

# Maine Management Service

## NEWSLETTER

Volume 3 – Issue 2, March 2002

*The ability to attract, develop, and hold on to talented people is the single most reliable predictor of overall excellence. 1997 Fortune survey of "The World's Most Admired Companies"*

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### ***The Right Person at the Right Time***

#### **Succession Planning for Maine State Government**

Maine State Government faces a potential exodus of confidential managers over the next five years as baby boomers begin to retire in large numbers. In fact, 50% of state government's managers will be eligible to retire by 2007. We must prepare for this.

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To keep pace with the large number Maine state government managers eligible to retire over the next five years, we would have to hire one new manager every *four* days between now and then!

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Succession planning is proactive. It is an ongoing process of systematically attracting, developing, mentoring, and retaining employees to assure the public service mandate of state agencies can be carried out now and in the future. It allows agencies to meet anticipated or unanticipated vacancies due to retirement and other factors, in the case of the Maine Management Service, specifically in confidential management positions.

The Maine Management Service is undertaking succession planning. It is clear that the effort will involve a statewide, "global" aspect, but more important, agency-specific approaches will be necessary to meet each agency's unique needs. MMS expects to provide agencies with tools to strategically analyze their leadership needs and to assess the leadership competencies among their current managers. These assessments will allow agencies to structure recruitment, development, and retention programs to meet their needs.

A large part of succession planning is development planning. In this way, the MMS leadership development programs complement succession planning. Developing people to assume future management positions is key to succession planning. What's more, agencies need to look outside their own organizations and foster cross-agency transitions (don't forget a talented person who leaves your agency for promotional opportunities can likely be enticed back when leadership positions emerge in your agency –and they will be that much more experienced when the time comes). Succession planning engages leaders to think through their own succession to ensure multiple candidates are available to assume their responsibilities. Finally, it requires all of us to take ownership of our individual development and career plans for the future.

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**LEARNING TO LEAD CHANGES WHO YOU ARE....**

## A Model for Succession Planning

The goal of Maine's succession planning is to ensure the number and type of key people needed to carry out the business of State Government.

### Objectives

- The average time frame for hiring new confidential managers will be reduced from three months to three weeks.
- For every confidential management position, there will be two people qualified to move into it all times.
- There will be no vacancies in confidential manager positions. A new managers' hiring will overlap the departing manager for up to three months.

## Components of Succession Planning

1. **Workforce Planning:** Identify expected vacancies in confidential management positions and the skills and competencies needed in candidates to fill them.
2. **Selecting for Promotion:** Maximize recruitment efforts to attract confidential managers with leadership competencies.
3. **Keeping our Talent:** Encourage retention of seasoned confidential managers.
4. **Developing for Promotion:** Provide leadership development for potential managers.
5. **Facilitating Career Advancement:** Help match those in state government that want to advance with agencies that are recruiting confidential managers.

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**Succession planning ensures that agencies have the right number of people with the right skills, experiences, and competencies in the right jobs at the right time.**

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### Steps in a Succession Planning Process:

1. Identify anticipated changes in future job demands
2. Identify key competencies and experiences desired to meet future job demands
3. Identify unique workforce issues (i.e. shortages, special skills)
4. Identify number and type of future vacancies
5. Identify potential successors from current workforce
6. Establish development plans for potential successors
7. Implement individual and agency-wide development activities
8. Source other potential successors from inside and outside the organization
9. Monitor individual and group process
10. Monitor vacancies and changes in desired competencies and experiences

A team of state government managers will be developing succession planning tools for state agencies. If you have suggestions about succession planning in state government, contact one of the members of the MMS Selection and Succession Team:

Linda Casoria, Bureau of Human Resources  
Robin Danforth, Bureau of Human Resources  
Art Davis, Director of Operations, Labor  
Jody Harris, State Planning Office  
Ed Karass, Director, Bureau of Financial and Personnel Services  
Deb Phillips, Personnel Manager, Conservation  
Laurie Shippee, State EEO Coordinator  
Judy Williams, Director, Bureau of Family Independence, DHS

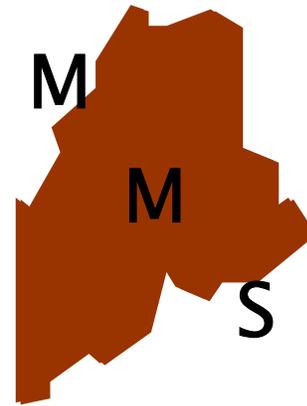
## What's Happening?

**Public hearing held on MMS rule.** The rule implementing the Maine Management Service has gone through the administrative procedures process. BHR anticipates adopting them (with only minor clarifications) with an effective date of July 1, 2002. The proposed rule incorporates the Maine Management Service into the State of Maine Civil Service Rules (new Chapter 15). Under the proposed chapter, agencies would have greater flexibility in human resource issues related to MMS managers, while ensuring that decisions are based on merit.

**Cheryl Ring transitions to Maine Management Service.** Having served as Acting Director of the State's Computer Lab, Cheryl is now working to administer the MMS leadership development programs. Her staffing duties include coordinating the Leadership Institute (in addition to being a member of the faculty). She will also coordinate the mentoring program. Cheryl can be reached at 624-7367 or [cheryl.ring@state.me.us](mailto:cheryl.ring@state.me.us).

**Don Wills receives national award.** Don Wills, Director of the Bureau of Human Resources, has been awarded the American Society for Public Administration's award for outstanding contributions in the field of human resources. The award is sponsored by ASPA's section on Personnel Administration and Labor Relations and recognizes Don's 25 years of service to his profession, especially his leadership in implementing the Maine Management Service.

**Maine Management Service articles on-line.** A three-part series of articles on the Maine Management Service which appeared in *IPMA News*, a newsletter of the International Personnel Management Association, can be viewed on the MMS Web Site at [www.state.me.us/bhr/mms](http://www.state.me.us/bhr/mms).



**Competency-based interview workshops scheduled.** The State Office of Training and Development has scheduled additional workshops to train managers in the use of the state's new competency-based interview method. The one-day workshop provides instruction and practice for managers to ensure that candidates possess the needed leadership competencies to excel in confidential management jobs in state government. To register, contact Gig Ottman-Deeves at 624-7770. The program dates are:

<b>For confidential managers:</b>		<b>For supervisors:</b>
April 11	May 23	March 26
April 23	June 4	May 9
May 2	June 13	

**Colby College Institute for Leadership.** On March 26, 2002, Colby College will host a local leadership program. It includes six workshops on topics such as coaching, authenticity in leadership, and collaborative leadership and features two keynote addresses: *Learning from Leadership Moments – Enduring Lessons from Leadership on the Line* and *Leadership in a Knowledge Based Economy*. To register or for more information: [www.colby.edu/spec/prog/](http://www.colby.edu/spec/prog/)

**Coming Next Issue...**  
**Compensation under the Hay System**