

# Succession Planning

**RECRUIT**  
**RETAIN**  
**DEVELOP**



Association of Air Pollution Control Agencies ■ 2017 Fall Business Meeting – Raleigh, NC



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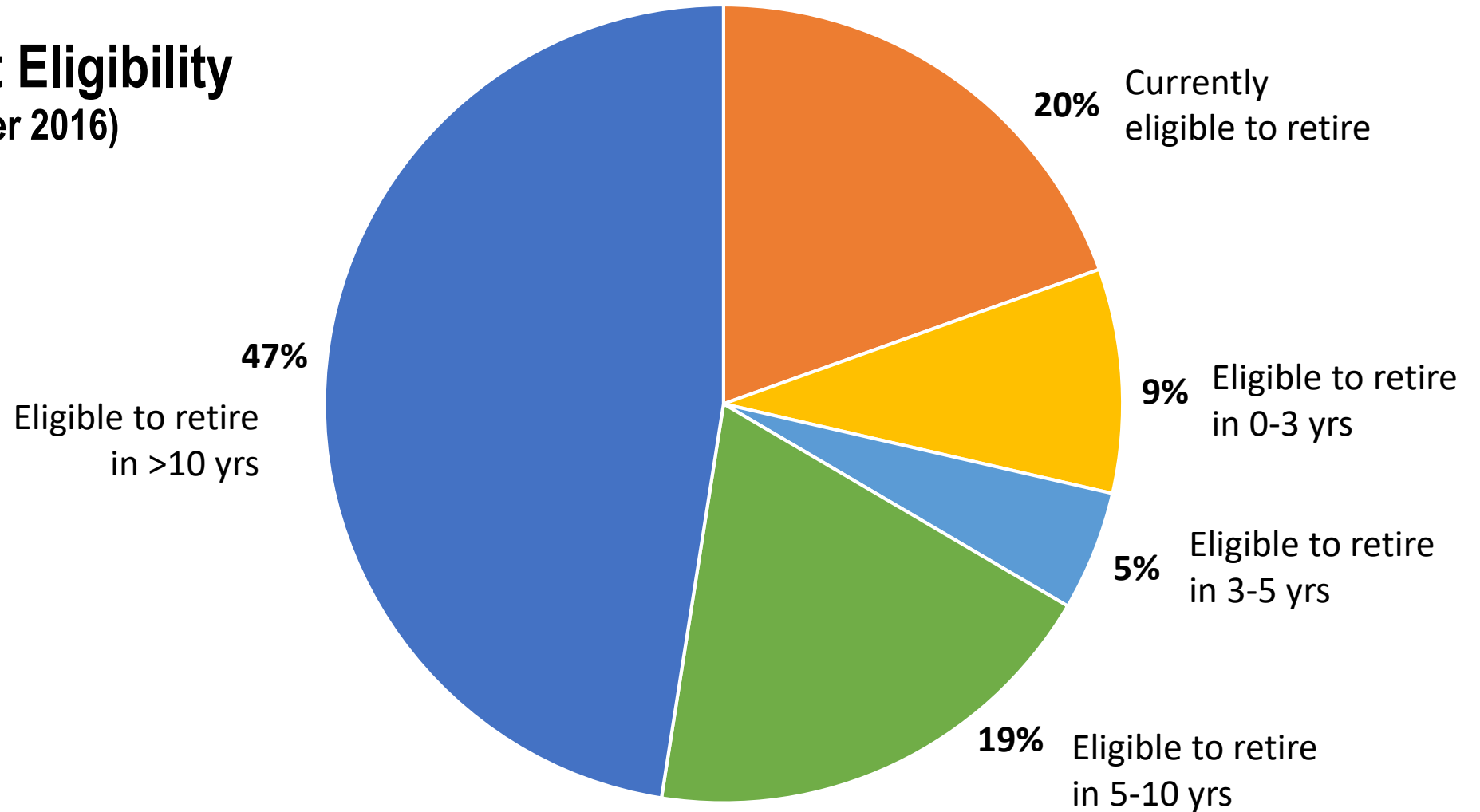
# EMERGING LEADERS

- DEP agencywide leadership development effort
  - In its 2<sup>nd</sup> year
  - Small group (8-10) with effort to include at least one rep from each program (air, water, waste, mining, env advocate, business technology, public information, etc.).
  - 9 mos “classroom”
    - Emphasis on soft skills, and knowing one’s own weaknesses and strengths in order to create good group dynamics; informal mentoring
      - Meet about every 3 weeks – led by outside coaching firm; presentations by group members on group; “field trips” to sites regulated by agency
  - 3 mos Capstone project
    - Ideally benefits entire agency (not just one program)
      - Succession Planning was the inaugural group’s capstone project. The rest of this presentation focus’ on our findings and recommendations



# BACKGROUND

## DEP Retirement Eligibility (as of December 2016)





# RECRUIT

- Collaborate with DOP to begin the process to change tested entry level technical (ERS1, ENV1) positions to an unassembled application instead of a test-based application.
- Place the realistic salary range in the job postings, along with interview letters and other correspondence with applicants.
- Expand posting reach by submitting to college job offices and by posting all positions externally instead of posting internally first.
- Develop recruitment materials/video that highlight the benefits of working for DEP – agency mission, plus other employment benefits; paid time off, 457, retirement, etc.



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# RETAIN

- Develop annual surveys to evaluate employee engagement and identify potential problem areas for improvement.
- Revamp the use of exit interviews to determine root causes and trends for employee departures.
- Encourage the continuation of the implementation of the Pay Progression for all job classes.



# DEVELOP

- Improve the on-boarding process through training and establishing job expectations of new employees.
- Formalize coaching and mentoring throughout the agency.
- Division Directors assess and develop priorities of training and leadership needs for staffing needs in the next three years.



# MERIT RAISES

- Recently allowed after 13 years.
- Trying to address pay scale imbalances and recognize high performers.
- Will request for about 10% of workforce in this first (but hopefully not last) round.





# THANK YOU

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