

# Succession Planning DMR Managers' Day '07

Martin W. Anderson, Ph.D.

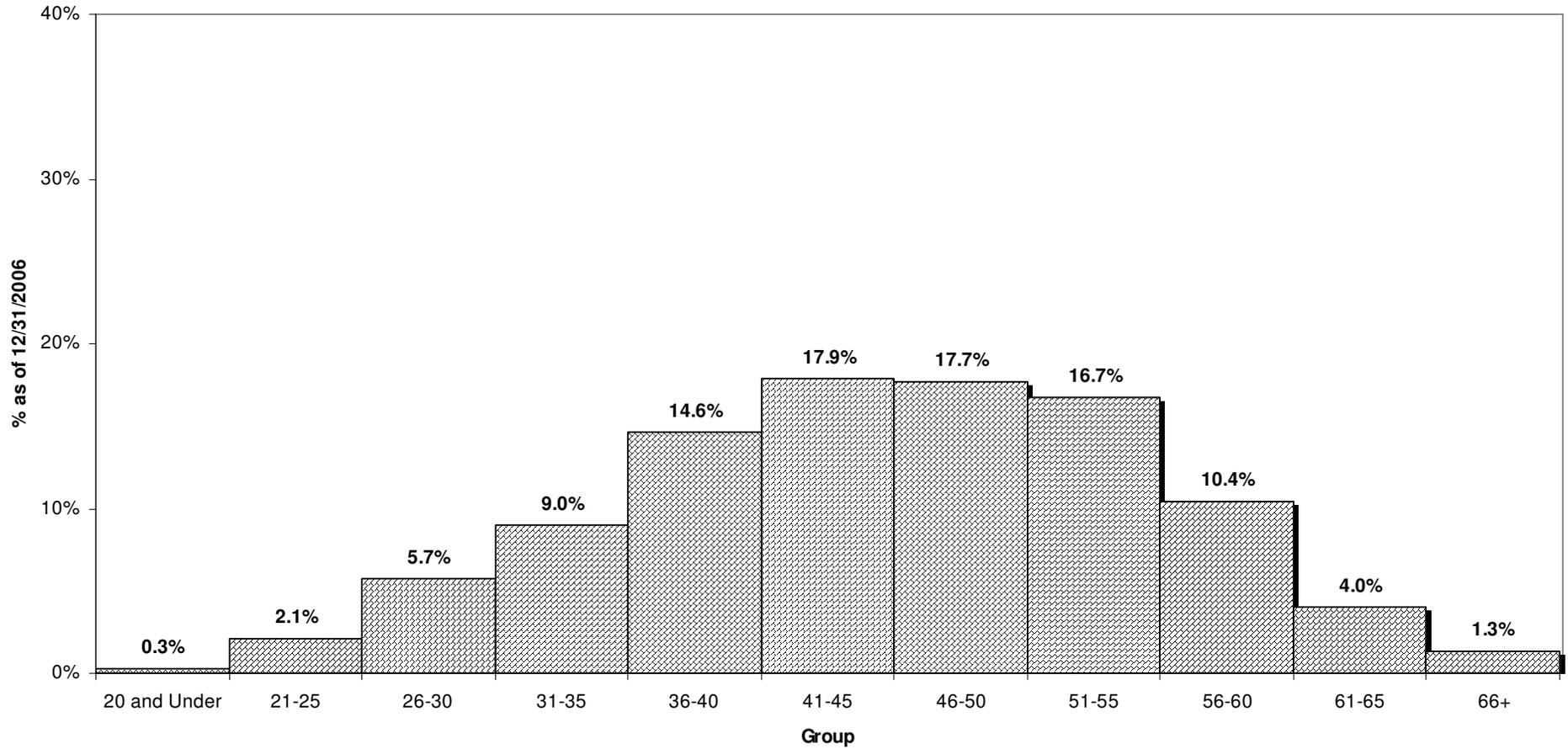
Director of Administration

Department of Administrative Services

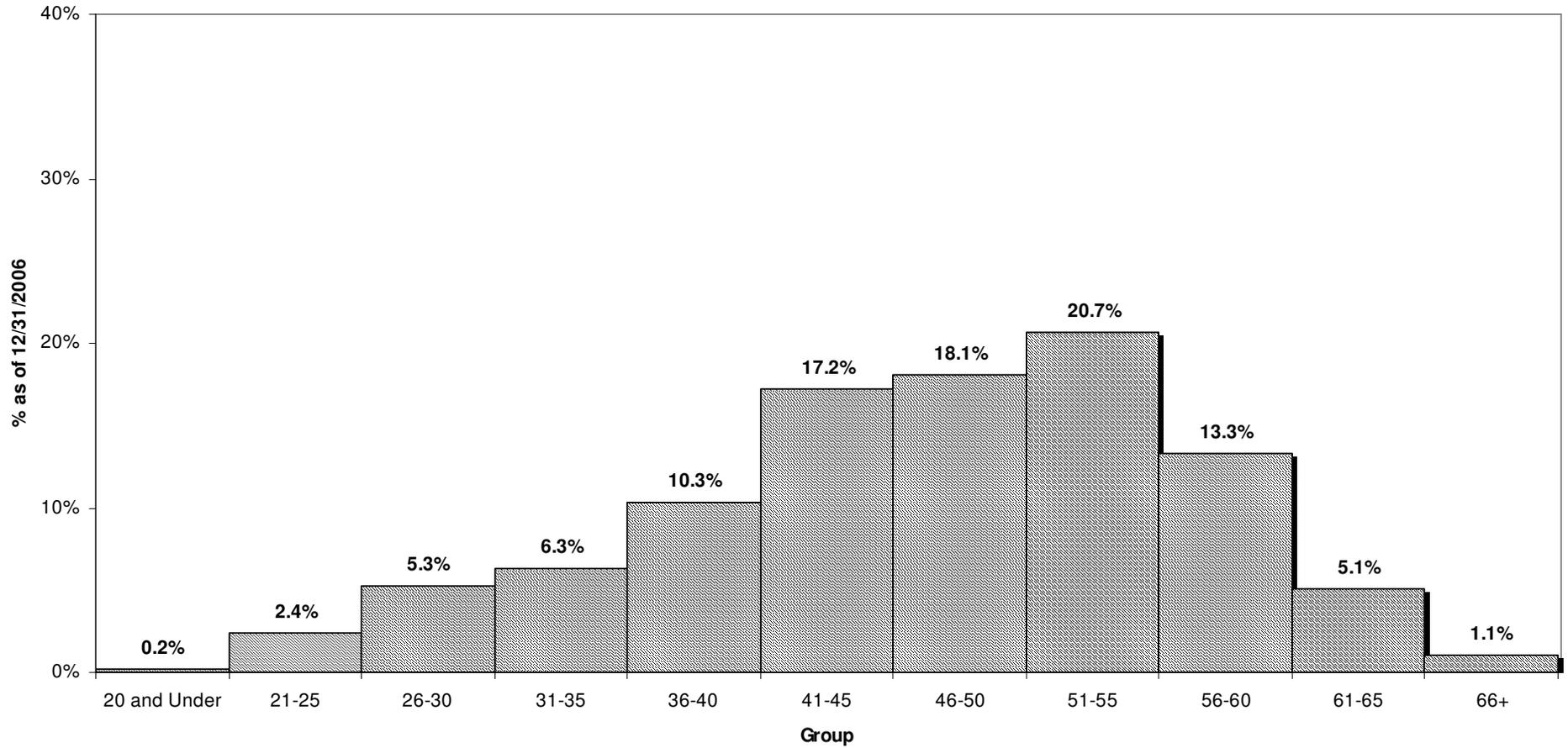


The lay of the land ....

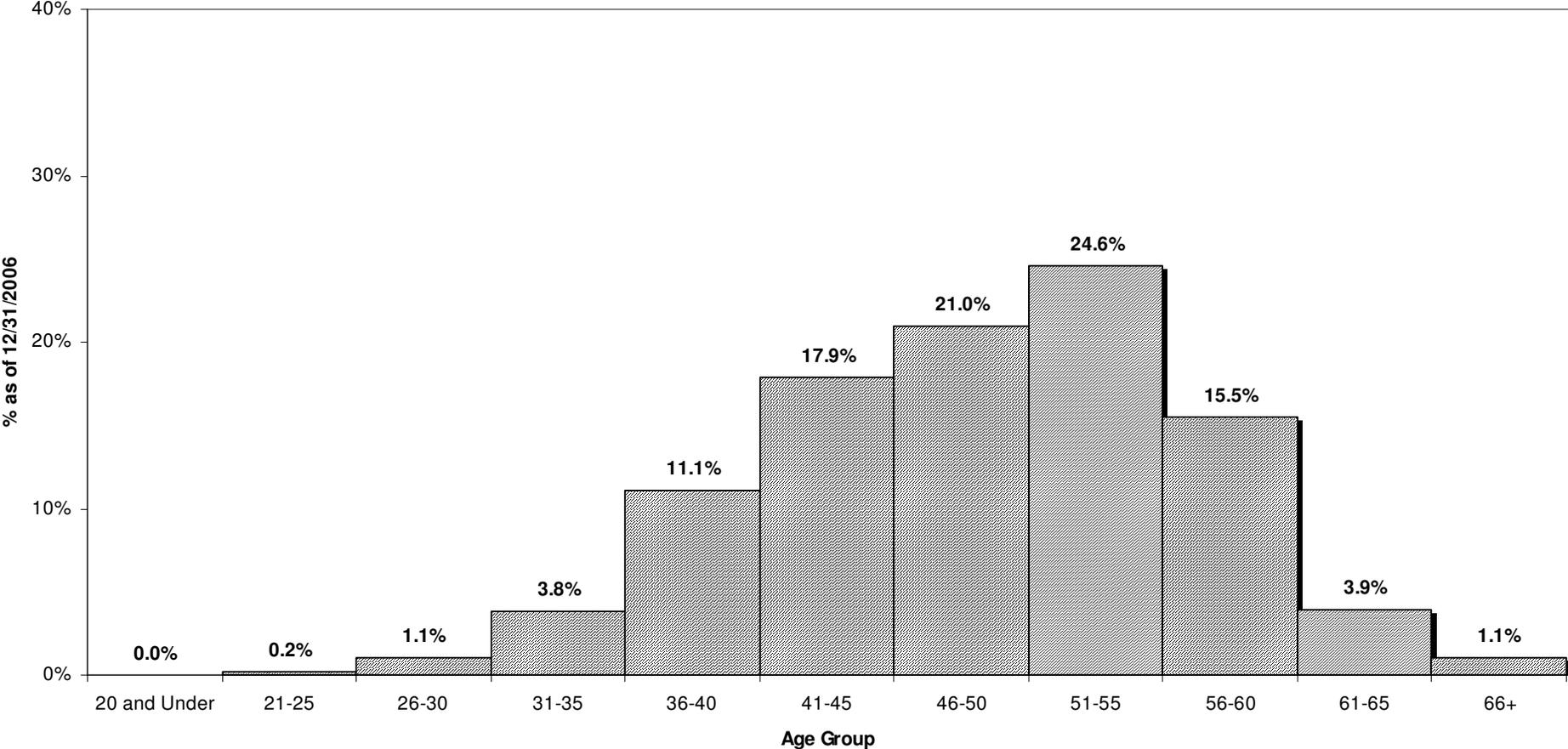
## Age Distribution of All State Executive Branch



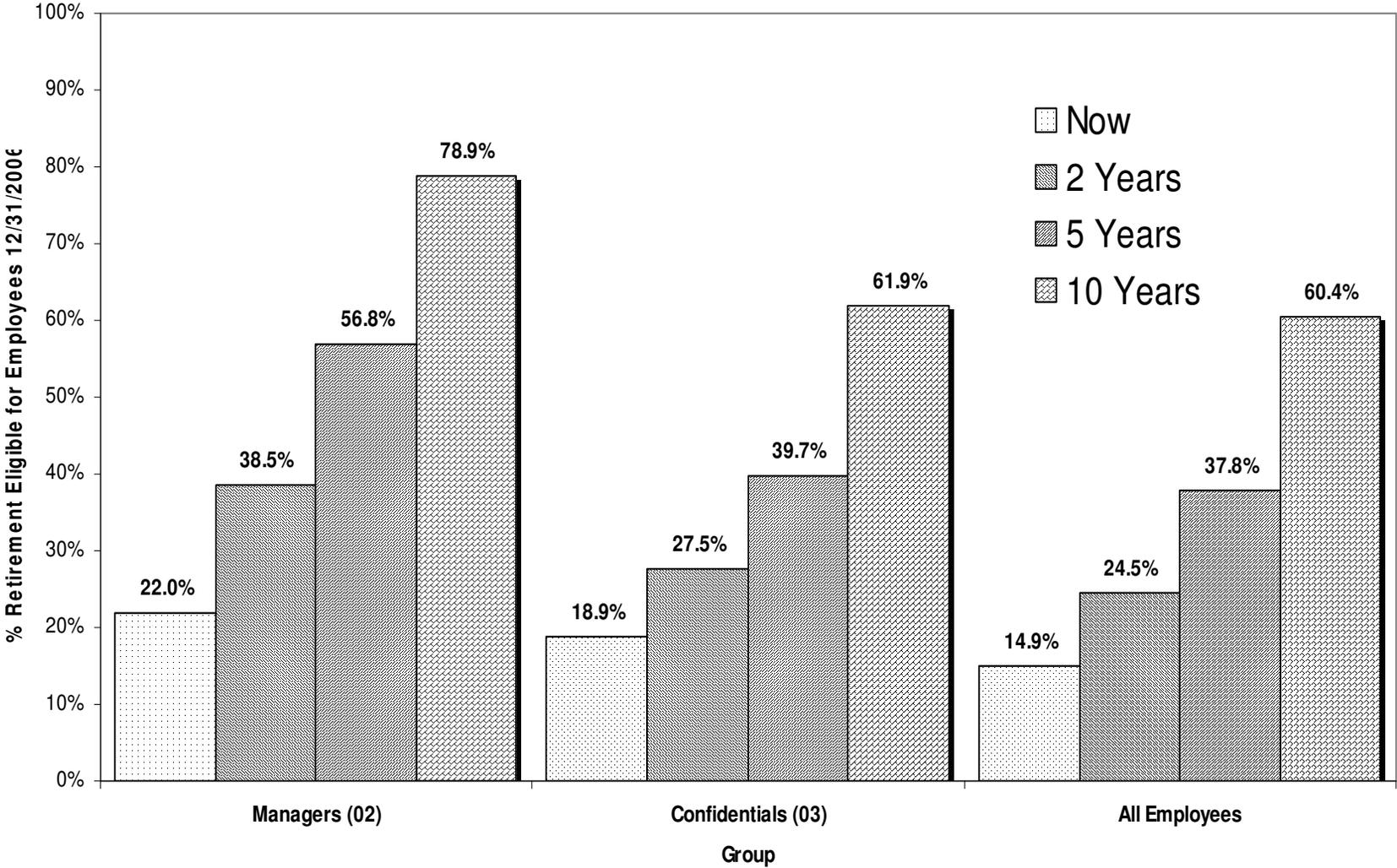
### Age Distribution of All State Confidentialials (03)



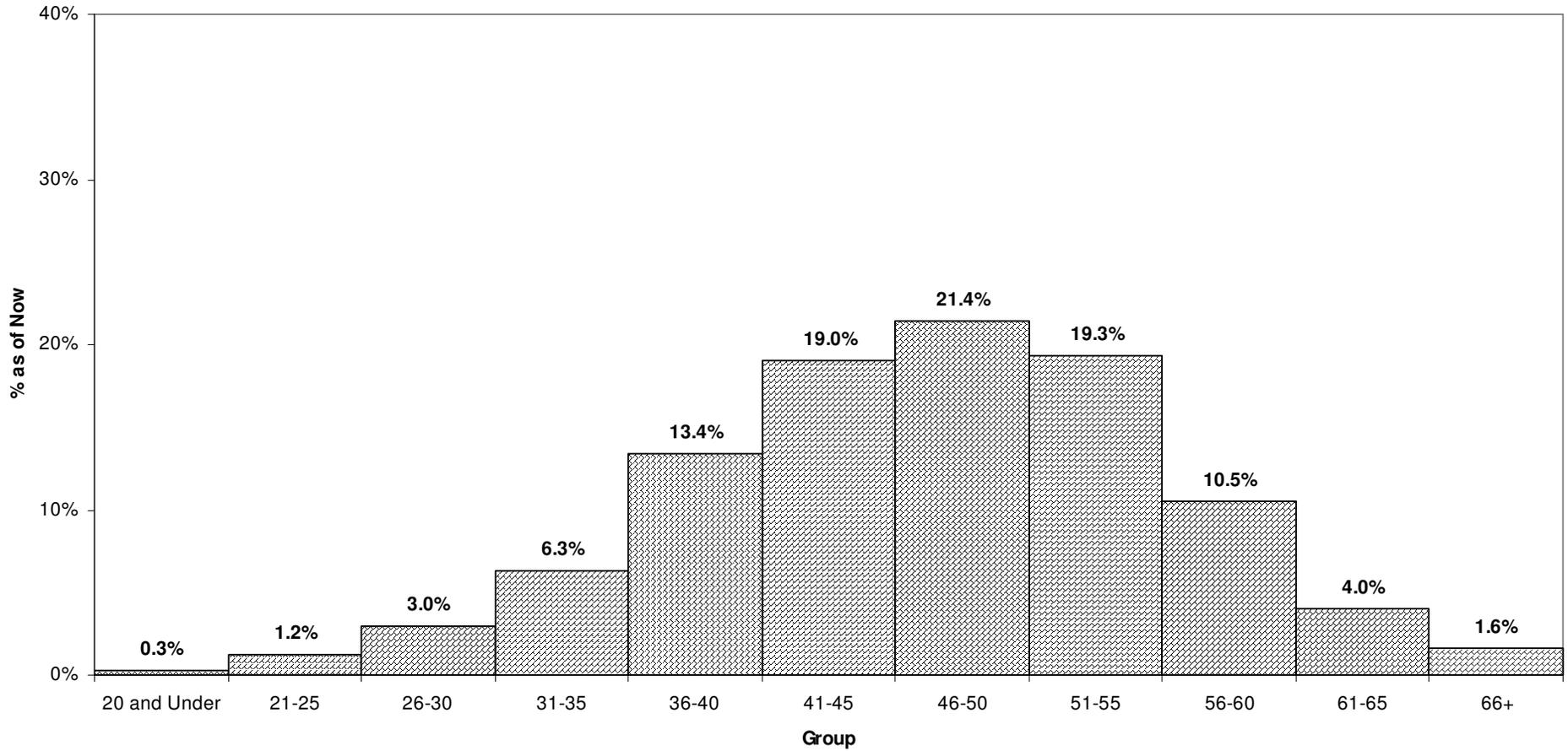
### Age Distribution of All State Managers (02)



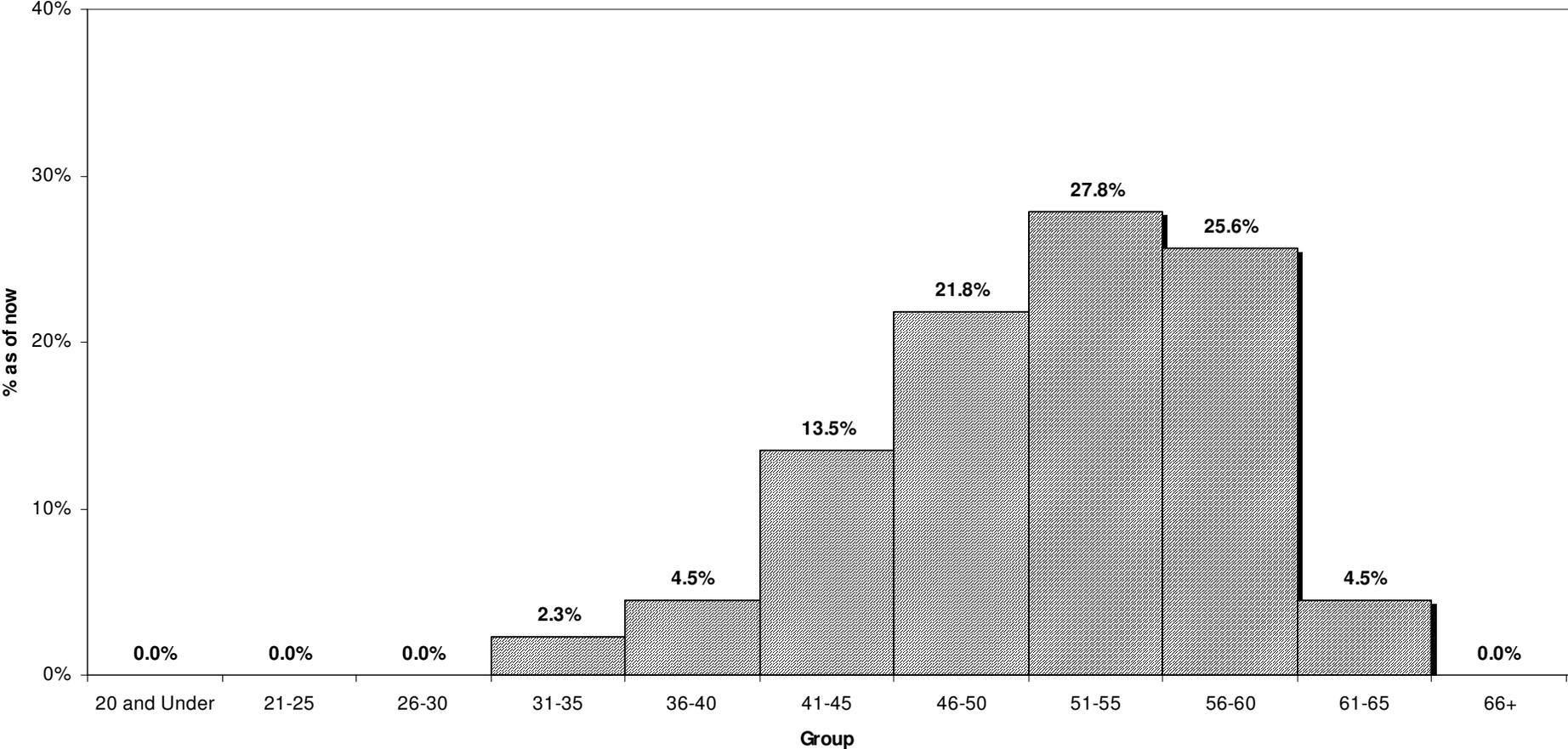
# All Executive Branch Retirement Eligibility by Group



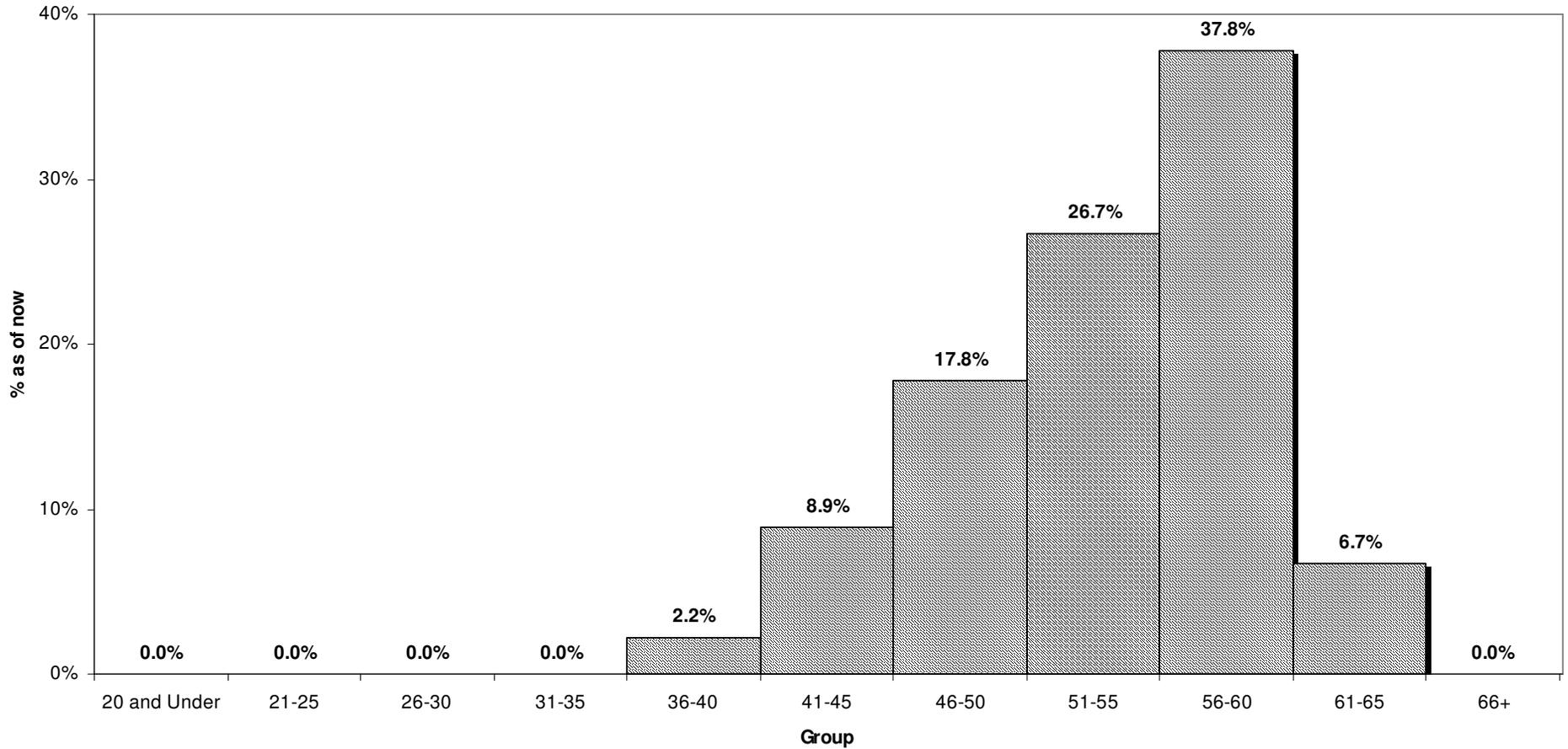
## Age Distribution of All DMR Employees



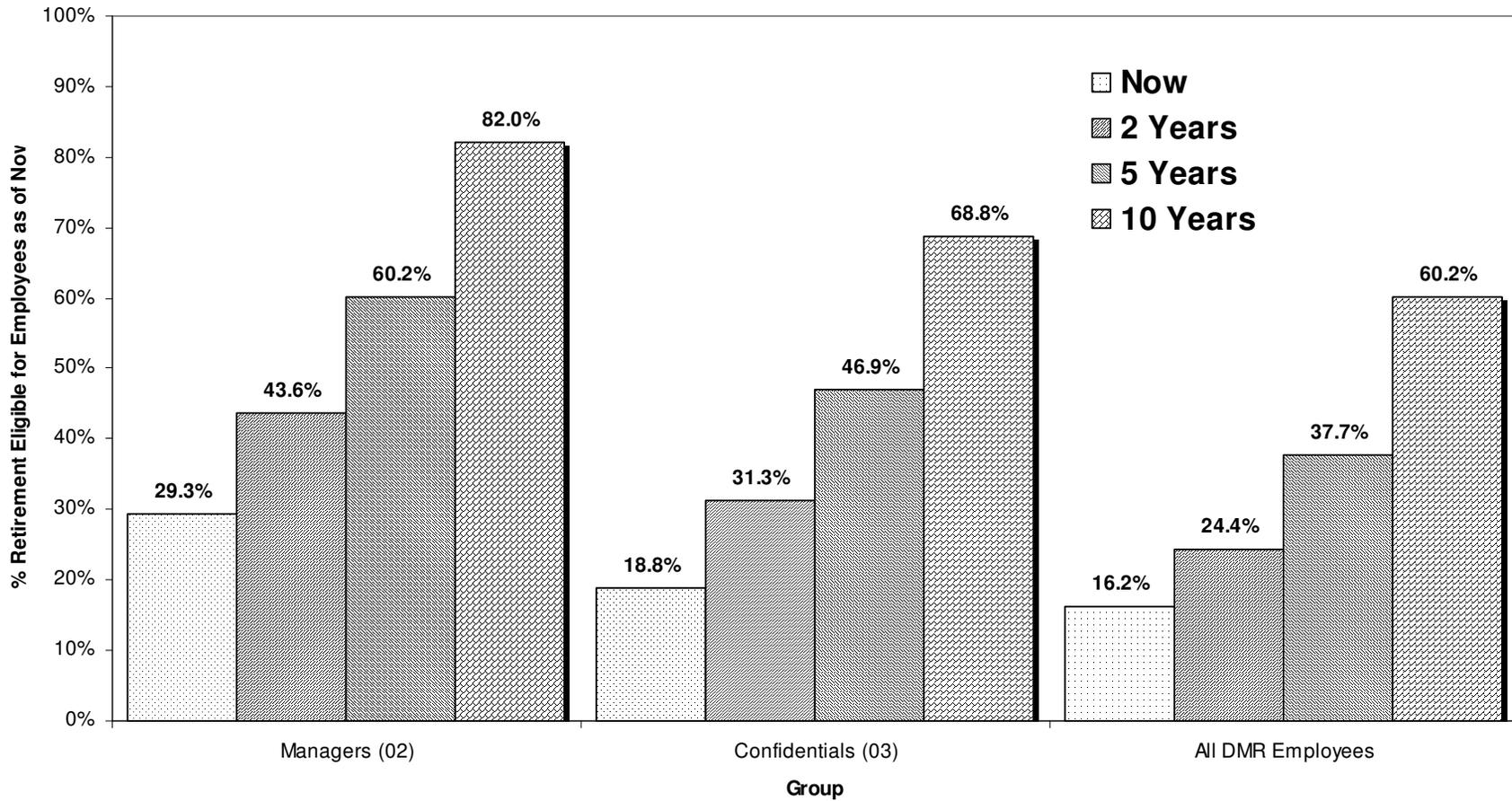
# Age Distribution of All DMR Managers



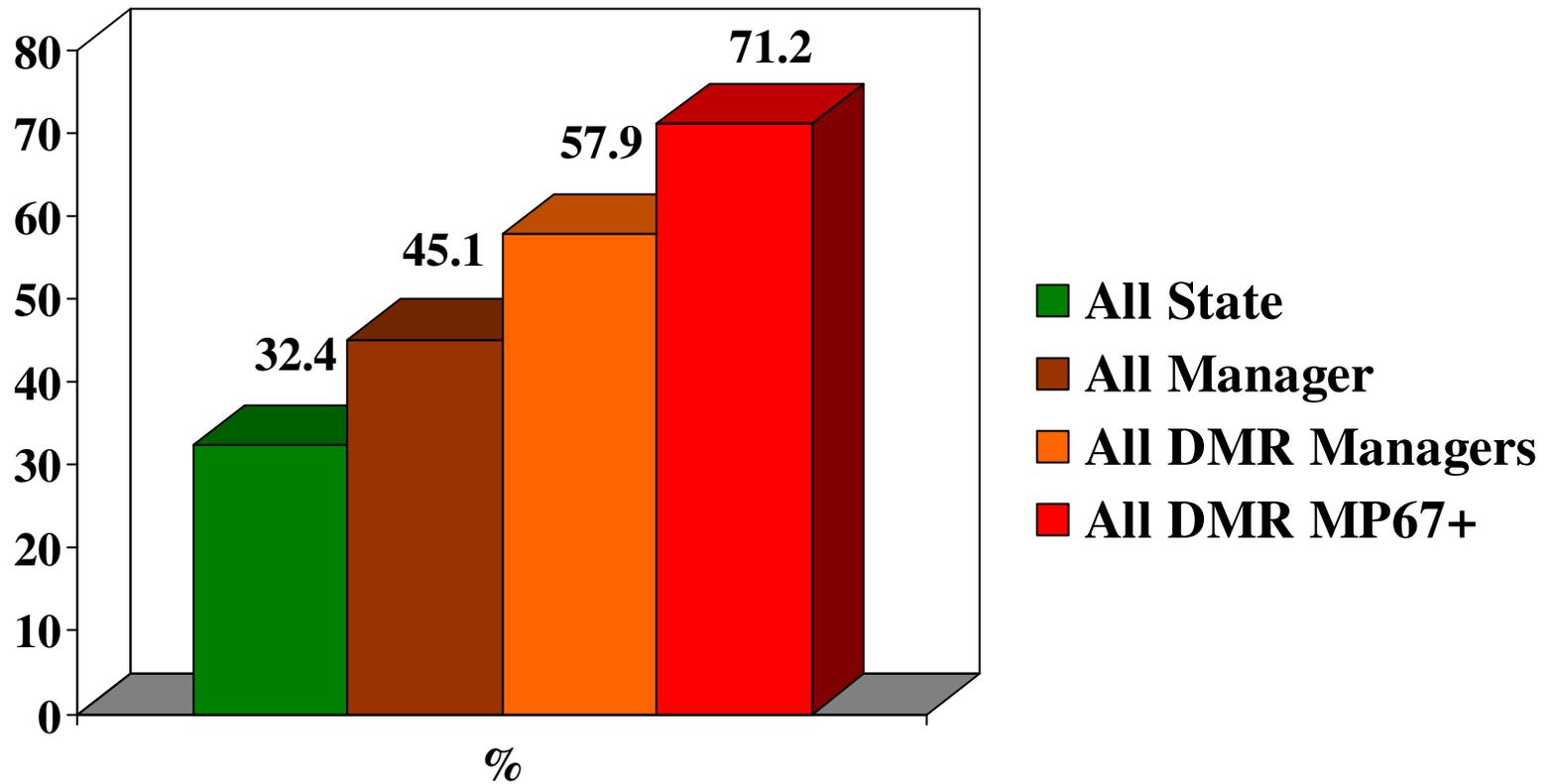
## Age Distribution of DMR Top Management (MP67 & Higher)



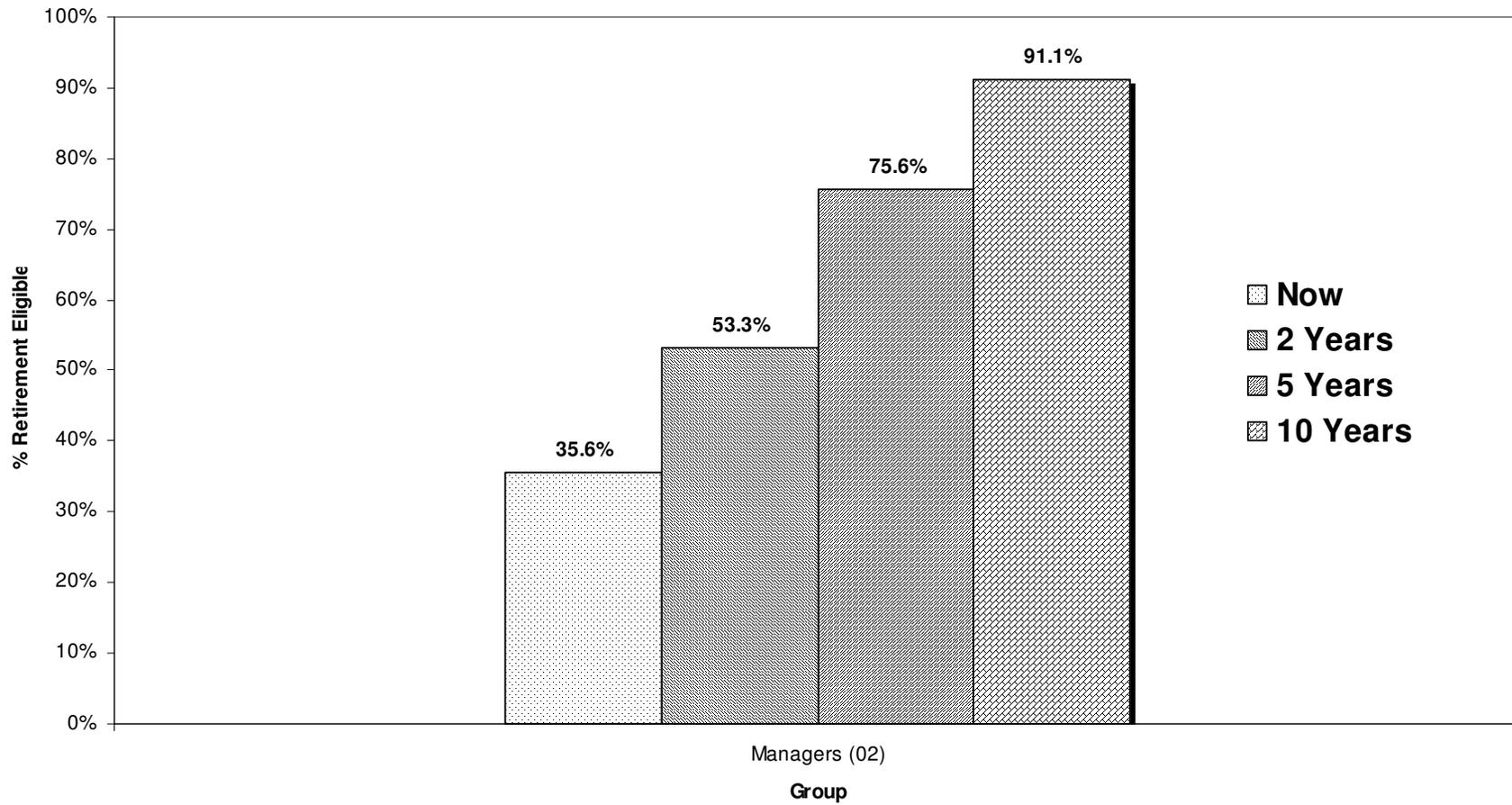
## DMR Retirement Eligibility by Group



# Over 50 Club



## DMR Retirement Eligibility for Top Management (MP67+)





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» **Work Force Planning**

Welcome to the Human Resources Work Force Planning Site.

Over the past year, we've experienced a significant downsizing due to the state's early retirement program.....so what does the future look like:

- ◆ Did you know that by 2009, 25% of the current state employees will be eligible for retirement?
- ◆ Have you been experiencing shortages in a particular job class? Do you know the trends for future shortages?
- ◆ Do you know the type of knowledge and skills needed for your agency's future business?
- ◆ Are your employees prepared with that knowledge and skills?

For additional information to answer these questions and more, click on the links below and take a tour, investigate the phases of the process or experiment with the tools provided. Call your [HR Liaison](#). We've got experienced staff to assist you. Don't be caught unprepared for the changes that face us in state government.



**ANALYSIS**

What does your staff look like now and what should it look like in the future?

**PLANNING**

What needs to be done to transform our staff for the future?

**IMPLEMENTATION**

How do we get our staff and organization ready?

**MONITORING**

Has the Work Force Planning effort succeeded

**Workforce Planning**

**Basics**

- ◆ [What is it?](#)
- ◆ [Why do we need Workforce Planning?](#)
- ◆ [How do you do a Workforce Plan?](#)
- ◆ [The state of the State's Workforce.](#)
- ◆ [FAQ's](#)

**Phases**

1. **ANALYSIS**

- ◆ Profile the current workforce.
- ◆ Profile the Future Workforce.
- ◆ Tools/Best Practices

2. **PLANNING**

- ◆ Plan the transformation of the current to future workforce.
- ◆ Tools/Best practices

3. **IMPLEMENTATION**

- ◆ Tools/Best Practices

4. **MONITORING**

- ◆ Revise the Workforce Plan
- ◆ Tools/Best Practices

# Workforce Planning High View

## 1. Analysis--determine profile of current workforce

- Profile the Current Workforce
- Profile the Future Workforce
- Tools:
  - Agency Roster & Position Summary
  - Current Staff, Workforce Projections
  - Future Staff, Workforce Projections

# Workforce Planning High View

## 2. Planning—Determine actions required to transform current workforce into required future workforce

- Plan the Transformation of the Current to Future
- Tools:
  - HR Benchmarks
  - Exit Interview Results
  - Sample Workforce Planning Approaches/Steps

# Workforce Planning High View

## 3. Implementation—execute plan

### – Tools

- Career Counseling
- Cost Reduction Techniques
- Key Performance Measures
- Leadership Development
- Organizational Analysis & Design
- Organizational Assessment
- Succession Planning

# Workforce Planning High View

## 4. Monitoring—Assess success of plan

- Revise the Workforce Plan as Needed
  - Lessons Learned Technique

Occupational series	Education			Years of service					
				1-3		4-10		>10	
	Level	Number	%	Number	%	Number	%	Number	%
Program management	<Bachelor	64	31%	3	5%	9	14%	52	81%
	Bachelor	96	46%	1	1%	7	7%	88	92%
	Master/ Professional certification	48	23%		0%	4	8%	44	92%
	Total	208		4	2%	20	10%	184	88%
	Mechanical engineer	<Bachelor	22	3%	11	50%	1	5%	10
	Bachelor	552	68%	38	7%	103	19%	411	74%
	Master/ Professional certification	214	26%	17	8%	43	20%	154	72%
	Doctor	26	3%	5	19%	9	35%	12	46%
	Total	814		71	9%	156	19%	587	72%

Legend:

**Workforce characteristics**

Levels of aggregation

# RAND National Defense Research Institute

1. What critical workforce characteristics will the organization need in the future to accomplish its strategic intent, and what is the desired distribution of those characteristics?

# RAND National Defense Research Institute

2. What is the distribution of today's workforce—of the workforce characteristics needed in the future?

# RAND National Defense Research Institute

3.If the organization maintains current policies and programs, what distribution of the characteristics will the future workforce possess?

# RAND National Defense Research Institute

4. What changes to human resource management policies and practices, resource decisions, and other actions will eliminate or alleviate gaps (overages and shortages) between the future desired distribution and the projected future inventory?

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				1-3		4-10		>10	
	Level	Number	%	Number	%	Number	%	Number	%
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Legend:

**Workforce characteristics**

Levels of aggregation

# Succession Planning

# Succession Risks to Be Managed

- Vacancy Risk
- Readiness Risk
- Transition Risk
- Portfolio Risk