

Dynamic Succession United States & Australia

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Dynamic Forces

- Employee expectations
- Technology
- Global influences





*“Good timber does not grow with ease;
the stronger the wind, the stronger the
trees.”*

—J. Millard Marriott

The World as a Business

- Global purchasing/global business
- Global draw on employees
- Competition can be as transparent as a web page
- Asian economic power
- Web 2.0

United States Demographics

Total Population: 300 Million

- 10 to 24 years 20.9%
- 25 to 42 years 24.1%**
- 43 to 64 years 27.9%
- 65+ years 11.5%

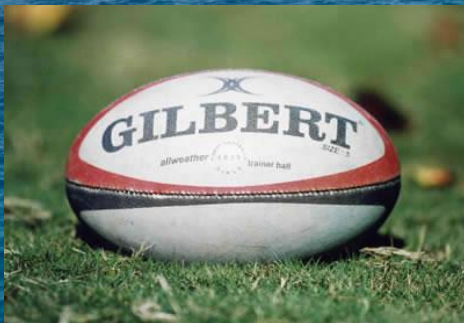
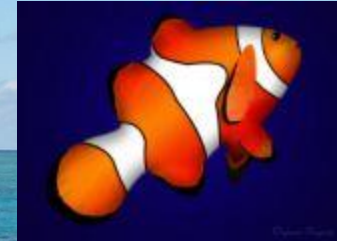
****Gap:
9.7 M Workers**



**Australia's Population:
21 million**

**Population
Breakdowns Similar**

Australia



Battle for Talent



The Dynamic Workforce

- The number of young people entering workforce will continue to decline
- The median age of workforce will increase
 - The age at which workers will retire will not increase
- 2005: More Gen X workers than Baby Boomers in the workforce
- As the older workers leave the industry, leadership/technical talent will continue to be a problem

SIGN THE CONTRACT FIRST KID
THEN YOU GET THE SWEETS!



**PLANS ARE AFOOT TO SECURE THE NEXT
GENERATION OF GP RECRUITS**

Why Generations Differ

- We have all been shaped by our environment
 - Experiences
 - Historical events
 - Values
 - Economics
 - Heroes
 - Attitudes

The Baby Boomers (*U.S.*)

- Born 1946 to 1964
- Ages 42 to 60
- Forty percent of today's workforce
- Raised on rebellion
- Experienced growing national wealth
- Work is duty
- Working with Boomers
 - The Legacy
 - Becoming a coach
 - Facilitating, not dictating, results
 - Offering them flexibility, authority, and respect
 - Challenging them to keep growing (in their own way)

Generation X (U.S.)

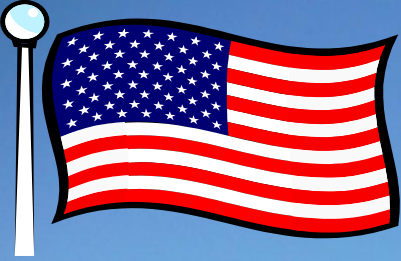
- Born 1965 to 1980 (Ages 26 to 41)
- Forty-five percent of today's workforce
- Dual career parents
- Record divorce rates
- Working with X'ers
 - Providing a fair and balanced work Life
 - Leading with a coaching style
 - Providing immediate feedback and credit for results
 - Pushing them to keep learning just in time for every new mission
 - Earn respect

The Millennials (*U.S.*)

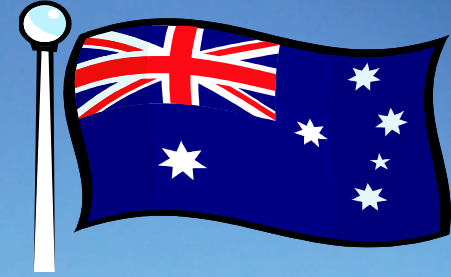
- Born 1981 to 1999 (*Ages 7 to 25*)
- Ten percent of today's workforce
- No such thing as “before the internet”
 - Attention spans are short
- Multi-culturalism
- Working with Millennial's
 - Allow for multi-tasking
 - Provide creative and challenging work assignments
 - Create stimulating learning opportunities
 - Provide them an ability to take part in decision-making
 - The Innovation Generation

What Are They Saying...

- *The Manager/Leader*
 - *“Gen X bosses preferred”*
 - *2007 Australian Survey*
 - *90% of Gen X/Y will start their job search on the internet*
 - *What aren't we doing?*
 - *Construction Industry*
 - *42% Have successors in their firm (FMI 2007)*
 - *27% Formal knowledge management program*
 - *29% Workforce skills assessment*
 - *Trades and the age of apprentices*
 - *The “Engineering Gap”*
 - *Utilities: ~Oldest Workforce in America*

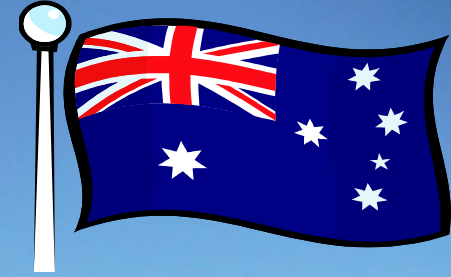


Survey

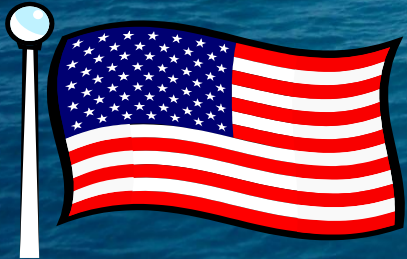


- 2007 Survey
 - North America: 451 professionals
 - 75% of US States/40% of Canadian Provinces
 - 78 % local government
 - Population: 3,000 – 1,000,000
 - 50% PW Directors, 23% City Engineer/Sr. Manager
 - 60% within 10 years if retirement
 - Australia: 114 respondents
 - 100% of Australian states
 - 61% City/30% Country/9% Remote
 - Population: 97% less than 250,000

Survey Data



- USA & Australia
 - 7% of agencies believe they are doing a good job in succession planning
 - Greater than 50% have more than half their sr. managers due to retire in less than 10 years
 - 17%: Identify the issue as critical



Perceived Reasons

- **BIGGER PRIORITIES (75%)**
- Lack of time and staff
- Lack of candidates
- Lack of internships/learning opportunities
- Competition for resources
- Compensation
- Lack of depth at mid-management levels
- Lack of organizational knowledge

Components of The Solution

1st A Strategic Plan

- Hiring & retaining top talent
- Development planning & investment
- Knowledge transfer
- “Recycling” Baby Boomers

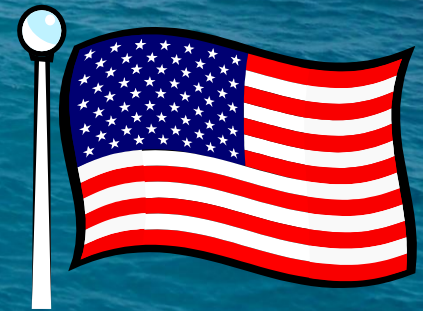


Hiring & Retaining Top Talent

- Identify what attributes are key
 - Communication skills
 - Technical knowledge
 - *What is your organization good at developing in your people?*
- Are you just “cannibalizing peers?”
- Do you have a strategic plan for attraction and retention?

Case Example

- Northern Colorado Government Work Group for Engineering Interns
 - Local agencies partner with local universities
 - Agree on compensation
 - Collective interviews
 - “Lunch & Learn” type programs

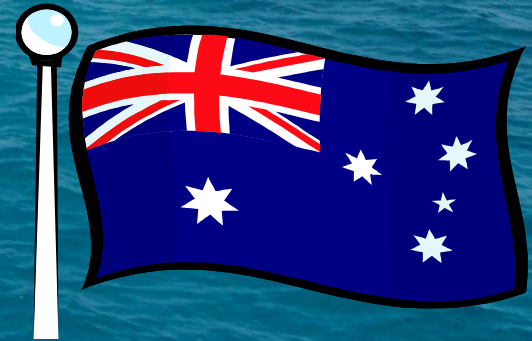


Development Planning & Investment

- Current Leaders
 - Assess the “tool boxes” of current leaders
 - Formalize coaching, mentoring, and partnerships – add to job descriptions and evaluation criteria
- Individual development planning for every team member
 - *(Baby Boomers are weak in this area)*
- Invest in your people – at all stages of their careers
- Invest time in developing people

Case Example

- Pine Rivers Shire
 - Graduate Engineering Program
 - Nationwide recruiting program
 - University partnerships
 - Rotational opportunities
 - 2 year assignment



Knowledge Transfer

- Capture what is “between the ears”
- Develop systems to document key “historical” information
- Teach decision making experience through “table top” exercises and shoulder-to-shoulder work



Case Example

- David Construction, Inc. (Louisville, KY)
 - Project engineering development program
 - Active recruiting @ campuses SE USA
 - Identification of toolbox of skills
 - Skill development plans (5-year)
 - Shoulder-to-Shoulder work
 - Bi-monthly development sessions
 - Peer group participation

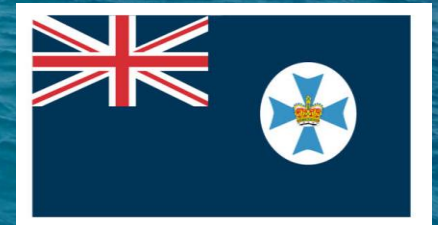
“Recycling” Baby Boomers

- Personnel Policies
 - Develop policies that allow retired professionals to work on a part-time or project basis
- Mentoring:
 - Use them to mentor younger leaders 10% of their time
- ROI on older workers is quick
- Flexibility:
 - Most organizations are not set-up to handle large part-time work forces on the professional level



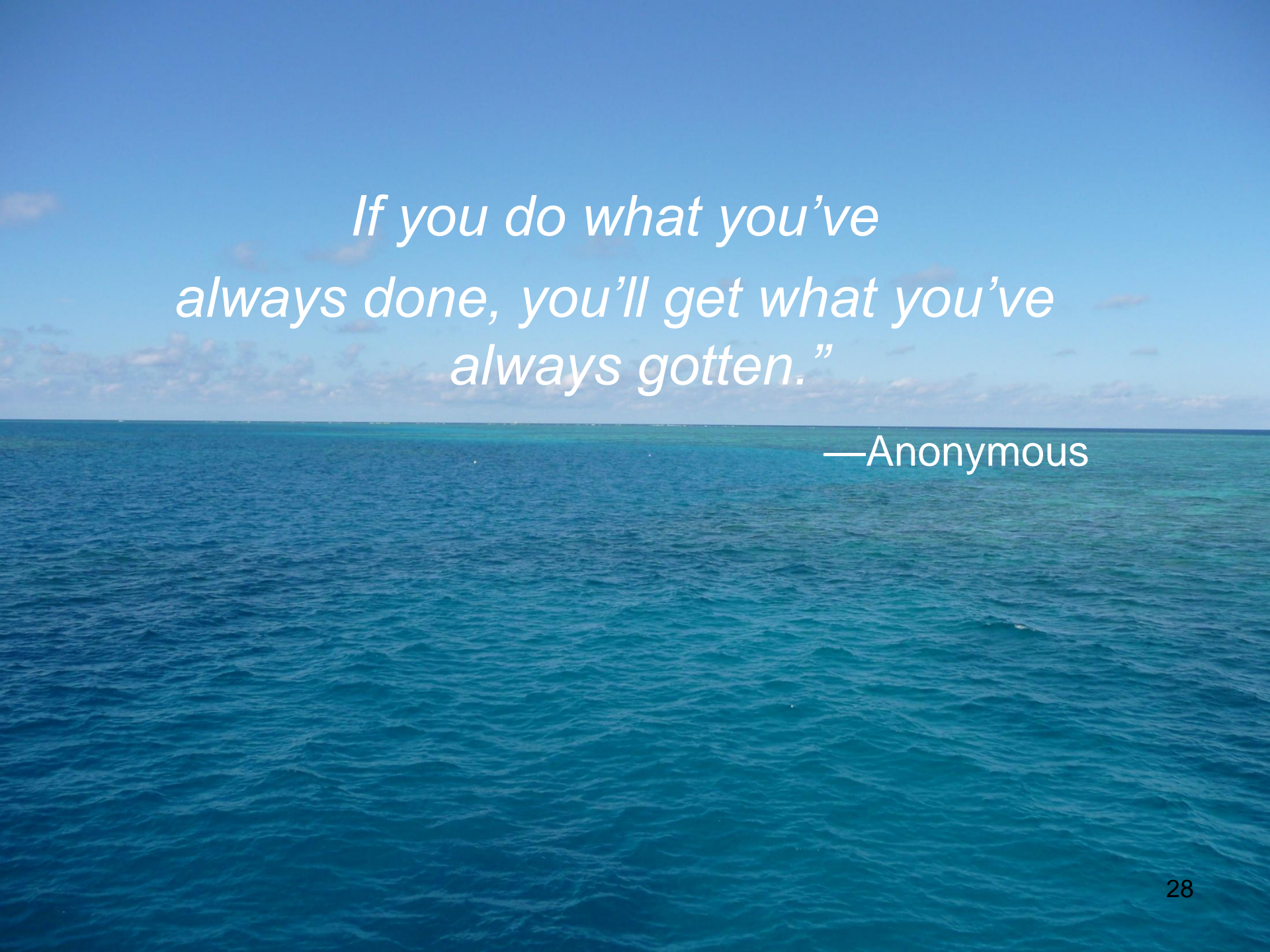
Case Example

- City of Loveland Public Works
 - 15% of current workforce post-retirement
 - Engineering professions
 - Front line staff
 - Seasonal/Project
- IPWEA – Queensland
 - “White Wave”
 - Database of professionals
 - Match up potential organizations/professionals



What to Do?

- Do something
- Identify a workforce Strategy Champion(s)
- Build a strategic Plan
- Scope & Schedule
- Overcome Perceptions
- How would you treat this issue on a big project?



*If you do what you've
always done, you'll get what you've
always gotten."*

—Anonymous

Need Help?

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