

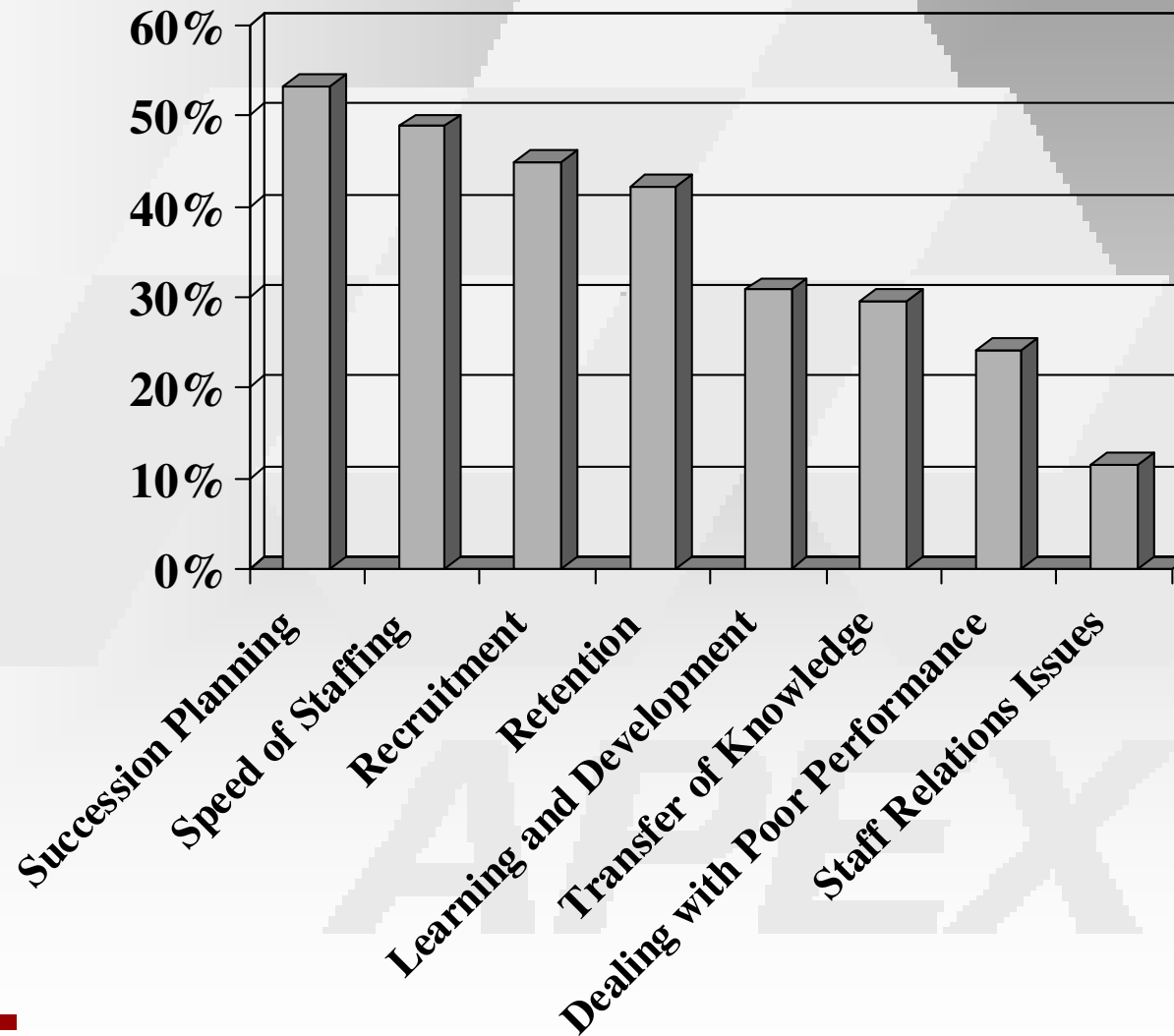
Executives in Transition

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

October 8, 2002

APEX

Top Challenges in Human Resources 2002 Symposium Survey



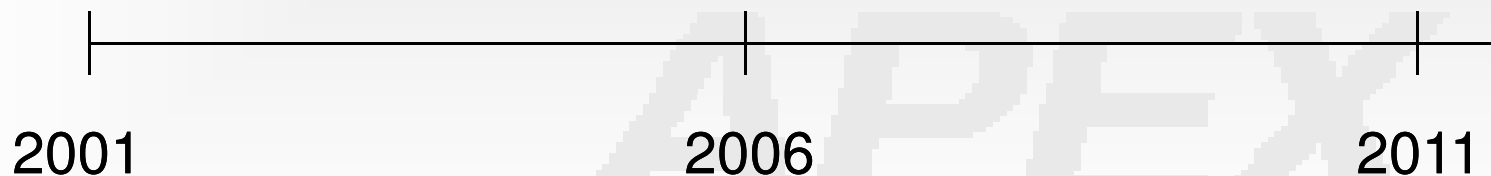
APEX Findings

- Is there a crisis?

APEX

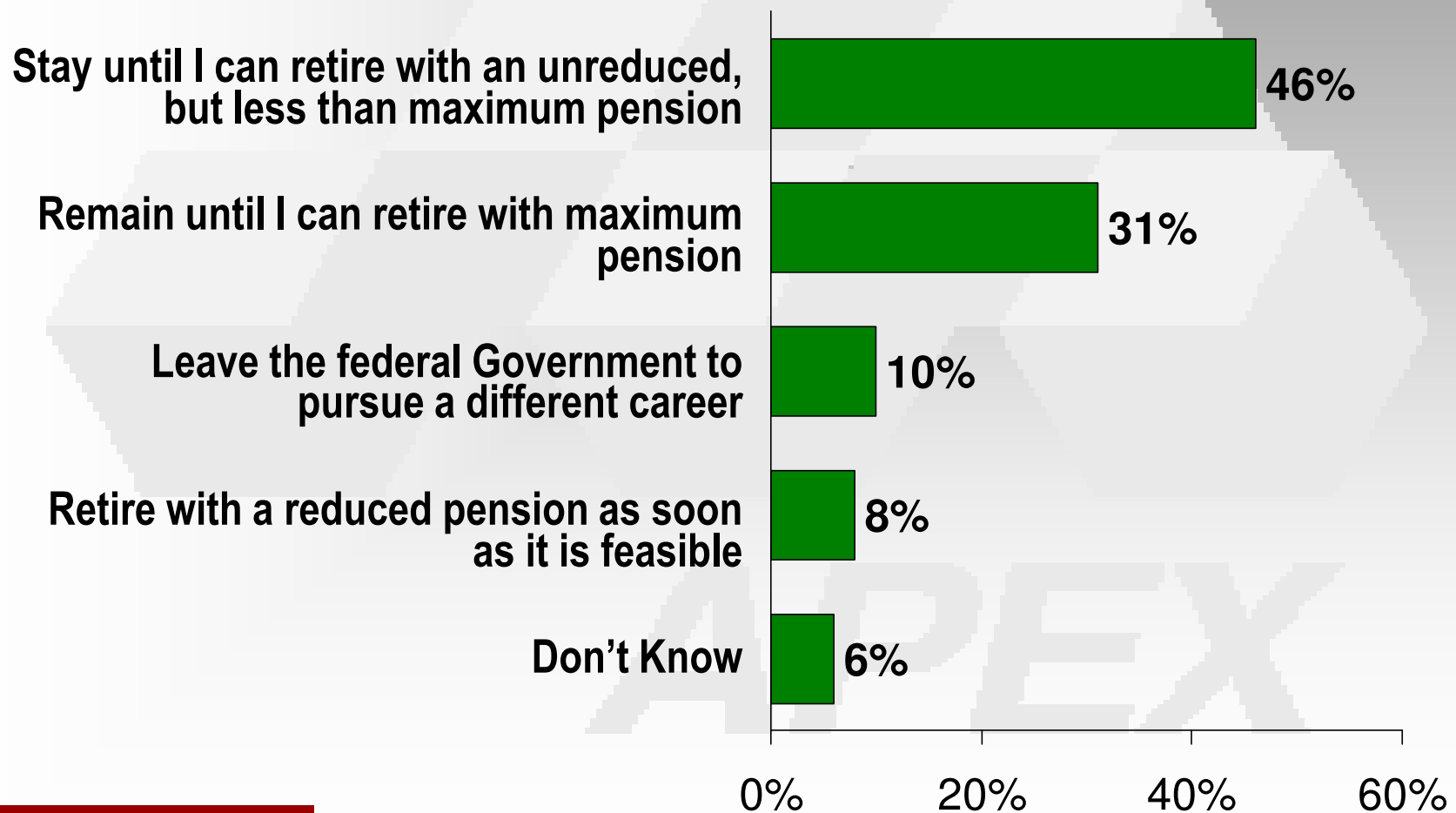
How Big is the Succession Challenge over the Next Decade?

Today ...	By 2006 ...	By 2011 ...
... 54 % of executives are highly certain of their retirement plans.	... 41 % of current executives will be retired.	... 75 % of current executives will be retired.
... a further 23 % are moderately certain of their retirement plans.	... a further 16 % will be unlikely to seek further training due to an impending retirement.	



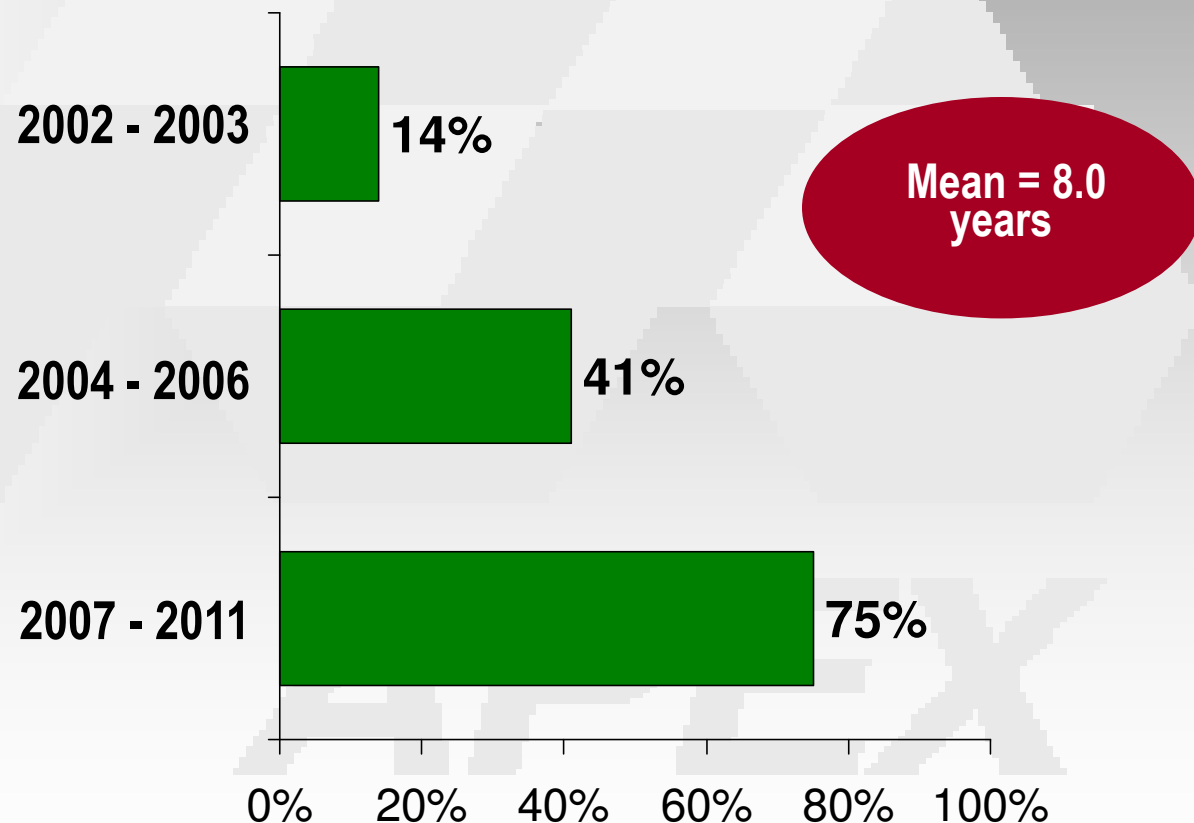
Correlation of Departure Intentions and Pension Implications (2001 Study)

“Which of the following best describes your future intentions?”



Retirement Intentions: Years to Departure 2001 Study

“Years remaining before respondents intend to retire from or leave the federal Public Service?”



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

Potential executive recruits

Corporate Executive Board

Seek employers who

- Offer meaningful work that uses knowledge and skills
- Provides opportunities for training & continuous learning
- Promote & facilitates mobility
- Encourages innovation & new perspectives

Self rated Needs of Feeder Groups (PSC 2002)

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

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

APEX Conclusions

- The executive retention and transition issues are significant and the real question for top P.S. leaders is “How well are we managing them?”
- APEX suggests the following areas require attention:
 - Succession 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

Questions to Consider

- Who will champion the necessary actions?
- What time frame do we have to successfully manage the transition

APEX