

# Succession Planning

2003 ODOC Demographics

# Purpose and Goals of Managers in Succession Planning

- The ability to recognize today what tomorrow's workforce should resemble.
- An awareness of staff dynamics combined with a thoughtful response to staff departures, both foreseen and unforeseen.
- A commitment to ensure continuous, seamless leadership transition.

# Why have a Succession Plan...



- It aids the organization in developing its people.
- It prepares individual employees for future leadership by helping them grow and develop.
- It ensures continuity of leadership
- It helps the organization assess its talent pool.

# Successful Succession Planning...

- ...can only be achieved if an effective program of leadership succession is in place.
- ...is necessary to ensure that leadership growth keeps pace with organizational growth.
- ...is no longer simply a matter of finding the right person for the job.



# Nine Qualities of Leadership

- Must work at all levels of the organization.
- Are necessary for staff development.
- Promote accountability and consistency across the department



# The Nine Qualities

- A Leader is creative and resourceful.
- A Leader is tolerant of ambiguity and change.
- A Leader possesses self-discipline and credibility.
- A Leader understands the political environment.
- A Leader demonstrates systems thinking.
- A Leader navigates within the organization.
- A Leader takes risks.
- *A Leader recognizes and develops staff potential.*
- A Leader possesses expertise in correctional programs and fiscal management.

# Two Years Later...

The department has seen a number of changes in the past two years that have reinforced the need for succession planning.

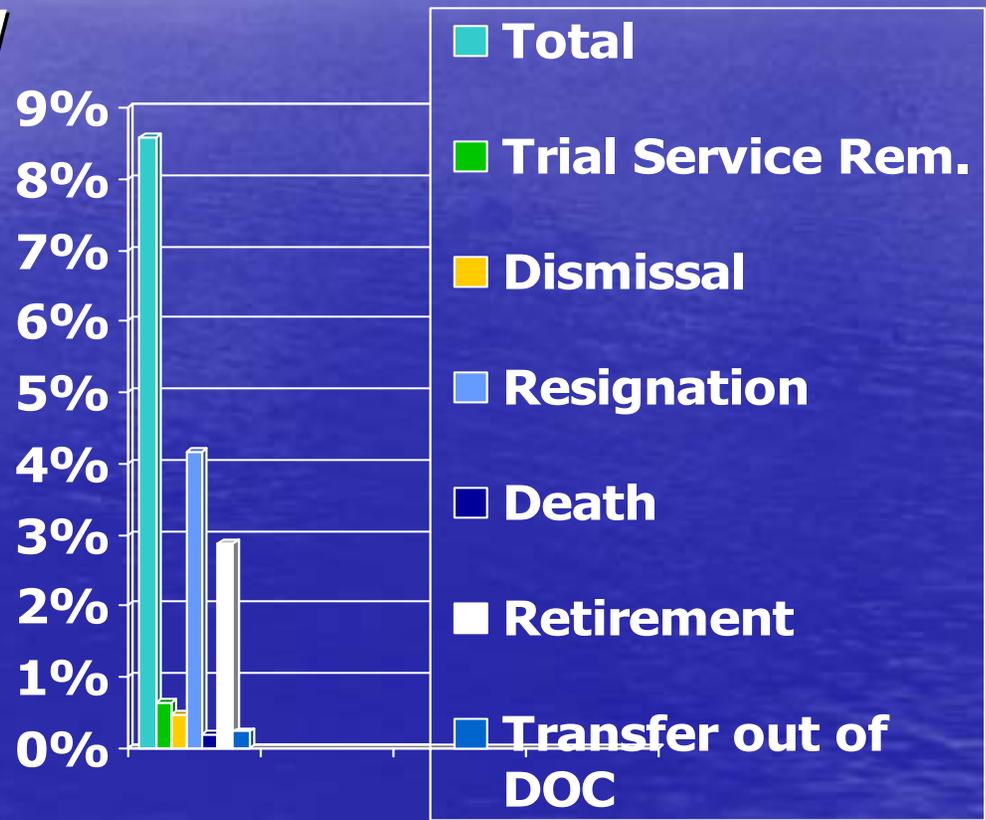
Let's take a look...

# Turnover in the Department

- In the past two years, our turnover rate has been 8.58% for 2002 and 7.98% for 2003.
- We categorize turnover from six areas
  - Removal from Trial Service
  - Dismissal
  - Resignation
  - Death
  - Retirement
  - Transfer to another agency

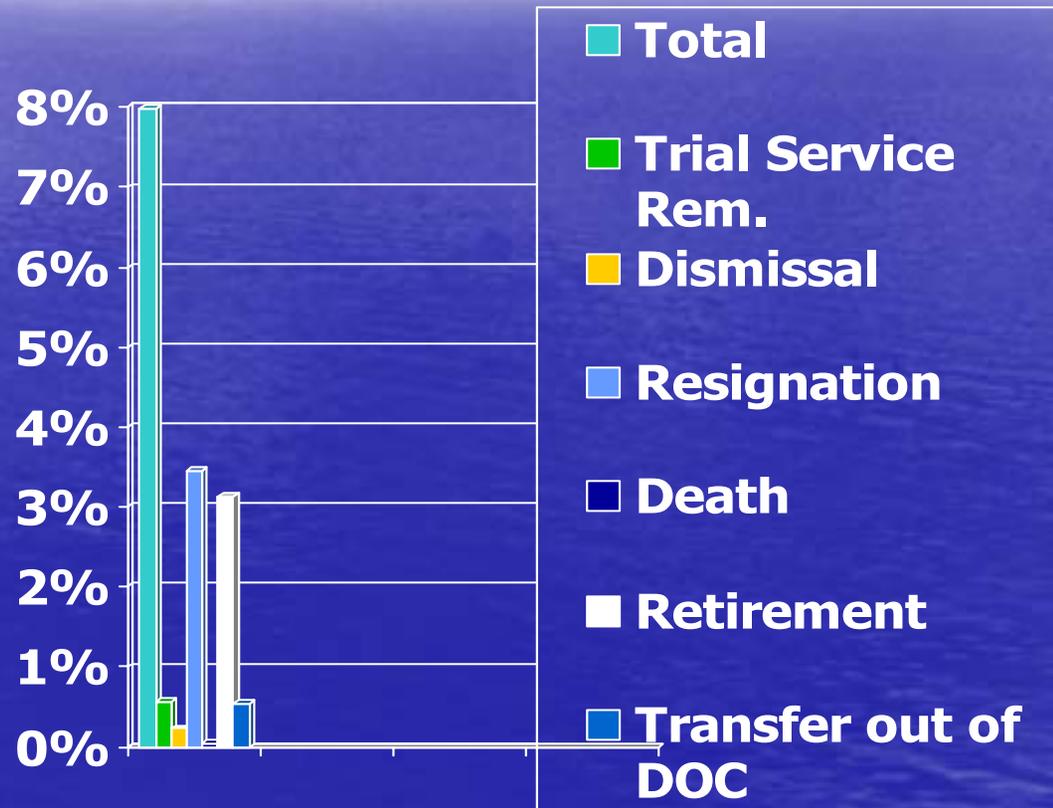
# Turnover 2002

- In 2002, this is how turnover broke out within the six categories.



# Turnover 2003

- In 2003, this is how turnover broke out within the six categories.



*It would seem clear from this information that the two categories of greatest concern are:*

- Resignations

- Retirements



# The High Cost of Turnover

- According to one source working in Human Resources, it costs \$12,000 in recruitment and training expenses to replace the average nonprofessional worker and \$35,000 to find a new professional employee.
- At the Families and Work Institute, experts tell companies it will cost about 75% of a nonmanagerial worker's annual salary to replace him or her and 150% of a manager's annual salary.

# Departures from the Department



- In the last two years the department has experienced 332 resignations.

# “People don’t quit companies, they quit managers”

- Is this a fair statement about our department?
- Are we as managers letting down staff who choose to leave?
- Do we know enough about “retention” to address this issue?

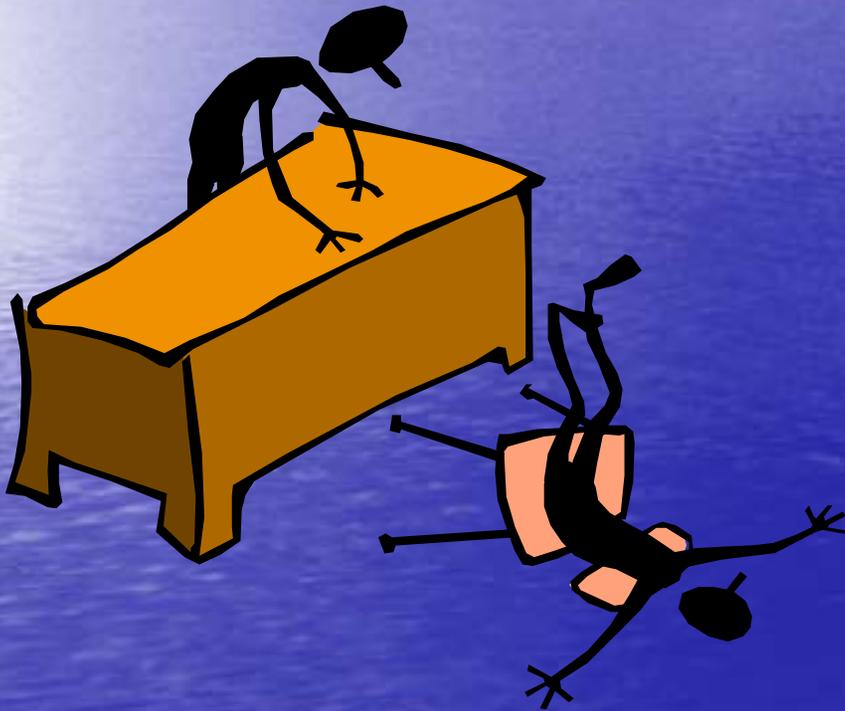


# ...a moment to digress... let's look at this resignation phenomena



- The average length of time before resignation is 3.7 years.
- The majority of departing staff give no reason for leaving.
- A meaningful proportion however, indicate relocation, life/balance issues, and health reasons leading to their departure.

# Resignations continued...



- As managers, it is imperative that we recognize that the loss of experienced staff is something that we can ill afford.
- We need to assess if an intervention strategy can be developed to alleviate this phenomenon.

# The Retirement Influence on Succession Planning

- Retirements have dramatically changed the landscape of the department. Since 2001, we have seen 211 people leave. Collectively, we have lost 3,746 years of experience or an average of nearly 18 years per person.



# 3,746 years

*How can we still use that experience?*

- Temporary Hires
- Mentors
- Coaches
- Volunteers



# Retirements...



- 26% of retirees in the past two years have been women compared to fact that they comprise 34% of our workforce.

# Security Classifications - Some quick demographics



# Correctional Officer

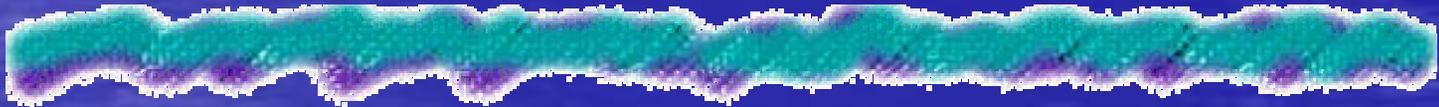


- The average age of today's correctional officer is 40, for either men or women, up from an average of 38 two years ago.
- The most experienced correctional officer has 35 years of experience, the least, 1 week, the average is still 6 years.
- Female correctional officers now comprise 22% of the workforce, up 2% from 2001.

# Corporal



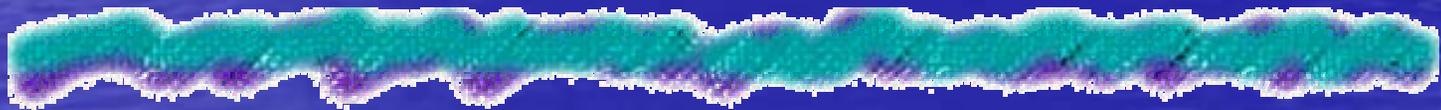
- The average age of corporals is 37, down from 40 in 2001.
- 18% of corporals are women, up from 15% in 2001.
- The youngest is 24, the oldest 62.



# Sergeant



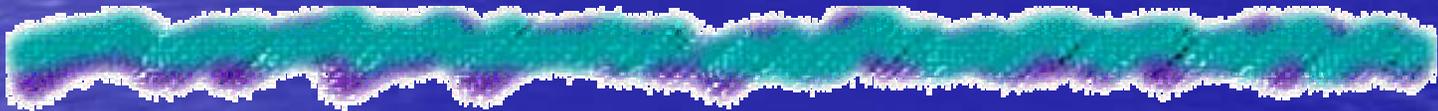
- The average age for sergeants is 41, unchanged from 2001.
- 20% are women up from 15% in 2001.
- The youngest is 25, the oldest is 63



# Lieutenant



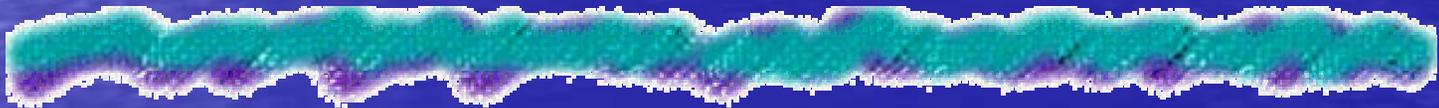
- Average age of Lieutenant hasn't changed since 2001, it remains at 42.
- 14% of Lieutenants are women, down from 15% in 2001.
- The oldest is 59, the youngest is 29.



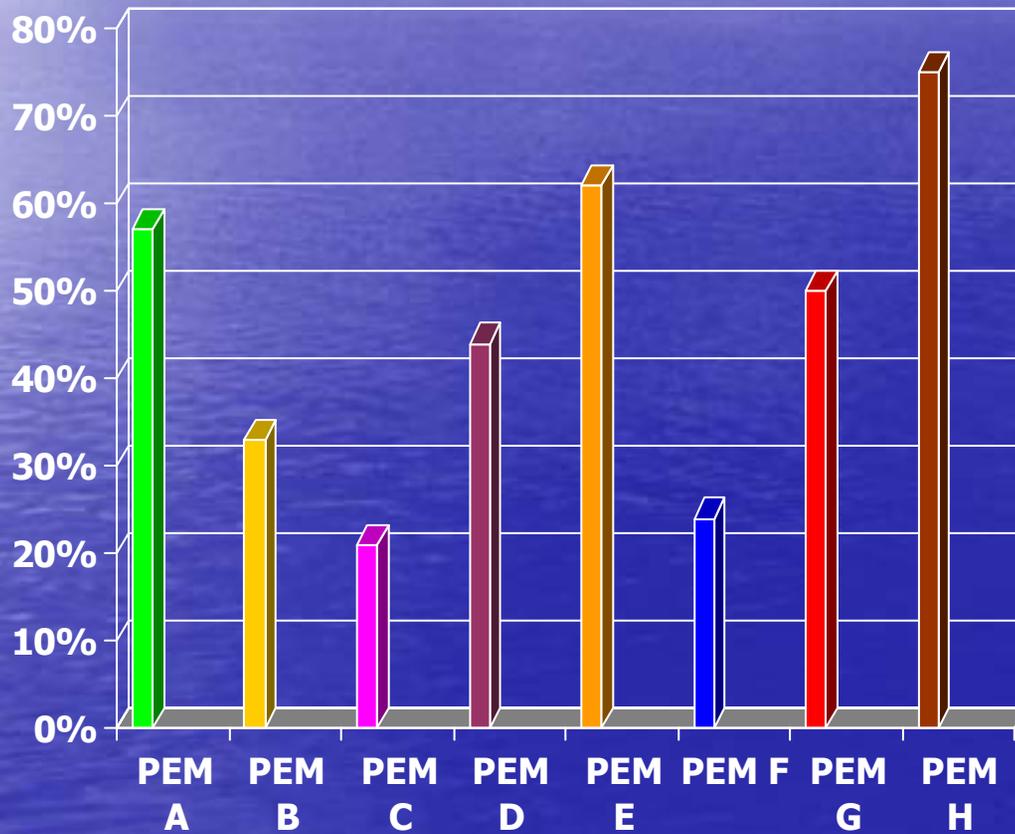
# Captain



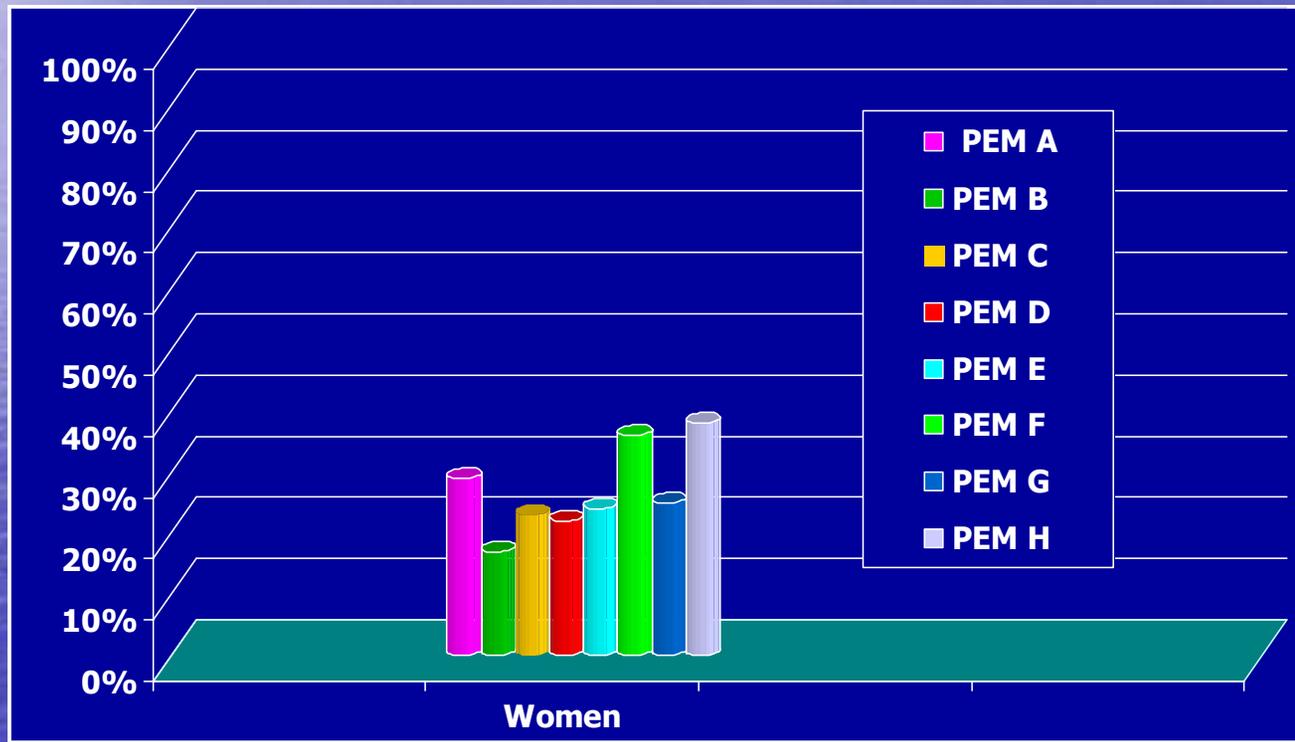
- Average age is 44, down a year from 2001.
- 12% are women, up from 9% in 2001.
- The oldest is 60 and the youngest is 32.



# PEM Series (Percentage 50 years or older)



# PEM Series (Gender Breakdown)



# Classifications that are still at risk



- **Counselors** continue to be at risk within the department. We have been attempting to work with the classification, but to date, have had limited success.

# Risky Classifications, continued...



- **Nursing and health professions** in general are a continuing challenge, not only to this department, but to this nation.
- 46% of our nursing staff is 50 years of age or older. 12% is male.

# Pharmacists too...

- We are struggling here to fill our needs as well as our prescriptions.



# Age Characteristics of ODOC Staff

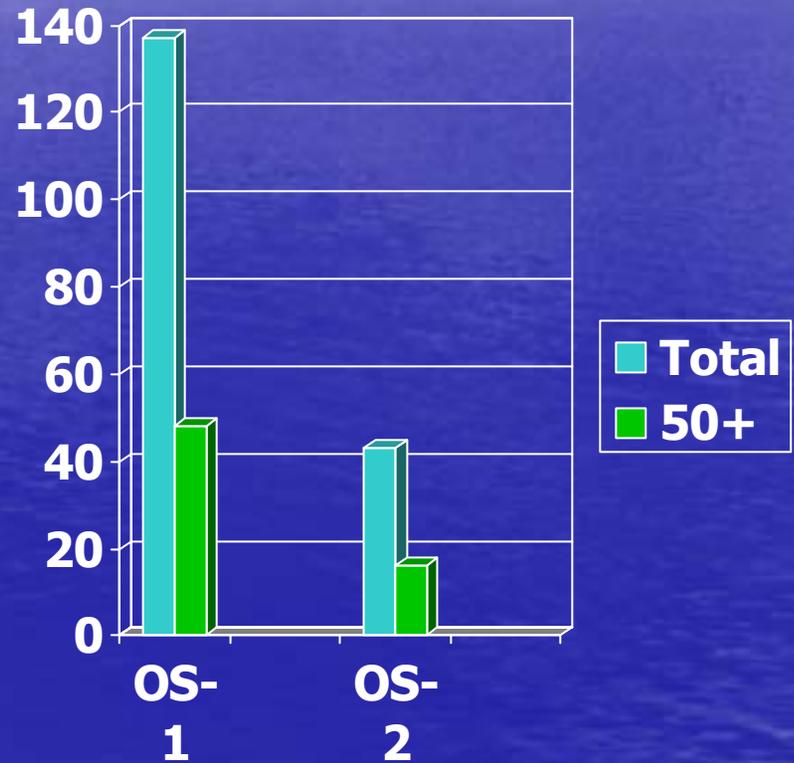
- From 1991 through 2002, the number of Oregon workers ages 45-54 climbed 24%, those 55-64 increased 11%. Meanwhile, younger workers ages 15-44 dropped from 73% of the workforce to 62%.



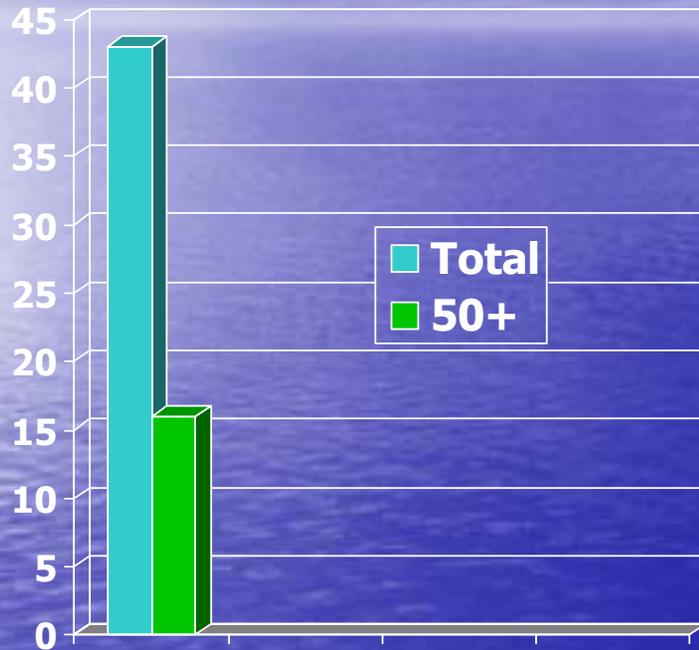
# Office Specialist 1 & 2



- Average age for our OS-2 staff is 43.
- Average age for our OS-1 staff is 44.

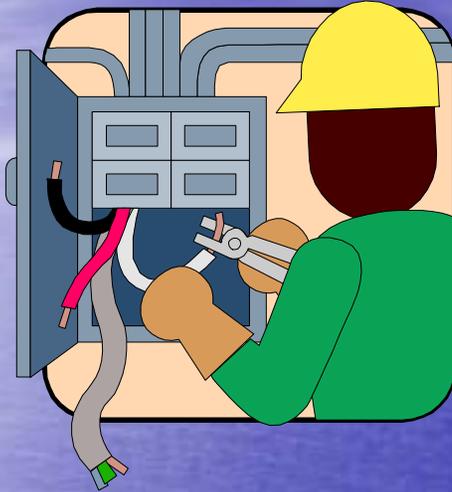


# Information Systems Specialist 5

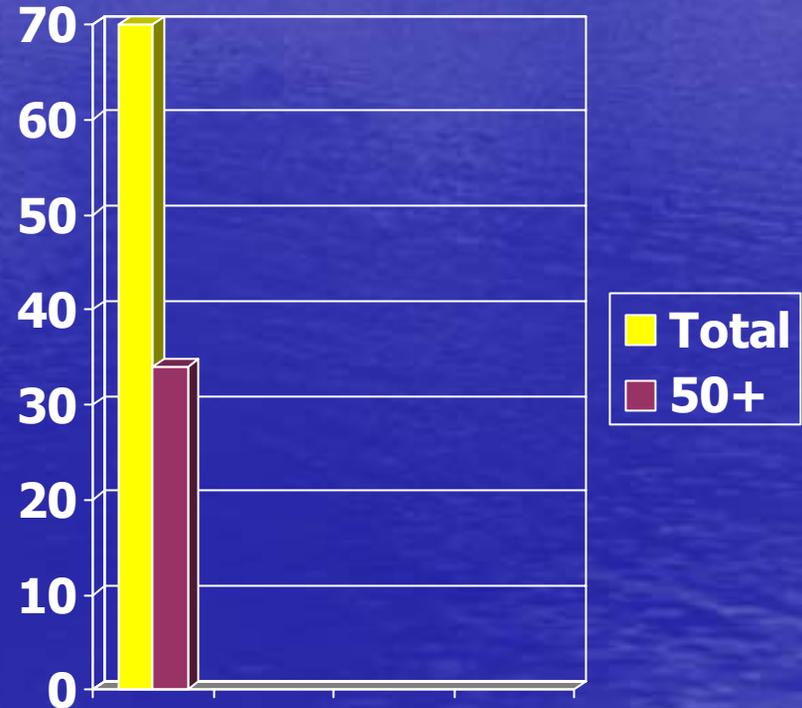


- Of the 43 ISS 5 positions throughout the department 37% (in red) are 50 years old or older.

# Physical Plant Operations



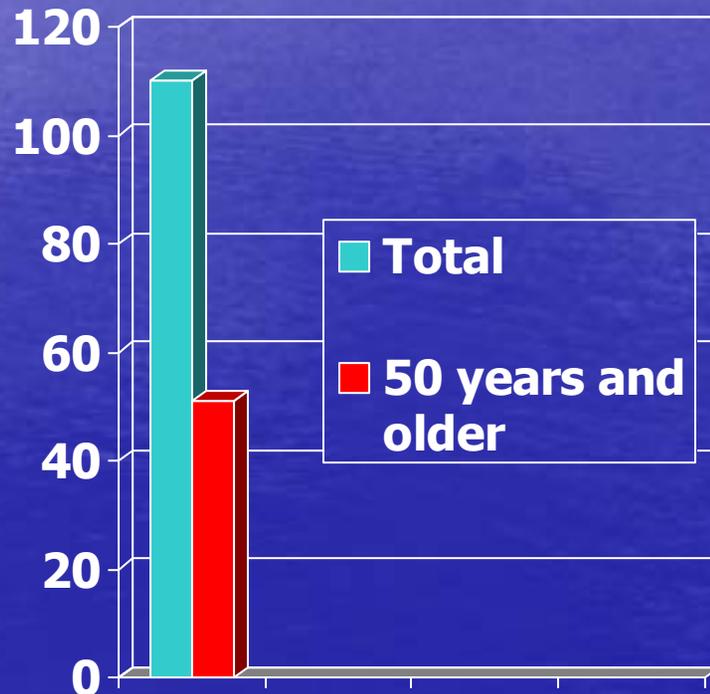
- Of the 70 Correctional Plant Maintenance Workers located throughout the department, 49% are age 50 or older.



# Food Service Coordinators



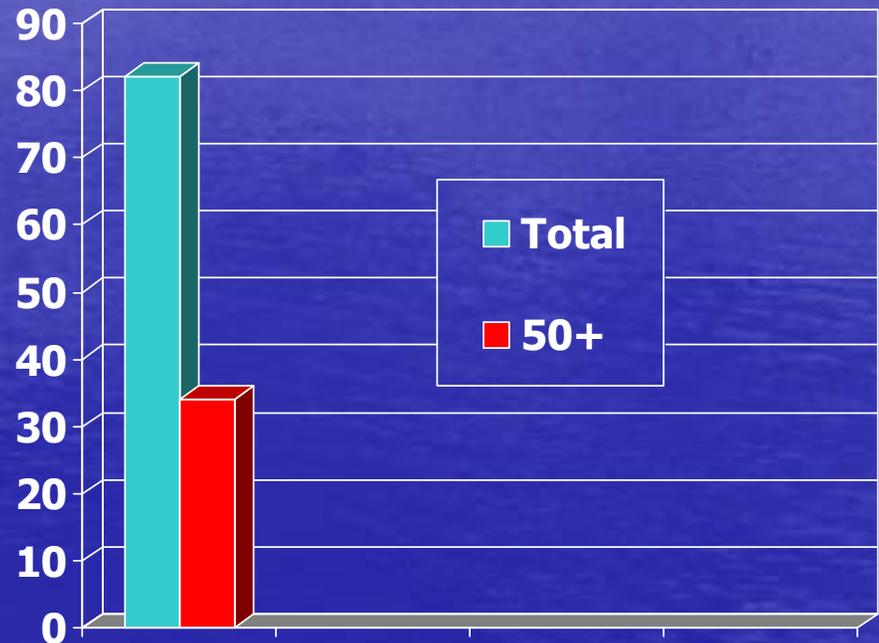
- 46% FSC's in the department 50 or older.



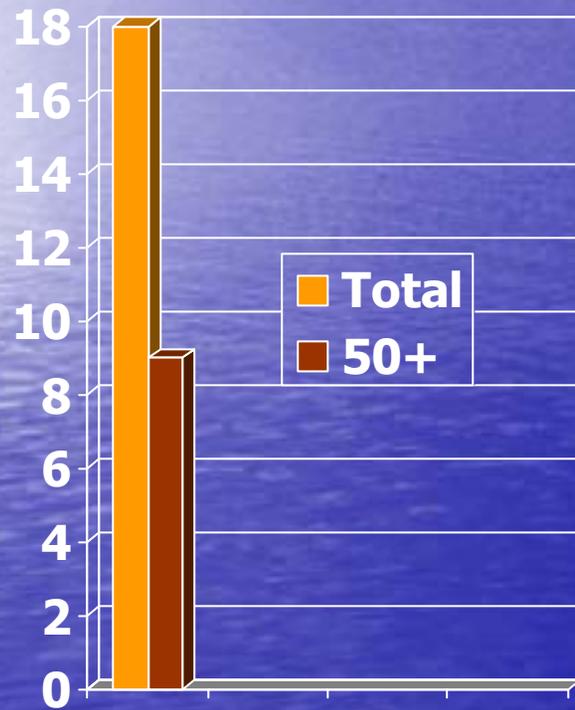
# Correctional Counselor



- 44% of counselors in The department are 50 years of age or older.



# Dentists

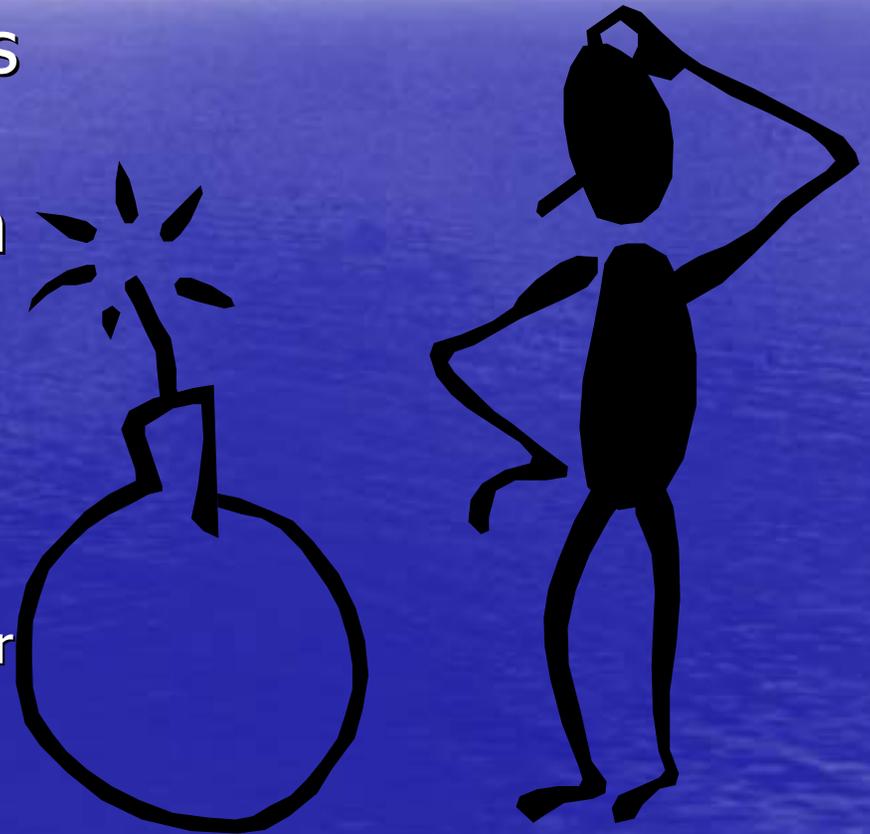


- The oldest dentist is 73 while the youngest is 30.



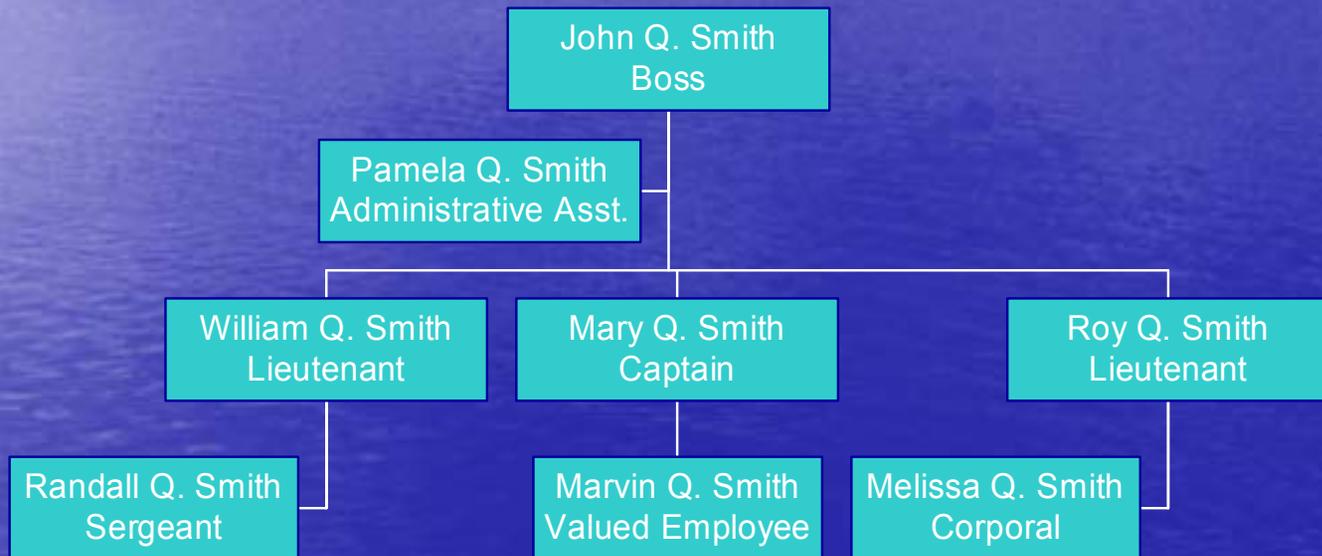
# So Gary, what do you think?

- A variety of occupations within the department need to be evaluated in terms of succession planning:
  - Food Service Coordinator
  - Counselor
  - Plant Maintenance Worker
  - Pharmacists
  - Nurses



# Think about your organization...

The "Q" Company



# Information Gathering...



- Examine strategic direction of your department.
- Review potential organizational realignments.
- Project long-range needs.
- Assess your position needs.
- Review projected turnover.
- Evaluate Critical Position Coverage (CPC)
- External Recruitment Needs vs. Internal

# Solicit Interest and Educate Participants

- Development and Distribution of Succession Planning Information and Job Profiles.
  - Webpage
  - Voluntary Participation
  - Timing
- Managers can also identify potential candidates.



# Development of Staff Development and Leadership Work-Plan (LWP)

- Conduct Interviews with staff.
- Supervisor's Assessment of skills
- Review Employee past performance
- Recommendations and "Truthtelling"



# The Leadership Work Plan

- Review of the Leadership Qualities
- Review of the LWP outline
- Review of the LWP working document



# *Succession Planning* is never having to say good-bye without saying hello.

- Provide feedback to selected/non-selected
- Create Staff Development and Leadership Work-Plan (LWP)
- Program Evaluation & Measurement.
  - \* How well did staff follow the LWP
- 360 degree analysis (**HR**)
  - re-evaluate DOC demographics bi-annually
  - evaluate economic conditions state/nationwide
- Recommendations for Future





# EXERCISE



- Pair off and utilizing the Leadership Work Plan, role play a set of goals and objectives for the coming year. Your partner will act as your manager and help guide you through the process. Try and find a partner from a like classification.
- You have 30 minutes, 15 minutes per individual
- A discussion will follow when finished.