

Executives in Transition

Presentation to the CCMD Thematic Series Session
“Managing the Transition: The Organization Perspective –
Policies and Practices ”

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APEX

Retirement and Transition

Recruitment & Retention Factors/

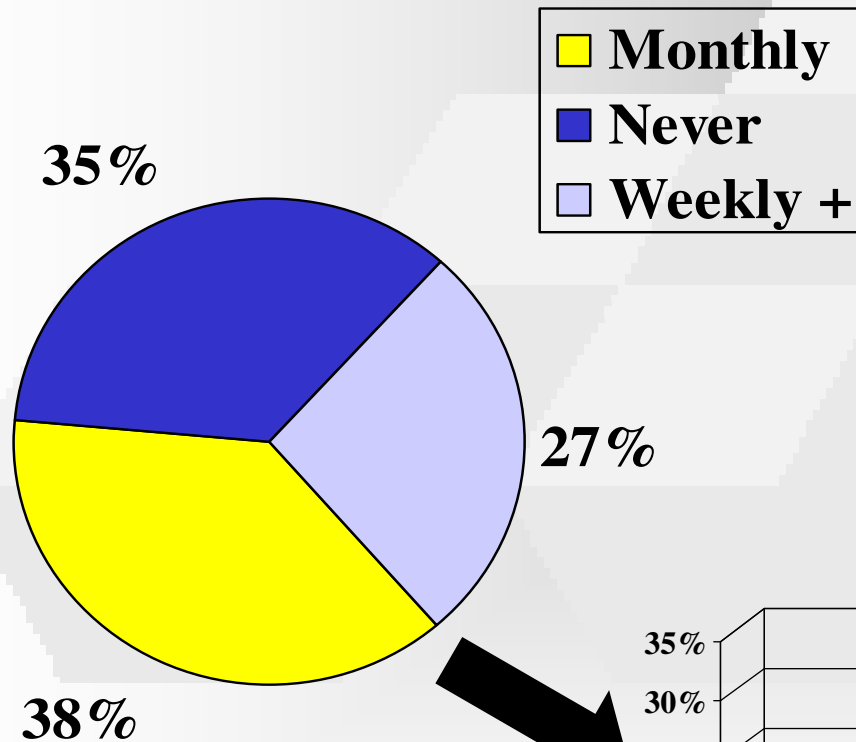
Overall factors influencing outcomes

- Age
- degree of career satisfaction
- mobility opportunities
- career variety of experiences
- organizational environment
- work – life balance

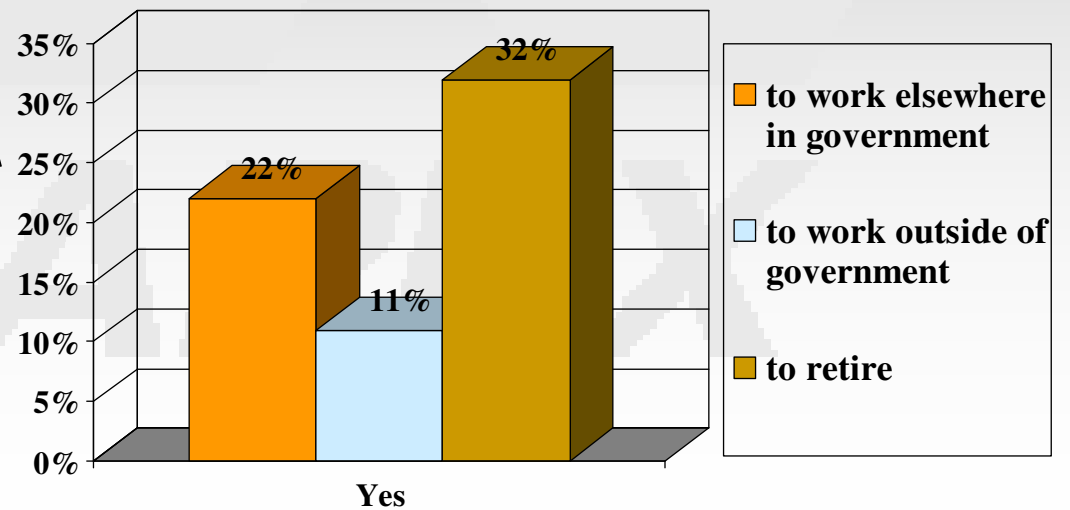
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Intent to Leave 2002 Health Study

Thoughts about leaving



Plans to leave your organization

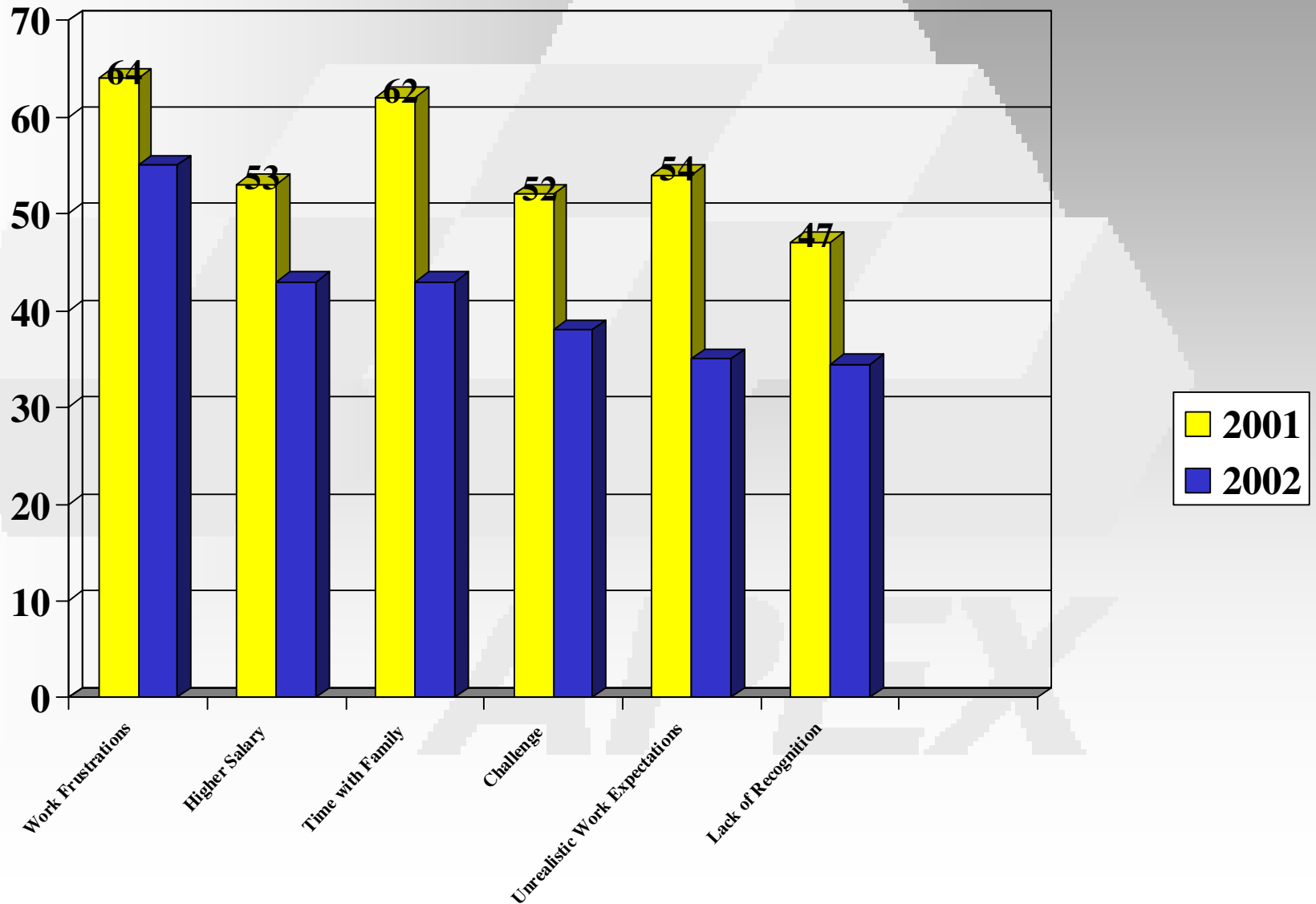


YOU CAN'T TELL
WHICH WAY THE TRAIN WENT
BY LOOKING AT THE TRACKS

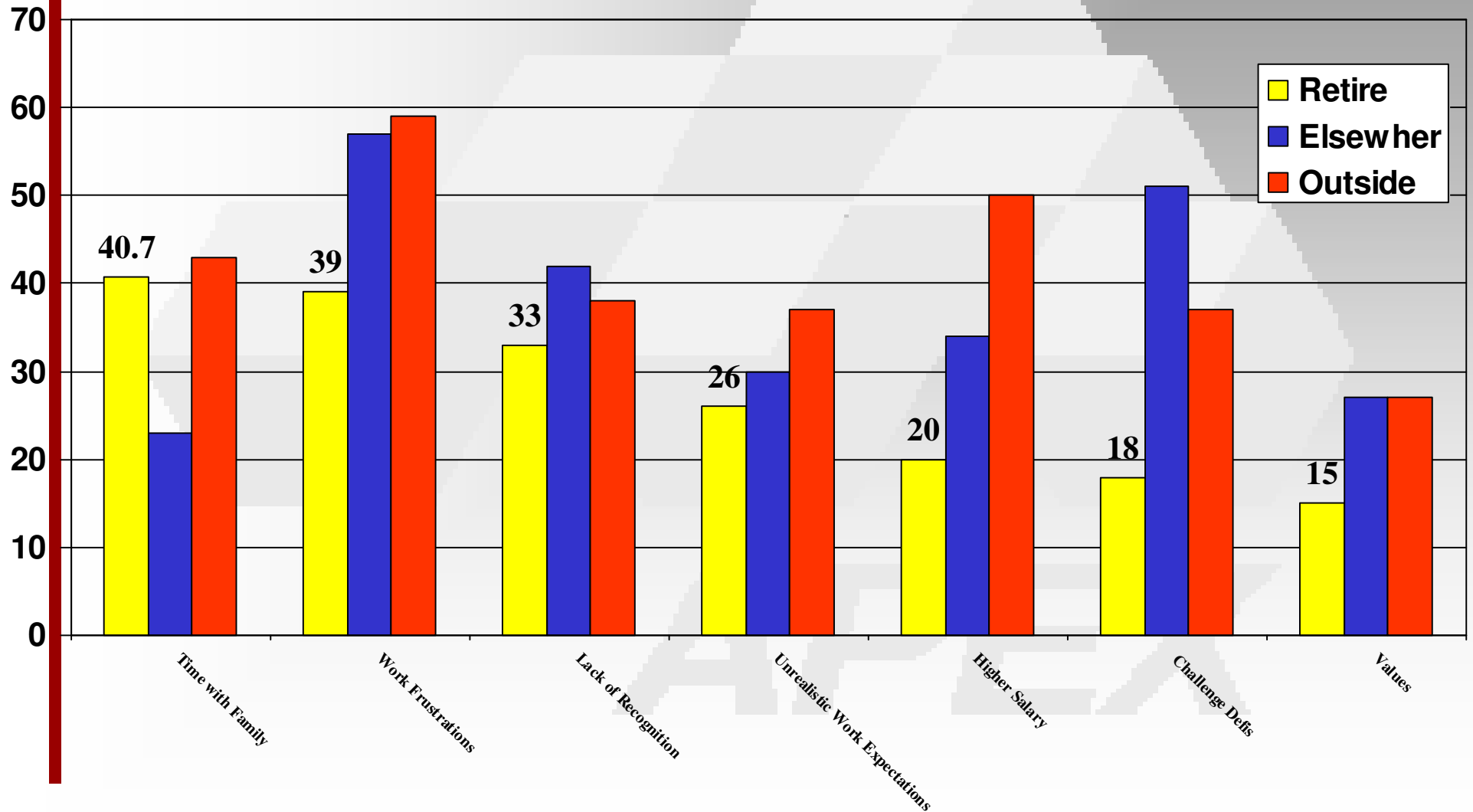
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Reasons for Leaving/

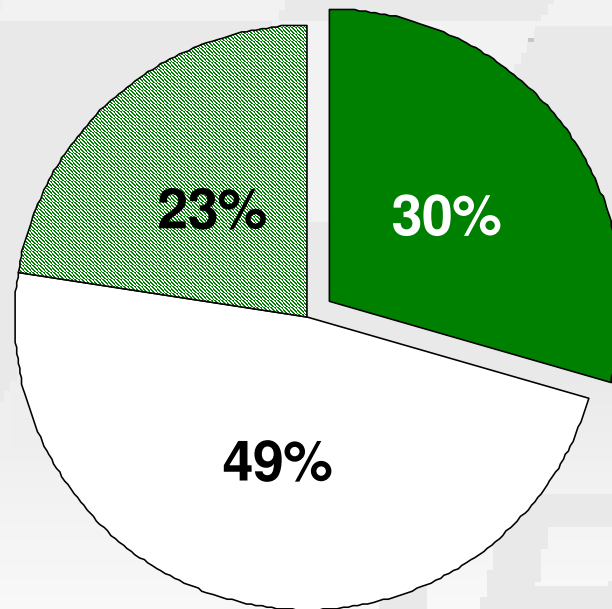


Reasons for Leaving/



Succession Plans 2001 Cadre Study

“Is your department doing formal succession planning to ensure replacements for executives and equivalents that leave?”



- Yes
- No
- ▨ DK

Summary of Departure Data

- Both APEX surveys (2001 & 2002) confirm large numbers of executives will depart in next few years
- Executives do not believe enough succession planning is being done
- Three studies found executives are leaving primarily for job quality reasons
- Financial incentives will entice some to stay longer
- Interesting work will attract them back after retirement

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Young PS/

- 10% of current PS is under age 30
- Percentage of FPS under 35 years is only half that of the Canadian work force at large
- When boomer bubble bursts, 40 year olds will move up rapidly, so quickly they may not have the experience to cope with new responsibilities

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Survey of 900 New Hires (PSC 00/01)

- Losing high numbers of newly hired indeterminate staff 8 % in less than 12 months
- Another 40+% indicate they will leave within three years
 - 83 % make better use of my skills
 - 73 % earn more money

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PSC Study of Feeder groups 2002

Top five reasons to seek EX position

- Influence progress towards a goal 89%
- Influence decisions at senior level 85%
- Work on broader issues 83%
- Coach and direct others 75%
- Access to decision makers 72%

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Top 5 reasons not to seek EX position (PSC 2002)

- Work life balance 77%
- Current job is interesting 76%
- Satisfied with current level of responsibilities 67%
- Satisfied with current environment 62%
- Too close to retirement 47%

Potential executive recruits

Corporate Executive Board

Seek employers who:

- Offer meaningful work that uses knowledge and skills
- Provide opportunities for training & continuous learning /
- Promote & facilitate mobility
- Encourage innovation & new perspectives

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Executive Recruitment Key Components

Corporate Executive Board

- Compensation & Benefits 3.82
 - Base salary
- Work Environment 3.40
 - Leadership Quality (5.02)
- Work – Life Balance 3.06
 - Travel, hours of work
- Organizational Environment 3.03
 - Reputation, development, risk taking

Why people stay / leave

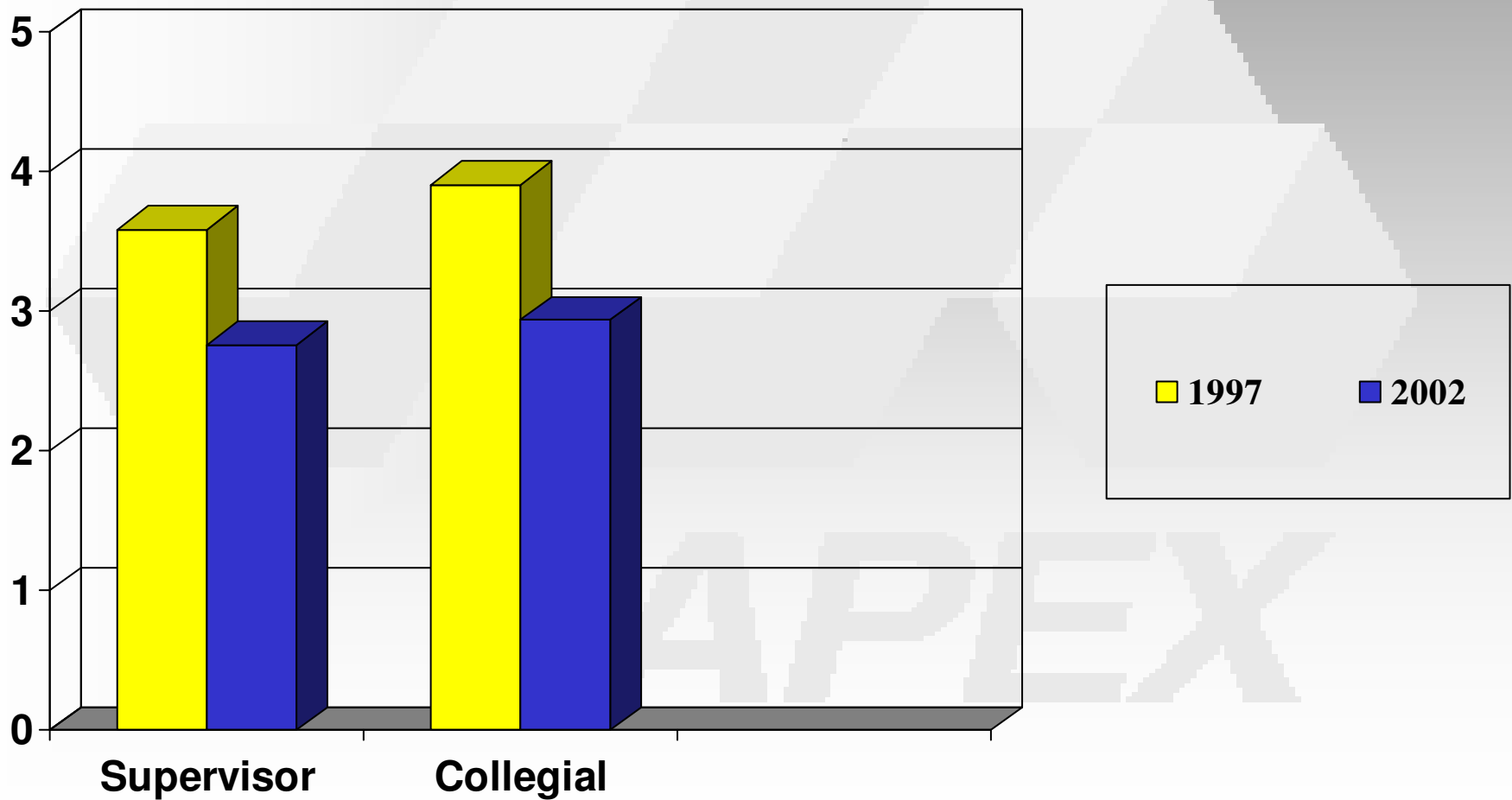
- **Easily matched** Pay & benefits
- **Competitive**
 - **Leadership** – vision, organizational climate, people management, work / life balance, recognition
 - **Learning & Development** – succession plans, career development, learning opportunities, training, performance management

Work Environment

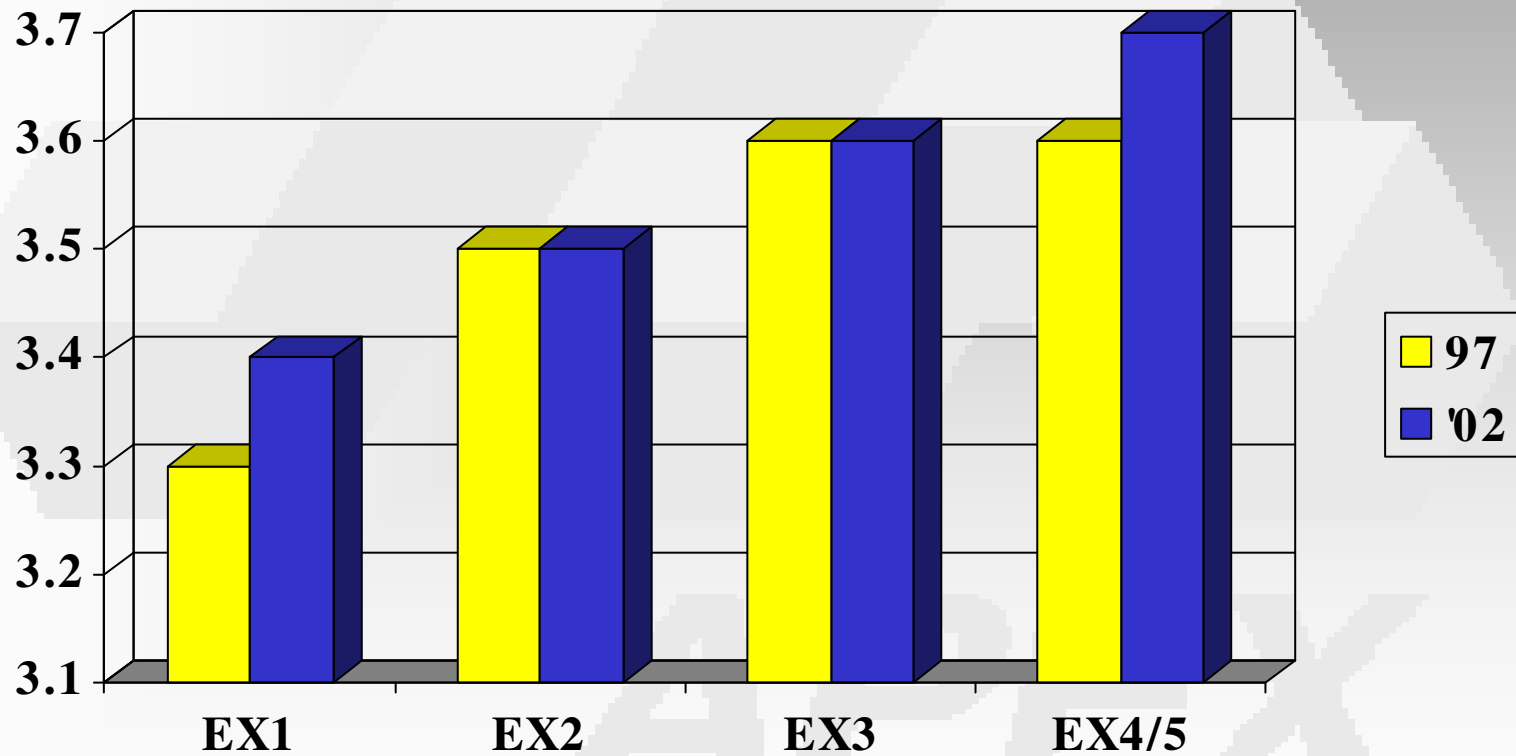
- Leadership 5.02
- Recognition 3.62
- Coworkers 3.54
- Empowerment 3.41
- Challenges 3.17
- Cutting edge 3.16
- Mobility 2.90
- Role Clarity 2.88
- Responsibility 2.87

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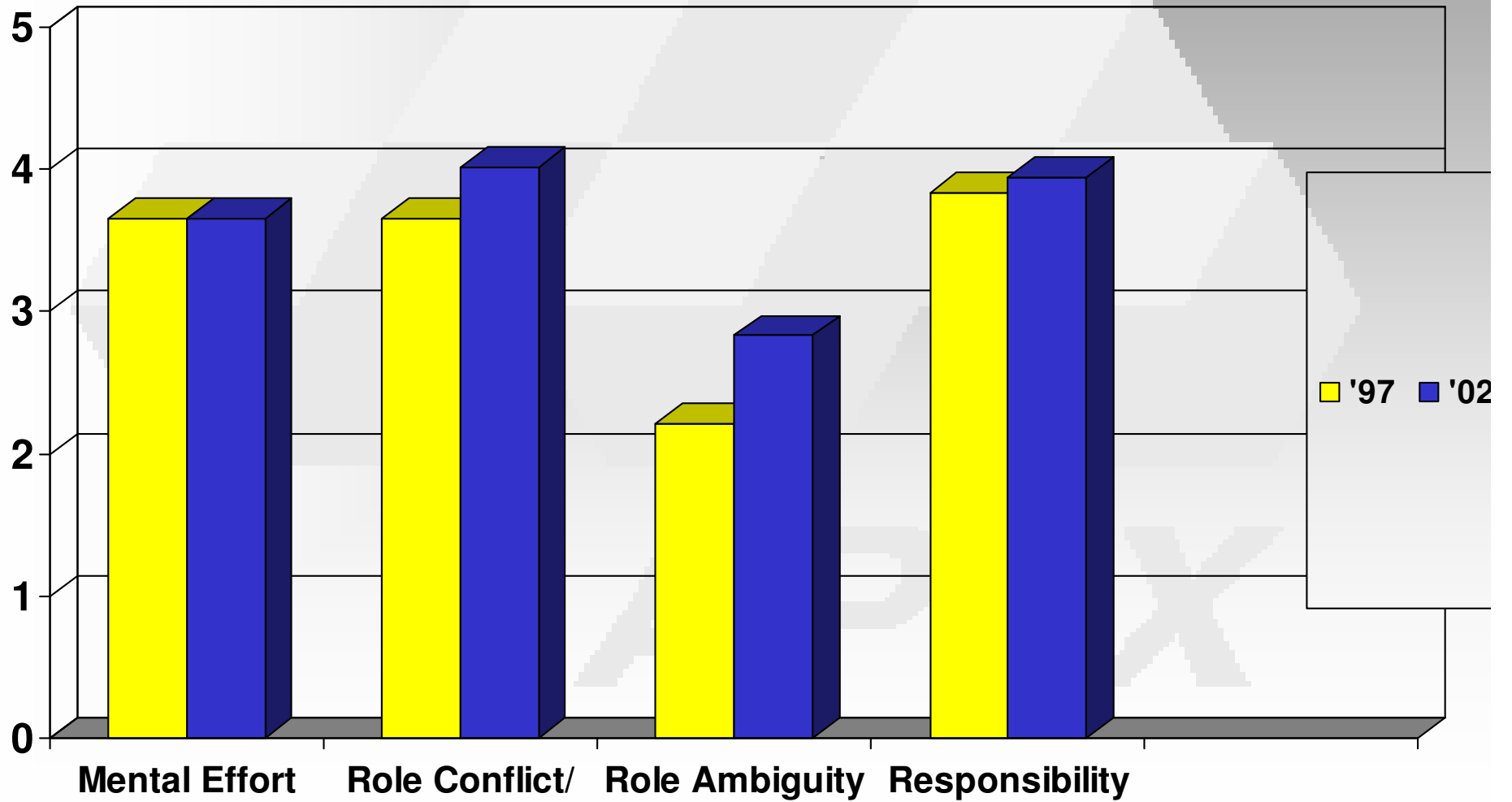
Workplace Support



Decision Latitude



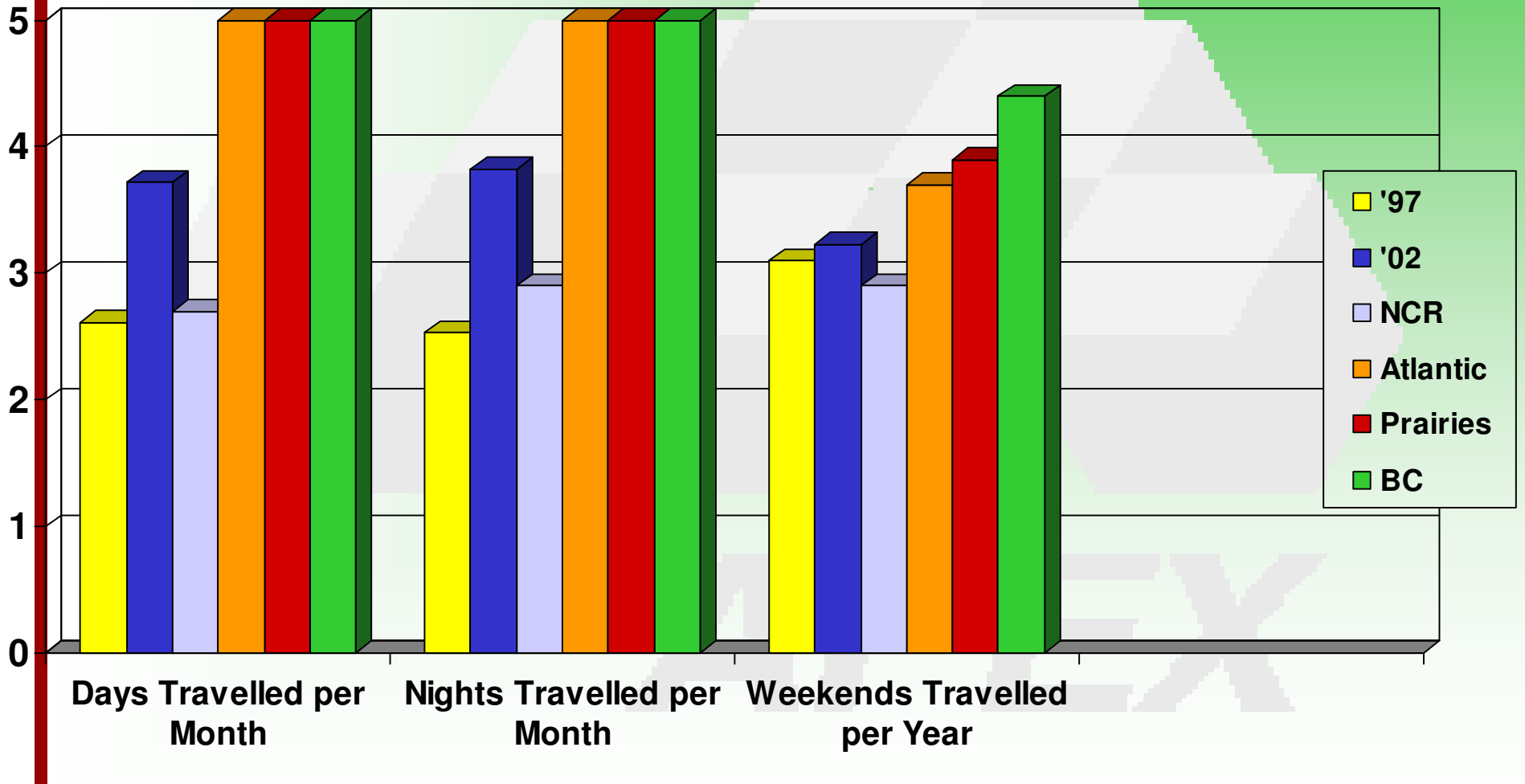
Work Demands



Work Life Balance

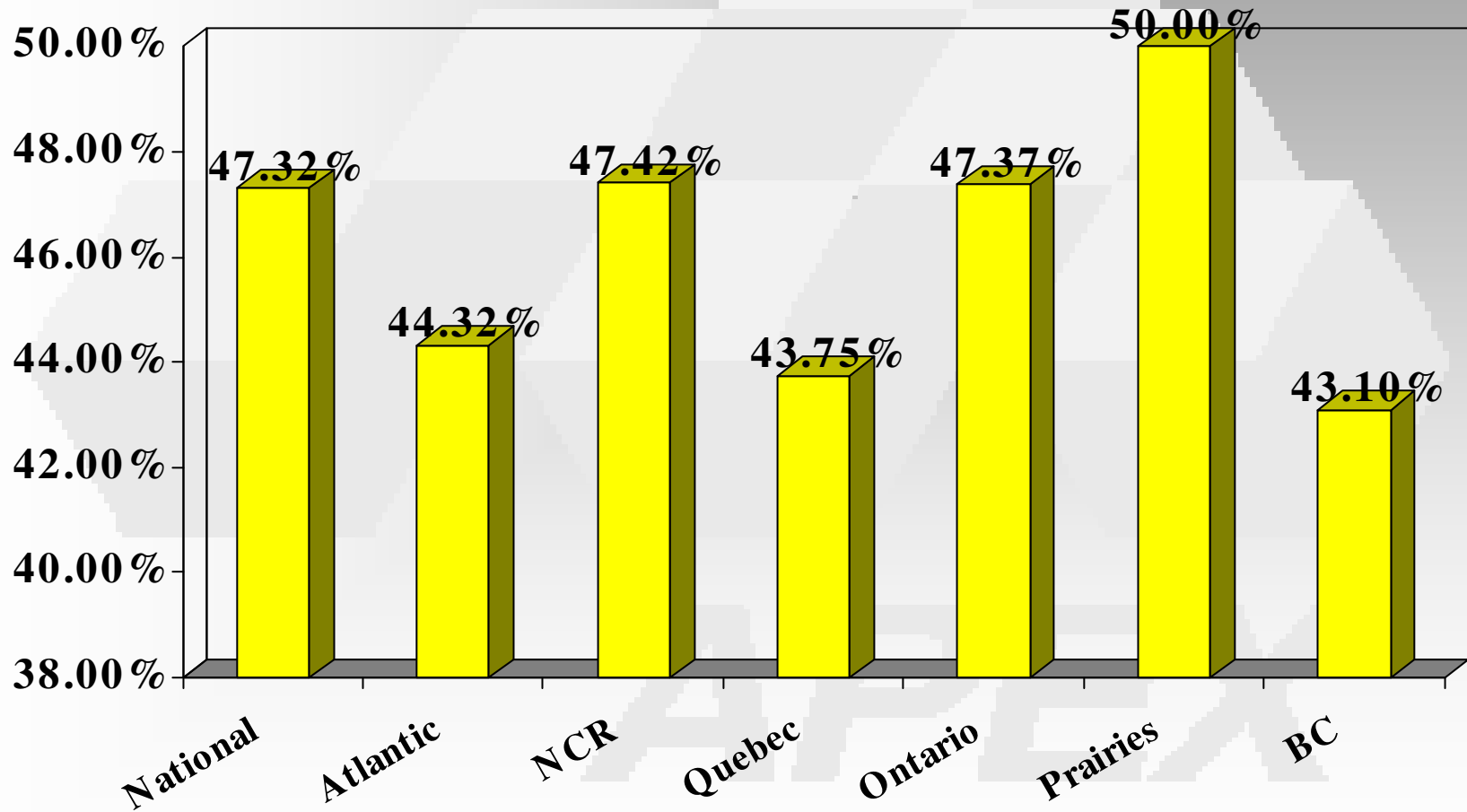
- Travel Demands 4.02
- Hours of work 3.8
- Location 3.55
- Leave Benefits 3.23
- Flextime 2.57
- Telework 2.22
- Childcare 1.94

Travel



Work Hours

% working >55 hrs/week



Organizational Factors


- Opportunities
- Career planning
- Mobility
- Risk Taking
- Reputation

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Career Planning

- Executive dissatisfaction with:
 - Aspects of career mobility
 - Executive development programs
 - Aspects of the competition process
- Negative impact on retention of lack of:
 - clear development
 - personal growth
 - and advancement paths impact negatively

Career Transitions

- Part time work
 - Help with transition - mentoring and coaching
 - Sabbaticals — special projects
 - Compressed work week
 - Retirement deployment
 - Telework
 - Training to assist in transition
 - Job sharing
- 

Why Coaching / Mentoring?

- Key skills required for successful leaders
 - People Management skills 29%
 - Strategic Management skills 21%
- How skills are transmitted
 - Feedback & relationships 6.7
 - Experience based 5.9
 - Education based 4.9

Creating Effective Leadership

Corporate Executive Board

- Decision making authority 8.6
- Leadership development plan 8.1
- Interacting with peers 6.6
- Executive coach & mentors 6.4
- Feedback 6.1
- Turn around organization 6.0
- People management skill courses 5.7

Self rated Needs of Feeder Groups (PSC 2002)

- 54 % Working at political level
- 51 % Learning second official languages
- 46 % Improved leadership skills
- 46 % Policy development skills
- 38 % Project management skills
- 36 % Financial leadership skills
- 35 % Communications skills

Mentoring / Coaching

Double banking

- Need a central fund to assist departments
- 6 % annual rate of departure – identify 10 % of key positions for knowledge transfer
- Not all departments especially in regions or smaller organizations have financial flexibility to double bank
- Central fund of \$ 3-5 million / year for 8 years

APEX Conclusions

- APEX suggests the following areas require attention:
 - Career planning
 - Work frustrations, excessive workload and lack of home-life balance
 - Career mobility
 - Leadership developmental programs
 - Working conditions across the Public Service
 - The people management skills required to manage a transition are the highest priorities for management training
 - Funding for double banking and above activities

APEX Recommendations

- A clear and comprehensive executive management strategy is required:
 - Has to address
 - Retention and release
 - Recruitment and re-energizing the PS
 - Career development and working conditions are very important to both short and long term executive recruitment and retention

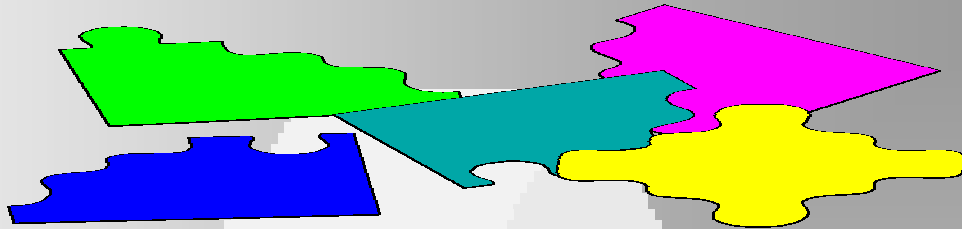
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APEX Recommendations

- Strategy should include:
 - Clear goals, action plan for 5-10 years, adequate resources and coordinated services
 - Retention, transition, and accelerated departure incentives
 - Follow-through on HR modernization
 - Enhancement of executive development and personal growth, and advancement opportunities

APEX Recommendations: Career Planning and Management

- Enhance executive career development, personal growth, and advancement opportunities by:
 - ✓ Central career planning and management” support
 - ✓ Inventory of executives
 - ✓ Supplementing and broadening developmental programs
 - ✓ Improving and opening up the competition process
 - ✓ Addressing the mobility issues



*Retention and
Recruitment*

