



IGFOA ANNUAL CONFERENCE

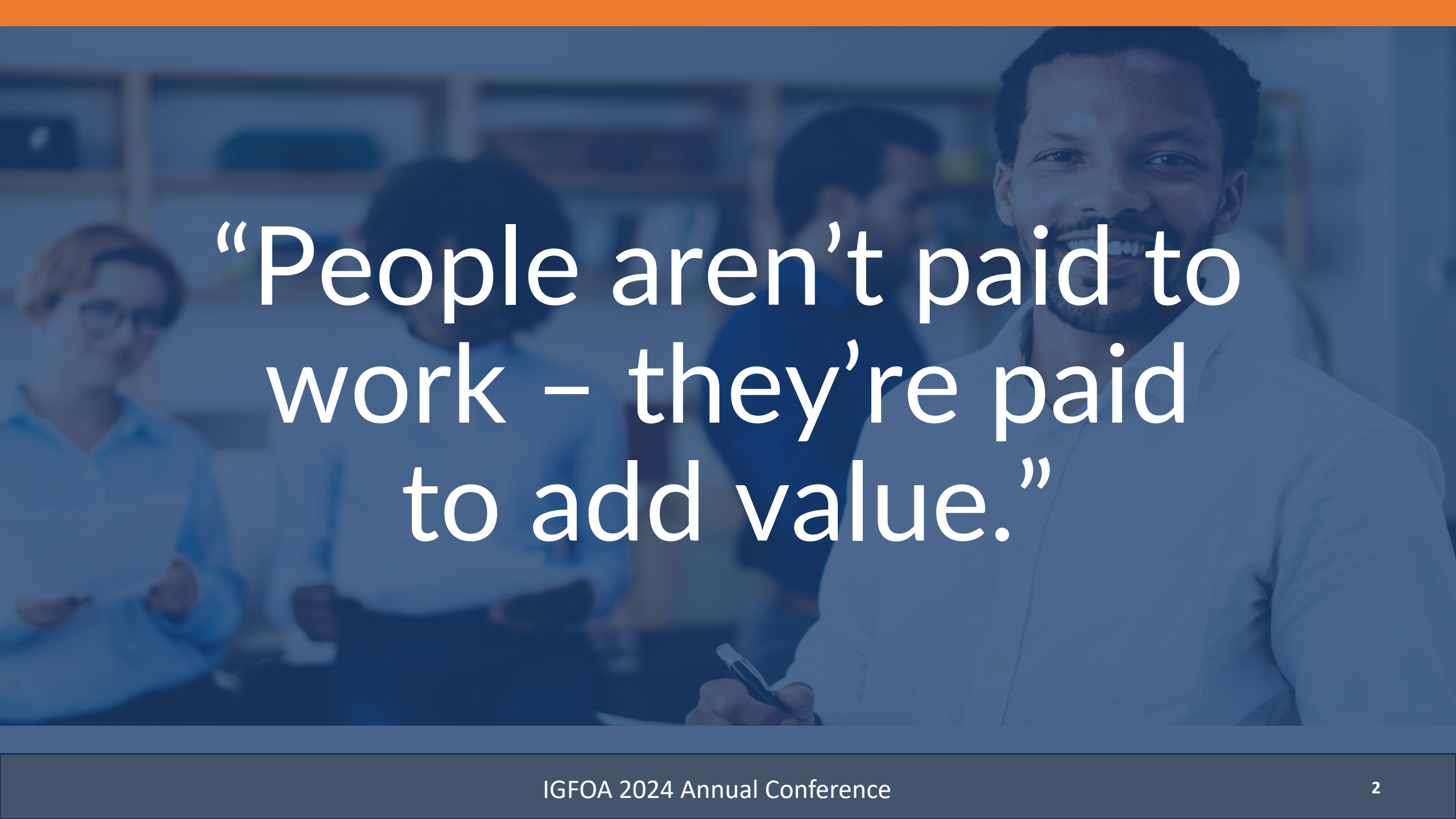
Moving into the Future with Purpose

Springfield, Illinois
September 9-11, 2024

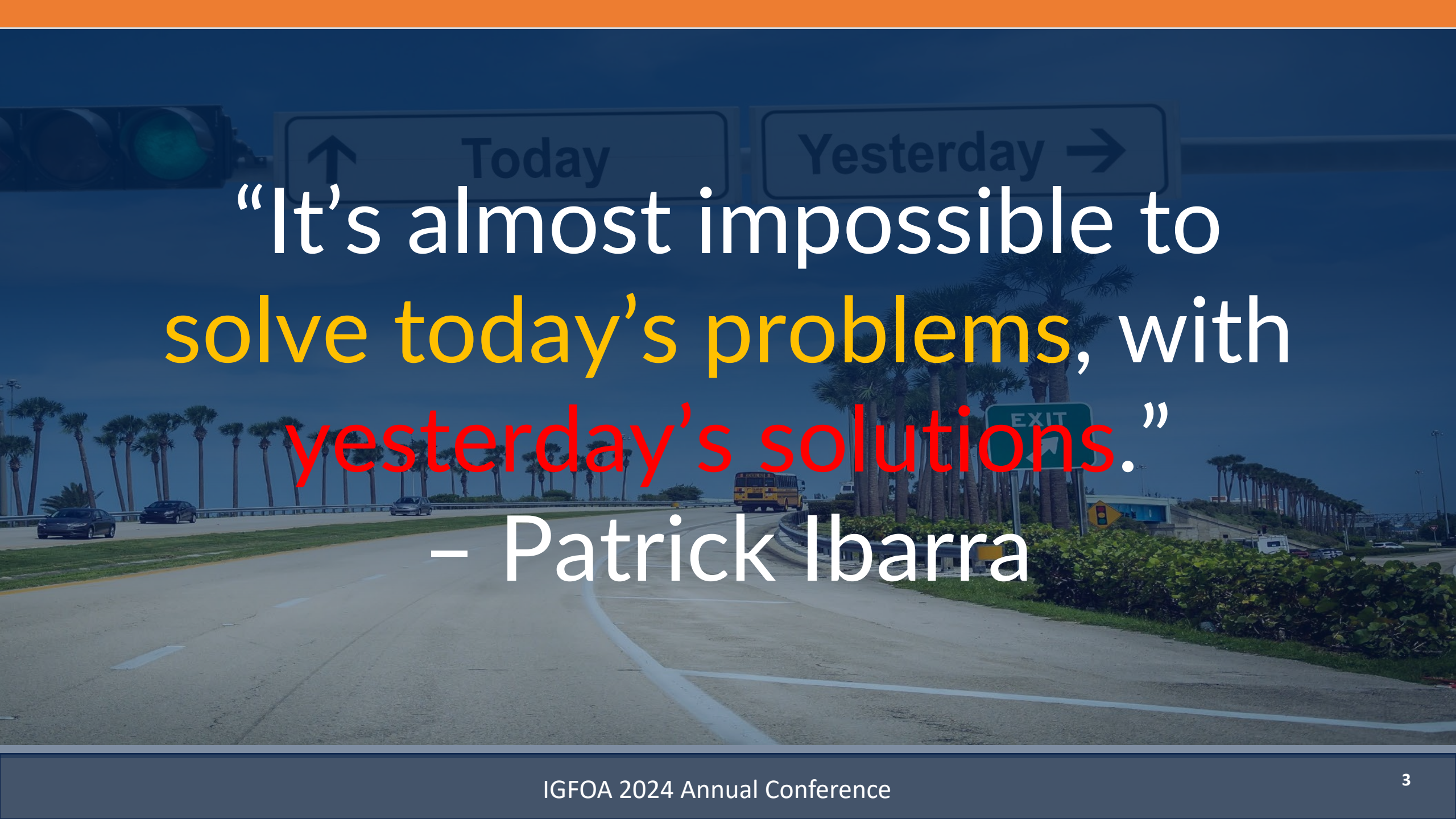
*Succession
Planning:
The Time is
Right Now!*

*Patrick Ibarra
The Mejorando Group*

September 11, 2024

A group of people in a meeting, with a man in the foreground smiling and holding a pen.

“People aren’t paid to
work – they’re paid
to add value.”

The background of the slide is a photograph of a multi-lane highway. In the upper left, a traffic light shows a green light. Above the road, there are two large overhead signs: one with an upward arrow and the word "Today", and another with a rightward arrow and the word "Yesterday". The road itself has white lane markings and a few vehicles, including a yellow school bus, are visible in the distance. The right side of the road is lined with palm trees and a green "EXIT" sign with a rightward arrow. The sky is a clear, pale blue.

“It’s almost impossible to
solve today’s problems, with
yesterday’s solutions.”

– Patrick Ibarra

New Employer-Employee Contract:

- Productive
- Engaging
- Enjoyable work experience



What **year** is it in
your agency?

Are **you**, your **community**,
and your **workforce**
changing as **fast** as the
world around us?

*In order to build a 21st
Century workforce, you need
a 21st Century approach.*



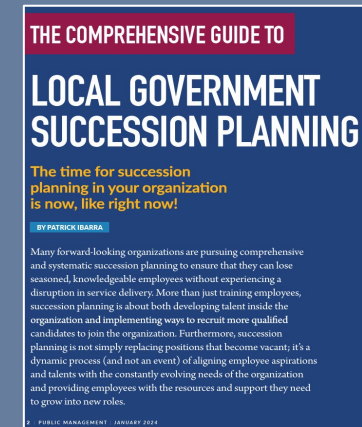
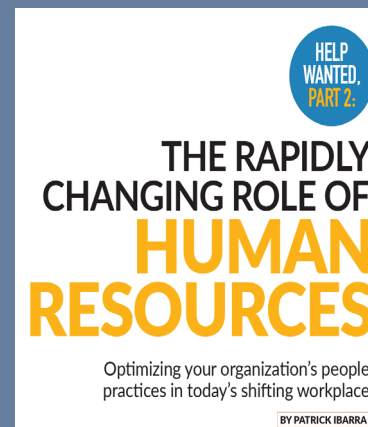
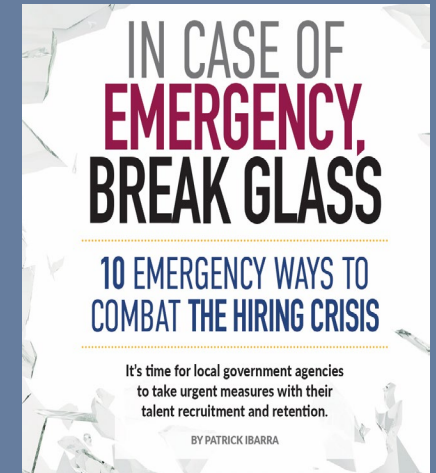
To optimize your ability to achieve sustained excellence, you must recognize the need for a systematic and comprehensive organization-wide Succession Planning process.



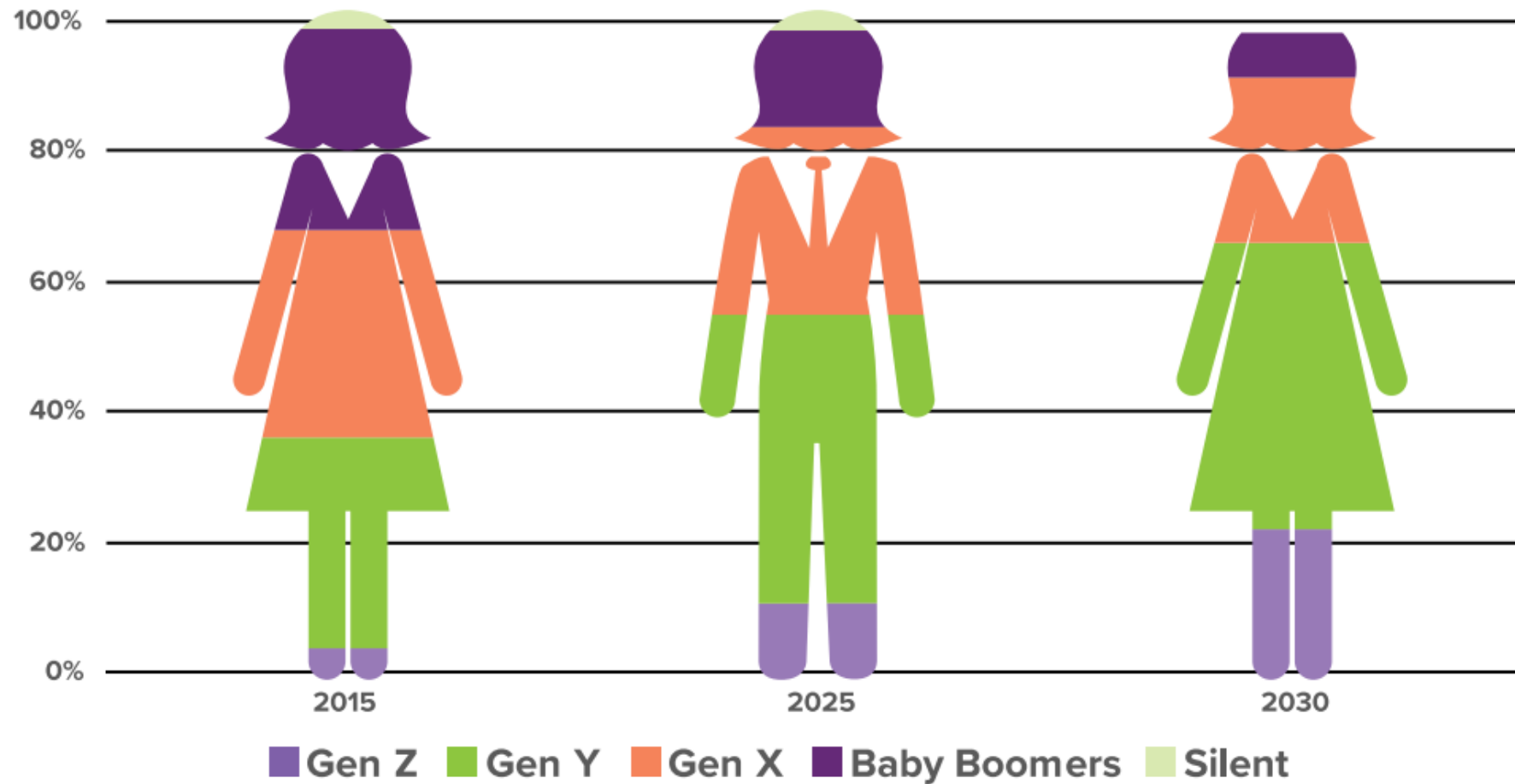
TODAY'S SPEAKER



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Former City Manager
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US Labor Force composition by generation





ISSUES OF TODAY & TOMORROW

- Increasing service demands
- Preparing for retirements
- Competitive marketplace
- Growing more leaders faster
- Mitigating potential loss of knowledge
- Reducing talent skills gaps



*Seniority doesn't always
translate to competence
and
technical proficiency
doesn't guarantee
supervisory effectiveness.*

WHAT IS SUCCESSION PLANNING?

“...ensures the continued effective performance of your organization by establishing a process to manage talent and build bench strength.”

WHAT IS SUCCESSION PLANNING?

The major focus is that replacements are prepared to fill key vacancies on short notice and that individuals have the development capacity to assume greater responsibilities, exercise increased proficiency and expanded management roles.

WHAT IS SUCCESSION PLANNING?

It's not about who is going to fill whose chair in two to three years, it is about the talent and the skill that the organization needs to move the strategy across the finish line.

SUCCESSION PLANNING IS A SYSTEMATIC APPROACH TO...



Ensuring the people who join the organization are compatible with the fit required to be successful.



While not all employees may be interested in pursuing a promotion at some point, a sufficient number are and willing to invest their time, effort and energy to position themselves for those opportunities.



Making sure that there are enough suitable people to step into any significant role as it becomes vacant or is created – a pipeline of potential successors.



Motivating and developing newly promoted people to adapt to the new role as fast as possible, with minimum disruption.



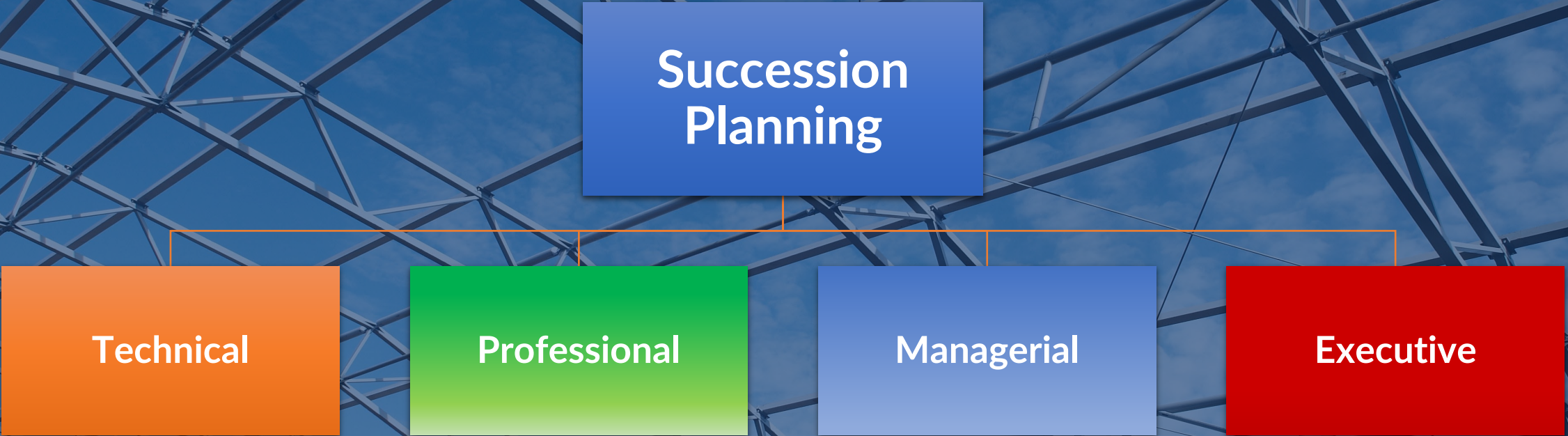
Recognizing that roles and their incumbents are constantly evolving.



Communicating to the entire workforce that to remain a fully qualified incumbent learning and growth are necessary.

FRAMEWORK: ACROSS ALL LEVELS

Succession
Planning



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graph TD; A[Succession Planning] --- B[Technical]; A --- C[Professional]; A --- D[Managerial]; A --- E[Executive]
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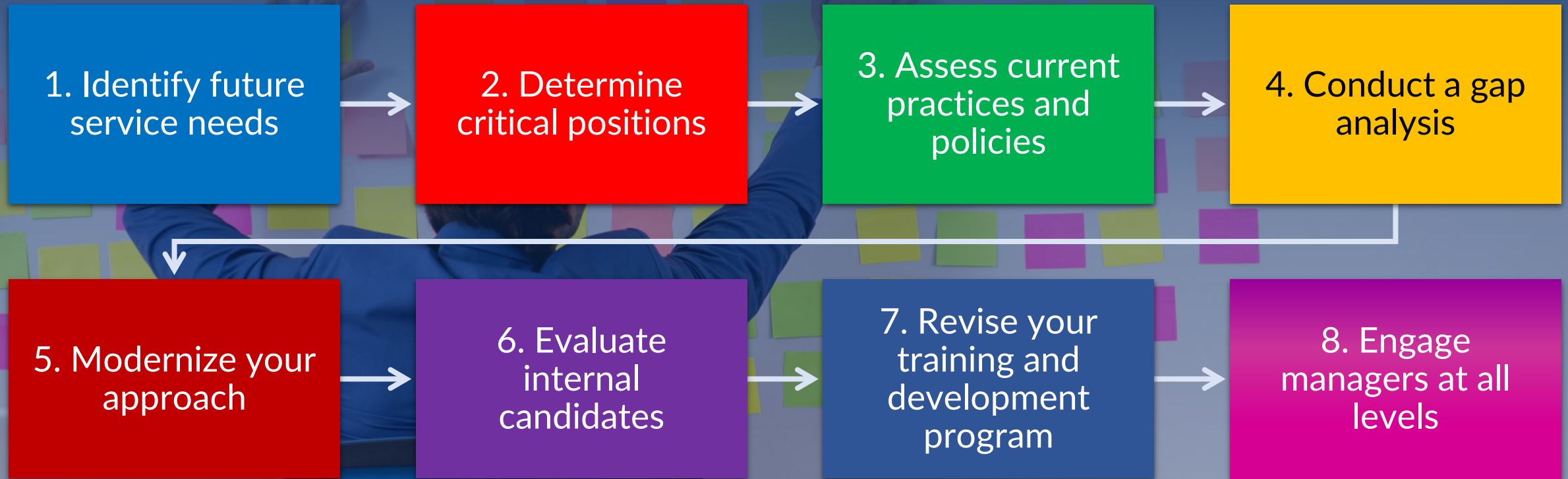
Technical

Professional

Managerial

Executive

SUCCESSION PLANNING: THE “HOW”

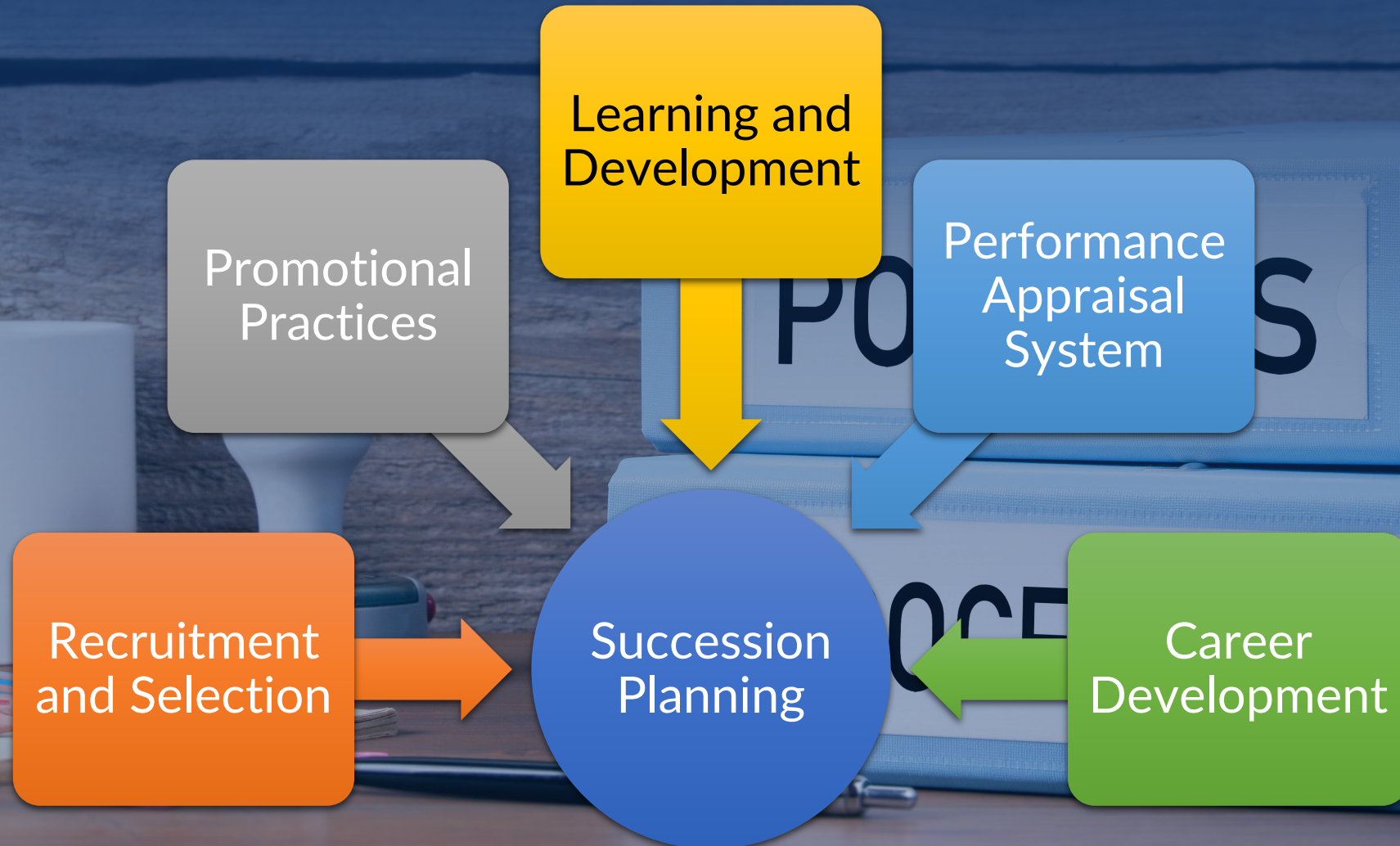


2. DETERMINE CRITICAL POSITIONS

1. Single Incumbent
2. Critical Task
3. Specialized Knowledge and Expertise
4. Difficult to replace from inside or outside of the organization
5. Difficult to Retain
6. Risk of Attrition
7. Retirement Vulnerable

3. ASSESS CURRENT PRACTICES & POLICIES

4. CONDUCT GAP ANALYSIS

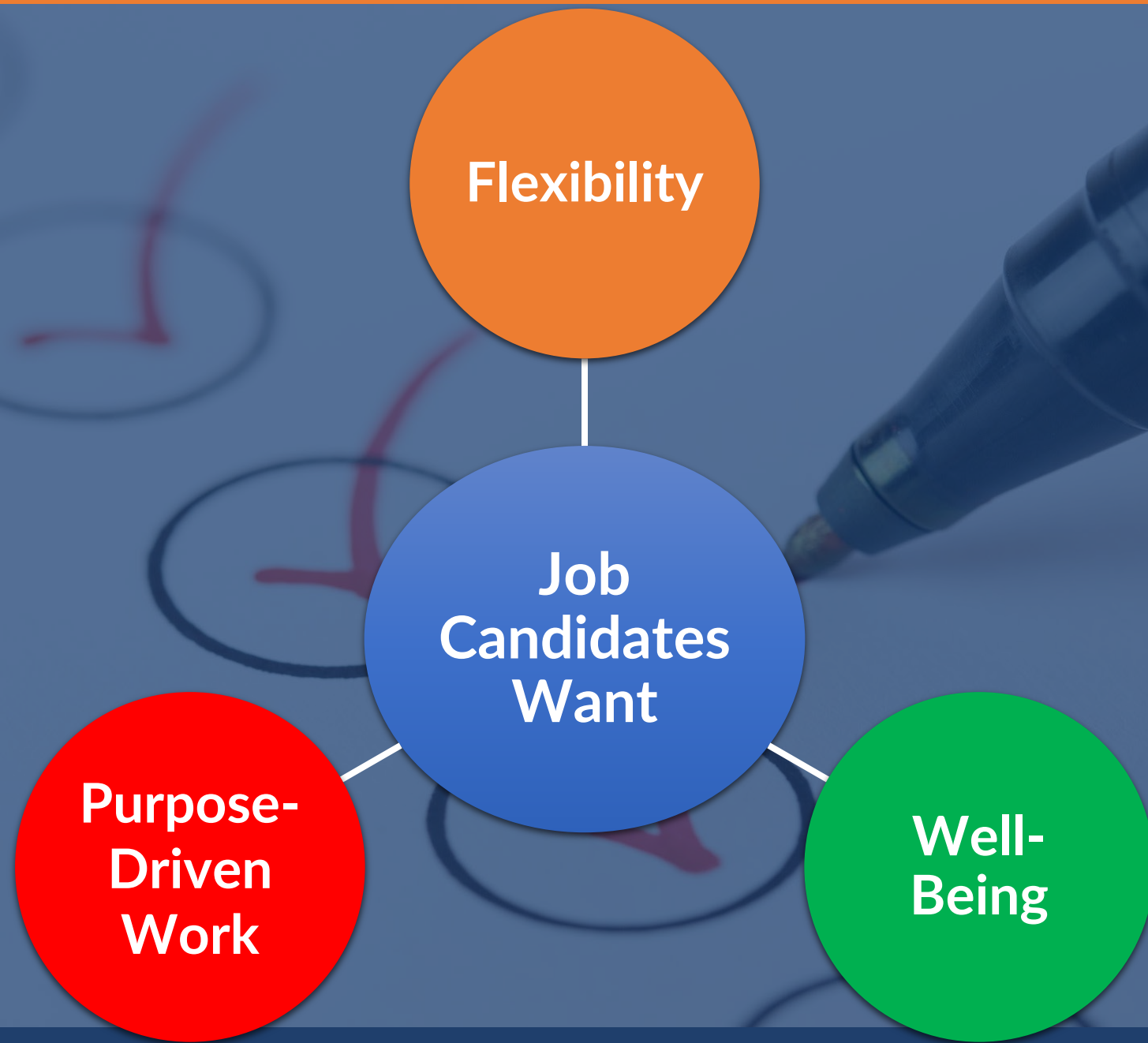


5. MODERNIZE YOUR APPROACH

The intent is to bring in new employees who are as good as your current top performers. The marketplace for talent is competitive, so the best recruiting efforts are proactive, dynamic, and capable of engaging candidates.

Your **Brand** is not
your logo, it's your
Reputation.





The background features a blue-toned image with silhouettes of several business professionals in a meeting. Overlaid on this are numerous circular icons containing human figures, connected by a network of thin white lines, suggesting a digital or organizational network.

What's your *Employer Value Proposition?*

- *What they will gain by working for you*
- *What the culture is like*
- *What the organization's mission entails*

The background of the slide is a dark blue gradient. It features silhouettes of several people in various poses, some facing forward and others in profile. Overlaid on these silhouettes is a network of white dots connected by thin white lines. Interspersed within this network are several circular icons, each containing a stylized human figure. The text 'EMPLOYER VALUE PROPOSITION (EVP)' is written in large, white, sans-serif capital letters across the center of the image.

EMPLOYER VALUE PROPOSITION (EVP)

A photograph of three people sitting in a row on modern chairs, each holding a folder or document. The image is overlaid with a semi-transparent blue filter. The text "Hiring is like dating...you get what you look for." is written in large, white, sans-serif font across the center of the image.

Hiring is like
dating...you get what
you look for.

The background of the slide features a silhouette of five hikers standing on a mountain ridge. They are holding trekking poles and have their arms raised in a celebratory gesture. The scene is set against a sunset sky with soft orange and blue hues. The text is overlaid in a large, white, sans-serif font.

Adventurers
Wanted!
We help you realize your
potential.



RECRUITMENT IMPROVEMENTS

- 01 Hire Faster - Accelerate the application process – improve the candidate experience

- 02 Create a Recruitment Plan for each vacancy

- 03 Establish your own Farm System

- 04 Create a Time-to-Hire metric



RECRUITMENT IMPROVEMENTS

05

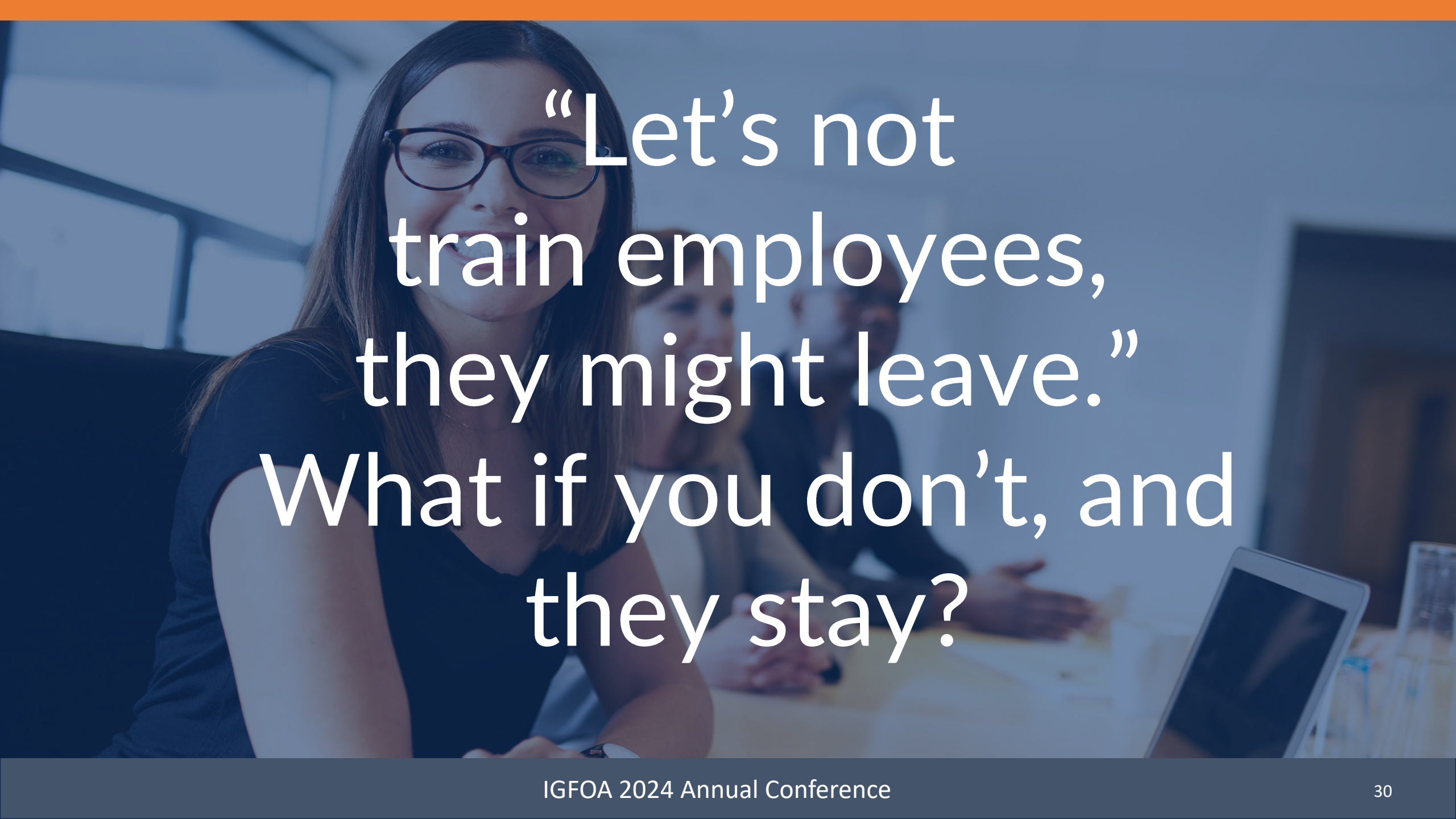
Canvas list of seasonal employees for potential future candidates applying for full-time positions.

07

New name for job openings –
www.agencynamejobs.com

08

Testimonials from current employees

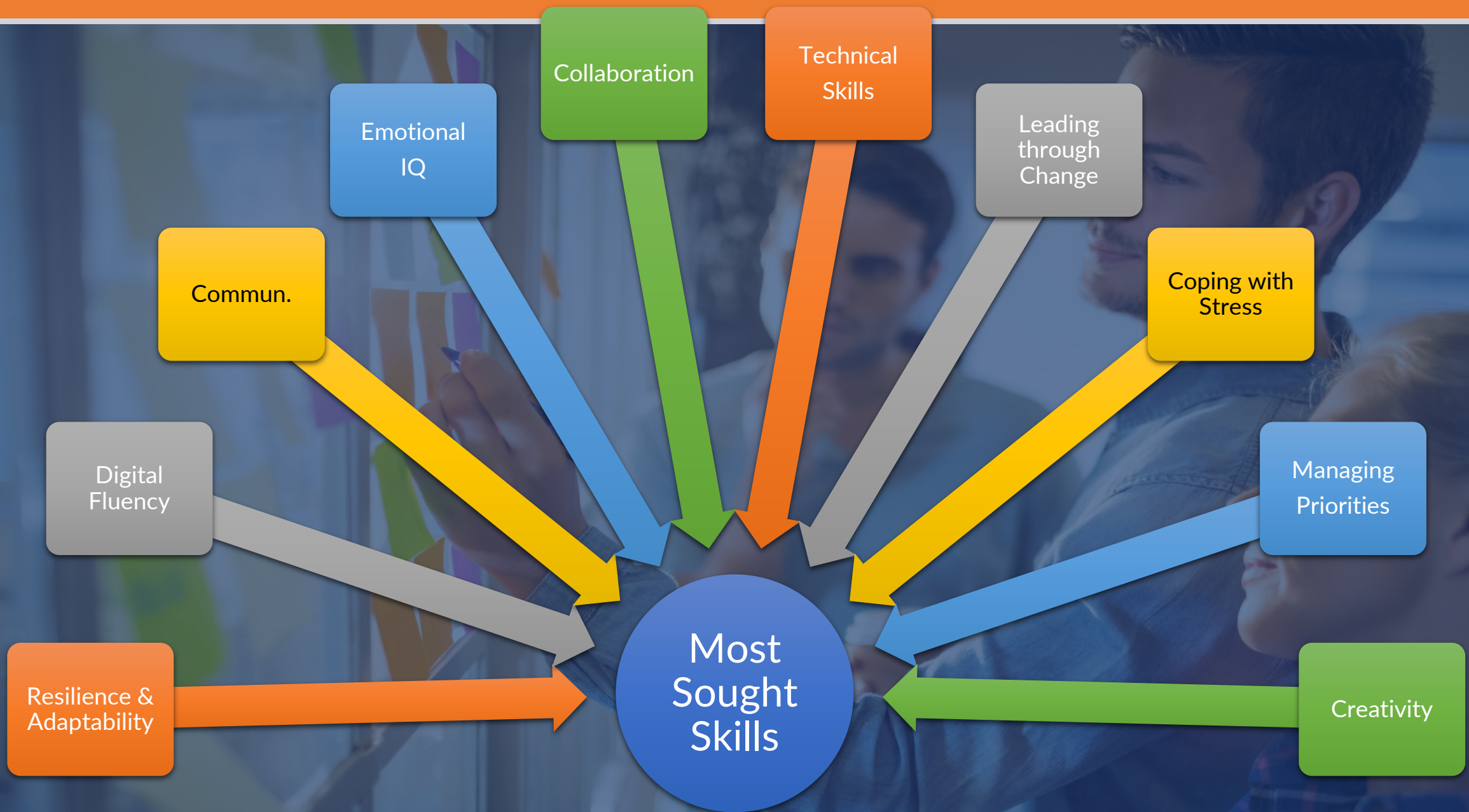
A woman with long brown hair and glasses is smiling at the camera. She is wearing a dark blue top. In the background, other people are seated at a table, and a laptop is visible on the right. The image has a blue overlay.

“Let’s not
train employees,
they might leave.”
What if you don’t, and
they stay?

A background image showing two women in an office. One woman with dark curly hair is on the left, looking at a laptop. The other woman with blonde hair and glasses is on the right, pointing at the laptop screen. The image has a blue overlay.

7. REVISE LEARNING & DEVELOPMENT PROGRAM

Developing your employees' skills at a rate equivalent to the rate of change is the key to sustaining high performance.



8. ENGAGE MANAGERS AT ALL LEVELS TO ENSURE SUCCESSFUL IMPLEMENTATION

1. Receive active support of top leadership
2. Link to strategic planning
3. Identify talent from multiple organizational levels, early in careers or with critical skills
4. Employees are committed to their own self-development.
5. Emphasize developmental assignments in addition to formal training.
6. Workforce data and analysis inform the process.
7. Development is based on challenging and varied job-based experiences.
8. Senior leaders form a partnership with human resources.
9. Address challenges such as diversity, recruitment and retention.

A silhouette of a person with their arms raised in a celebratory gesture, set against a background of a cloudy sky. The person's arms are raised high, with hands open. The sky is a mix of light and dark blue with soft white clouds. The overall mood is one of triumph and achievement.

Be successful by
choice, not by
chance.

THE MEJORANDO GROUP

- *Who are we?* Organizational Effectiveness Consulting Practice.
- *What do we do?* Partner with leaders to implement solutions that improve organizational performance.
- *How do we do that?* We provide expertise in:
 - Culture Change
 - Succession Planning & Talent Management
 - Staffing Analysis
 - Facilitation Services
 - Leadership and Management Skills Training
- *How do you contact us?* Patrick Ibarra, 925-518-0187 or patrick@gettingbetterallthetime.com
- *Web address:* www.gettingbetterallthetime.com

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