



***Department of Consumer and Business Services***

# **Succession Planning in the Public Sector**

August 16, 2006

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# The Department of Consumer and Business Services (DCBS)

## Mission

To protect and serve Oregon's consumers and workers while supporting a positive business climate in the state.

- 1,069 employees
- \$621M biennial budget
- A melting pot of divisions and programs
  - » Workers' Compensation Division
  - » Oregon Occupational Safety and Health
  - » Insurance Division
  - » Finance and Corporate Securities Division
  - » Building Codes Division
  - » Oregon Medical Insurance Pool
  - » Office of Minority, Women, and Emerging Small Business
  - » Office of Regulatory Streamlining

## DCBS Succession Planning Process

# Three Tracks

### **E**xecutive

- For mid-level managers, PE/M D and up
- To prepare for executive service

### **G**eneral Mgmt.

- For managers and potential managers, PE/M D and below
- To prepare for senior mgmt. responsibility

### **B**udget

- For managers and senior staff
- To prepare for budget mgmt. responsibility

# The Results

- ❑ Four years running (2003-2006)
- ❑ 23 employees (managers & staff) successfully participated
- ❑ Gained experience and exposure
- ❑ Produced an administrator, 2 deputy administrators, and several other promotions

# **Lessons Learned 2003-2006**

1. Small & manageable
2. Checklist is good, but...
3. Personalize it
4. Set clear expectations
5. Process coordinator
6. Top management participation
7. “Heat of the battle” works best



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