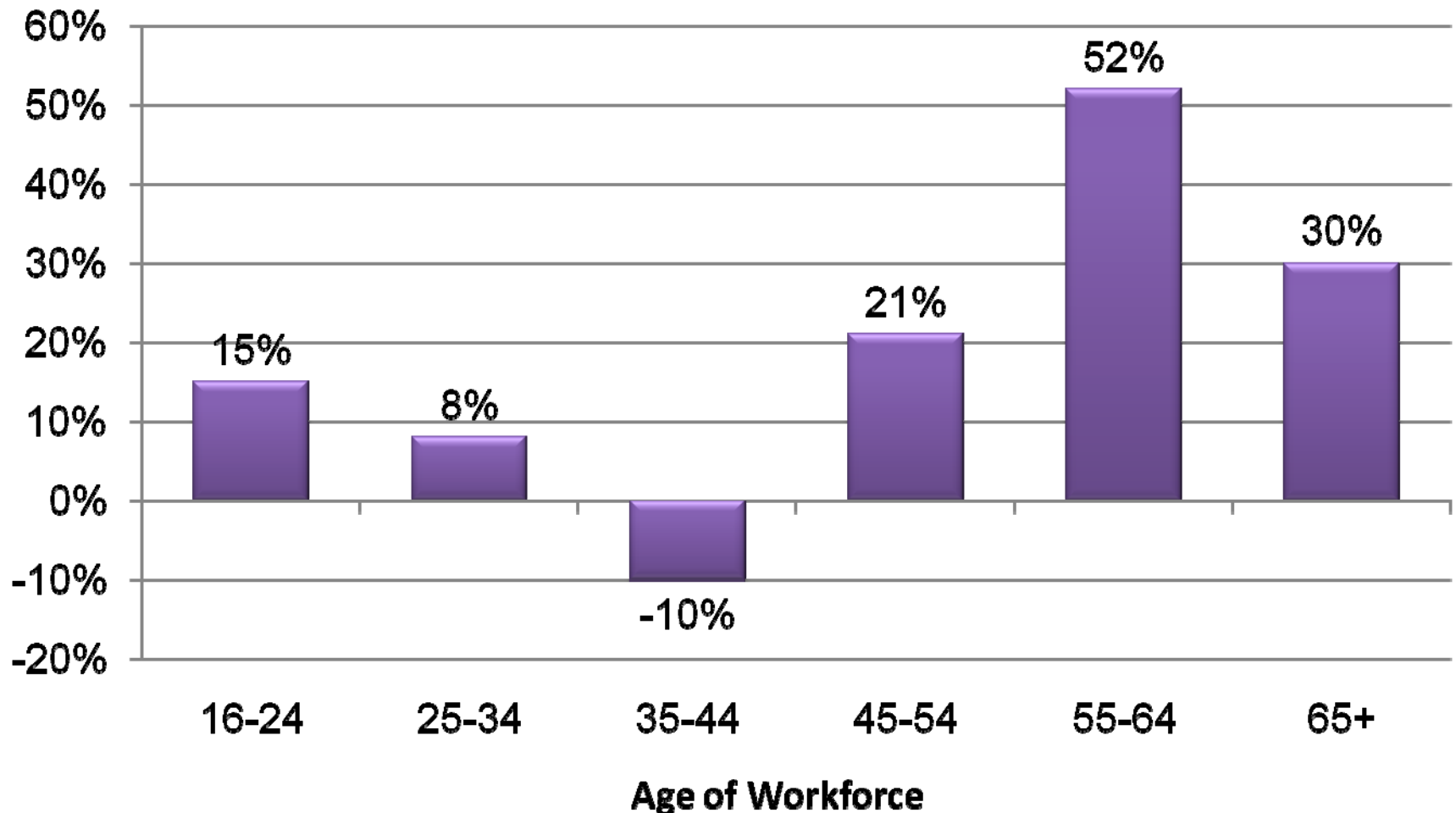


Greater Attention to Planning

Why workforce and succession planning?

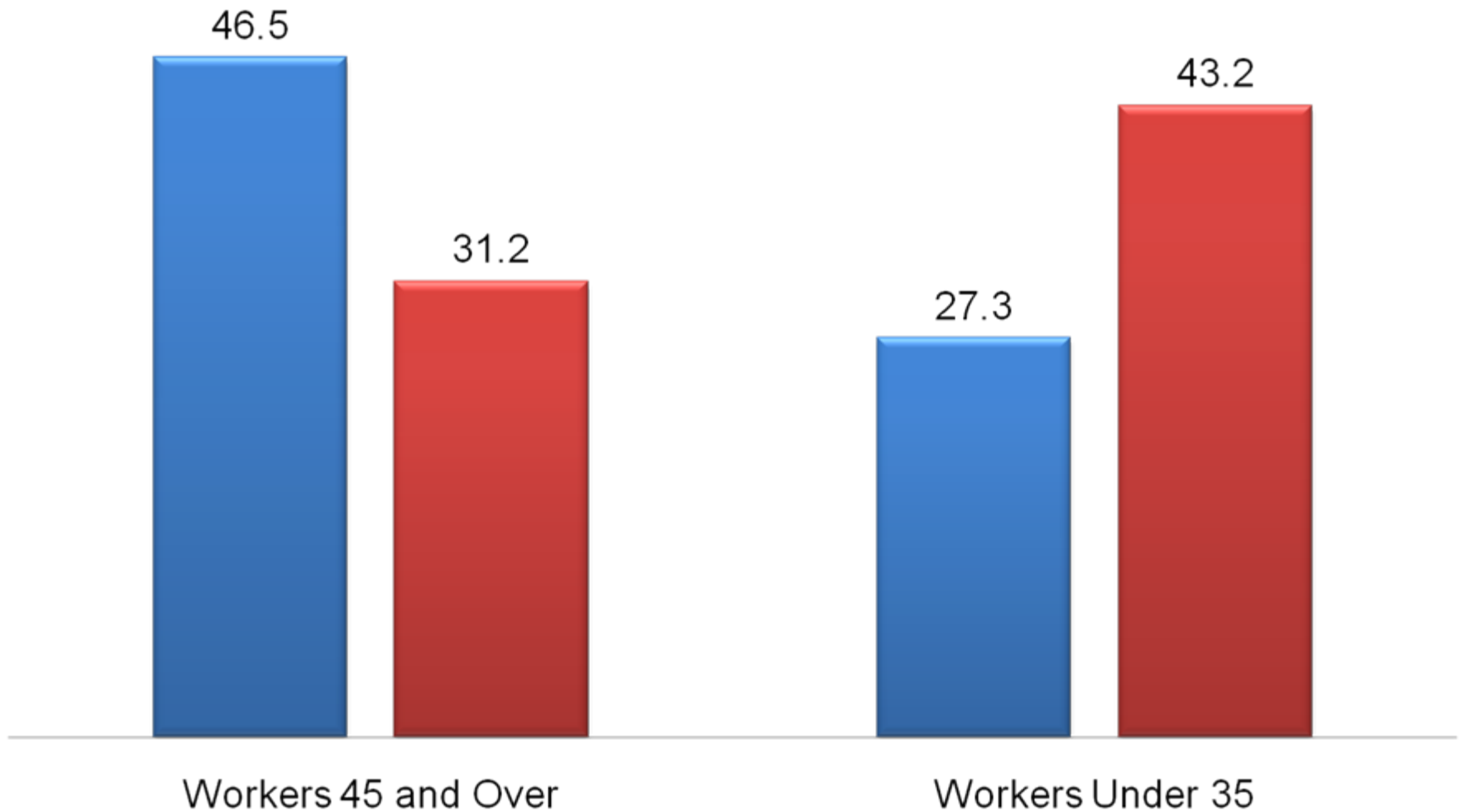
- Changing demographic
- Increasing organizational responsibilities
- Increasing complexity of governance

Growth Rate in U.S. Workforce by Age 2000-2010



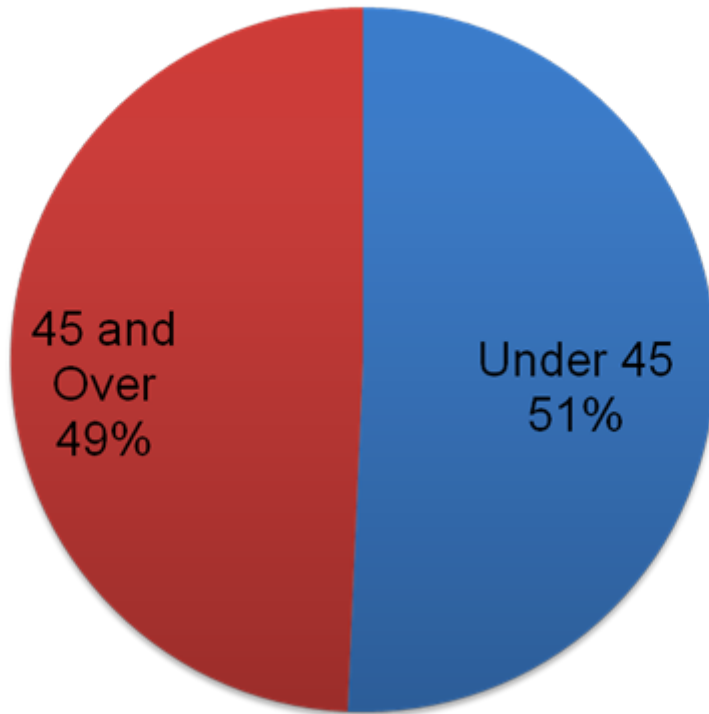
Older Workers in Government and Private Sector, 2001

■ Government ■ Private Sector

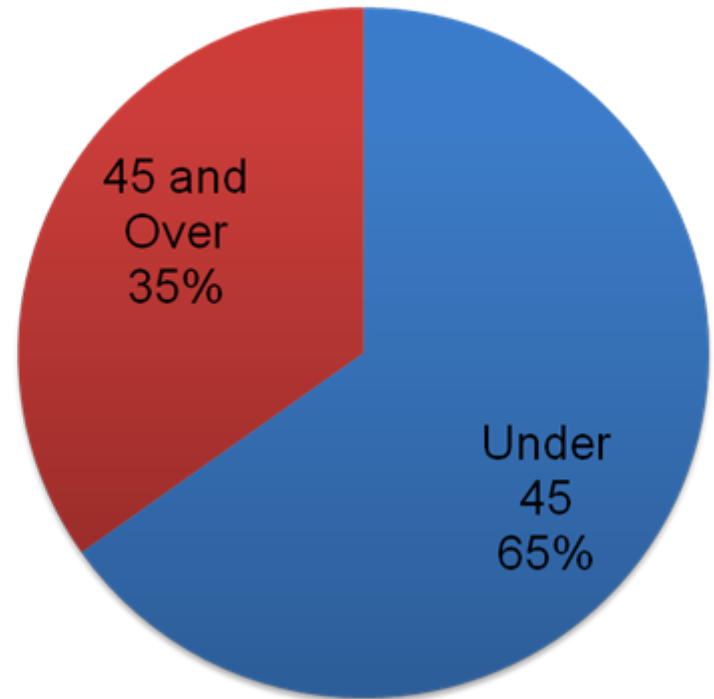


Knowledge Workers in Government and Private Sector, 2001

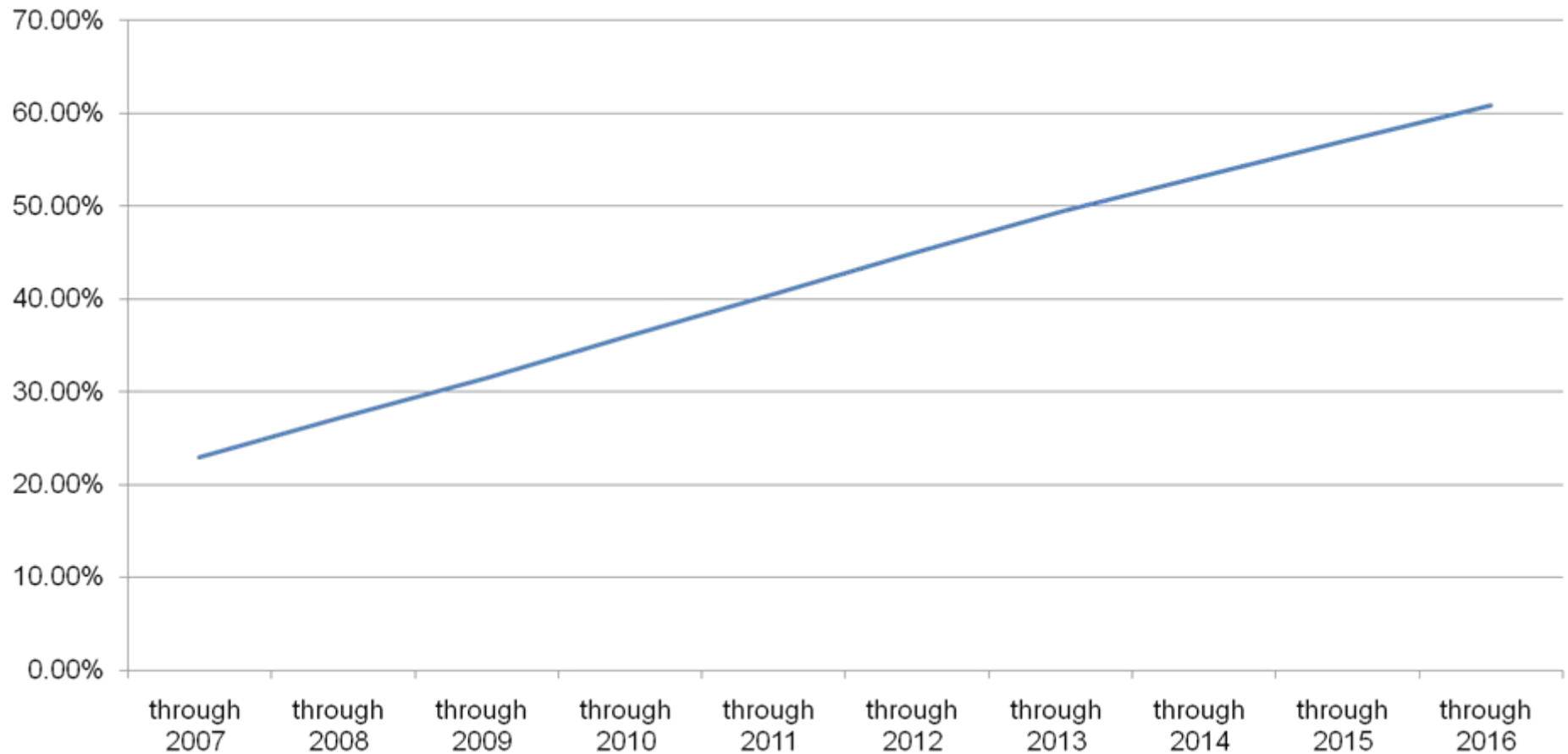
Government

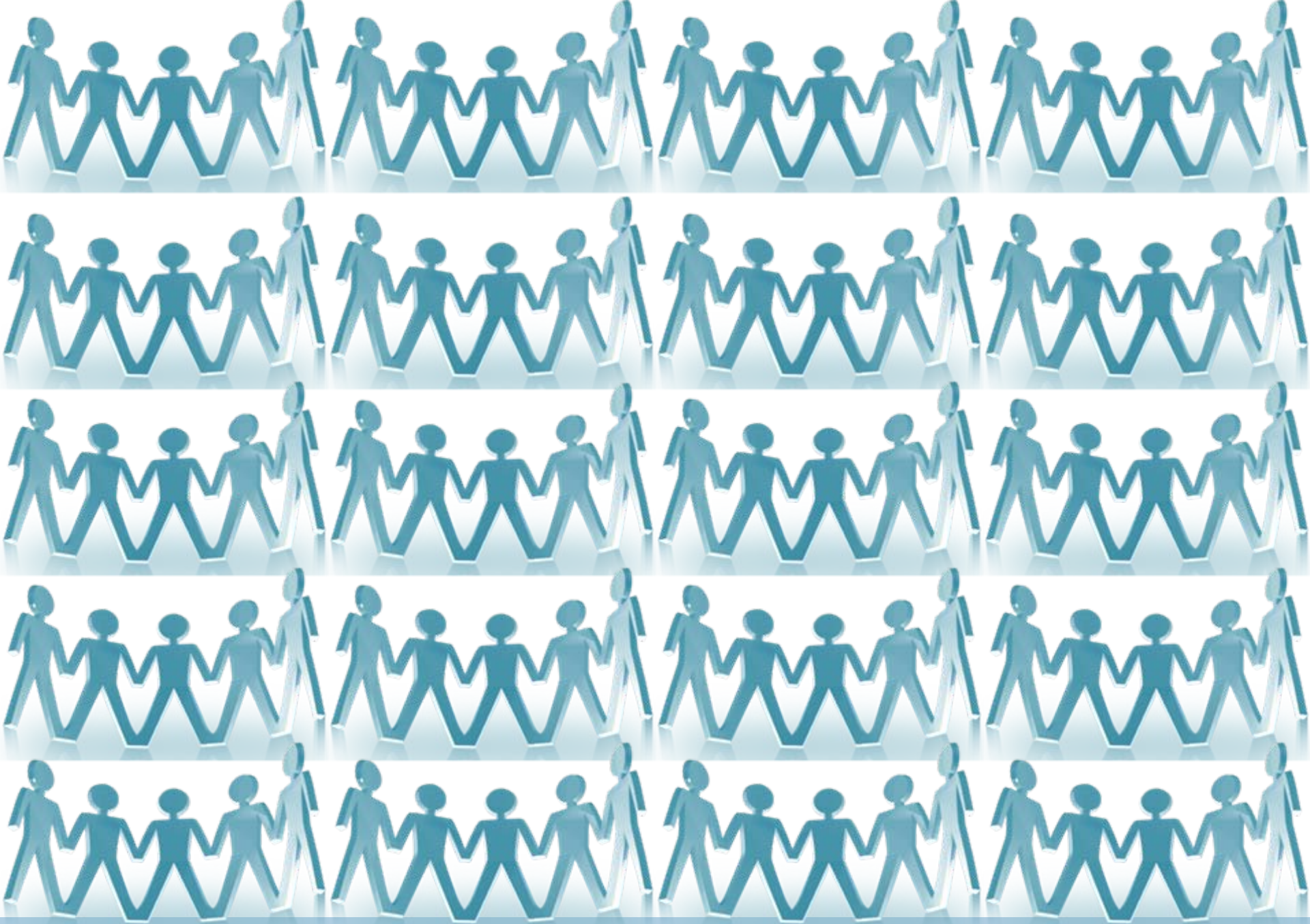


Private Sector

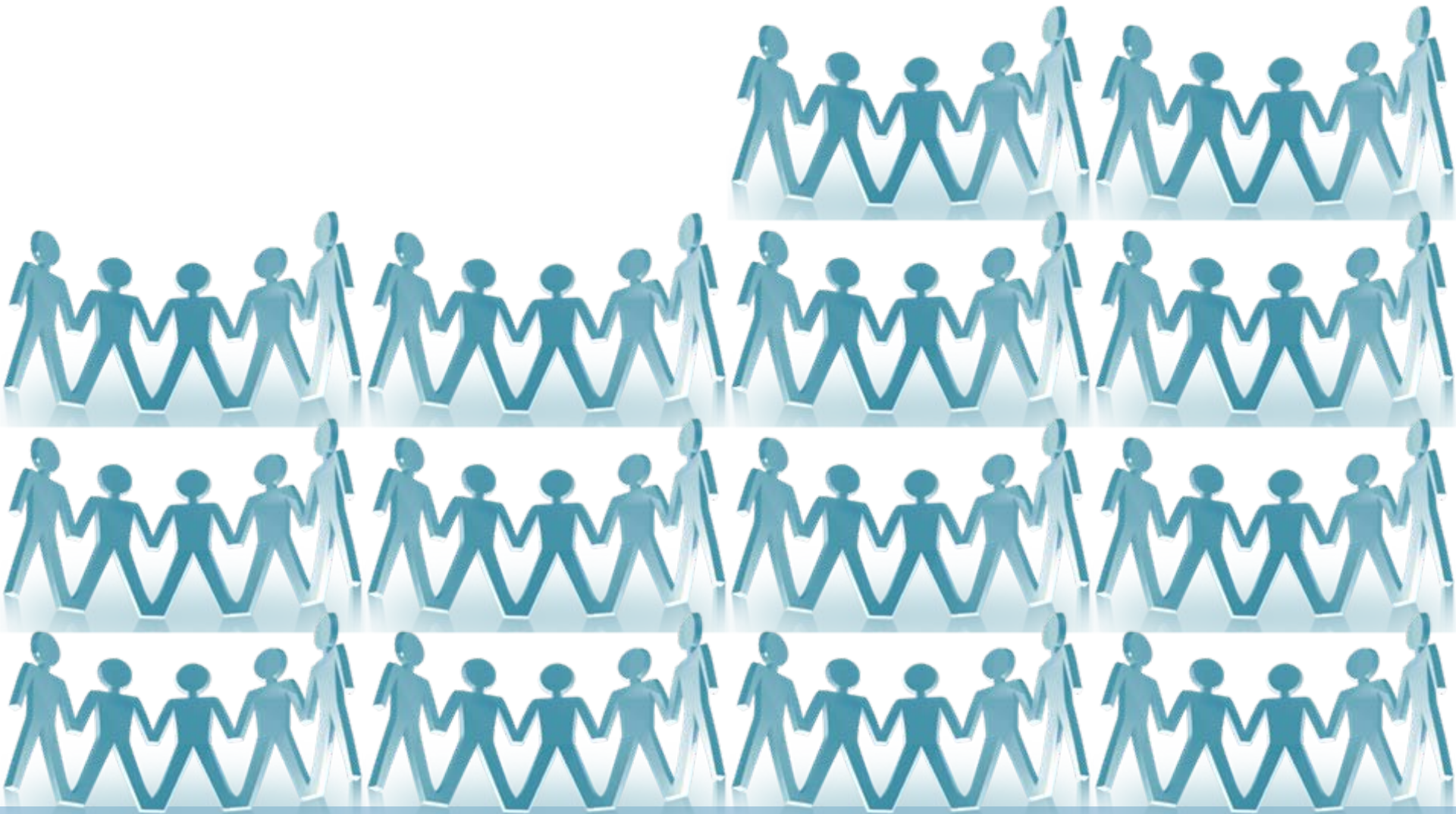


Percent of Full-Time Permanent Federal Employees on-board as of October 1, 2006 that will be Eligible to Retire



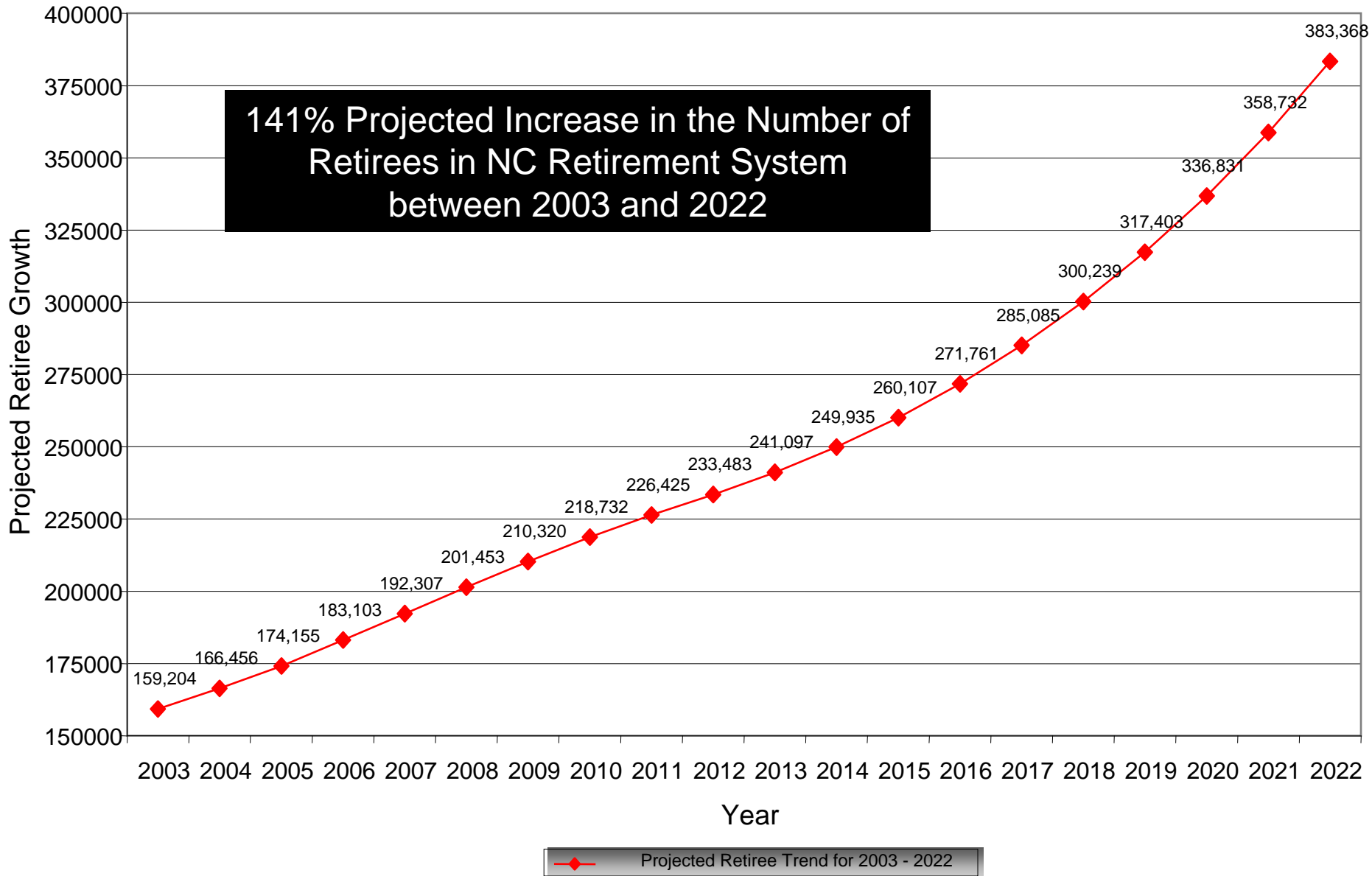




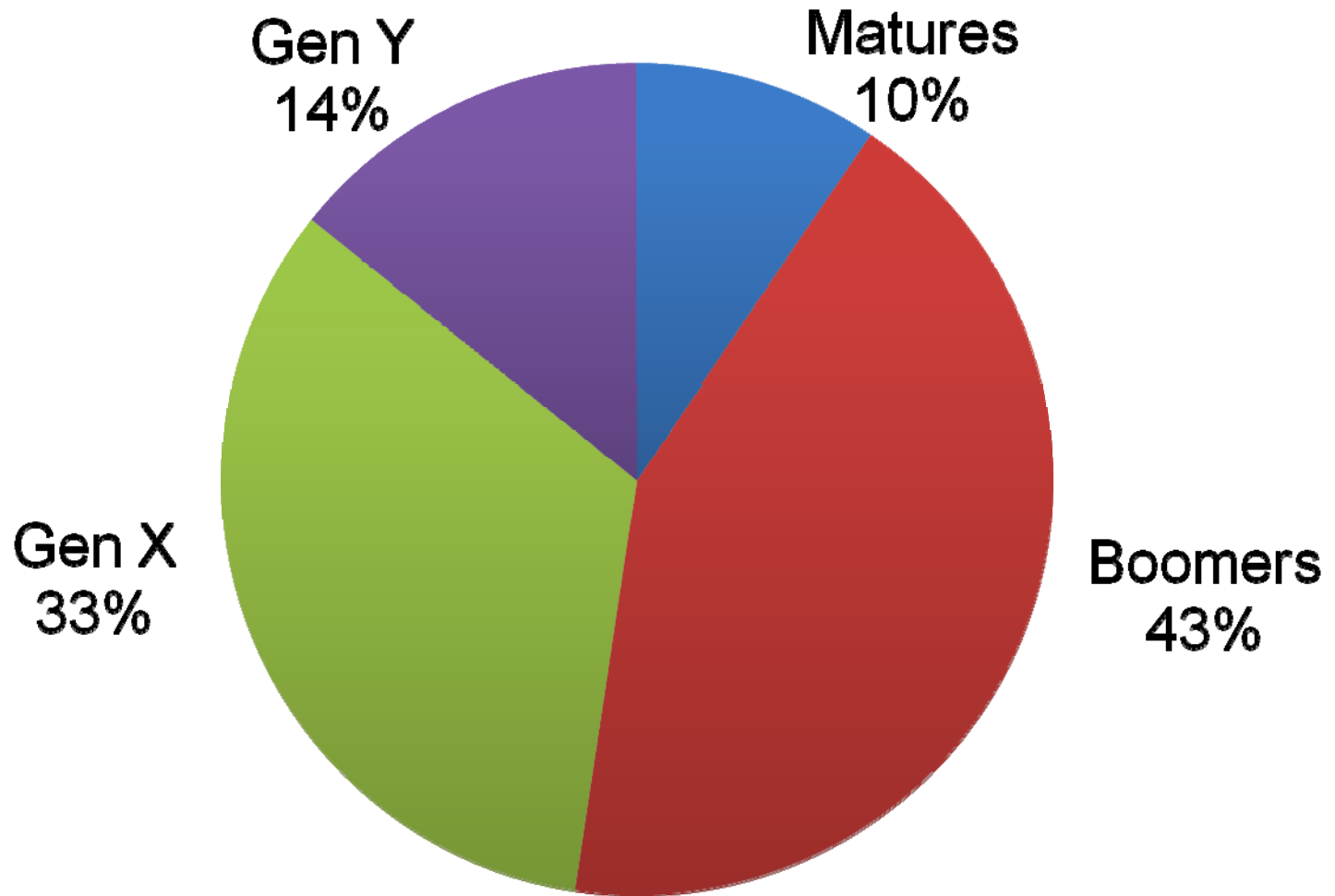


Projected Retiree Trend: 2003 – 2022

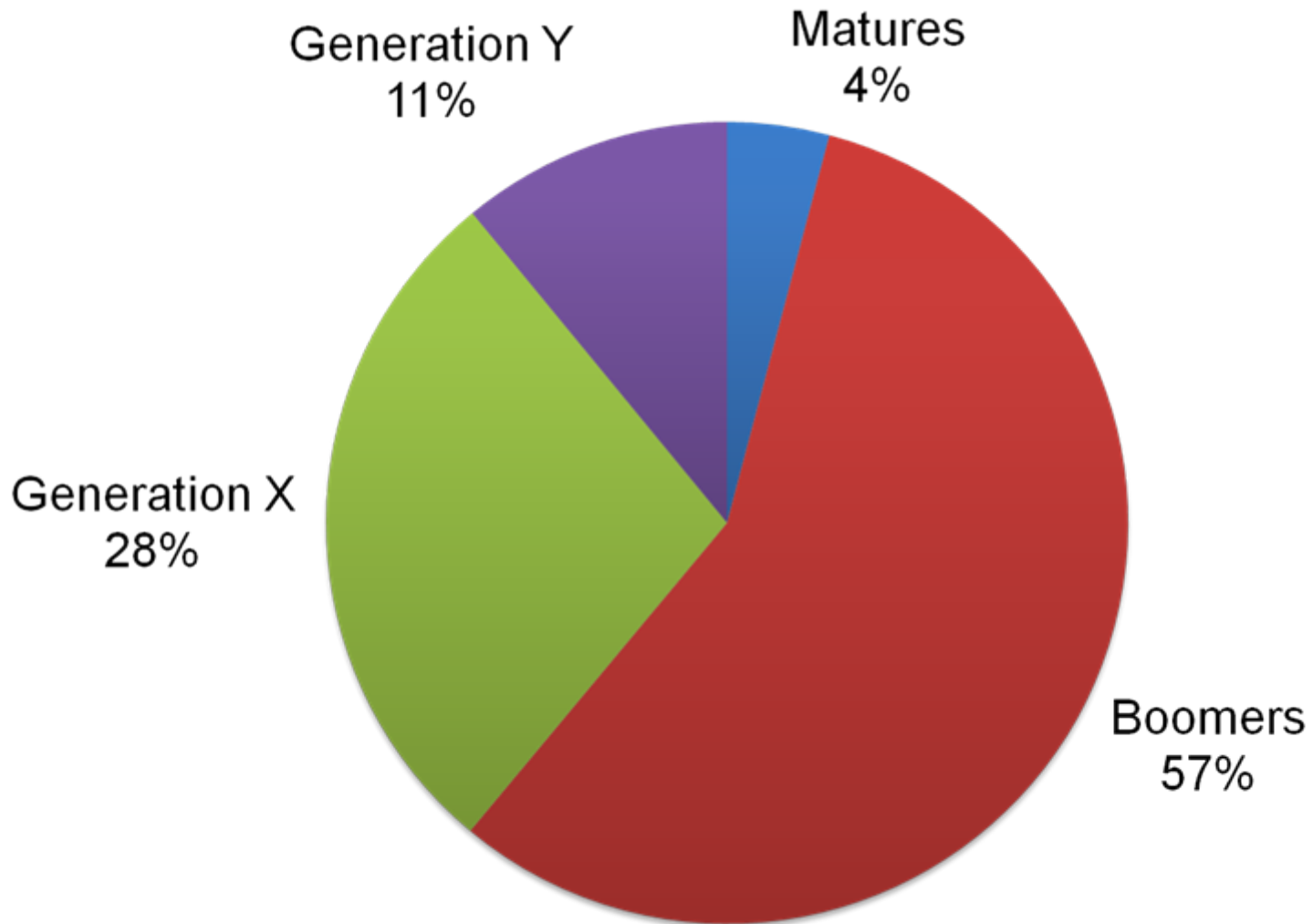
State and Local Systems



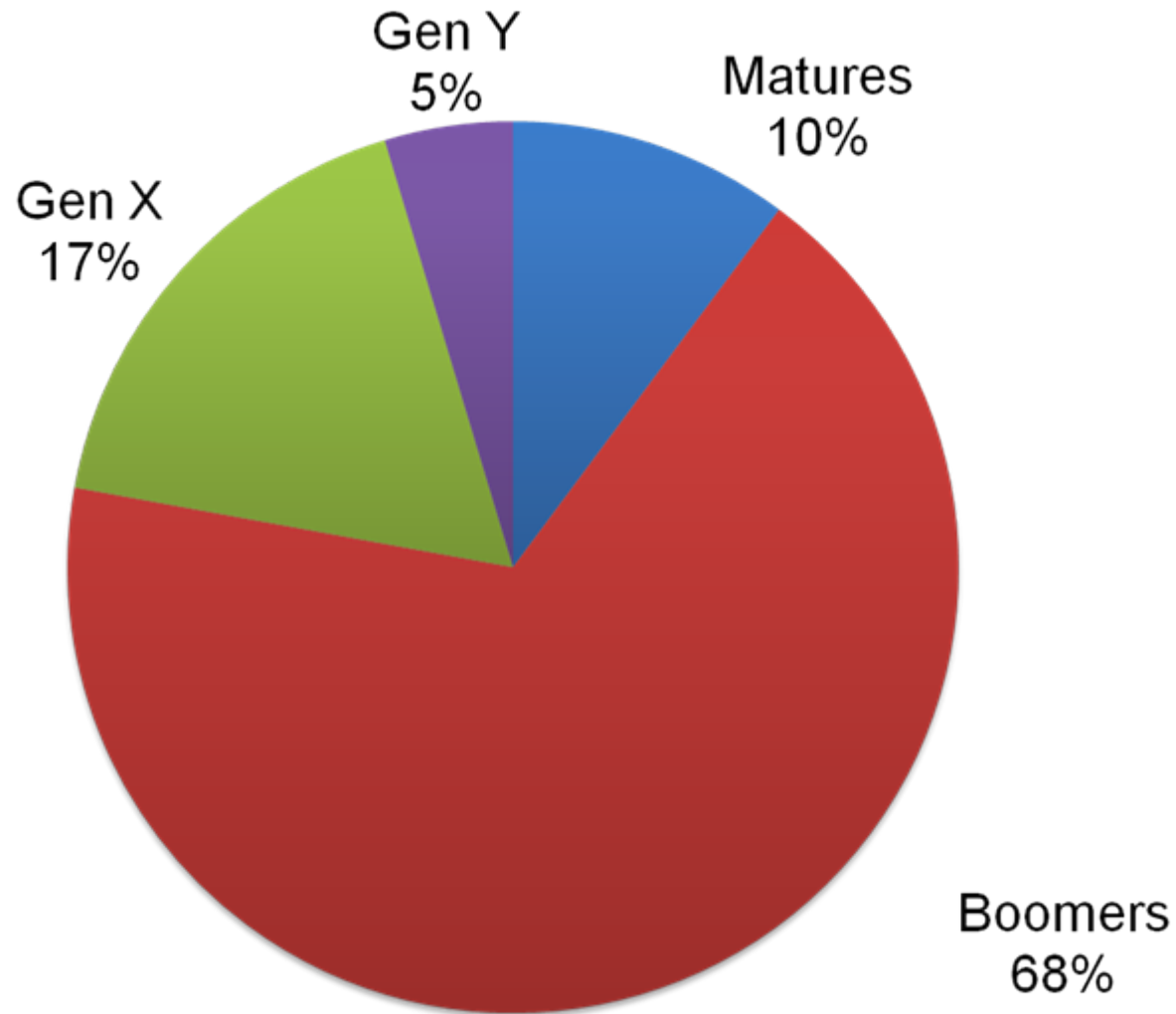
US Generations in the US Workforce



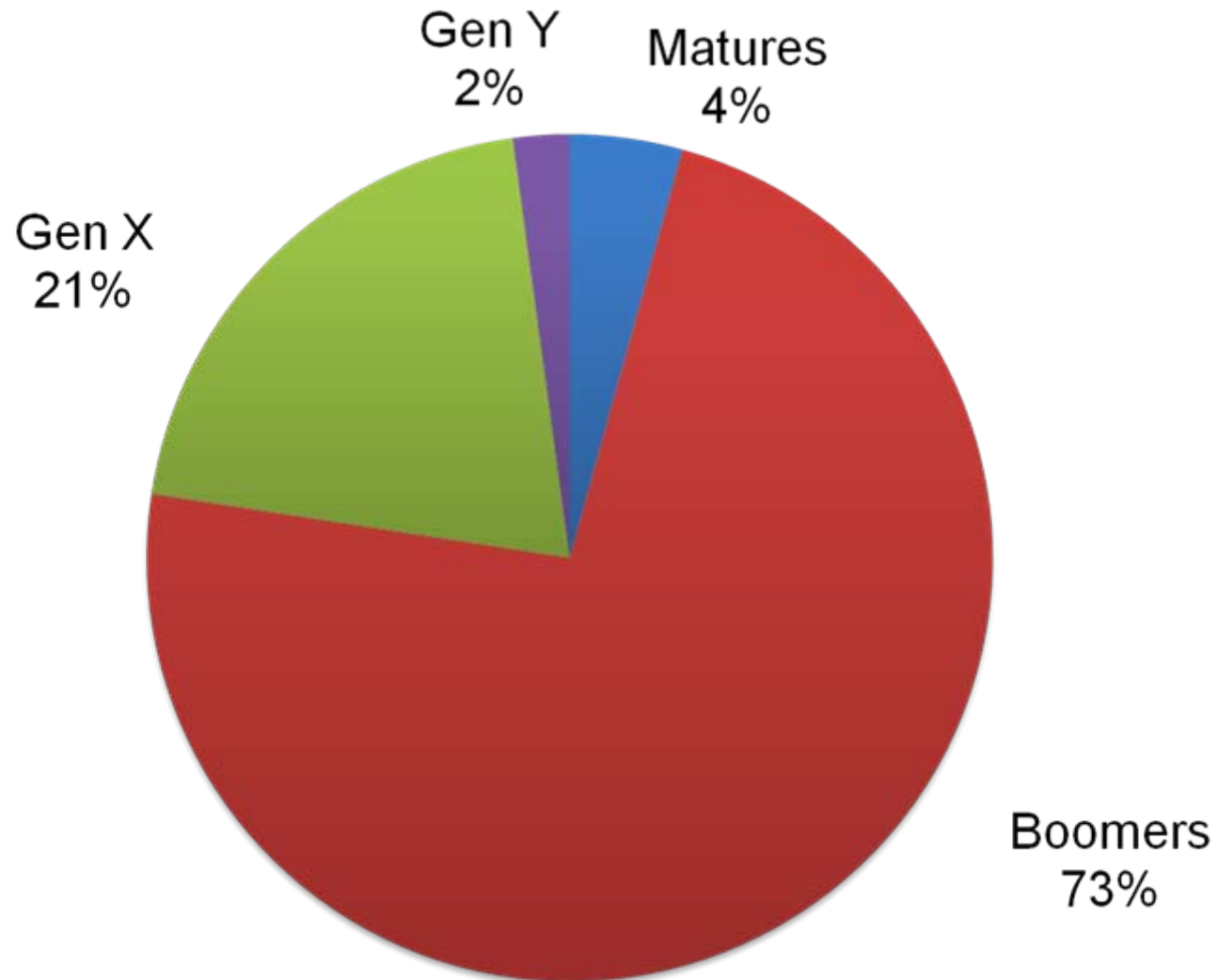
NC State Agencies



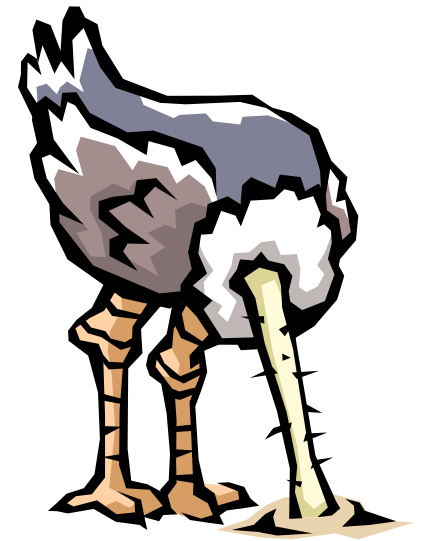
Commerce



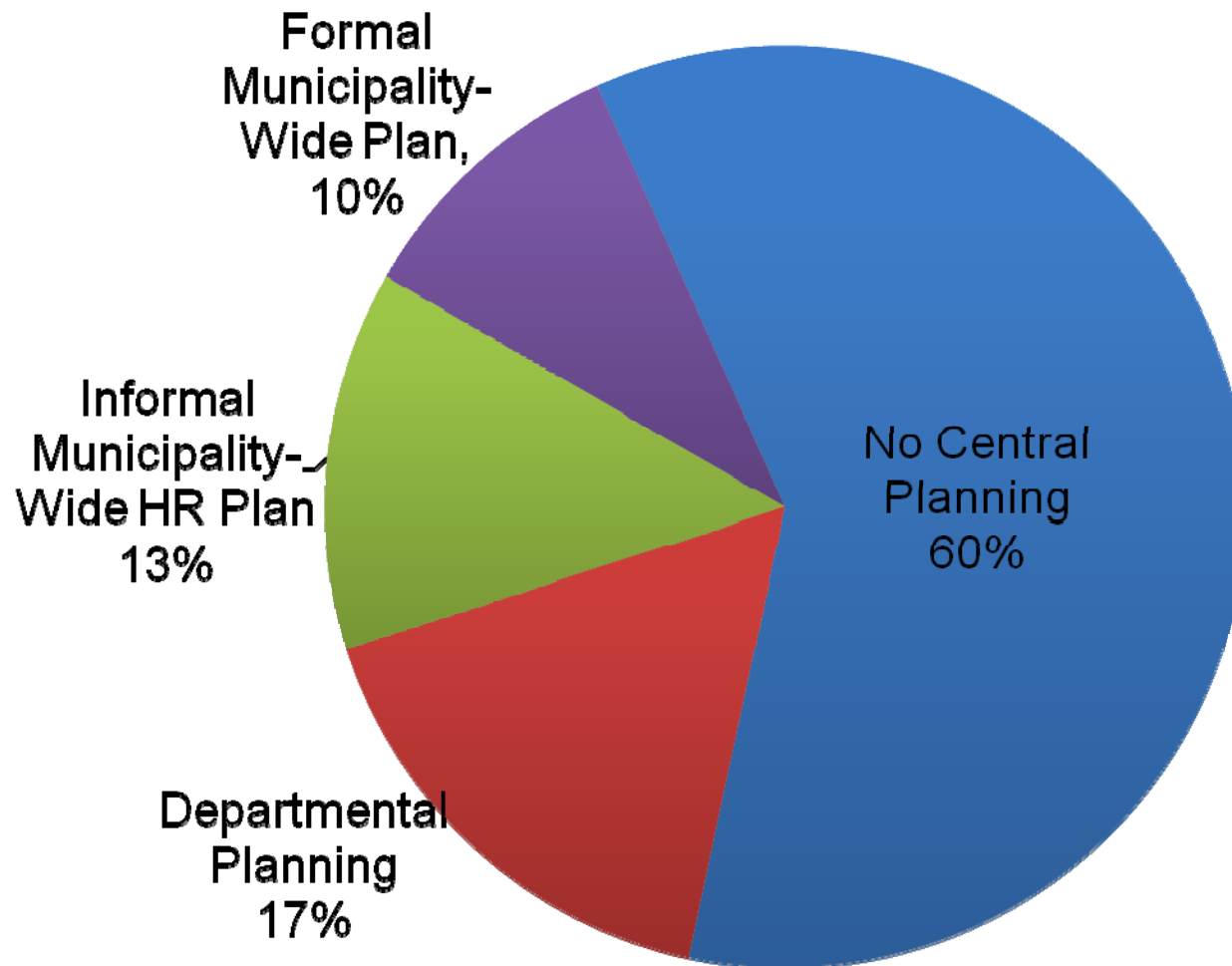
OSP



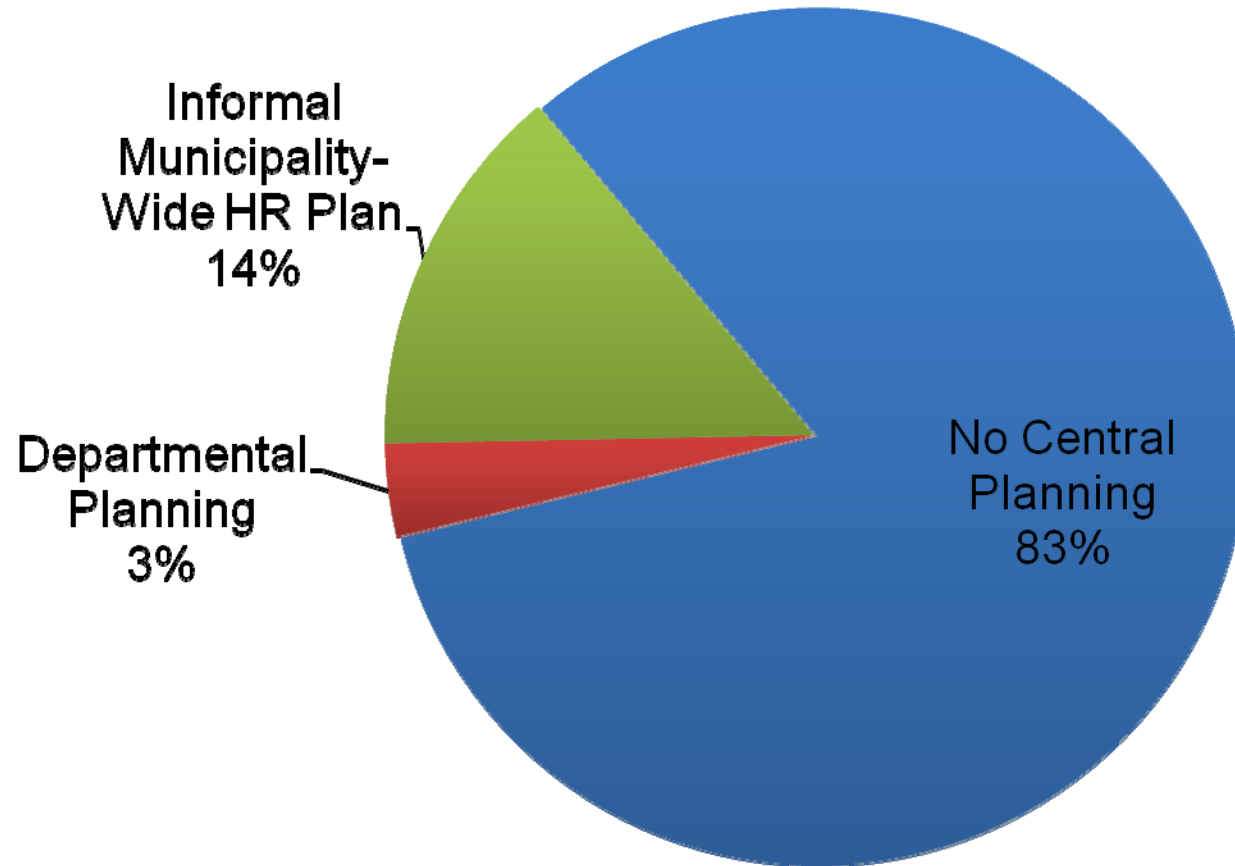
Is North Carolina Ready?



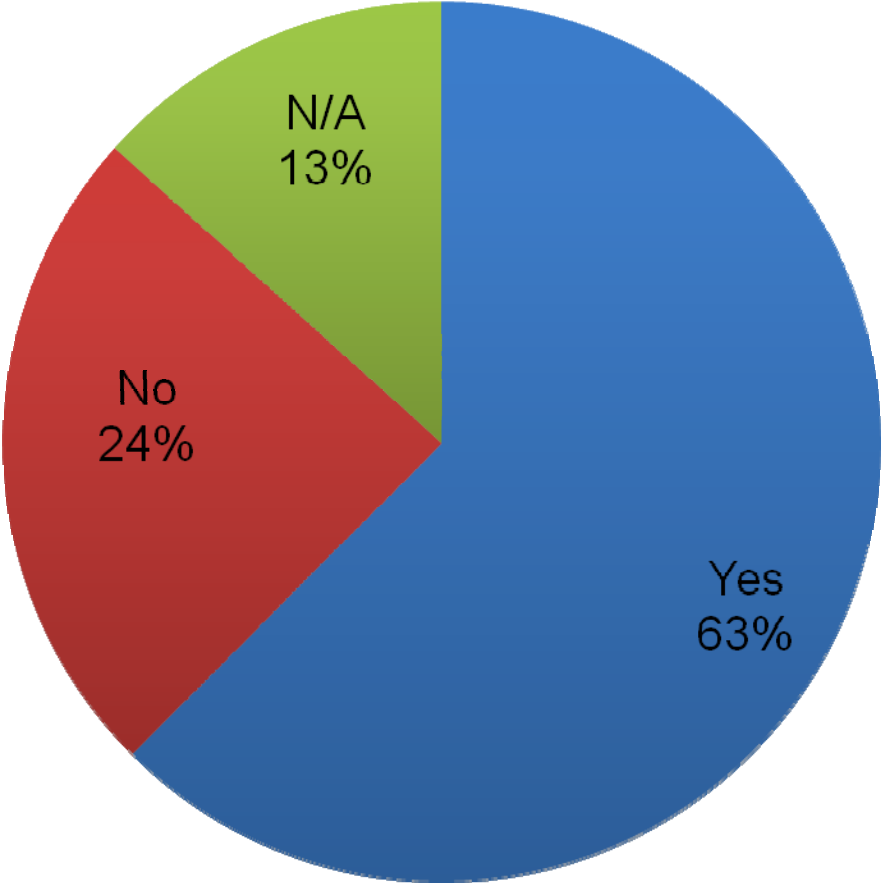
The Nature of Workforce Planning Efforts in N.C. Municipalities (n=30)



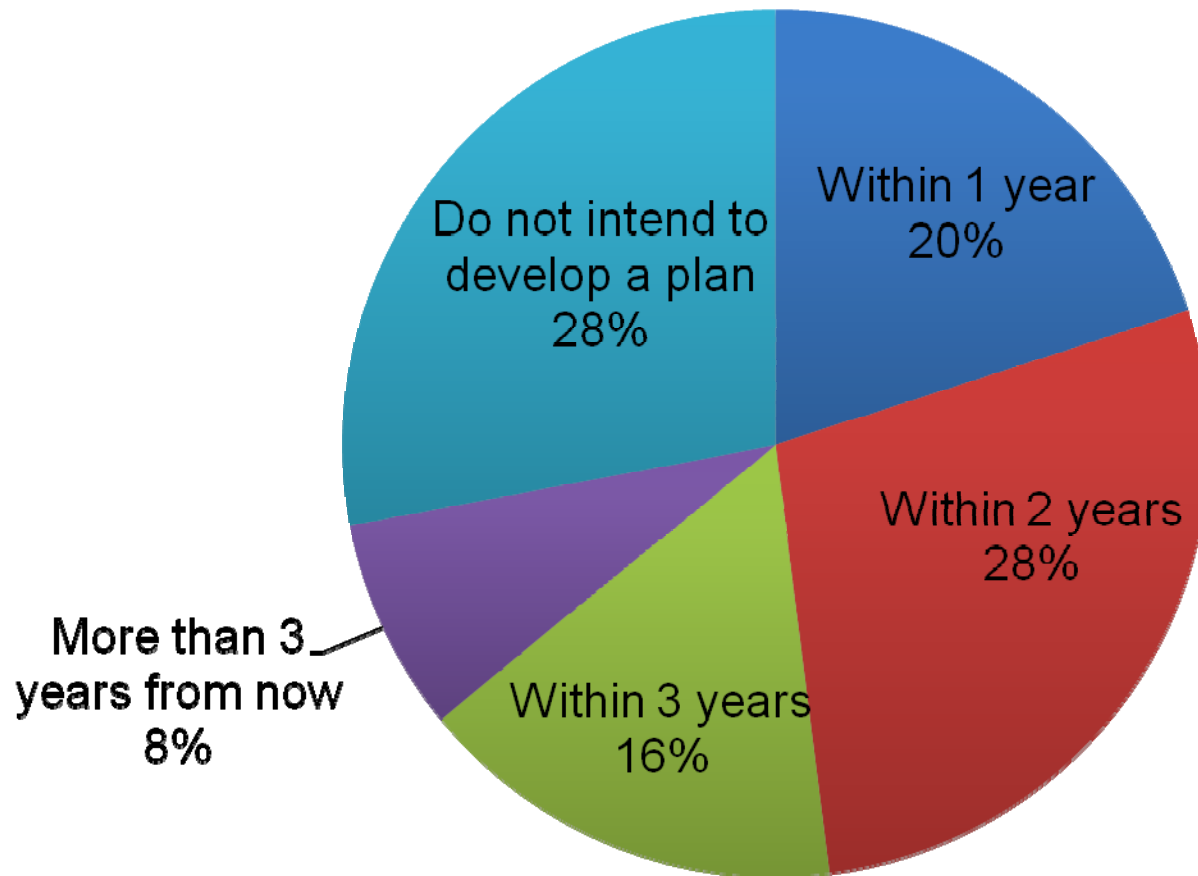
The Nature of Succession Planning Efforts in N.C. Municipalities (n=29)



Municipal Identification of Workforce Planning as a Need (n=29)



Intention to Develop a Municipal Workforce Plan (n=25)



Workforce Planning is:

- Workforce planning has many definitions.
- *Workforce planning* is a systematic process for identifying the human capital required to meet agency goals and developing the strategies to meet these requirements
- Effective workforce planning is a continuous process that ensures an agency has the right number of people in the right jobs at the right time.

Reasons for Workforce Planning

1. Identify “replacement needs”
2. Increased opportunities for “high-potential” workers
3. Increase the talent pool for promote-able employees
4. Contribute to implementing the organization's strategic business plans



Reasons for Planning

5. Help individual realize their career plans
6. Encourage the advancement of diverse groups
7. Improve employees' ability to respond to changing environmental demands
8. To improve employee morale

Reasons for Planning

9. Cope with effects of downsizing
10. Cope with the effects of voluntary separation
11. To reduce head count to essential workers only
12. Determine workers who can be terminated without damage to the organization

Steps to in Workforce Planning

1. Review present workforce and organizational objectives
2. Identify future workforce needs
3. Analyze present and future needs to identify gaps or surplus
4. Develop and implement HR strategies and plans
5. Evaluate, monitor, and adjust plan





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MUNICIPAL WORKFORCE DATA COLLECTION

	Yes	No		Developing
		Identified As a Need	Not Identified As a Need	
Demographics (e.g. gender, race, ethnicity, etc.)	83.3%	6.7%	6.7%	3.3%
Average years of service of current workforce	86.7%	6.7%	3.3%	3.3%
Age distribution of current workforce	71.4%	14.3%	7.1%	7.1%
Skills of current workforce	20.7%	51.7%	20.7%	6.9%
Competencies of current workforce	13.8%	44.8%	24.1%	17.2%

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MUNICIPAL PLANNING & ANALYSIS ACTIVITIES

	Yes	No		Developing
		Identified As a Need	Not Identified As a Need	
Retirement projections	66.7%	13.3%	10.0%	10.0%
Inclusion of a HR section in municipality strategic plan	41.4%	37.9%	17.2%	3.4%
Short-term staffing needs (1 year or less)	53.3%	16.7%	23.3%	6.7%
Identification of high potential employees	31%	31%	27.6%	10.3%
Identification of key positions w/in the municipality	60.7%	10.7%	14.3%	14.3%
Workforce gap analysis	7.1%	42.9%	35.7%	14.3%

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MUNICIPAL TRAINING & DEVELOPMENT ACTIVITIES

	Yes	No		Developing
		Identified As a Need	Not Identified As a Need	
Provide money for external training	100%	0%	0%	0%
Supervisory training	93.3%	3.3%	0%	3.3%
Individual development gap analysis	13.8%	37.9%	41.4%	6.9%
Rotational work assignments	34.5%	17.2%	48.3%	0%
Identification of organizational competencies	36.7%	33.3%	26.7%	3.3%
360-degree evaluations	15.4%	23.1%	50%	11.5%
Formal mentoring	7.1%	57.1%	32.1%	3.6%

NC Local Government Major Challenges

- Buy-In
 - Support
 - Resources (time and money)
- Staffing needs
- Training and Development challenges
- Getting the right people involved
- Process/infrastructure
- Culture

NC Local Government Lessons Learned

- Buy-In
- Culture
- Process/tools/measurement
- Competencies
- Evaluation
- Clear message and selection of participants
- General

Key Lessons

- Not as hard as it seems
- Every organization is likely to be affected, regardless of size
- Important responsibility of leaders and managers
- Opportunities for improvements

Thank you!



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