

Integrative Strategies in Succession Planning

Council of State and Territorial Epidemiologists

June 21, 2018

NEBRASKA

Good Life. Great Mission.

DEPT. OF HEALTH AND HUMAN SERVICES

Helping People Live Better Lives.

What we'll talk about (hopefully)...

- Integrative opportunities to promote quality improvement and workforce development
- Ways to engage staff to address emerging needs and gaps
- Strategies to support continuity of operations during transitions

(Basically some stuff we've learned and new stuff we're trying)



Why should we care? Why should we act?

- ▶ “Creating a culture of leadership, engagement, and collaboration is vital to succession planning and retaining institutional memory.”

NEBRASKA

Good Life. Great Mission.

DEPT. OF HEALTH AND HUMAN SERVICES

Helping People Live Better Lives.



86% disengaged

43% think about quitting

Why should we prepare?

Silent Generation: 1925-1945 (71-92) 55 million

Baby Boomers: 1946-1964 (53-71) 76 million

Gen X: 1965-1980 (37-52) 45 million

Gen Y: 1980-2000 (17-37) 77 million

NEBRASKA

Good Life. Great Mission.

DEPT. OF HEALTH AND HUMAN SERVICES

Helping People Live Better Lives.

National Average Data

- 10,000 Baby Boomers turn 65 everyday
- 50% of state employees are 45-64
- 1/3 of 5 million state workforce can retire in 5 years
- Leadership turnover > 50%



Best Practices in Succession Planning

1. Committed Leadership
2. Incorporate with Strategic Plan and Workforce Development Plan
3. Collect Data
4. Prioritize and Target
5. Determine Key Competencies and Assess Gaps
6. Knowledge Management System
7. Training & Development
8. Recruitment
9. Retention
10. Assessment and Continuous Improvement

NEBRASKA

Good Life. Great Mission.

DEPT. OF HEALTH AND HUMAN SERVICES

Helping People Live Better Lives.

Integrated Approach

Environmental Scan

Identify Core Competencies

Assess Training Needs

Gap Analysis of Workforce

Identify Critical Positions

Identify Key Positions

Identify Position Competencies

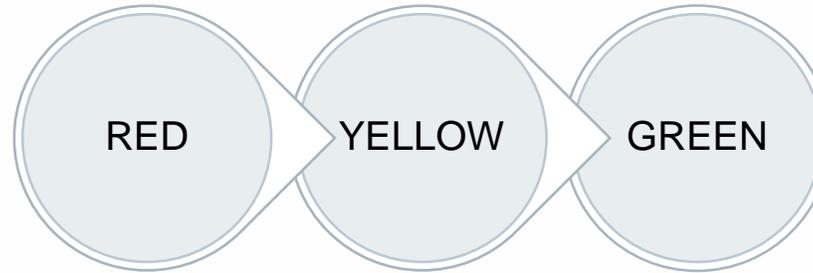
Assess Performance, Potential, Readiness and Interest

Develop and Retain Talent Pool

Measure, Monitor and Evaluate

Assessing Risk of Loss

- High-Medium-Low



- Consider expertise, environmental factors, work demands, team unity, retirement vulnerable, funding vulnerable, difficult to retain
- Utilize Stay Interviews



Stay Interviews ARE:	Stay Interviews ARE NOT:
Brief and focused, 20-30 minutes	Long casual chats
About the employee	About the manager
Scheduled periodically, 1-2x year	Only when there's a problem
Possible to include a Stay Plan	A personal/professional development plan
About asking questions and listening	About training and coaching
Designed to build trust	Designed to get answers
A one-on-one private conversation	Feedback in a team meeting

Helping People Live Better Lives.

Stay Interview: Team Member Handout

This document includes the primary questions of the Stay Interview. Please take the opportunity to review these in advance of the brief meeting. The Stay Interview is designed to help the organization learn more about what keeps you engaged and satisfied as an employee. The Stay Interview is not a performance evaluation, nor a professional development plan. The session should be viewed as an opportunity to express what you value, what you would like to contribute, and what you might need in order to best support you as a productive and happy team member. At the end of the Stay Interview, you might find the use for a Stay Plan, which can be developed independently or with your supervisor, as a way to keep track of any activities to follow up on, or goals to work toward.

1. What do you look forward to when you come to work each day?
2. What keeps you working here?
3. What skills or talents would you like to contribute every day?
4. How do you prefer to receive feedback including recognition?
5. What are your professional goals for the next five years?
6. What can I (your supervisor) do to make your experience at work better for you?
7. What didn't we cover during this meeting that is important to you?

Competency Development

Identify Top Training Needs by Domain

Core Competencies (COL for PH Professionals)

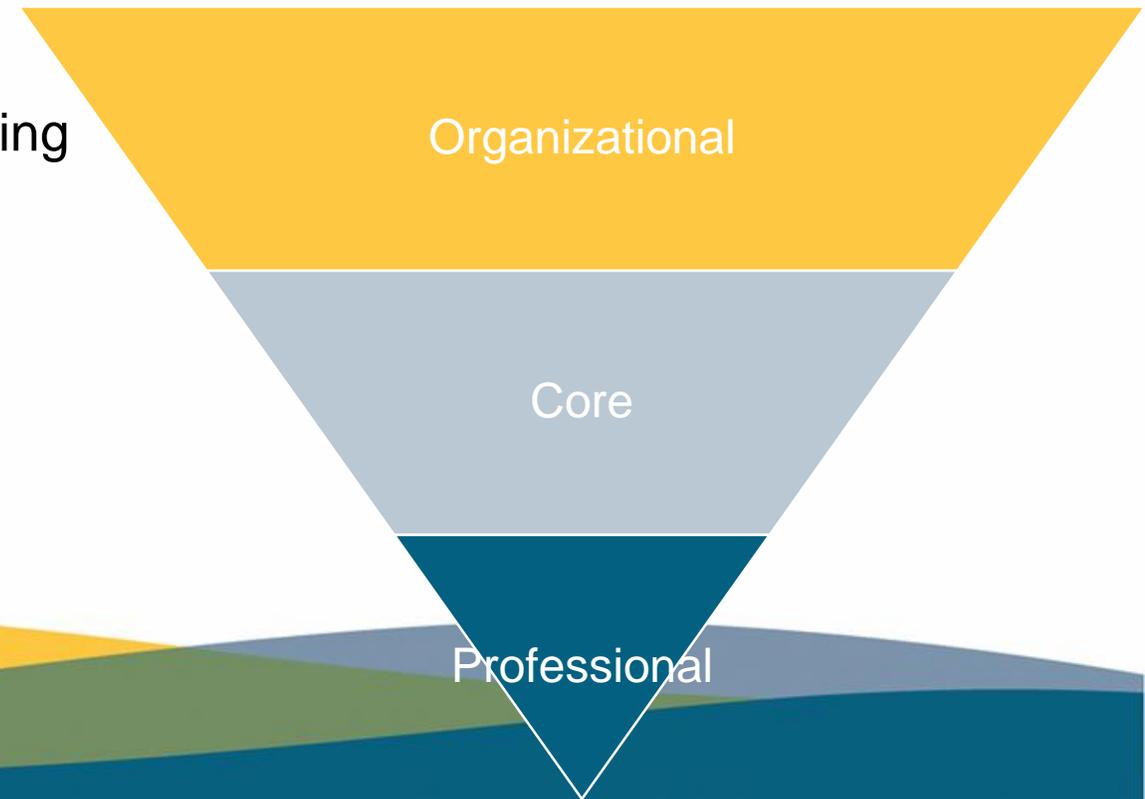
Position Competencies

Include Learning Development Goals in Performance Evaluations

Support X number of hours monthly or quarterly toward advanced learning

Grow strengths-based team leaders and coaches

Prioritize accountability via performance-oriented coaching



High Potential – High Performing Employees

- Emerging Leaders
- Team Leaders
- Operational Leaders
- Strategic Leaders

- Engage cross functional/organizational assignments
- Utilize talent matrix that notes where candidates exceed/demonstrates/coaching needed

- Be clear about Behavioral Competencies, Values and Cultural Norms
- Be clear about Professional Skills Competencies
- Be clear about Organizational Competencies

NEBRASKA

Good Life. Great Mission.

DEPT. OF HEALTH AND HUMAN SERVICES

Helping People Live Better Lives.

Encouraging or Requiring Stretch Projects

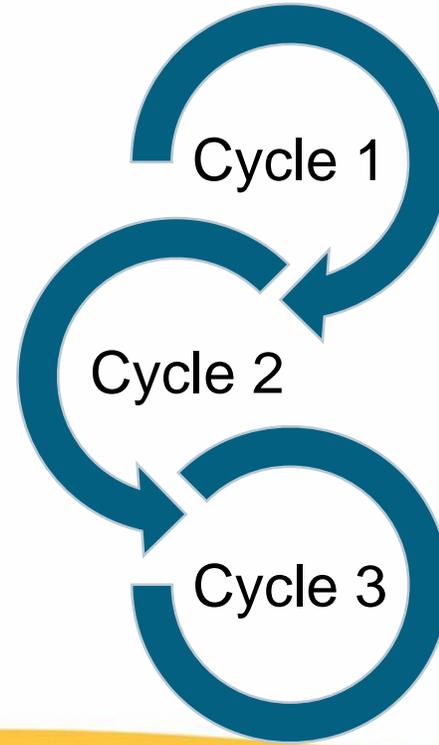
Create your Workforce Development Plan and Strategic Plan with this in mind.

Structure short term, quick win learning opportunities.

Supervisors aid employees to identify a stretch project annually, outside their normal work duties.

90-Day Projects

QI or PI Projects



Job Shadowing, Coaching and Mentoring

Utilize Individualized Professional Development Planning

Encourage 2x year job shadow in different area

5 Coaching Types: Role, Quick connects, Check-Ins, Developmental, Progress Review

Exposure to skills, arenas, teams

Develop vision and goals

Utilize tracking sheets to document experiences and growth needs in Organizational/Core skills

Assess Performance Potential

Utilize Job Shadowing as a way to capture Continuity of Operations details including videos

Consider Level of Readiness

- Ready now (expert)
- Ready soon 1-2 years (skilled)
- Ready in 3-5 years (requires more development)

NEBRASKA

Good Life. Great Mission.

DEPT. OF HEALTH AND HUMAN SERVICES

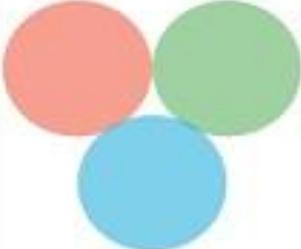
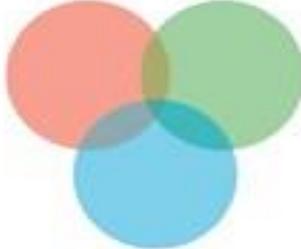
Helping People Live Better Lives.

Multi-Disciplinary Work Teams

- Create a formal 'functional org chart' that centers around topics or priorities and engages rotational membership roles
- Soft structural leadership opportunities if not hierarchical
- Facilitate cross team engagement
- Empower employees to address process improvements
- Utilize cross-learning opportunities and intentionally recruit non-expert employees
 - Example: Facilitate 'Brief Evaluations of Surveillance Systems'



Employee Self-Assessment Scale

				
<p>I'm not doing what I really like to do; I'm not sure I'm even <i>good</i> at doing what I'm asked to do.</p>	<p>I like some of what I'm doing, but doing a lot of things I don't particularly like; I'm not really leveraging my skills.</p>	<p>I like most aspects of my job; I believe I'm really skilled in most of what I'm being asked to do.</p>	<p>I really like what I do, and believe I'm really good at my job; it maximizes my skills.</p>	<p>I love what I do. My skills are a perfect match for this position.</p>

Brand and Line-of-Sight

How does your agency's Brand or reputation impact employee perception of value?

- Develop branding practices that reinforce pride and connectivity

Do your Onboarding practices expose employees to value and opportunity?

- Have clear materials, facilitate Meet-n-Greets, utilize Peer Partners

Do employees feel connected to the agency vision/mission?

- Include connectivity questions in environmental scans

Do employees know how they specifically contribute to the well-being of the population?

- Utilize strategies like dashboards to help every employee see their contribution to the results we achieve

NEBRASKA

Good Life. Great Mission.

DEPT. OF HEALTH AND HUMAN SERVICES

Helping People Live Better Lives.

Engagement (Gallup Top 12)

- Role expectations
- Sufficient materials
- Do what I do best
- Frequent recognition
- Genuine care
- Encouraged development
- My opinion counts
- My job is important to mission
- Peers are committed to quality
- Best friend at work
- Routine progress reviews
- Opportunities to learn and grow



NEBRASKA

Good Life. Great Mission.

DEPT. OF HEALTH AND HUMAN SERVICES

Helping People Live Better Lives.

Tracking Metrics

Ensure Performance Metrics measure things that matter

Track Quarterly or Annually for Individuals and Agency

- Progress toward development goals
- % turnover, vacancy, retirement
- % positions with succession plans
- Stay Interview Data
- # high potential-high performing candidates
- # successful promotions
- Diversity of talent pool
- % of candidates in 'ready now' status



Questions?



NEBRASKA

Good Life. Great Mission.

DEPT. OF HEALTH AND HUMAN SERVICES

Helping People Live Better Lives.

Maya Chilese, MA, PhD(c)

Administrator, Office of Community Health and Performance Management

Maya.chilese@Nebraska.gov

402-471-7779



@NEDHHS



NebraskaDHHS



@NEDHHS

dhhs.ne.gov

NEBRASKA

Good Life. Great Mission.

DEPT. OF HEALTH AND HUMAN SERVICES

Helping People Live Better Lives.