

**OREGON DEPARTMENT OF FORESTRY
SUCCESSION MANAGEMENT PLANNING APPROACH
AUGUST 2006 STATUS**

SITUATION

As of 2001, the age distribution of the permanent Oregon Department of Forestry (ODF) workforce indicated that retirement eligibility of workers in key functional and leadership positions would result in significant turnover and loss of critical institutional knowledge, skills, and abilities in the next 10 years (2000 – 2010). Current estimates showed that 48% of the agency could retire within the next 10 years. Perhaps even more noteworthy, is that within the next 10 years, 62% of the Leadership Team (District Forester and above) is also projected to retire. This trend was forecast as early as 1995, and the agency began a succession management planning effort in that year.

PURPOSE

Create ODF's future by providing for a smooth leadership transition, and providing the "right" mix of personnel throughout the organization that will provide for the future success of the Department.

KEY BETS

- A blend of institutional knowledge and competent employees has historically been one of the strengths of the Department.
- The Department workforce will continue to be dominated by a diverse group of highly skilled, career oriented individuals who view the agency as their "employer of choice".
- The projected percentage of retirements and resignations over the next several years will translate into a great deal of movement within ODF as well as a number of applicants hired from outside of Forestry.

OBJECTIVES

- Capture key institutional history and knowledge prior to it being lost to retirements.
- Increase the pool of highly qualified applicants for upcoming vacancies through development of current employees and by recruiting highly qualified outside applicants.
- Ensure success of outside hires through comprehensive orientation to the Department and one-on-one mentoring.
- Remove barriers and assure adequate incentives for current employee advancement and movement.
- Provide highly qualified fire personnel to meet both local and statewide needs.

ACTION PLAN EXECUTIVE SUMMARY

1. The Executive Team has responsibility for the Department's overall Succession Management efforts.
2. A Strategic Organizational Management Group has been formed to review data and develop and implement a Department Action Plan.
3. The attached Action Plan addresses current and future activities in support of succession management for the Department.

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What's In Place

- New Employee Relocation Directive 03-3-3-500 implemented to mitigate employee moving costs.
- Mentoring plan completed and distributed.
- Individual Learning Plan process is in place and distributed and is on the Human Resources website.
- Agency Leadership Program developed and implemented – one session every 18 months.
- Career Development Tours developed and implemented – one to two tours per year.
- A centralized New Employee Orientation Program has been developed and implemented to ensure comprehensive and consistent orientation of new employees at all levels of the organization – supplements local new employee orientation by direct supervisor.
- A projection of retirements is sent annually to the LT for planning purposes.
- New management service appraisal process contains behavior competencies addressing role of manager in succession management.
- To expand ODF employee knowledge and experiences, opportunities for external job rotations/exchanges are shared electronically with all ODF employees.
- Flexible work schedules are available for ODF employees as appropriate.
- Incident Command System (ICS) assessment and recruiting efforts in critical areas.

What Needs To Be Done

- Ongoing involvement of the Leadership Team in coordination of 'solutions' related to Succession Management and clarification of supervisors role in employee development.
- Develop a more robust "Talent Management System" to proactively identify employee and organizational training, development and experience needs.
- Review and determine feasibility of implementing a home purchase program for employees promoting to a new position.
- Clarify "unwritten rules" that impact employee behavior.
- Identify needed and desired "experiences" for successful future leaders. Incorporate into the learning matrix and into individual learning plans.
- Continue to provide the Agency Leadership Program on an ongoing basis.
- Continue to provide Career Development Tour for employees.
- Survey all ODF employees to determine level of understanding of available opportunities and to solicit input on what more needs to be done to assist employees to attain career objectives.
- Better utilization of retiree skills and knowledge through a program that actively matches Forestry needs with retiree interests and skills.