Workforce Planning

Course Manual

STATECIVILSERVICE
COMPREHENSIVE PUBLIC TRAINING PROGRAM

WORKFORCE PLANNING

Course Description

This 1-day course reviews the workforce planning process. Participants will learn what workforce planning is and will work through exercises in which they will create a workforce plan.

> **Course Objectives:**
>
> ⇒ **create a demand and supply profile,**
>
> ⇒ **perform a gap analysis,**
>
> ⇒ **create, implement, monitor, and revise a workforce plan.**

What is Workforce Planning?

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Why is Workforce Planning Important?

2014 data indicates:

• 24% of LA state employees have 20 or more years of employment with the state.

• 47% of LA state employees are baby boomers/traditional generation workers.

• 44% of LA state employees have fewer than ten years of employment with the state.

Activity

Make a list of the benefits of workforce planning as well as the risks and potential problems that may arise down the road if an agency does not create and implement a workforce plan. Try to come up with about 5 items for each list.

Benefit	Potential Problem

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Individual Reflection: Reflect on the benefits and risks for you and your own agency. Why is it important for you personally to conduct workforce planning?

The Workforce Planning Process

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          Set the
          strategic
          direction

Monitor,                    Conduct
evolve, and                 workforce
embed                       analysis

      Implement        Develop the
      the plan            plan
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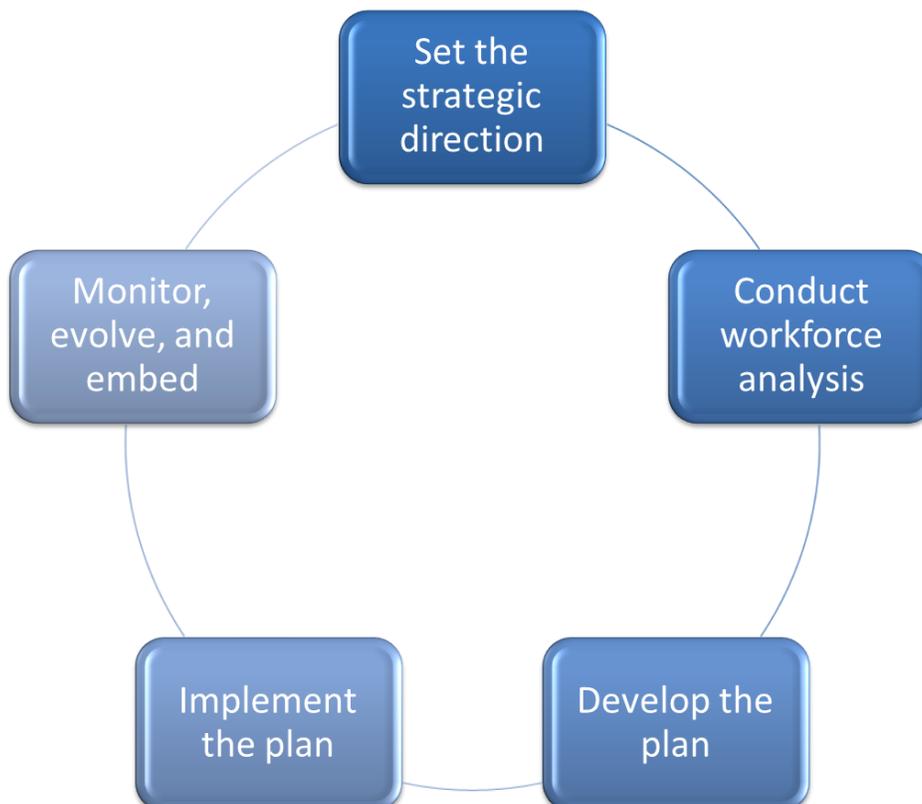
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First Steps

☑ Obtain support from agency appointing authority and senior management by meeting with them to discuss the benefits and importance of workforce planning and its connections to agency goals, priorities, initiatives, and values.

☑ Communicate benefits and outcomes of workforce planning to managers and employees to increase their buy-in and participation in the process.

☑ Establish a team of committed and knowledgeable employees from different functional areas and levels of the organization.

☑ Identify the scope of your plan. What portion of the organization will be addressed? Your entire agency [suited for small to medium-sized agencies]? Or only some divisions/districts/geographical areas [may be better for large agencies]?

☑ Identify resources available and sources of needed data.

☑ Determine desired outcomes and the timeframe of your workforce plan to include accountability within each participating division.

☑ Gather continuous feedback on the process to allow for future improvements.

Individual Reflection: Imagine you are in charge of workforce planning at your agency. Determine which of your coworkers will be on the team, and why. Also, determine the scope of your plan and what resources you may need to get the job done.

Team Members	Scope	Resources

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Phase 1: Set the Strategic Direction

A strategic slan charts the agency's future with broad mission-related goals and supporting strategies that drive the type of work to be accomplished.

- Workforce planning complements an agency's strategic planning and performance based budgeting. It translates strategic thinking into concrete discussions about workforce staffing and development needs.

- To understand the agency's direction and future workforce needs, a summary of anticipated changes to the mission, strategies, and goals over the next five years will need to be documented and analyzed.

- Workforce Plans should be updated & remain consistent with an agency's strategic plan. Generally, Strategic Plans are generated every five years and updated every three years.

- The agency determines the size and scope of its Workforce Plan. The question must be answered: Does our plan cover the entire workforce or a more limited scope? For example, a retirement wave is not in itself a workforce challenge. It becomes a challenge when it involves individuals whose work or historical knowledge has a direct impact on the agency's ability to produce its core products/services and meet customer needs.

Activity

As a group, discuss ways in which the department you are working with contributes to the overall mission and vision of the organization and how the mission and vision of the organization will affect how you conduct business within the unit.

Department: _____

Notes:

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Individual Reflection: Think about how your job is affected by your agency's overall mission. How do your work tasks contribute to the strategic direction of your agency?

Phase 2: Conduct Workforce Analysis

The Workforce Analysis phase generates a Demand Profile and a Supply Profile. The agency decides if it wants to start with demand or supply. Research shows that beginning with demand better focuses decision-makers on the issues because it highlights the future human resources needed and assists in providing a targeted analysis when generating the Supply Profile.

It is important to note that even if none of the above factors are changing you will still have a demand for more workers due to normal turnover in your current workforce.

Step 1: Generate a Demand Profile

Demand analysis identifies the future workforce needed to carry out the agency's mission. The focus of this step should be on the work (activities) the agency must perform and on the staff (competencies) needed to perform that work. Workforce shifts are driven by changing work tasks, workload and technology.

Ask:

Will the way we work/conduct business need to change? If so, how?

Will we need to alter or adjust our agency structure? If so, how?

What skills will our employees need to get the job done?

Will workload change?

Will the workload or new work process require an adjustment in workforce? How?

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> Want to learn more about conducting a SWOT analysis? Take the CPTP web-based course in LEO. Use the search term: *CPTP SWOT Analysis*!

Activity

Create a demand profile for your department based upon the information provided in your binders. Review the information provided in the 3rd protective sleeve of your binders, and answer the 5 questions that were discussed (page 6). To answer some of the questions you will need to refer to your agency and unit profile. Keep in mind that these demands can range from training to specific skills or education that will be needed. Make sure that you thoroughly explain what the actual demand is.

DEMAND PROFILE

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Step 2: Generate a Supply Profile

Supply analysis focuses on an agency's existing and future workforce supply. It answers the question, "What is the existing profile of the current workforce, and what does it need to be in the future to accomplish the agency's goals and objectives?"

HOW?

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When creating a supply profile, it is also important to consider factors such as the age, experience, years of service, education, and even ethnicity of your employees. Not only must you evaluate the supply as it exists presently, you must also predict what supply will look like in the future. Primarily, what team members will still be working for the organization, who may possibly be retiring or leaving and what skills do they all possess?

Activity

Review the data in the 4th pocket of your binder *(supply data sheet)* and create a supply profile for your unit. Once you have that information compare the supply list to the demand list and make note of any gaps that exist. Ask yourself:

- Do we have the required skills needed?

- Is the size of the workforce appropriate to perform the work?

- Will job functions change?

When all is said and done, you should have a supply and a demand profile as well as a list of gaps that exist between the two profiles, which you will present to the class. This information is needed for you to construct your plan .

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SUPPLY PROFILE

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Step 3: Generate a Gap Analysis

Gap Analysis determines the agency's ability to fulfill the workforce demands based on the future supply profile. The expected result is the identification of human resource gaps in the agency's ability to accomplish its mission because of:

Capacity and Capability - The analysis may reveal a shortage of workers or the needed knowledge, skills, abilities and competencies. It may also show a surplus of workers or knowledge, skills, abilities and competencies that will not be needed in the future or at least will not be needed to the same extent.

Diversity - This is about making the most of all the talent inside an organization to improve the products and services delivered to customers. Customers come from different groups of people with different ideas about what is good for them. Organizations that tap into the breadth of talent that each group of employees has to contribute are in a better position to anticipate, understand, and meet the diverse needs of their customers.

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GAP ANALYSIS

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Phase 3: Develop the Workforce Plan

The agency's workforce plan is comprised of strategies (programs, policies, processes and practices) that close the gaps and assist an agency in recruiting, developing and retaining the staff critical to achieve its mission and goals.

Strategies can fall into the broad categories of:

- **Position Classification Actions** – including redefining job series, adding new job classifications, reallocating job classes or job class series, and rewriting job descriptions to better reflect future functional requirements.

- **Salary Actions** – including equity adjustments, promotions, and performance adjustments that may be needed.

- **Staff Development Strategies** – to prepare employees for specific positions, titles, or occupations.

- **Recruitment/Selection Strategies** – to find and hire recent graduates or qualified candidates from other agencies or the private sector.

- **Retention Strategies** – to encourage employees to stay in the agency.

- **Organizational Interventions** – such as redeployment of staff or reorganization.

- **Succession Planning Strategies** – to prepare to ensure that there are highly qualified people capable of filling critical positions.

- **Knowledge Transfer Strategies** – to capture the knowledge of experienced employees before they leave the agency.

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Strategies should be kept to a manageable number so they can be achievable and they should be prioritized to allow an agency to focus its resources on the most important strategies first. In addition, there are several factors that influence which strategy or combination of strategies should be used:

- **Time** – Is there enough time to develop staff internally for anticipated vacancies or new competency needs?
- **Resources** – What is the availability of financial and human resources to provide assistance ?(i.e. – technology, websites, templates, process development or re-engineering, training, etc.)
- **Internal Depth** – Does existing staff demonstrate the potential or interest to develop new competencies and assume new or modified positions or is external recruitment needed?
- **In-demand Competencies** – Do the gaps indicate a need for competencies that will be difficult to find in the labor market? How does that influence the strategy to recruit, develop internally, or create a succession plan?

In Workforce Planning there are 3 groups to consider simultaneously...

Transitional Employees

With retirements and other departures, it is important to:

- Secure institutional knowledge

- Replace critical personnel

Current Employees

To develop the leadership of high-potential performers, while also professionally developing the rest of the staff, it is important to:

- Retain trained and skilled workers

- Develop skills and competencies that will be needed to fulfill critical functions in the future

- Prepare for leadership roles in the future (Succession preparation)

- Continually develop the quality of workers' output

Future Employees

To maintain the quality of the current workforce, it is important to:

- Recruit highly qualified candidates

- Select candidates with the appropriate knowledge, skill, and abilities

- Successfully onboard new employees

Activity

On the next page, work on your plan to address the gaps you identified. Be as thorough as possible and ensure that you have a plan for each identified gap. For example, if you're going to use a succession plan, include details of the process and who will be involved.

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Phase 4: Implement the Workforce Plan

At this point, the agency is implementing a single workforce plan which consists of a number of strategies. An agency may need a separate action plan to address the implementation of each strategy in the workforce plan. Before implementing the plan, the agency should consider:

- Ensuring that there is executive support for the workforce strategies.

- Allocating necessary resources to carry out identified workforce strategies.

- Clarifying roles and responsibilities in implementing strategies.

- Establishing time lines.

- Defining performance measures and milestones and expected deliverables.

- Communicating the plan.

The workforce plan should be implemented in connection with the requirements of the agency's strategic plan. If the strategic plan changes due to unanticipated customer, leadership or legislative changes, adjustments to workforce plan strategies may be necessary.

Activity

It is important to project and account for any obstacles that you may encounter while implementing the plan. What are some obstacles you may face while trying to implement your workforce plan? In your groups, come up with your top 5 list. Take it a step further, though, and also come up with strategies for overcoming those obstacles.

OBSTACLE	STRATEGY

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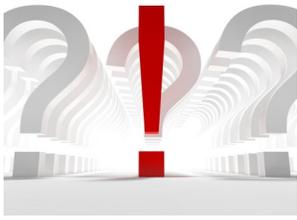
A best practice:

A well-established best practice that influences effective implementation of the agency's Workforce Plan (WFP) includes establishment of a WFP decision-making committee that will champion and hold each other and the agency accountable for implementation of the plan and all strategies.

Key responsibilities of the WFP Committee:

- Evaluate the effectiveness of implementation and break down identified barriers and challenges.
- Review metrics and generate recommendations for agency's Appointing Authority.
- Assess which strategies are working and which are not and adjust the plan as needed.
- Address emerging workforce and organizational issues that impact the WFP.
- Clearly communicate the WFP to agency staff explaining the why and how of development, how it will be implemented, how it will affect staff, and how it will be monitored and maintained.
- Apply standard change management and project management practices.
- Identify a leader for each strategy within the WFP.
- Allocate necessary resources.
- Clarify roles and responsibilities for accountability throughout implementation and maintenance.
- Establish clear timelines with milestones for key deliverables.

Activity

Create your implementation plan. Include your strategies to address the obstacles you may face, as well as procedures for adjusting the plan. Make sure you address the six areas of concern discussed earlier, which you can find on page 13 of your course manual. Be detailed in your planning. For example, don't just say that you will get executive support; give details about how exactly you plan to do it.

Secure executive support	
Allocate resources	

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Clarify roles and responsibilities	

Establish timelines	

Define measures, milestones, and deliverables	

Communicate the plan	

Phase 5: Monitor, Evolve, and Embed

Ongoing evaluation and adjustments are important in workforce planning and are key to continuous improvement.

Workforce plans should be reviewed annually. If an agency does not regularly review its workforce planning efforts, it risks failing to respond to unanticipated changes.

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Phase 5: Continued

Consequently, agencies should establish a process that allows for a regular review of their workforce planning effort to:

- Review performance measurement information.

- Assess what is working and what is not working.

- Adjust the plan and strategies as necessary.

- Address new workforce and organizational issues that occur.

Agencies should ask the following questions to determine whether the plan needs revisions:

- Have agency strategies changed?

- Are the assumptions used in both the demand and supply models still valid?

- Have there been changes that would cause the strategies to need revision?

Activity

For the last activity today, you will find a case study in the fifth protective sleeve in your binders *(monitoring case study)*. Review the progress of your plan and make recommendations on how you will address any problems that were identified.

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Workforce Planning Appendix

Preparing for Tomorrow:
A Case Study of
Workforce Planning in
North Carolina Municipal
Governments*

By Willow S. Jacobson, PhD

Local governments are poised for a workforce crisis. Many will be faced with the impact of a mass exodus of baby boomers from their ranks at the same time the skills and knowledge required to continue to provide quality services increases. Governments will compete with private and non-profit organizations, as well as with each other, for talented workers. However, this crisis is likely to be felt by governments first because of their older employee base and high demand for knowledge workers. Individuals with needed skills and knowledge will become harder to recruit and retain, especially if governments are not clear about the skills they seek. Workforce planning can help governments act and perform strategically in the face of increasingly complex governmental demands made even more challenging by this impending human capital crisis. The 2002 International Personnel Management Association report. *Workforce Planning Resource Guide for Public Sector Human Resource Professionals,* found that "Workforce planning is the most critical human resource management challenge in the public sector today." This paper examines the state of workforce planning in North Carolina municipalities. Survey data from medium and large size municipalities in North Carolina with populations over 15,000 is analyzed to determine the current state of their workforce planning efforts. An overview of current practices, identified needs, pressing concerns, and primary barriers to Implementation and success are presented.

T he impending exodus of baby boomers from the nation's workforce, coupled with the increasing competencies and skills required of public-sector employees to provide quality services, sets the stage for a key challenge that governments will face in the coming years. They will compete with private and nonprofit organizations, as well as one another, for talented workers.

In short, the nation is poised for a workforce crisis, and governments are likely to feel the crisis first because of their high proportion of older employees and their high demand for knowledge work-

ers. People with the required skills and knowledge will become harder to recruit and retain, especially if governments are not clear about the skills that they seek. Workforce planning can help governments perform strategically in the face of increasingly complex governmental demands made even more challenging by the impending changes in and demands for human capital.

Governments must have the resources to achieve the goals and objectives outlined in their strategic plans. Moreover, simply continuing basic service provision requires resource planning that incorporates and addresses changing demographic and social demands. Techniques such as performance budgeting help governments plan for and track the level at which they are accomplishing their goals.[1] Just as organizations need to determine if the appropriate financial and capital components are in place for achieving organizational objectives, they need to consider whether the appropriate human capital is in place. Identifying a funding source for a position is not enough. Workforce planning enables local governments to determine their need for human resources to meet their objectives, and the availability of those resources.

"Workforce planning" is a process designed to ensure that an organization prepares for its present and future needs by having the right people in the right places at the right times. This article examines the importance of workforce planning for governments. It addresses how national demographic trends are creating a workforce crisis and highlights the particular challenges that this crisis will create in the public sector. Further, the article discusses national workforce-planning trends and describes practices of North Carolina local governments. Survey data from medium and large size municipalities in North Carolina with populations over 15,000 (n = 50) is analyzed to determine the current state of their workforce planning efforts. An overview of current practices, identified needs, pressing concerns, and primary barriers to implementation and success are presented.

Importance of Workforce Planning

Strategic planning at the local level is becoming more common. A recent study of medium- and large-sized North Carolina municipalities found that 100 percent of respondents were conducting strategic planning in some form.[2,3] Commonly these plans involve the creation of an organizational or governmental mission statement, identification of core values, and specification of organizational goals by the organization's stakeholders.[4] To accomplish these goals and directions, governments must properly align their financial and human resources.[5] Workforce planning creates a systematic assessment of the content and composition of a government's workforce to determine what actions the government needs to take to respond to current and future demands to achieve organizational goals and objectives,[6] also discussed as Human Resource Planning (HRP).[7] As will be discussed later, through this process organizations work to ensure that their staffs are in the right place and have the right skills to do their jobs, core to this concern are issues of retention, recruitment, analysis and training. Human Resource departments are becoming more strategic players within governments, as part of this movement planning activities are crucial to enhancing the strategic focus of both the department and the entire organization.[8,9]

In much the same way that financial issues are not the sole responsibility of the finance office, workforce planning is not the lone responsibility of the human resource department. Human resource staffs are key players in supporting and assisting the development of a workforce plan, but the ownership of workforce planning belongs to all managers, top administrators, and governing boards.[10]

Why Should We Care About Workforce Planning?

Workforce planning is important because, simply put, the numbers do not lie. The large number of aging baby boomers in the workforce considered in relation to the much smaller number of younger workers available to replace them sets the stage for a crisis.[11] A recent *Harvard Business Review* article notes, "The most dramatic shortage of workers will hit the age group associated with leadership and key customer-facing positions."[12] Many governments expect retirements of 50 percent or more

Figure 1: Percentage Change in Population by Age Group, 2000–2010 (Estimated)
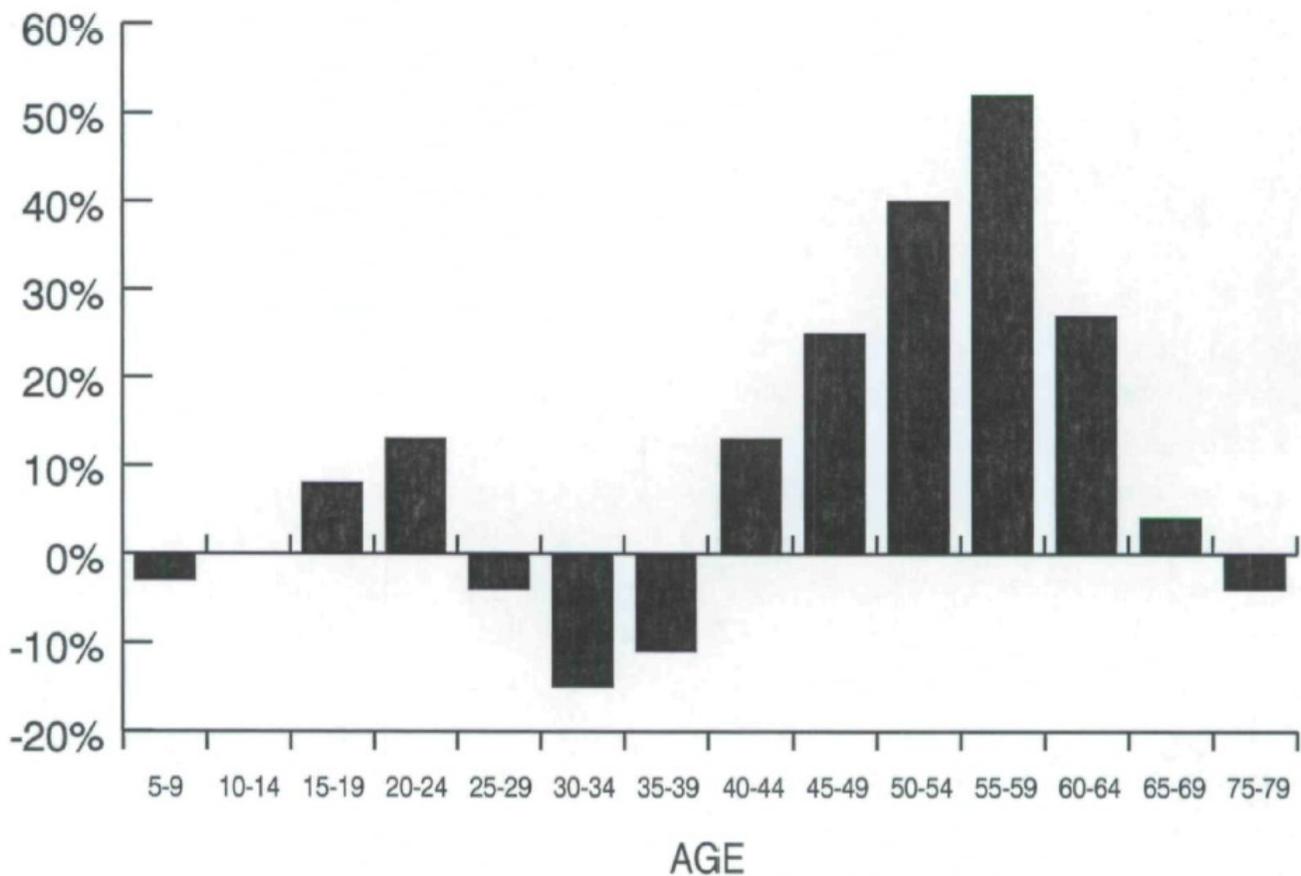
Source: From Mary B. Young, The Aging-and-Retiring Government Workforce: How Serious Is the Challenge? What Are Jurisdictions Doing about it? 31. Report sponsored by CPS Human Resource Serv. (Buriington, Mass.: Ctr. for Org. Research/A Div. of Lini<age, inc., 2003), available at www.cps.ca.gov/AboutUs/documents/CPS_AgeBubbie_FuiiReport.pdf (iast visited Oct. 31, 2006). Reprinted by permission.

among their senior managers in the next 5-7 years.[13] Turnover without planning can lead to increased costs, lack of continuity, and immediate negative effects on organizations. Given the current demographics of the national workforce, the potential for turnover is great. Baby boomers (people born between 1946 and 1964) now make up 45 percent of the workforce, and "matures" (people born before 1946), 10 percent. The proportion of older workers (defined as those fifty-five years old and up) is projected to increase an average of 4 percent per year through 2015.[14] The rapid increase of people in the workforce who are ages 45-69 has been referred to as the "age bubble" (see Figure 1).[15] As the population ages, employers will have to determine how best to replace the growing number of retiring workers from a much smaller pool of rising workers.

High Stakes and Pressing Demands for the Public Sector

Stakeholders at all levels of local government may find it more difficult to lead and govern their communities and serve their citizens as they face the added challenge of large retirement numbers in the next decade.[16] The demographic transitions that are occurring nationwide pose particular challenges for the public sector. The average age of public workers is higher; the levels of specialization of knowledge, skills, and training are greater; and access to available resources, such as training funds, recruitment bonuses, and financial incentives, often is more constrained.

Regarding relative ages, on average, 46.3 percent of government workers are forty-five year years old or older, whereas in the private sector, just 31.2 percent fall in this age range.[17] Federal, state, and local governments will face a great challenge in the next decade as they strive to replace these retiring workers.

The percentage of older workers in the government workforce increased more than the percentage of older workers in the private sector did between 1994 and 2001. Although the local government numbers are slightly less dramatic than the federal government (a 19.5 percent gap with the private sector), they still signal that local governments will likely face workforce retirement issues sooner than their private sector counterparts.[18]

Regarding greater levels of specialization, as a large percentage of the workforce prepares for retirement, federal, state, and local governments will have to replace a greater percentage of knowledge workers than the private sector will. These knowledge workers require specialized training and education that enable them to fill roles such as health care worker, legal professional, scientist, engineer, educator, and manager.[19] More than 50 percent of all government jobs are in occupations that require specialized training, education, or job skills, compared with 29 percent in the private sector.^" Occupations that require specialized education, training, or skills are dominated by older workers in the public sector.[20] Therefore, finding skilled replacements for government employees will be made difficult not just by the demographic challenges of aging workers but also by the na-

Figure 2: Younger and Older Workers by Level of Government
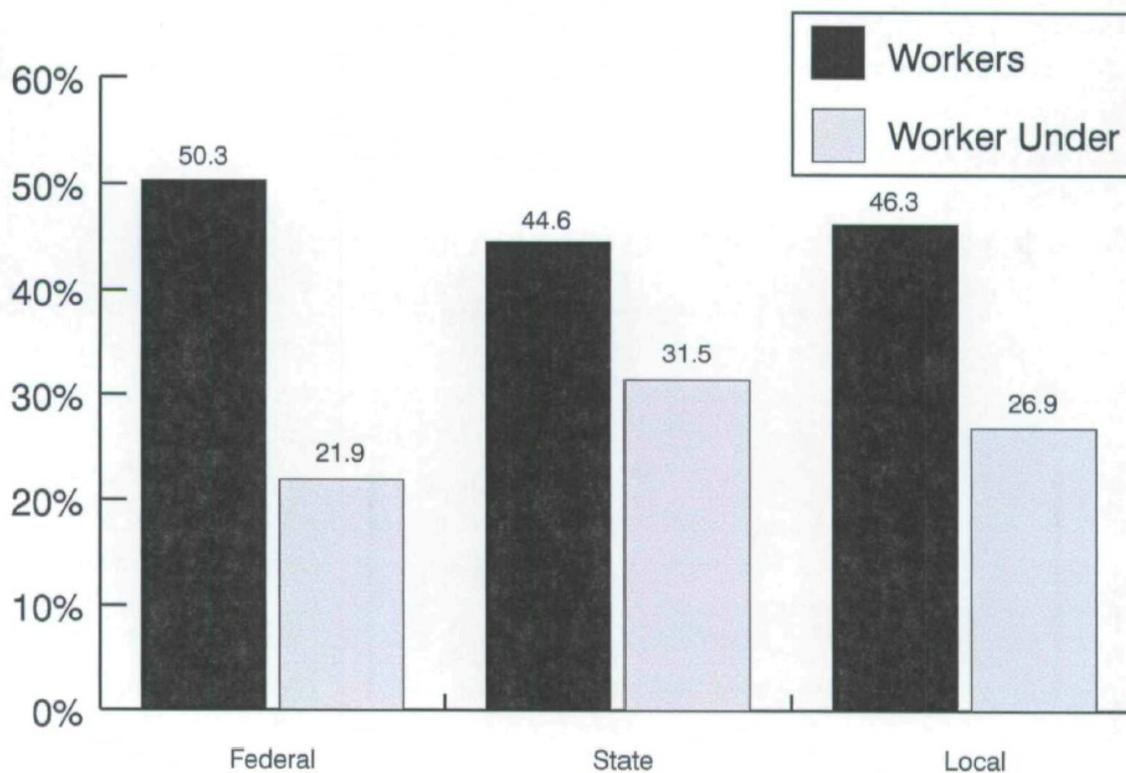
Source: From Craig W. Abbey & Donald J. Boyd, The Aging Government Workforce 4 (Albany N.Y: Nelson A. Rockefeller Inst. of Gov't, 2002), available at http://rfs.rockinst.org/exhibit/9006/ Full%20Text/AgingGovernmentWorkforce.pdf (last visited Oct. 31, 2006). Reprinted by permission.

Training budgets have faced many cuts and freezes that have hampered government's ability to prepare future leaders for advancement.[21] "Recession [s] in the 1980s and then the early 1990s were textbook examples of how state and local organizations drastically cut training in order to meet emergency budget cutback targets. Consequently, training was hard-pressed to maintain any continuity, much less identity." Despite this traditional and lasting challenge, "public sector organizations have increasingly placed more emphasis on training and development. Surface acceptance has progressed to increasing commitment to training and development programs by many private and public sector organizations." Nonetheless, the public sector lags. 'As an industrywide survey taken in the late 1990s reveals about plans for training budgets, the public sector is still 'trailing edge' compared to the private sector, but at least 85% of the agencies surveyed were planning on maintaining or increasing funds."[22]

Factors that exacerbate the situation are past trends and employment practices, such as periods of rapid growth, downsizing, imposition of hiring freezes, and offering of early retirement incentives. Public employers also are hampered by the declining appeal of public service and continued competition for talent.

On the bright side, many experts believe that a few moderating variables will soften the blow

ond, the recent economic downturn actually increased the appeal of government employment because of its relative job security. Finally, although it is too early to measure the full impact of largescale disasters such as 9/11 and Hurricane Katrina, they have highlighted the vital role that government plays in serving and protecting citizens and thus may have made public service careers more attractive.

Workforce Planning: An Important Tool

Workforce planning is not a panacea for the demographic changes that governments will face, but this crucial tool allows governments to be better prepared and more responsive. Also, it helps align current and future workforce needs with the organization's strategic objectives, helps leverage human resource practices to affect performance and retention, and increases opportunities for current and future workers. Workforce planning or Human Resource Planning is a means to achieve a competitive advantage through the effective use of an organization's human resources (i.e. Strategic Human Resource Management).

Aligning needs with objectives.

A transition is occurring from traditional personnel administration to strategic human resource management (SHRM). Tompkins (2002) identifies alignment of personnel policies and practices with an organization's strategic objectives as the core requirement of SHRM.[24] Workforce and succession planning are the tools that allow organizations to adapt to a changing environment, build human resource capacity to support strategic initiatives, and support a specific business strategy[25]. Pynes (2004) supports this view, stating that "workforce and succession planning refers to the implementation of human resources activities, policies and practices to make the necessary ongoing changes to support or improve the agency's operational and strategic objectives."[26] Through using workforce and succession planning, organizations are able to align their human resources with the challenges and opportunities found in the external environment, while providing the human capital needed to achieve the organization's goals.

Leveraging practices. Workforce planning helps focus a government's workforce investment on employee training, retraining, career counseling, and productivity enhancement, while ensuring that staff development efforts fit within the available budget. It also can help maintain and improve diversity, cope with effects of downsizing, and mitigate effects of employees leaving the organization.[27]

Increasing opportunities. Two major benefits of workforce planning are increased opportunities for high-potential workers and enlargement of the talent pool of promotable employees. Workforce planning can provide clear avenues for employees to pursue their career plans. Such avenues will help attract and keep valued employees, and that in turn will ensure a continuing supply of capable successors for key positions.

Summary. A well-developed workforce plan integrates training and development activities to pro-

a continuing supply of well-trained, broadly experienced, well-motivated people who are ready and able to step into key positions as needed. Also, it determines the key skills and characteristics need-edfor recruitment and selection. Having a plan can increase staff retention, tailor training goals and needs, provide leadership opportunities, clarify hiring priorities, increase employees' satisfaction, enhance employees' commitment to work and the workplace, and improve the organization's im-age.[28]

Notes

1) Wvenbark, William C. (2004). Defining performance budgeting for local government. *Popular Government,. 69(2).*

2) Drennan, Heather. (2005). Effectiveness of strategic planning in North Carolina municipal government. MPA Capstone Paper. UNC-CH.

3) Rivenbark, (2004), op. cit.

4) Rivenbark, (2004), op. cit.

5) Pynes, Joan E. (2004)."The Implementation of Workforce and Succession Planning in the Public Sector". *Public Personnel Management. Vol. 33,* No. 4

6) Government Performance Project Survey, (2001). See Seiden, Sally, & Jacobson, Willow (2007). Chapter four: Government's largest investment—human resource management in states, cities, and counties. *In Pursuit of Performance: Management Systems in State and Local Government.* (Patricia Ingraham, Ed.). John Hopkins Press.

7) http://www.work91 l.com/planningmaster/Human_Resource_Planning/

8) Seiden, Sally and Willow Jacobson *(2007).Government's Largest Investment—Human Resource Management in States, Cities, and Counties, in In Pursuit of Performance: Management Systems in State and Local Government* (Patricia Ingraham ed.) Baltimore: John Hopkins Press.

9) Kiyonaga, Nancy. (2004). Today is the Tomorrow You Worried About Yesterday: Meeting the Challenges of a Changing Workforce. *Public Personnel Management. Vo.* 33 No. 4

10) Idaho Division of Human Resources. *"Workforce Planning Guide.* Retrieved July 2, 2006, from http://www.dhr.idaho.gov/hrinfo/workfc)rceplanningguide.pdf. (last visited Oct. 31, 2006).

11) Mary B. Young, The Aging-and-Retiring Government Workforce: How Serious Is the Challenge? What Are Jurisdictions Doing about It? Report sponsored by CPS Human Resource Serv. (Burlington, Mass.: Ctr. for Org. Research/A Div. of Linkage, Inc., 2003), available at www.cps.ca.gov/AboutUs/documents/CPS_AgeBubble_FullReport.pdf (last visited Oct. 31, 2006).

12) Dychtwald, K., Erickson, T., & Morison, B. (2004). It's time to retire retirement. *Harvard Business Review,* March, 48-57. Also, leadership talent often is in short supply In a study by McKinsey, 75 percent of respondents said that their organizations were continually short of leadership talent. As cited in William C. Byham, *Grooming Next Millennium Leaders: Start Now to Identify and Develop the Next Generation of Leaders,* IIR MAGAZINE, Feb. 1999, at 48.

13) U.S. General Accounting Office, , GAO-01-509, Federal Employee Retirements: Expected Increase Over the Next 5 Years Illustrates Need for Workforce Planning (Washington, D.C.: USGAO, 2001; Jay Liebowit2, Bridging the Knowledge and Skills Gap: Tapping Federal Retirees, *Public Management]-dn./l'ch.* 2004, at 18; Young, *The Aging-and-Retiring Government Work Force.*

sessions, followed by a building boom in new schools), becoming teenagers, going to college (another spate of profes-sor-hirings and expanded campuses), becoming parents, turning 50 (the AARP reinvented itself to become more attrac-tive to 'young elders'), or retiring (the focus of this report). The sheer number of baby boomers who will become eligi-ble for retirement between now and 2015, coupled with the much smaller pool of younger workers who can take their place, make|s] the Age Bubble a critical human resource challenge for employers." Young, The Aging-and-Retiring Gov-ernment WORK FORCE, at 32. "According to the Bureau of Labor Statistics (BLS), workers age 25-44 will decline by 3 million, dropping from 51 percent of the labor force in 1998 to 44 percent in 2008, while, over the same period, work-ers age 45-1- will increase from 33 percent to 40 percent of the workforce, an additional 17 million workers." Dohm as cited in Young, The Aging-and- Retiring Government Workforce, at 32.

16) Young, The Aging-and-Retiring Government Workforce.

17) Craig W Abbey & Donald J. Boyd, (2002). *The Aging Government Workforce* (Albany, N.Y: Nelson A. Rockefeller Inst. of Gov't, 2002), available at http://rfs.rockinst.org/exhibit/9006/ Full%20Text/AgingGovernmentWorkforce.pdf (last visited Oct. 31, 2006).

18) Id. at 5. "Only about 1 in 5 federal government workers is below 35 years of age. The gap between older and young-er federal government workers is 28.4 percentage points. While slightly le.ss pronounced, a similar pattern holds for local government workers|,) with a difference of 19.5 percentage points... 'iTie state government workforce has a more even distribution of workers than the other two levels of government. Only 13.1 percentage points separate old-er state government workers (43.6 percent) from younger state government workers (31.5 *percent)." Id.*

19) There has been increased attention to the issue of preparing the next generation of local government managers. The International City/County Management Association has begun to tackle this issue actively. For example, see Frank Benest, *Preparing the Next Generation: A Guide for Current and Euture Local Government Managers* (Wa.shington, D.C.: Int'l City/County Mgmt. Ass'n, 2003), available at jobs.icma.org/documents/nextjieneration. cfm? cfid=283007&cftoken=25103158 (last visited Oct. 31, 2006).

20) Abbey, (2002), op. cit..

21) Young, (2003), op. cit.

22) Jay M. Shafritz et al.. *Personnel Management in Government: Politics and Process* 304-06 (5th ed. New York: Mar-cel Dekker, 2001).

23) Young, (2003), op. cit.

24) Tompkins, Jonathan. (2002). Strategic Human Resource Management in Government: Unresolved Issues. *Public Personnel Management.* Vol. 31 No.l

25) Ibid

26) Pynes, Joan. (2004). The implementation of workforce and succe.ssion planning in the public sector. *Public Personnel Management, 33(A),* page 389

27) Joan Pynes, *The Implementation of Workforce and Succession Planning in the Public Sector,* 33 *Public Personnel Management* 289 (2004); U.S. Office of Pers. Mgmt., Succession Planning Process (Washington, D.C.: USOPM, 2005), available at www.opm.gov/hcaaf_resource_center/ asset.s/Lead_tooll.pdf (last visited Nov. 22, 2006).

28) U.S. Office of Pers. Mgmt., *Succession Planning Process.*

RESPONSIBILITY MATRIX

TEAM MEMBER	ROLE	RESPONSIBILITY

COMMUNICATION PLAN

GROUP	MEDIA	FREQUENCY	WHEN