

PREPARATION FOR THE COMING STORM

Labor Force Changes and Succession Planning

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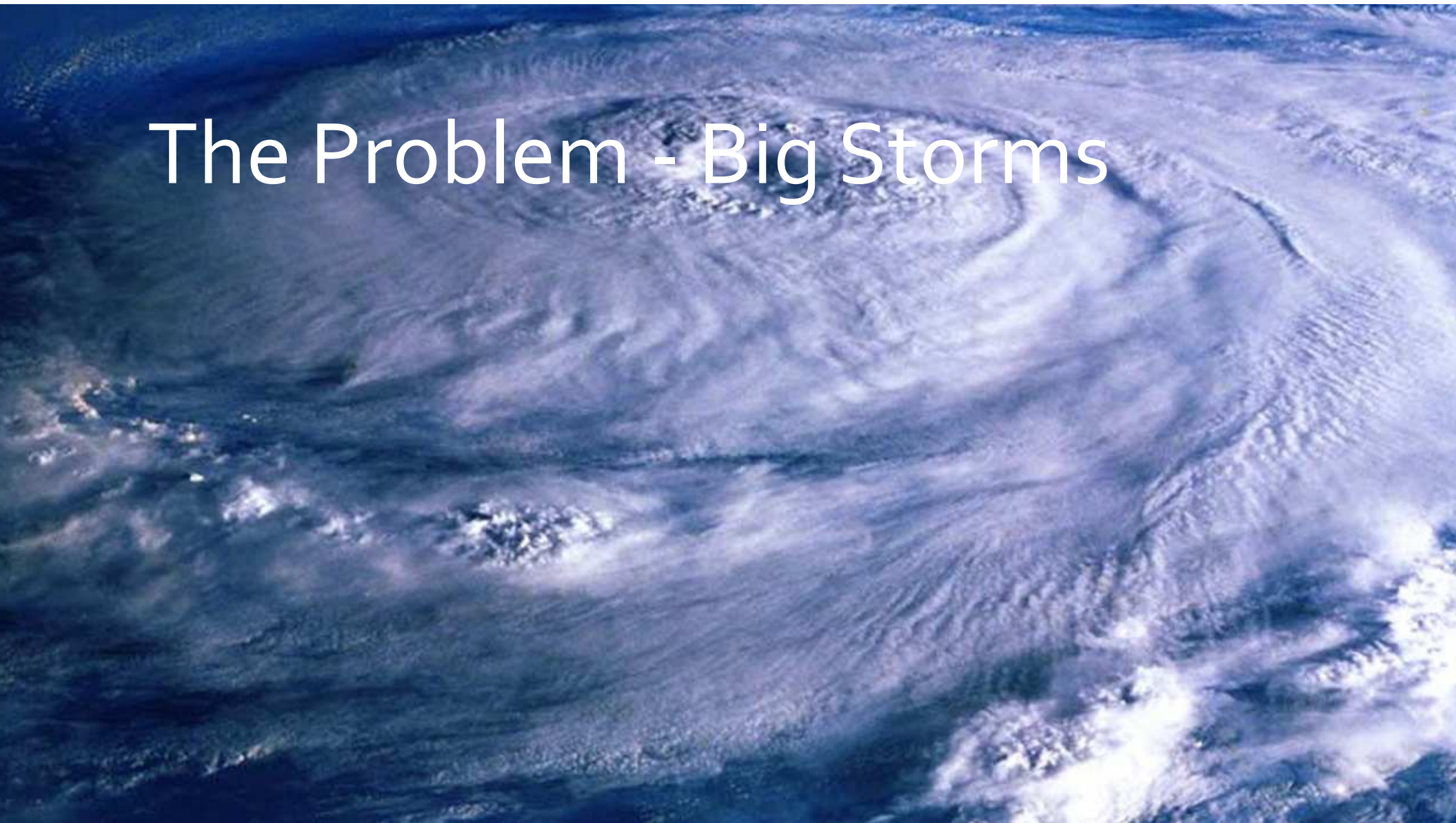
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Our Discussion

- The Problem – Big Storms
- The Solution – How to Prepare
- How to Do It - Steps

The Problem - Big Storms



Big Storms

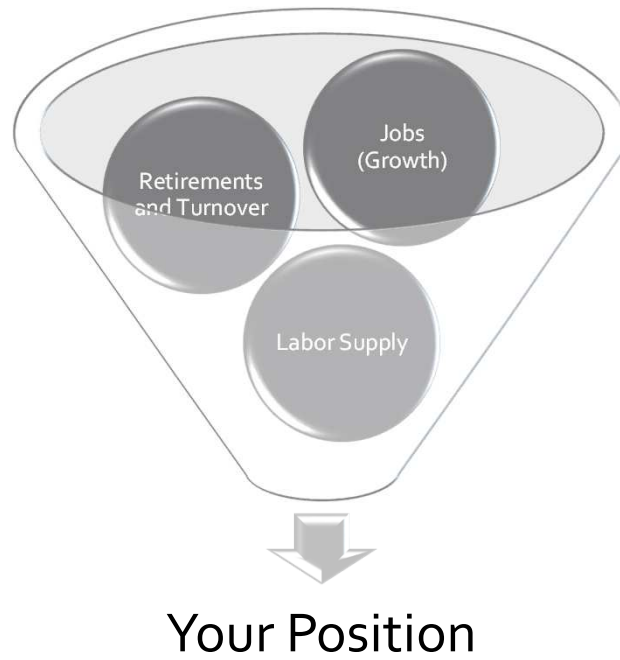
- Florida is hit by hurricanes more often in even years than odd.
- Hits after long periods of tropical peace.
- Number of hits: 114, 37 of them major systems.



Our Problem



Causal Factors in Problem



What do We know?

Older
Workforce
(R/T)

- By 2016, one third (33.3%) of the workforce will be 50 plus.
- Median age of government workforce is more than 45.

Job
Growth

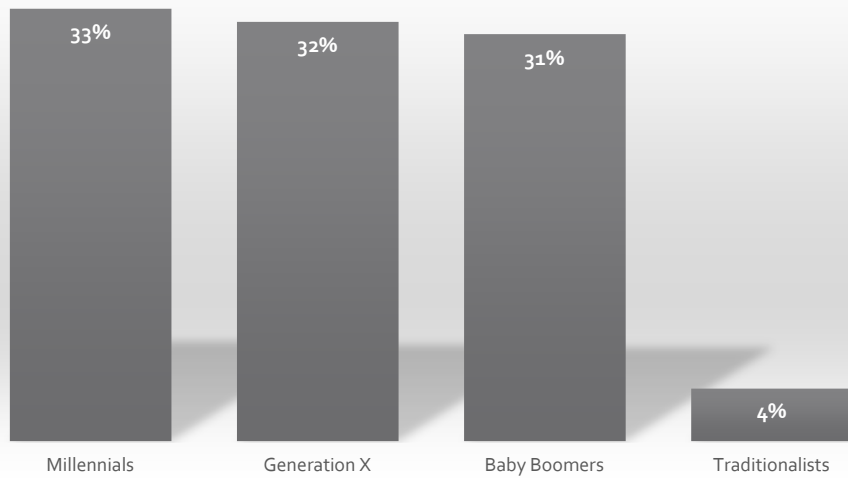
- Growth rate in state and local government jobs will be 0.5 percent per year between 2012 and 2022.

Supply

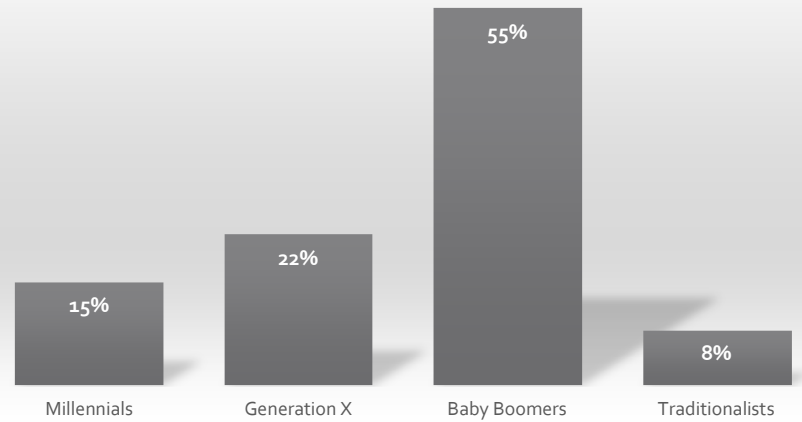
- Skill shortages are starting to become more pronounced.

Multi-Generational Workforce

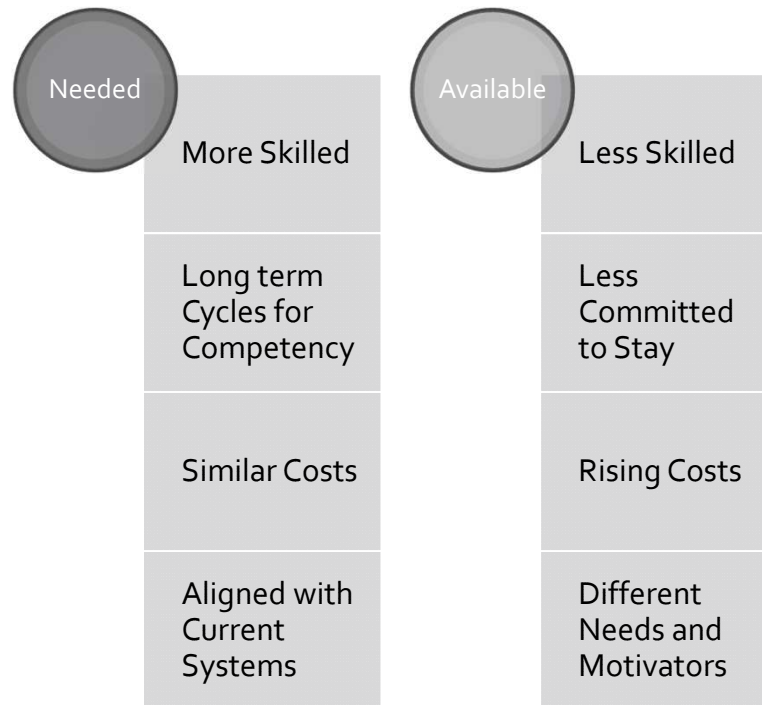
Percent of Each Generation in Workforce



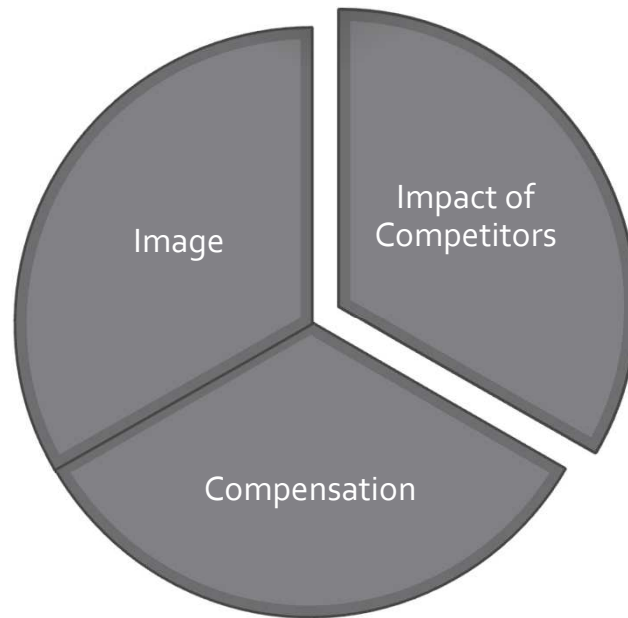
Percent of Each Generation in Local Government



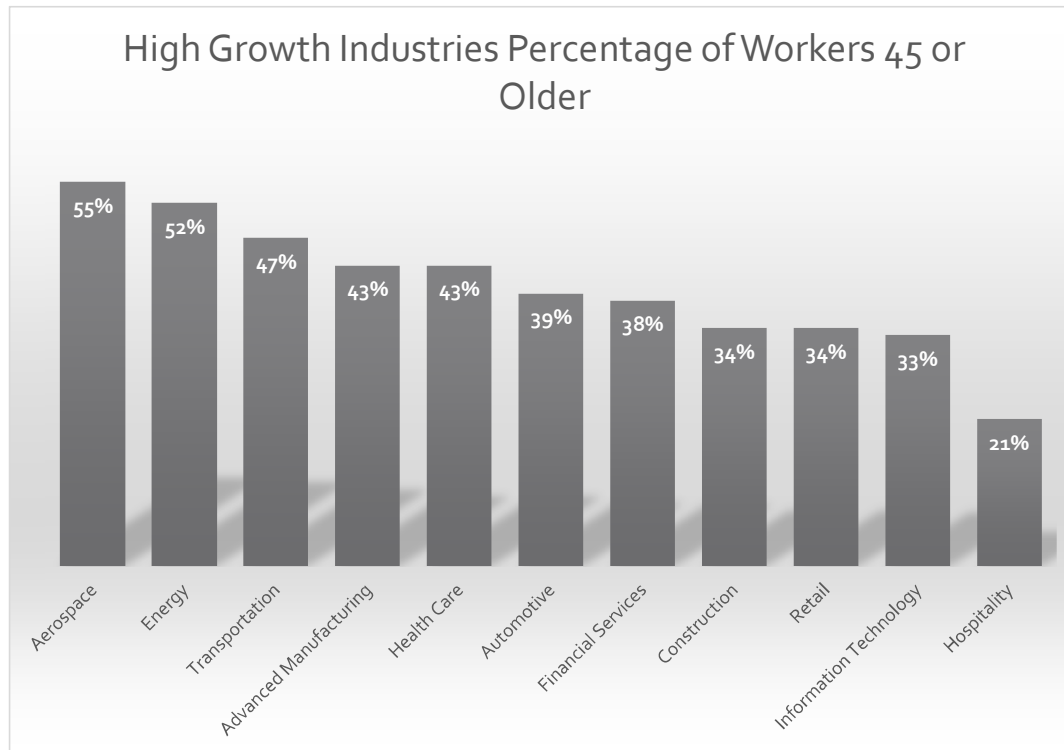
The Gap: Supply and Demand Issue



Why is there a Gap?



Competitor Challenge



Compensation Challenge

- Compensation is key component of ability to respond
- Market position differs by job and service area
- Strong basic trends prevail

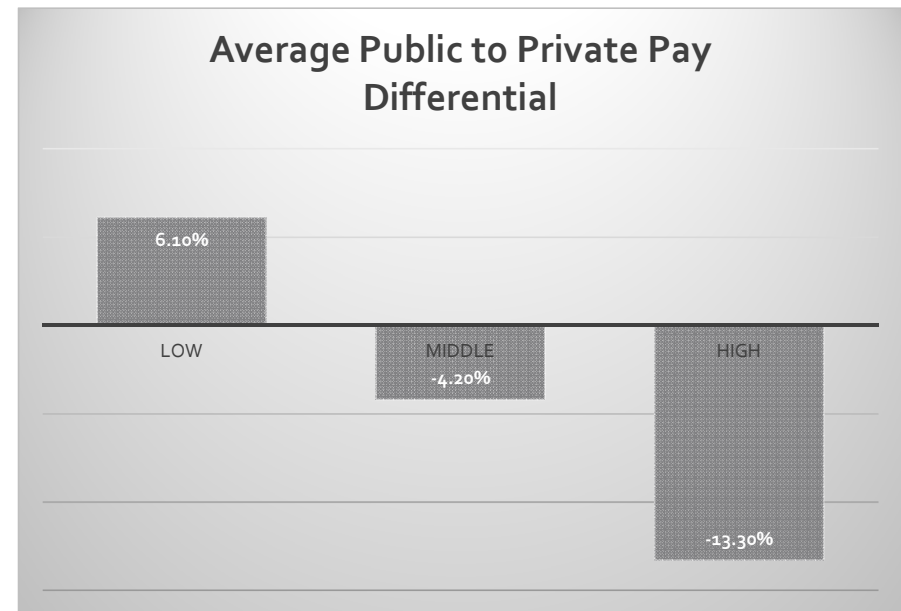
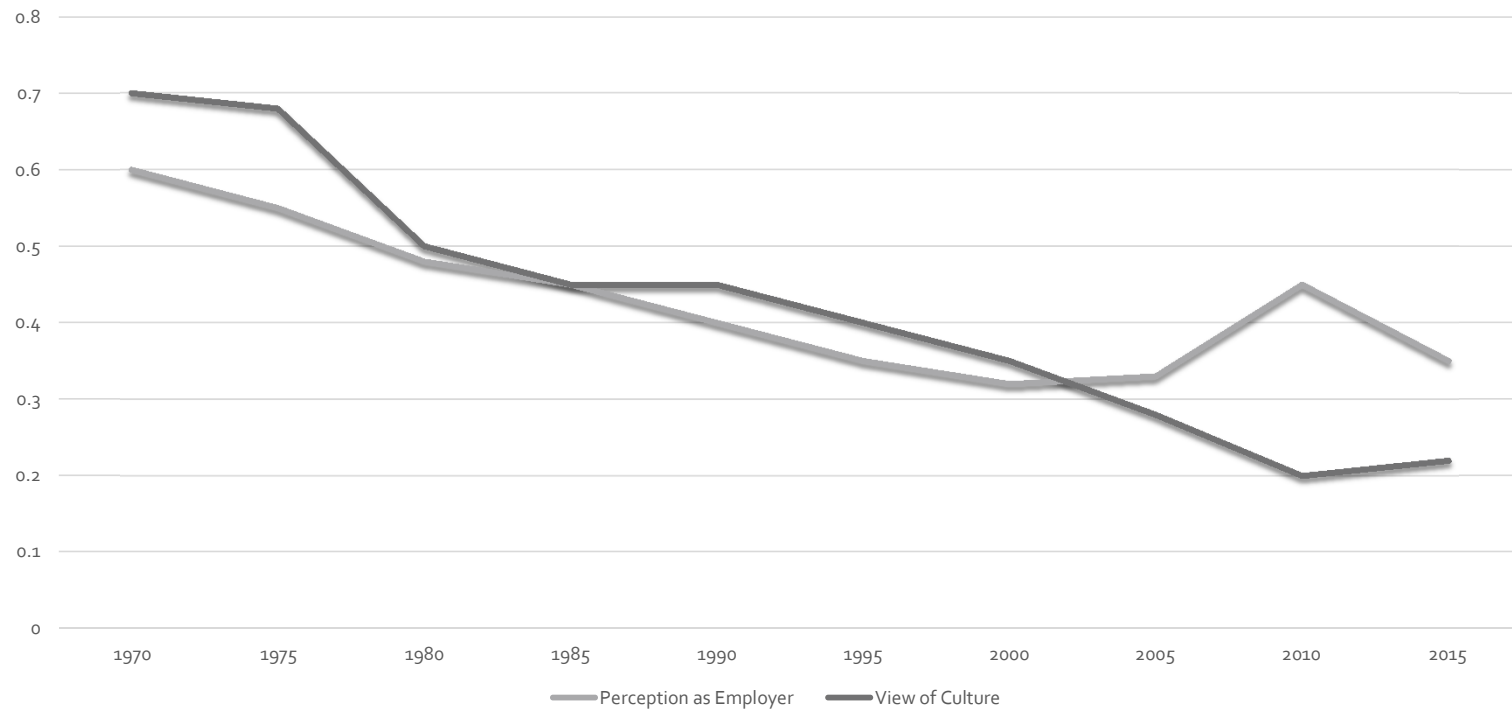
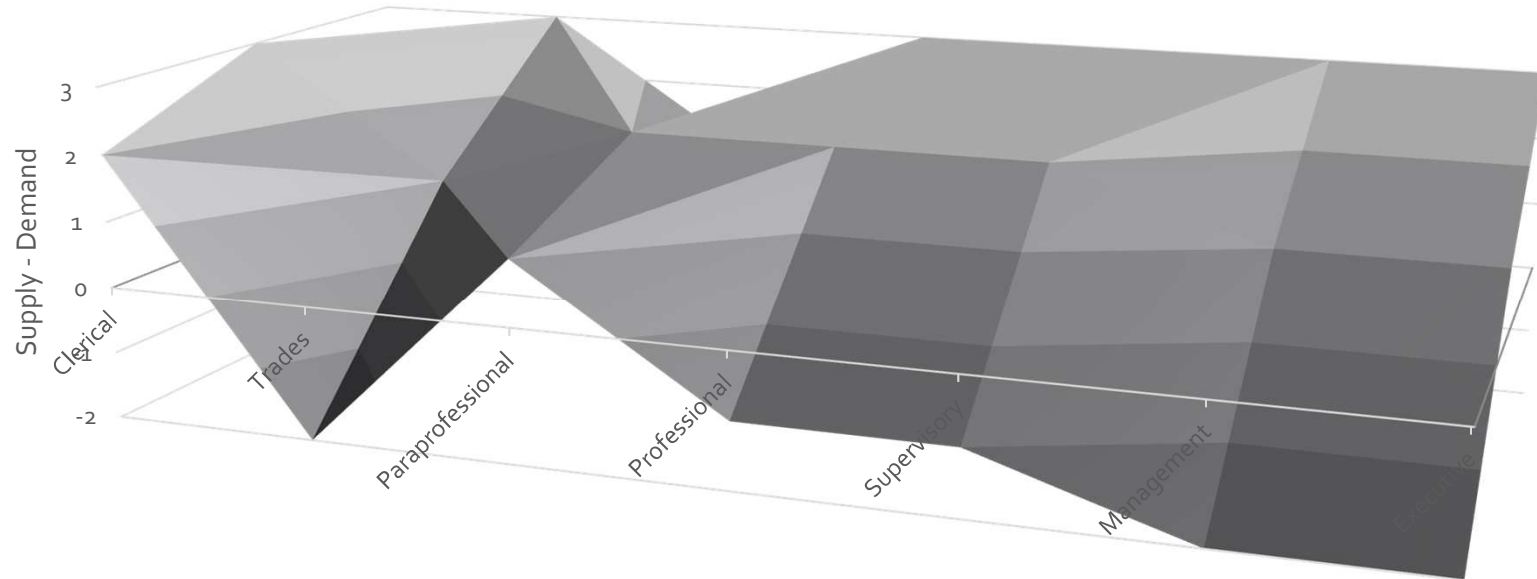


Image Challenge

Perceptions of Public Employment



Risk by Category



Shortages

Group	Job Category
Trades	Construction Water treatment Utility
Para- Professional	Engineering support Inspectors
Professional	Engineering Nursing IT (network, development, database, BI) Science-related (environmental)
Supervisory	Skilled Trades Nursing IT
Manager	Engineering Planning IT
Executive	Department Directors

The Solution – How to Prepare



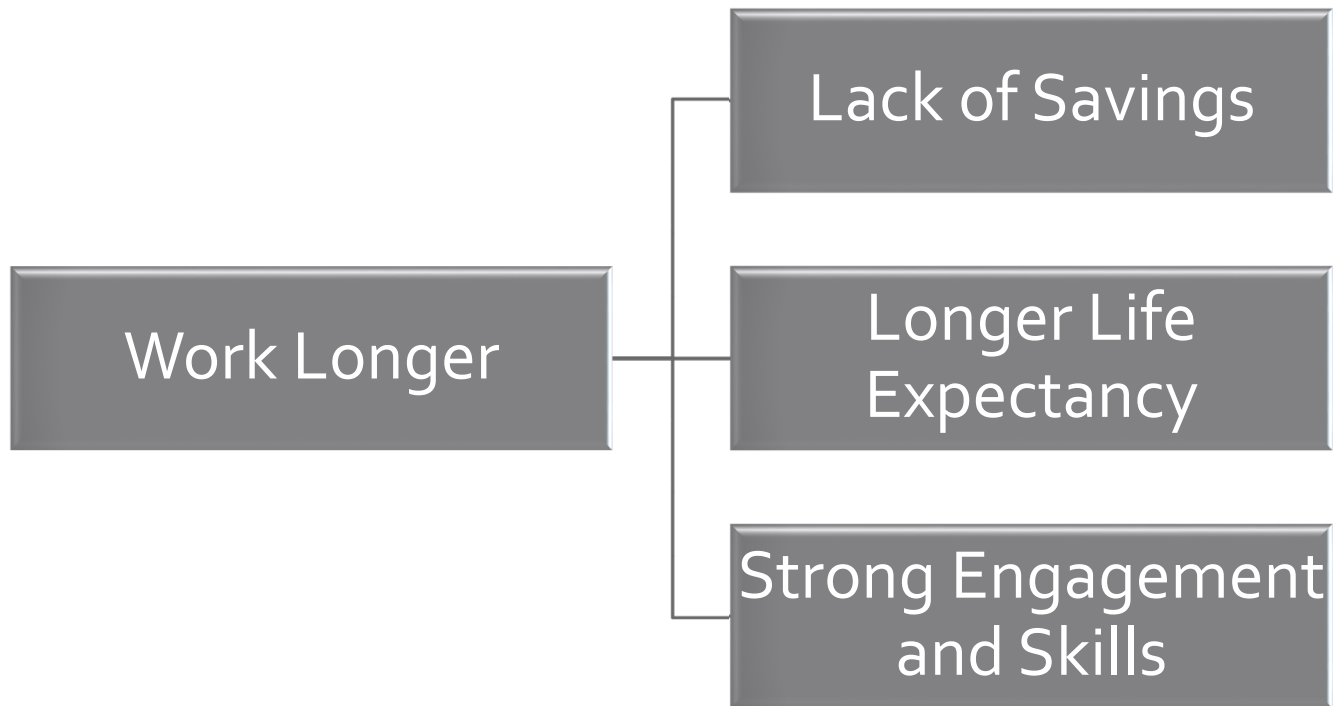
Strategies

- Keep workers longer
- Change hiring approach to increase available supply
- Change staffing model

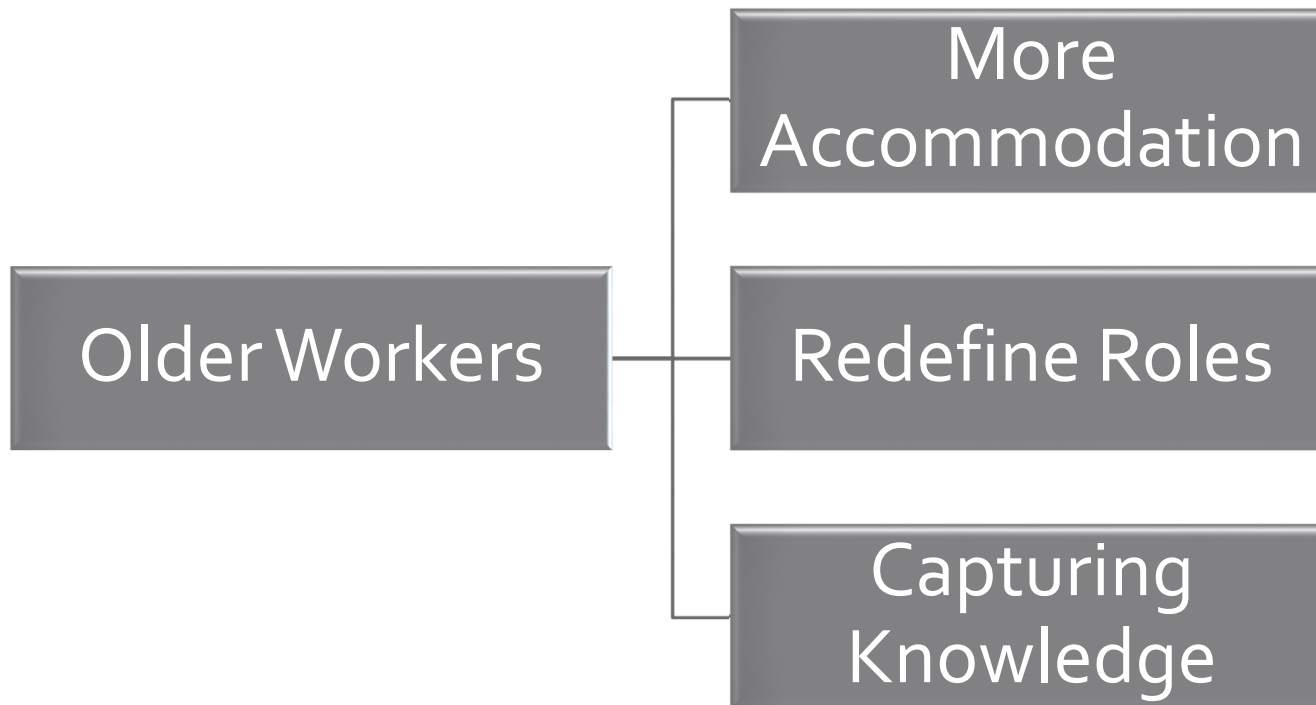
Older Worker Strategy

- Retain older workers
- Hire older workers

Why Keep Working?



Required Organizational Response



More Accommodation

- May need some additional training.
- Older workers are seeking different things from their employers.
- Older workers have more incident of disability and will need strategies that keep people with disabilities on the job.

Redefine Roles

- Not the same as becoming a greeter.
- *Leverage Knowledge and Education*: In the past the gap in education between prime-age workers and older Americans was large. It is now much smaller.
- *Identify Areas of Engagement*: The need for engagement does not decrease.
- *Change Investment Strategy*: Change the time horizon for estimating ROI.

Capturing Knowledge

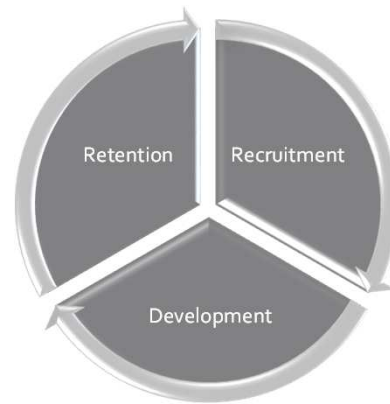
- Institutionalizing knowledge is part of continuity.
- Knowledge gaps are real and can be crippling.
- Involving older workers in knowledge transfer benefits the organization in multiple ways.

Stereotypes

- Six of the most common and damaging stereotypes:
 - (1) less motivated,
 - (2) less willing to engage in training and career development programs,
 - (3) more resistant to change,
 - (4) not as trusting,
 - (5) more likely to experience health problems that affect their work, and
 - (6) more vulnerable to work–family conflicts.

Succession Management

- The integrated approach to workforce recruitment, development, and retention to ensure that the organization has candidates whose present and future potential contribute to their individual success and the success of the organization.



Succession Plan

- A deliberate and systematic effort by an organization to ensure leadership continuity in key positions, retain and develop intellectual and knowledge capital for the future, and encourage individual advancement.

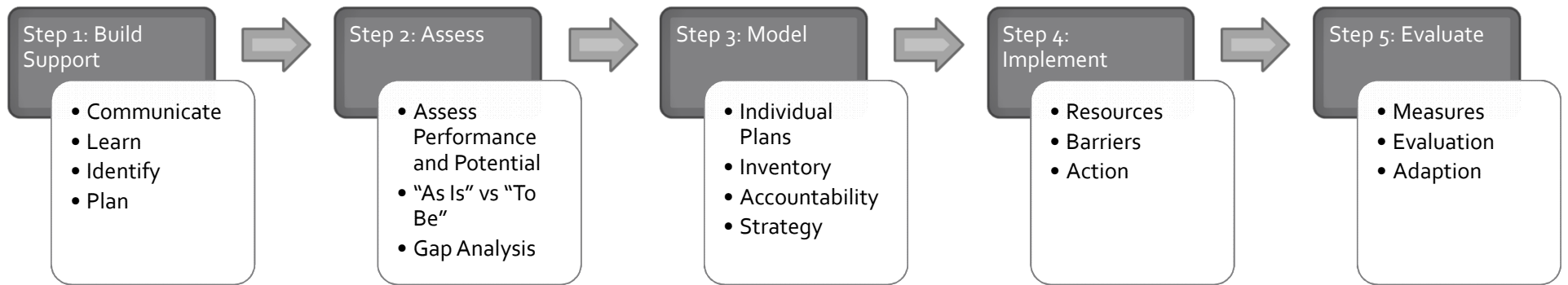
Why Do It?

- Maximize value to citizens, while protecting their interests
- Minimize risk to the performance of the organization
- Ensure that effective leadership is provided that supports job satisfaction, commitment, and productivity; especially among top talent.

How Does It Do It?

- Ensures that your organization operates effectively when individuals occupying critical positions leave.
- Ensures that your employees are recruited and/or developed to fill critical roles.
- Enhances your ability to attract and retain critical talent.
- Aligns employee development for meeting critical, future needs.

Planning



Conclusion

- The storm will not turn at the last minute
- Preparation will make a difference
- The key is planning