NIH Training Collaborative Forum

July 17, 2008

Rockledge 2, Rm. 9100-9104

The Value of Succession Planning

Training Collaborative Forum

July 17th, 2008

By Evans Aine

The Value of Succession Planning

Agenda -

- *Observations*
- *Definitions & Common Terms*
- *Workforce Trends & Concerns*
- *What are the Options?*
- *NIH Vision and Strategy*
- *Succession Planning Framework*
- *Elements of Succession Planning*

The Value of Succession Planning

Observations:

- "76% of 252 organizations surveyed indicate they were less than fully confident in their ability to staff leadership positions across the next five years" **The Corporate Leadership Council 2000**
- "The growing challenge of recruiting and retaining talented workers solidifies the role of benefits as a top strategic consideration for company management and a key point of differentiation among companies competing for leadership talent" **Kiplinger Mag. 2007**
- "60% of 1,380 HR directors of large US Companies said their firms had no Executive succession plans in place" **HBR Nov. 2007**
- During the next 10 years an increasing number of companies will face an unusually large shortfall in executive talent brought on by:

  -Retirement

  -Downsizing of the 1990

  -The need For leaders with more competencies, and ;

  -The need for higher-performing leaders

White Paper, William C. Byham, PH.D.

The Value of Succession Planning

Definitions & Common Terms

- Succession planning is any effort designed to ensure the continued effective ***performance*** of an organization, division, department or work group by making provision for the ***development***, ***replacement***, and ***strategic*** application of key people over time that exerts ***critical influence*** on organizational activities, operationally and/or strategically
- A succession planning and management program is a ***deliberate*** and ***systematic*** effort by an organization to ensure ***leadership continuity*** in ***key positions***, including management, technical and professional specialist roles.
- A Program designed to ***retain*** and ***develop intellectual and knowledge capital*** for the ***future***, and encourage ***individual advancement***

- **Leadership Talent Pipeline - Bench-Strength – Leadership Talent Pool**

…It's NOT a process for pre-selection

…It's NOT a process for filling vacancies

…It's a process that begins years before an actual need

…It's a process for identifying and developing leaders for the short-term and the long-term

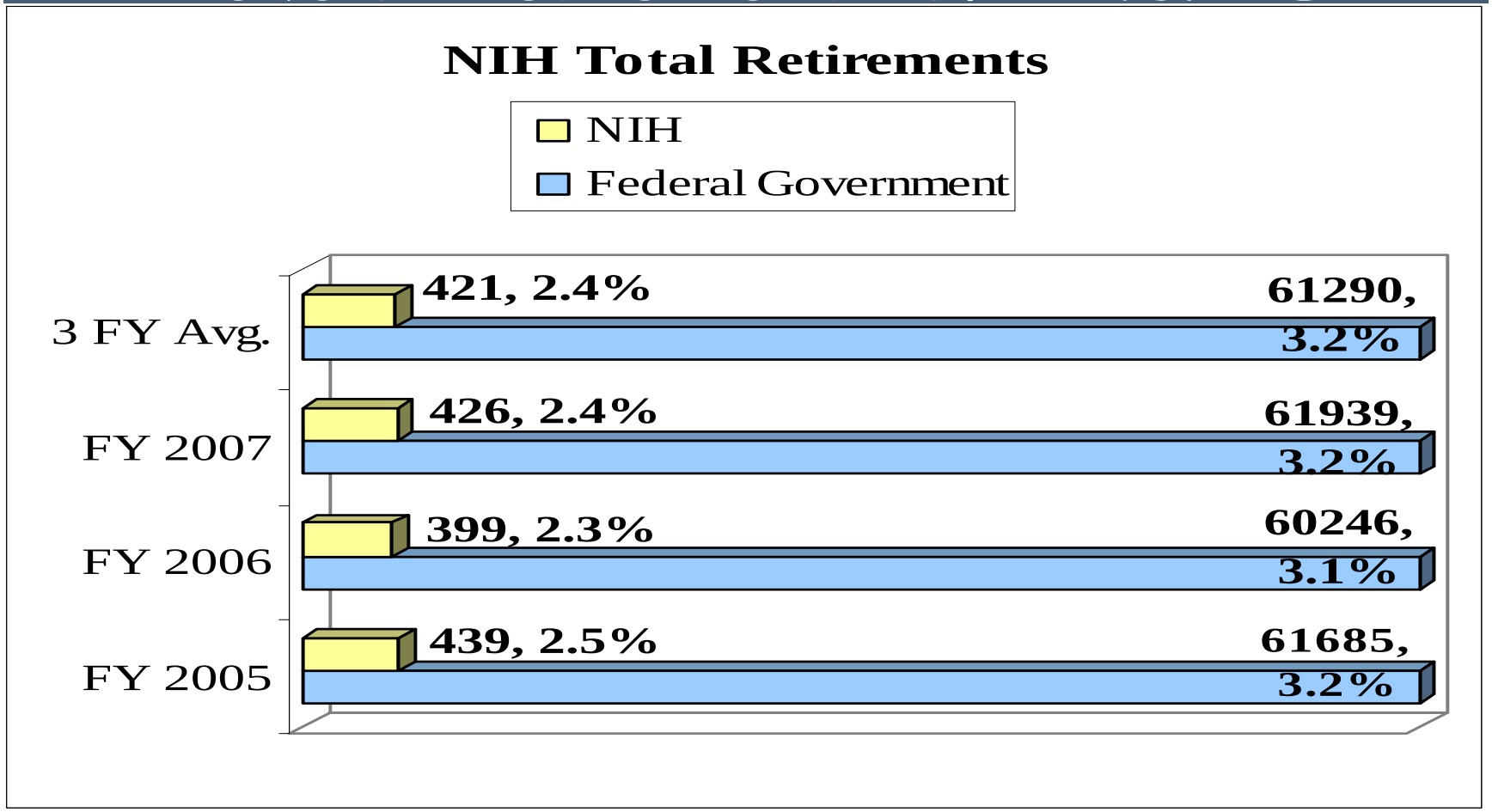
The Value of Succession Planning

Workforce Trends & Concerns-

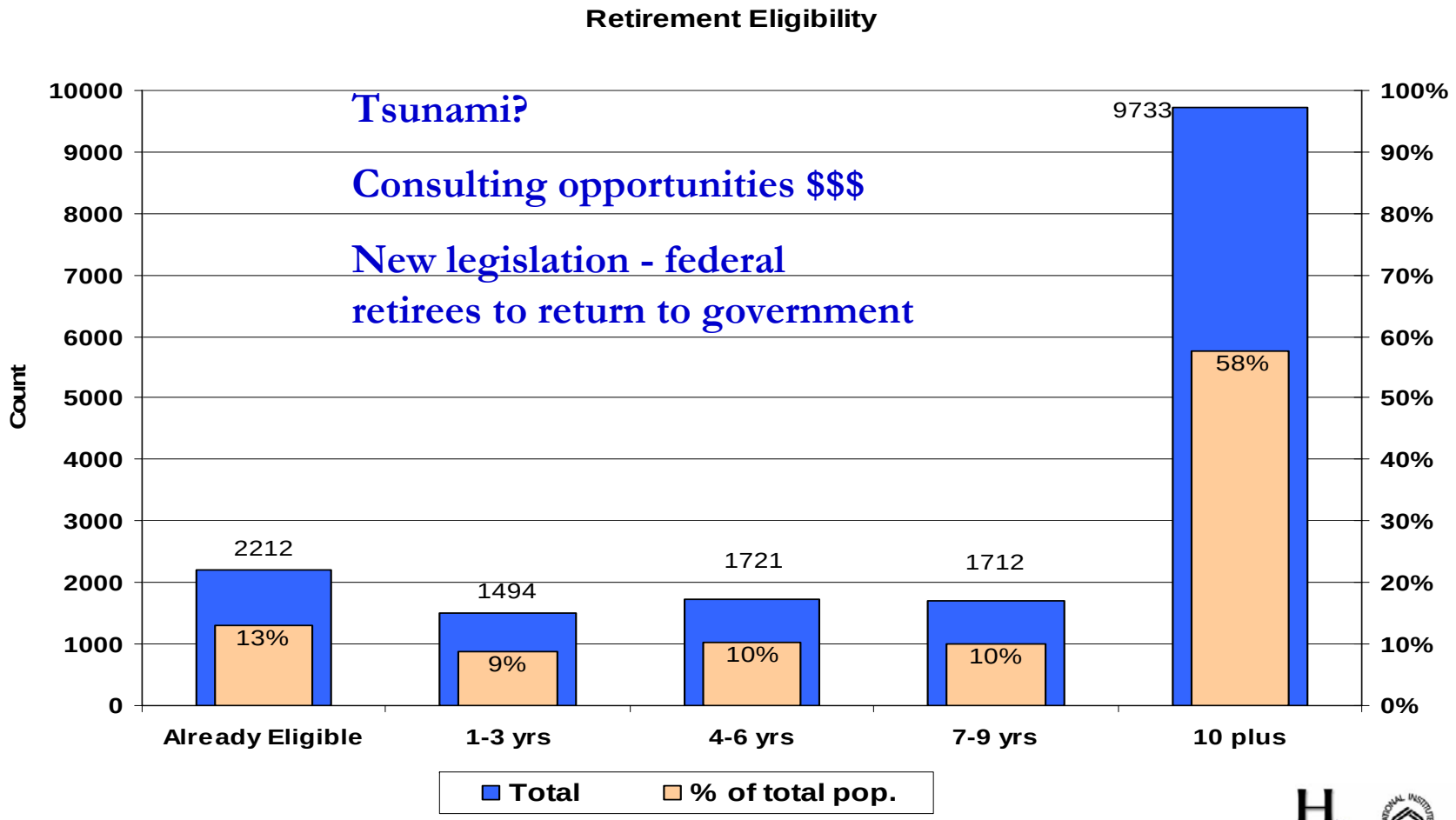
"Virtually every executive faces the same daunting dilemma, the demand for leadership talent far outstrips the supply." **David Whitman, Chairman, President and CEO Whirlpool Corporation**

- **The Truth about Federal Retirement** - Is there a potential retirement tsunami?
- **Generational Gap** - How wide is the leadership gap?
- **Demand for more Competencies** - What is the rationale?
- **Stealing / Robbing Talent** - Can anything be done?

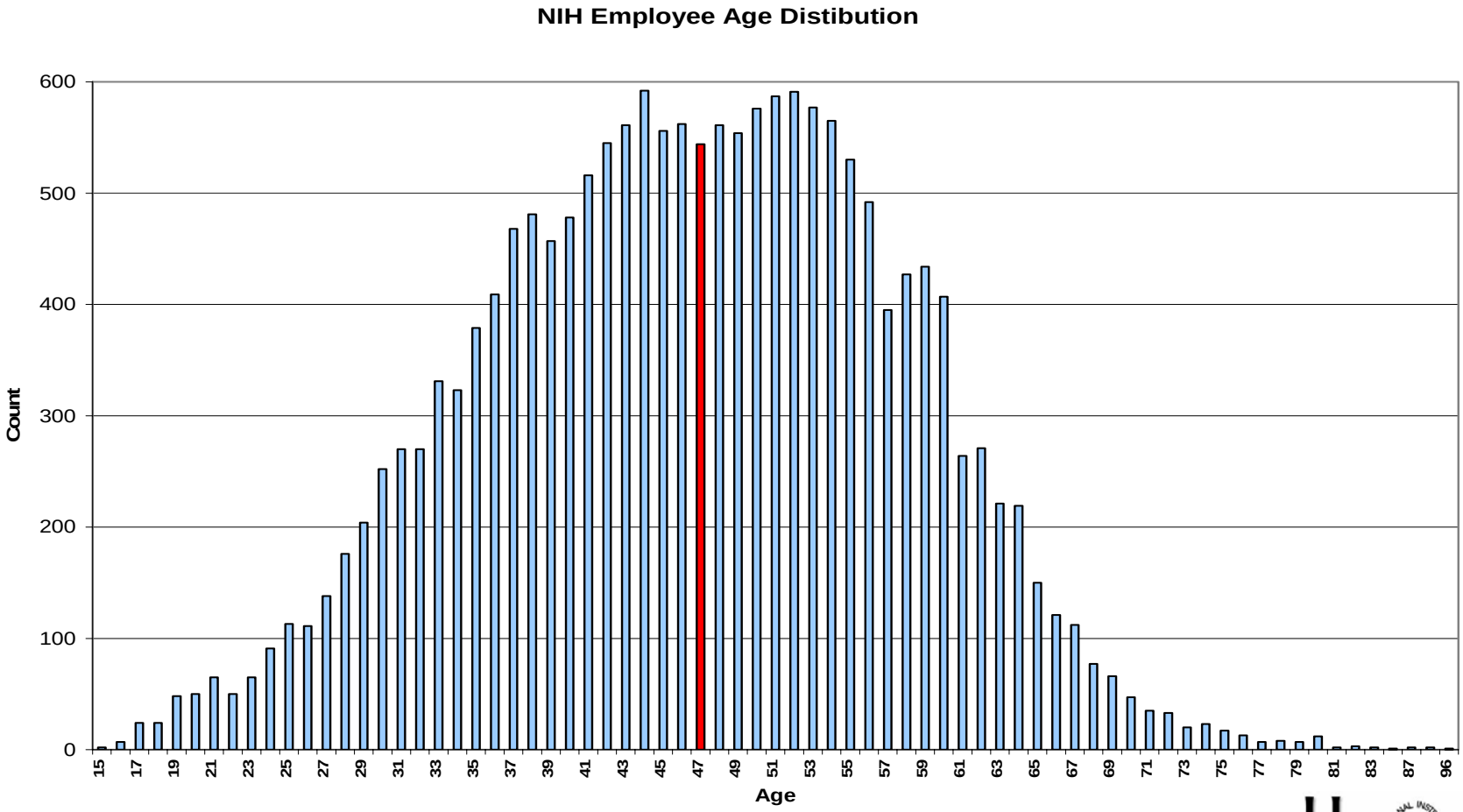
Workforce Trends & Concerns-
Federal Retirement - NIH vs. FG



Workforce Trends & Concerns-
NIH potential numbers of Retirement-Eligible

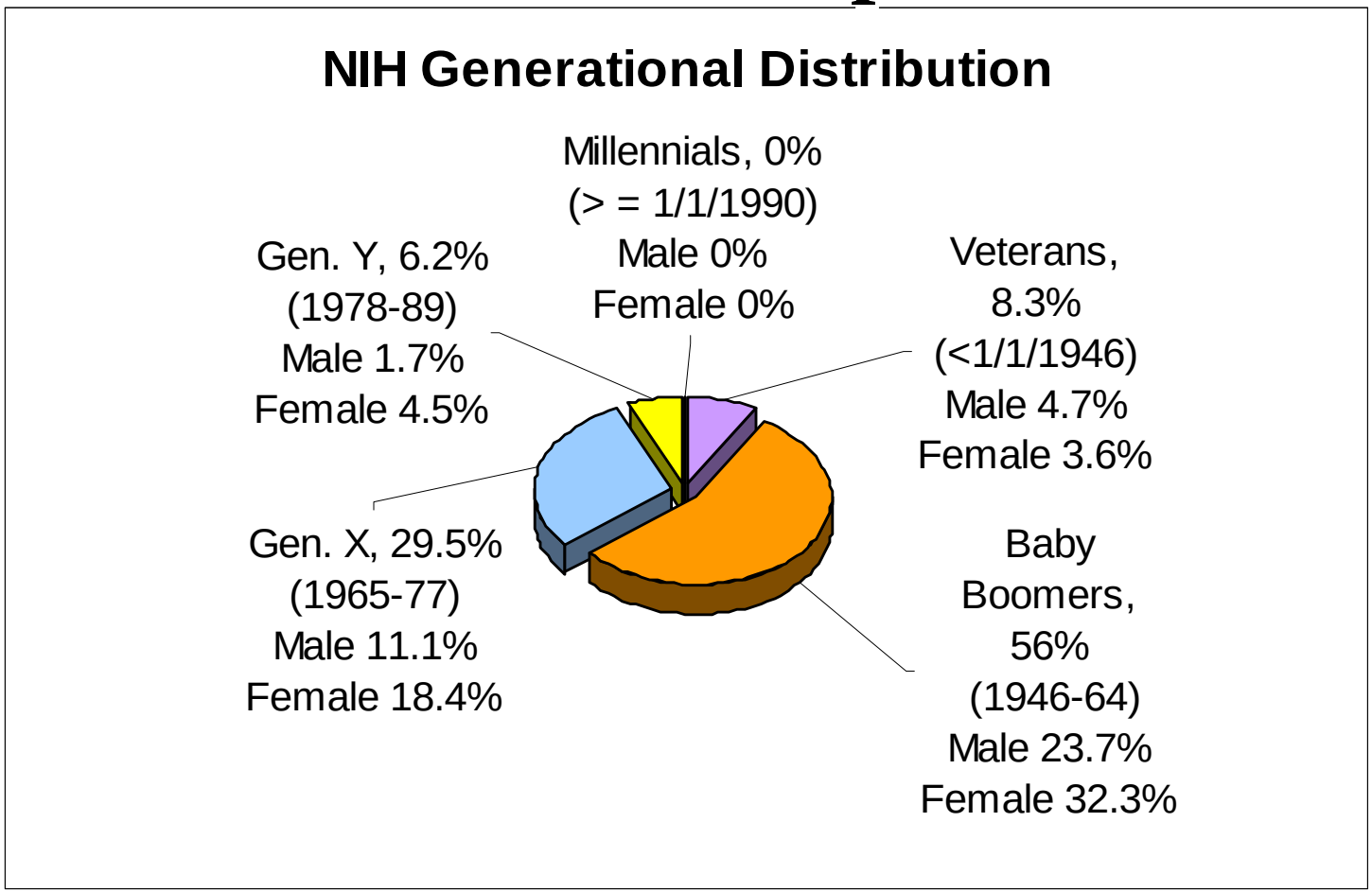


Workforce Trends & Concerns-
NIH Age Distribution



Workforce Trends & Concerns- Generational Gap

- Different philosophy of life and work
- Gen X & Y – virtual workplace
- Unprepared for challenges at the top
- one-size does not fit all



Workforce Trends & Concerns-
Demand for more Competencies

What is the rationale?

- Organization and mission are becoming more complex
- What it takes to cut it at the top – leading and implementing change or a new technology
- Outdated business and leadership skills
- Behaviors, knowledge, motivation, attributes
- Global perspectives
- Broader range of jobs than their predecessors
- Critical and analytical thinking skills

Workforce Trends & Concerns-
Stealing/Robbing- Can anything be done?

- Other organizations will build their bench strength at your organization's expense
- The trend already exists
- Keeping the best talent you have is intensely competitive
- What is the cost?

  hiring + developing + replacing = $$$$$$$$$
- Ultimately, the best you can do is systematic and strategic cultivation of leadership talent with creative retention solutions

The Value of Succession Planning

What are the Options?

- Do nothing…

Fill vacancies; let succession take care of itself; mediocre performers stay on…

- Hire from the Outside…

++Infusion of new ideas, fresh perspectives; 20-30 percent;

--expensive; open position for a long time; starting salary is usually higher; very risky; no room for guesswork; statistics show they succeed in the short tem and often fail in the long run…

The Value of Succession Planning

What are the Options?

- Grow your Own (Succession Planning)…

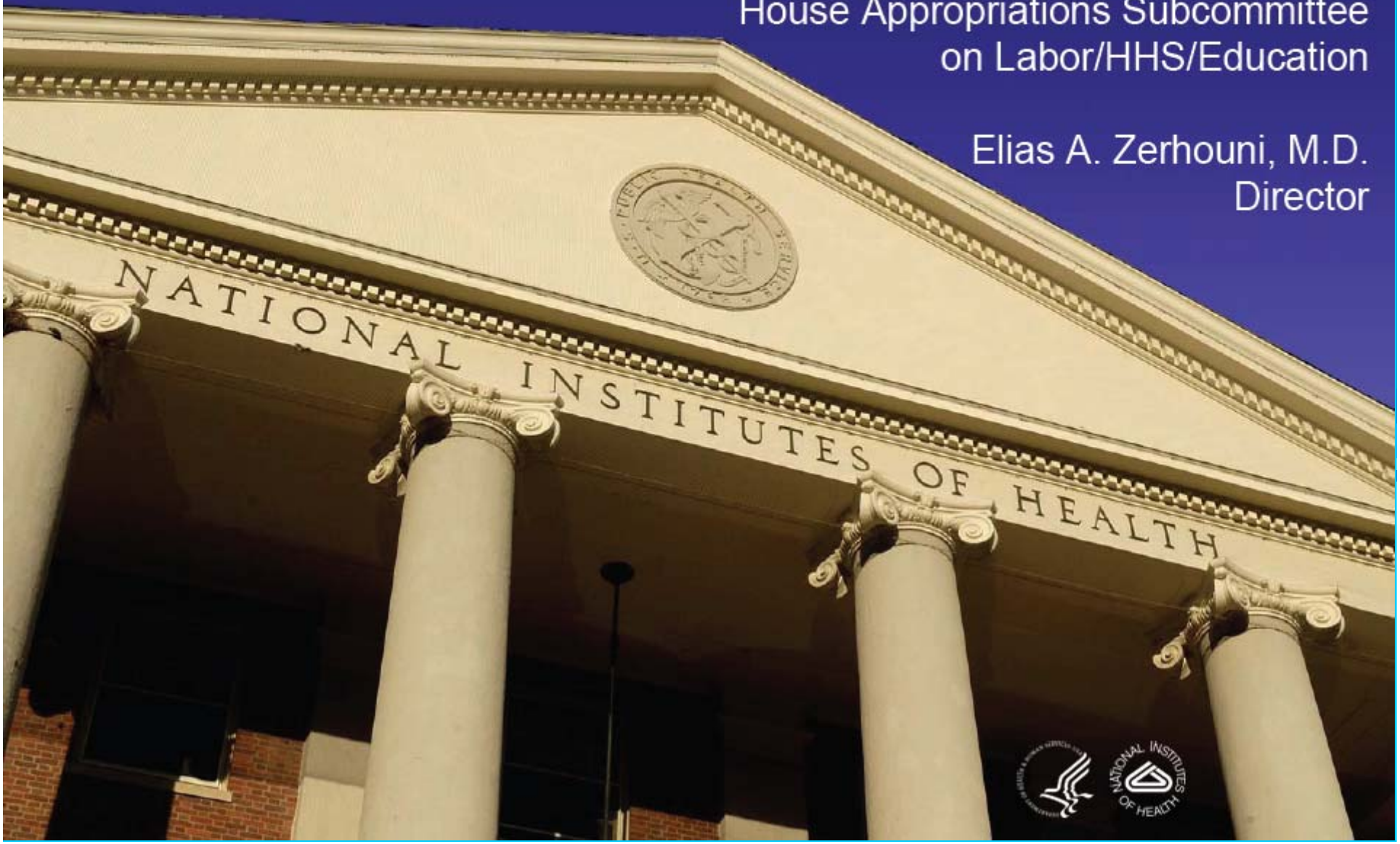
✓ **(HBR) 4 skills an executive needs to deliver on performance and produce results for the long-term:**

1. **Identify (and if needed recruit) the talent that can turn a vision into reality**
2. **Judge where the world and the company's market is headed, and frame a vision of how the company should reposition itself**
3. **Understand, in a deep and substantive way, the problems the company faced in the past, faces now and in the future**
4. **Know comprehensively how the company really works – in other words, be plugged into it's administrative inheritance and know key players well**

NIH: A Vision for the Future

2008 Budget Hearings
House Appropriations Subcommittee
on Labor/HHS/Education

Elias A. Zerhouni, M.D.
Director



Evolving Public Health Challenges

Shift from Acute to Chronic Conditions

Aging Population

Health Disparities

Emerging and Re-emerging Infectious Diseases

Emerging Non-communicable Diseases - Obesity

Biodefense

How will NIH help meet these challenges?

What is NIH's Core Strategic Vision?

- Transform medicine and health from a *Curative* to a *Preemptive* paradigm
- Support basic research to identify the earliest molecular stages of disease in complex biological systems
- Accelerate translation of findings from the bench to the bedside to the community
- Provide the evidence and knowledge base to allow for a rational transformation of our healthcare system

The Value of Molecular Preemption

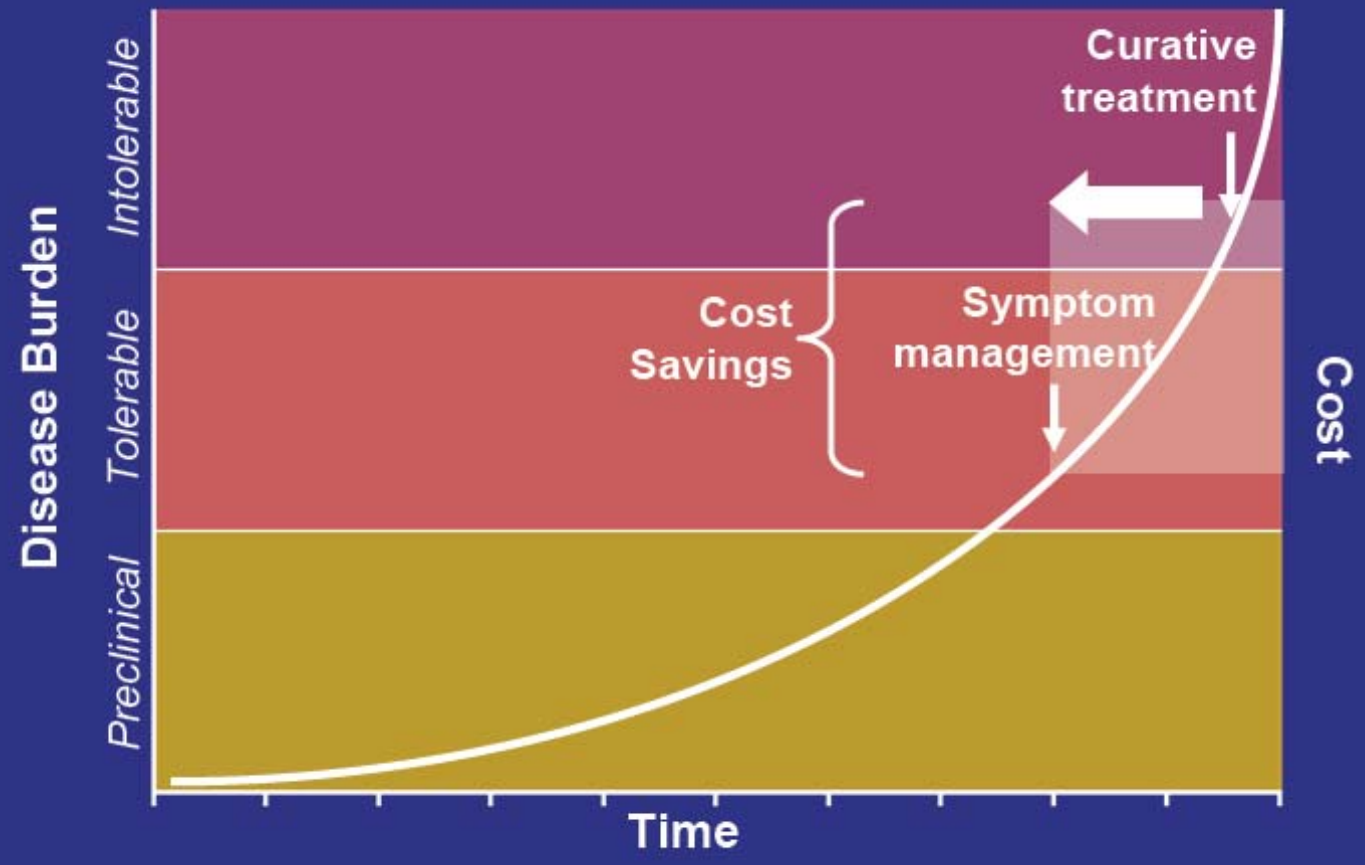
Early Rheumatoid Arthritis

Intermediate Rheumatoid Arthritis

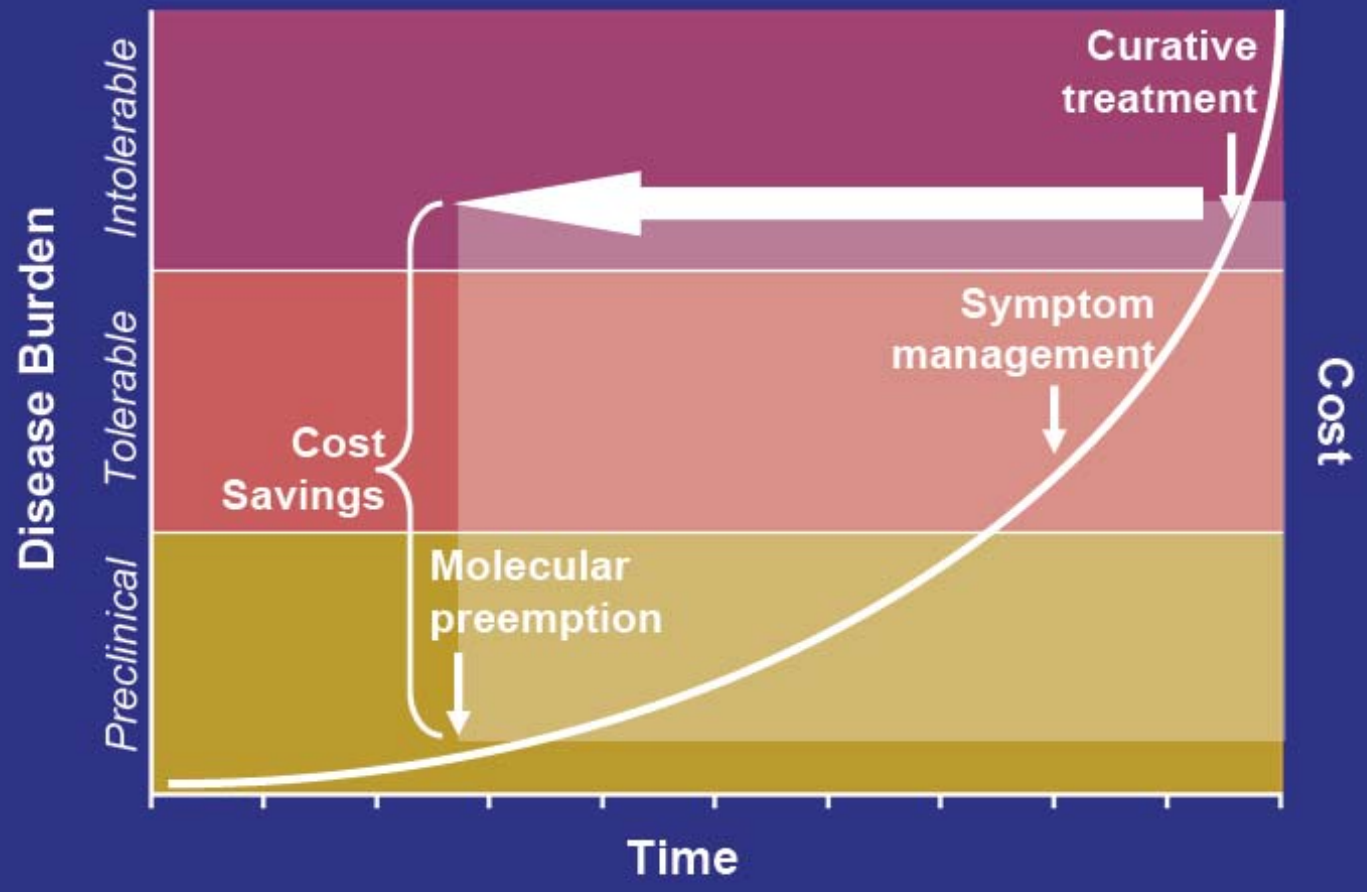
Late Rheumatoid Arthritis

Courtesy of J. Cush, 2002

The Current Paradigm:
Manage Disease

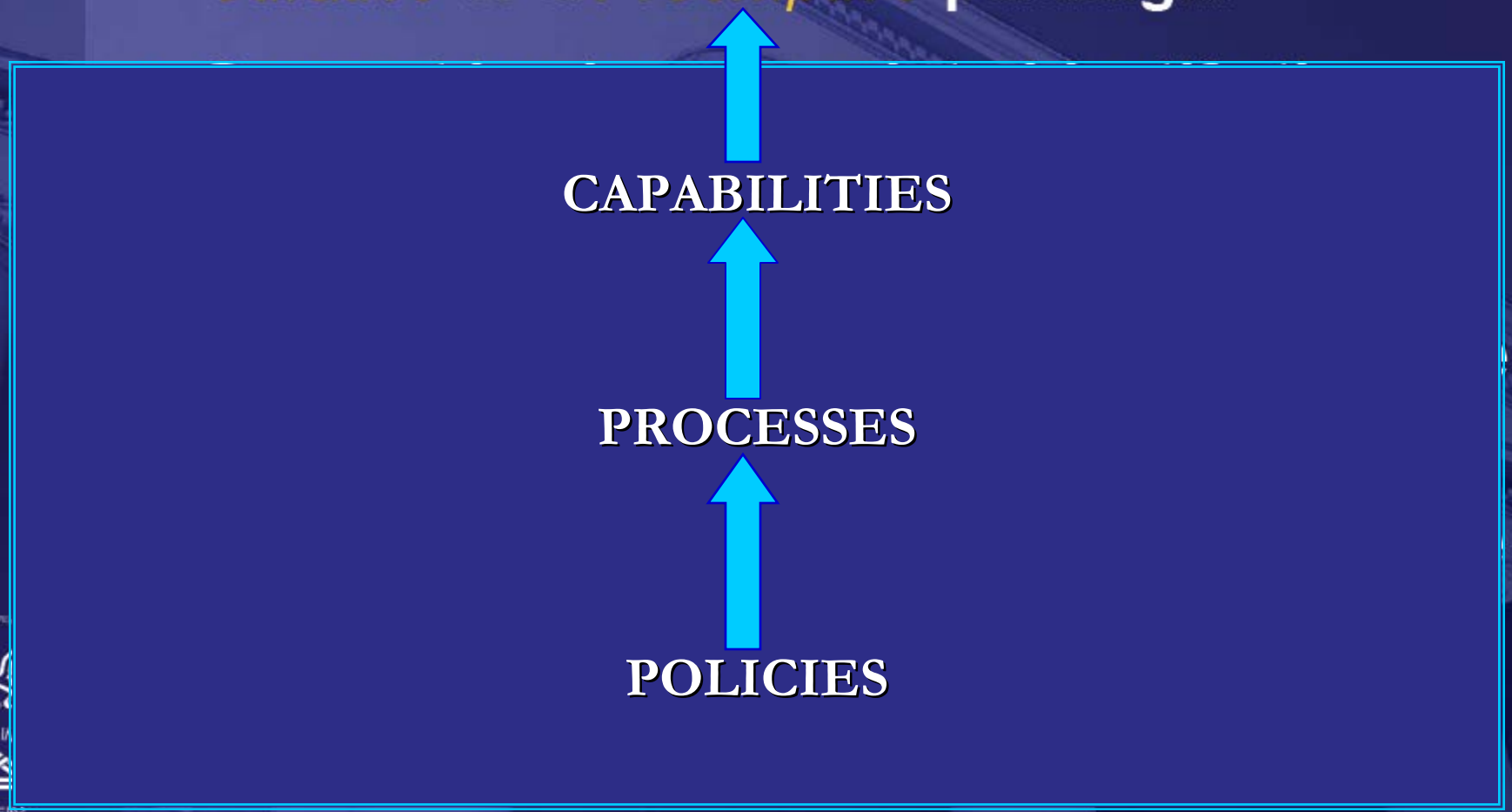


The Future Paradigm:
Preempt Disease



What is NIH's Core Strategic Vision?

- Transform medicine and health from a *Curative* to a *Preemptive* paradigm



What is NIH's Core Strategic Vision?

- **Transform medicine and health from a *Curative* to a *Preemptive* paradigm**

CAPABILITIES - What are the capabilities NIH needs to have to turn this vision into reality? Does NIH have the workforce of the future? The researchers-geneticists, microbiologists and MDs?

401, 403, 440, 602 - The core group of systems biology experts who are able to breakdown the complex biochemical world into manageable system components
401, 440, 1550 - computational biologist and computer scientist are critical to designing systems capable of interpreting mountains of data
1550, 2210 - IT systems design and support personnel would develop and maintain the extensive IT infrastructure required for such an endeavor
602 - Doctors to perform clinical trials
301, 343, 601 - Highly effective administrative managers to execute plans and manage projects …AND,
The **Leadership Talent** to guide the research into the 21st century

PROCESSES – What about the processes to ensure that NIH has the capabilities to compete for and acquire the talent , develop the leadership and retain top talent? Are they the right processes or, do they need to be reengineered?

POLICIES – Does NIH have the policies to back-up the processes, communicate procedures and ensure compliance with legal requirements, outline responsibilities and commit resources

The Value of Succession Planning

Succession Planning Framework

Mission, Vision, Strategy

"Transform Medicine and Health from a *curative* to a *preemptive* paradigm"

STRATEGIC INTEGRATION

Organizational Capabilities

Compete for Talent	Leadership	Retain Top Talent

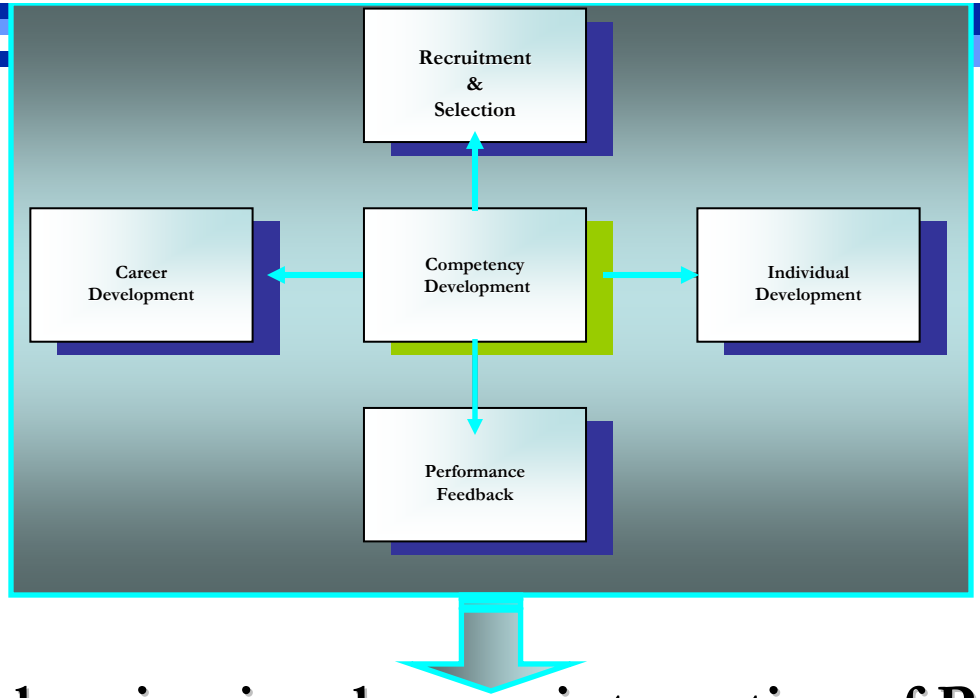
Organizational Processes

Recruitment & Hiring	Marketing & Branding	Succession Planning	Training & Mentoring	Individual Development	Employee Performance	Promotion and Recognition	Worklife balance and Benefits

Organizational Policies

Outlines compensation methods; procedures; responsibilities; legal compliance; expectations; programs; resources; alignment with other policies; criteria; career management; training requirements; career track; career paths; benefits, performance management; quality of work-life programs; awards programs; and relationship to other policies

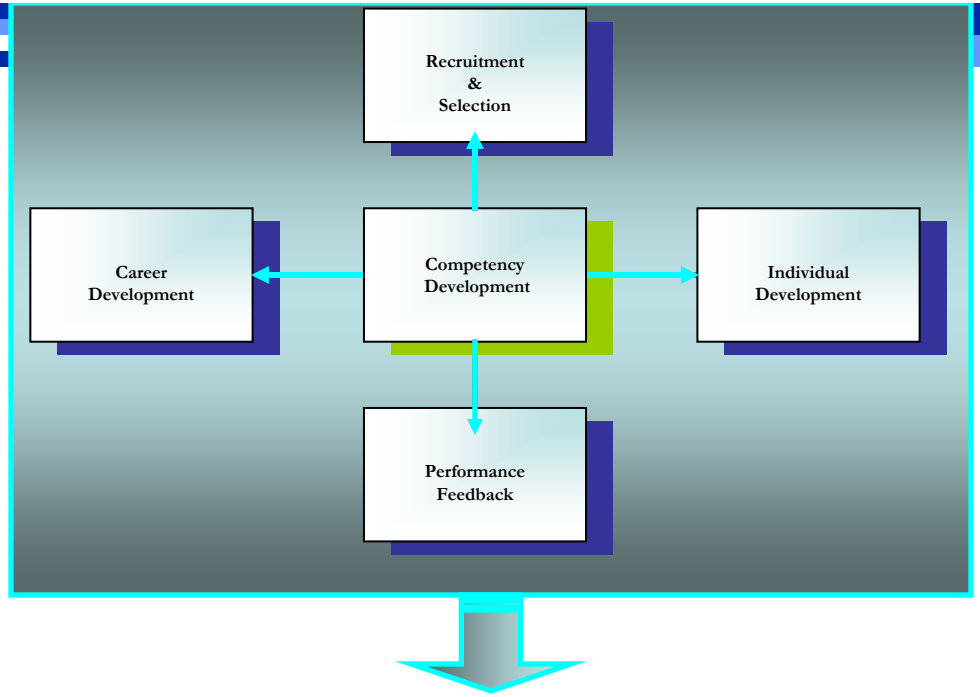
Core Elements of Succession Planning



Establish Succession Management System

- Succession planning involves an integration of Recruitment and Selection, Career Development, Individual Development, Performance Feedback and Competency Development
- It's a systematic approach with Competency Development at the core that can be used to assess individual abilities, knowledge, skills and attributes; identify gaps and build a more comprehensive Individual Development Plan to close competency gaps

Core Elements of Succession Planning



Establish Succession Management System

Avoid the following pitfalls

Designated replacements by position

Inaccurate identification of potential leaders

Chance observation

Criteria for selection are unclear

Poor assessment of developmental needs

Limited range of development solutions

Development plans are never implemented

On-Going support and commitment by senior leadership

The Value of Succession Planning

Recap -

- *Observations*
- *Definitions & Common Terms*
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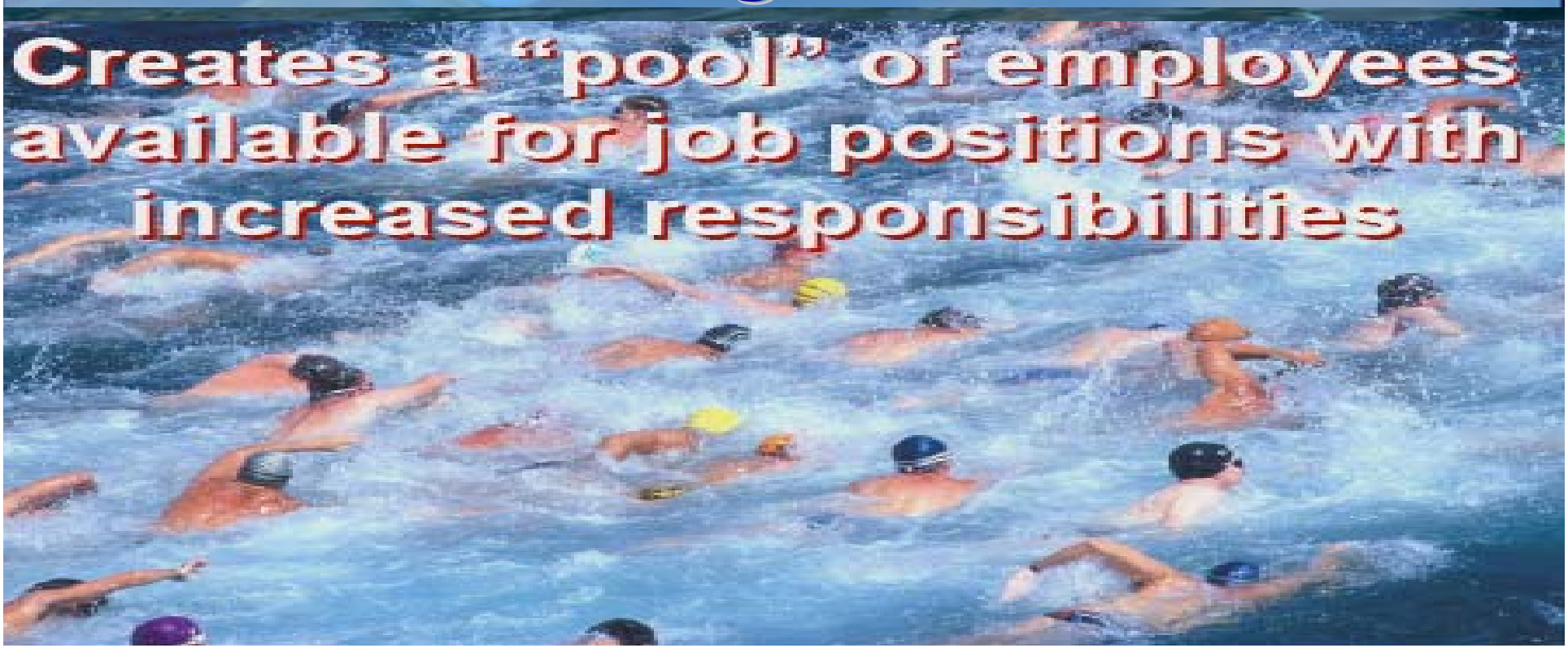
Sources: White Paper by William C. Byham, PH.D., 2006; The Corporate Leadership Council 2000; HBR Nov 2007; http://nrpworld.com/Documents/Succession%20Planning%20PPT.pdf www.aesa.us/presentations/Nebraska%202006%20AESA%20Presentation.ppt www.colleyville.com/content/view/824/496/ ; Kiplinger Mag. 2007

The Value of Succession Planning

Questions



Experience

the Power of SkillSoft

Anita Heller, Learning Strategist

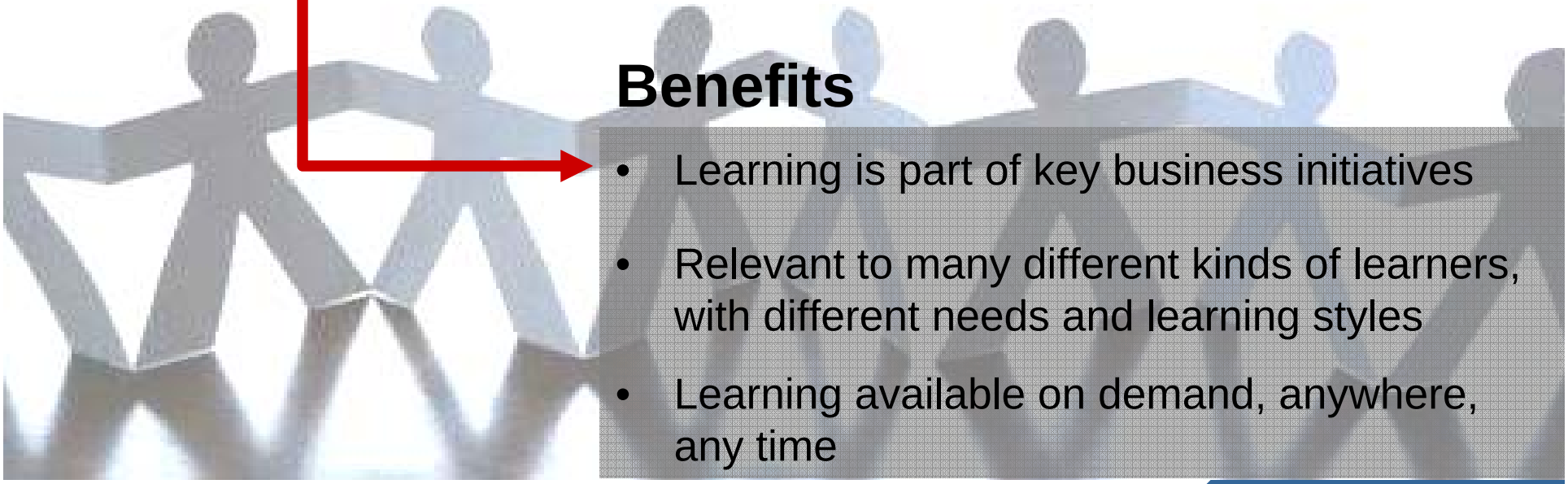
NIH Training Collaborative Forum
7/17/2008

United States Department of Health & Human Services

SkillSoft's Value to Customers

Connected Learning

The ability to align learning with business objectives and user needs.



Benefits

- Learning is part of key business initiatives
- Relevant to many different kinds of learners, with different needs and learning styles
- Learning available on demand, anywhere, any time

Online Learning Courseware

Business Skills
- 900+ English titles

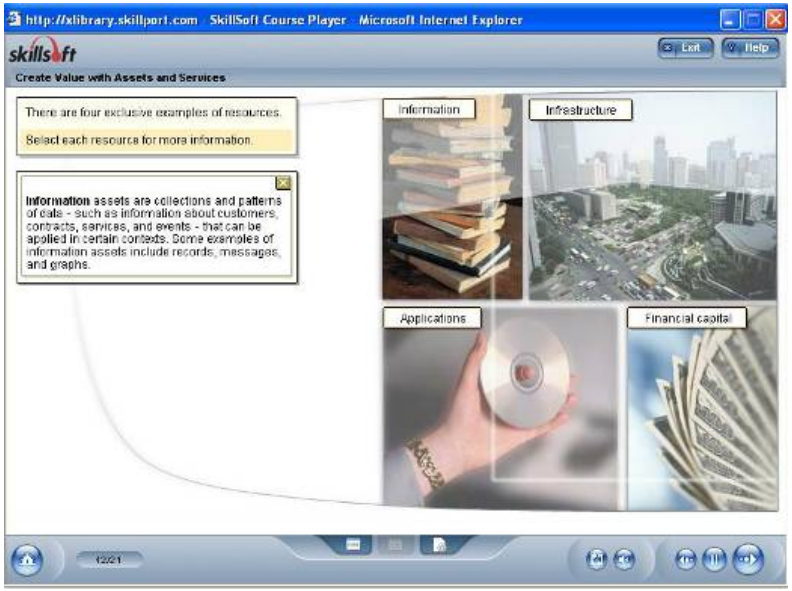
IT Professional
- 1,700+ English titles

Desktop
- 400+ English titles

Legal Compliance
- 60+ English titles

*Estimated titles, 01-11-08. **New titles added monthly.**

Support for Mission Critical Skills



Hundreds of courses qualify for CPE and college credit…

- PMI
- NASBA
- HRCI
- ACE

Over 100 certifications supported, such as::

- Microsoft
- Cisco
- CompTIA
- ITIL
- Six Sigma
- PMI

IT Professional Courseware

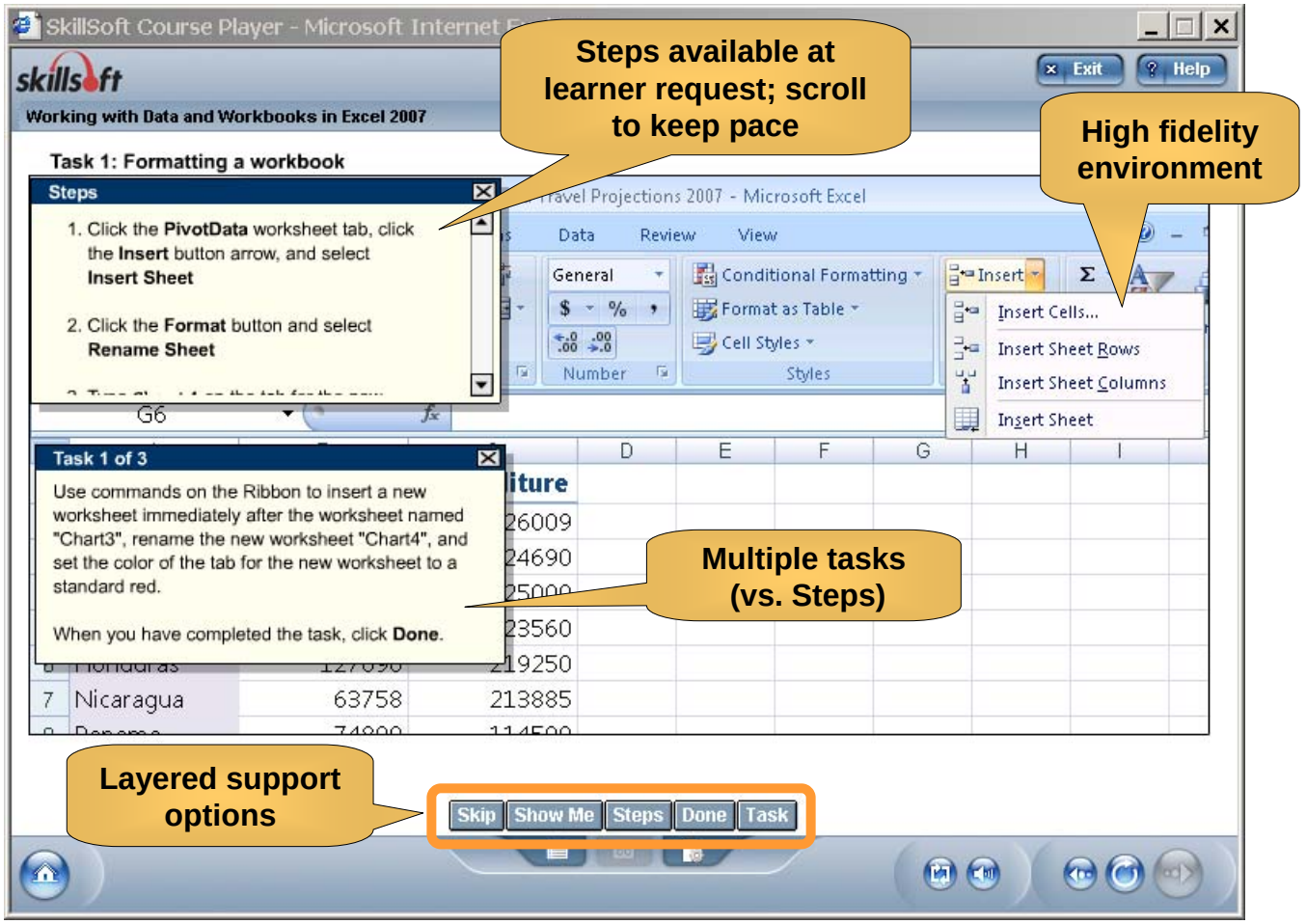
Software Development	OS & Server Technologies	Internet & Network	Ent. Database Systems	Web Design	Project Effectiveness
Java 2 Programming	**CompTIA A+:**	Cisco	Oracle 11i	Macromedia Design Tools	Project Mgmt.
Microsoft .NET Software Development Tools	2006 Essentials	Cisco CCNA & CCNP	Oracle 10g	Dreamweaver MX	IT Project Mgmt.
Generic Languages	2006 IT Technician	Cisco CCDA/CCDP Certification	Oracle 9i	Flash MX	Project Integration
Software Programming Fundamentals	2006 Remote Support Technician	CCSP	Systems and Database Design	Fireworks MX	Project Scope
Software Development Principles	2006 Depot Technician	ISC 2	Microsoft SQL Server 2000	Adobe	Project Cost Mgmt.
	2003 Core Hardware	Data/Telecom	Microsoft SQL Server 2005	Go Live 5	Project Quality
	2003 Operating System	Wireless Communications		Illustrator 9.0	Project Communication
	Server+ 2005	Security Solutions		Scripting Languages	Project Risk Mgmt.
	Microsoft .Net Server			Javascript	Project Procurement Team Leading
				XML	Team Participation
				DHTML	Virtual Teams
				VBscript	

Desktop Courseware Collection

- SkillSoft Desktop Courseware Collection
  - Computing fundamentals for non-technical corporate users
  - Coverage of major operating systems and desktop applications from Microsoft, Adobe, Lotus and others
  - Email, Groupware and Internet use

Microsoft	Lotus	ECDL	Miscellaneous
Windows 2000	Notes 6	Basic IT Concepts	Seagate Crystal Reports
Windows XP	Notes 5	Managing Files	Adobe Acrobat
Office 2007	Notes Mail	Spreadsheets	Palm OS
Office 2003	Calendar	Database	Palm PC
Office XP	TeamRoom	Presentation	Netscape
Office 2000	Personalizing		
Front Page	Notes Remote mail		
Visio	iNotes		
Vista			
Project			
Internet Explorer			

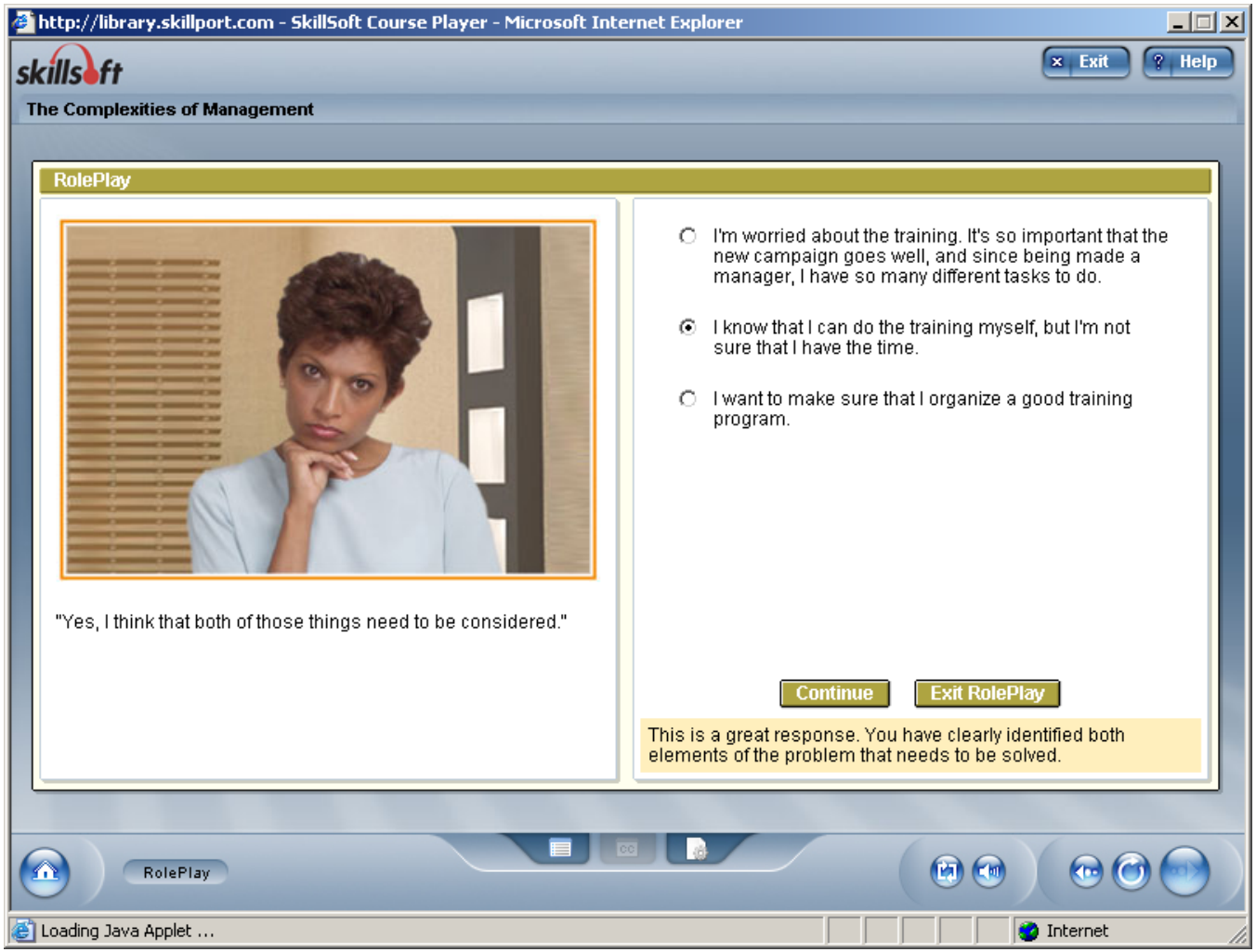
Software Simulation



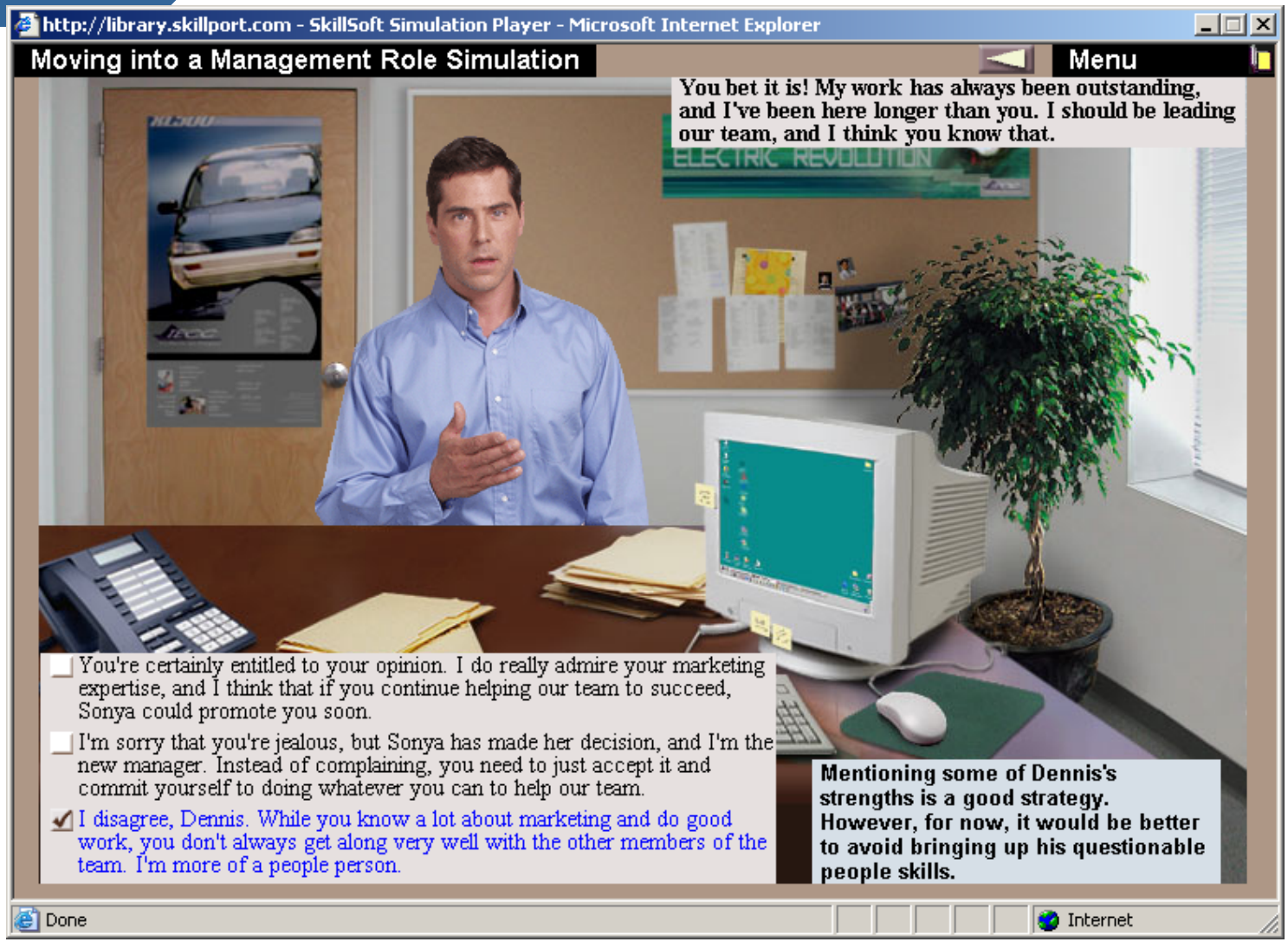
Business Skills Courseware

Professional Effectiveness	Management & Leadership	Project Effectiveness	Sales/Customer Skills	Finance, HR & Administration	Bus Strategy & Operations
Interpersonal Communications	Management Essentials	Project Mgmt. Essentials	HDI Customer Support Specialist	HRCI Human Resource Certifications (SPHR & PHR))	Six Sigma Green Belt
Business Writing	Managing Performance	IT Project Mgmt.	IT Infrastructure Library (ITIL) Foundations	Finance for Non-Financial Mgrs.	Six Sigma Black Belt
International Communications	Delegation Skills	Project Integration	Strategic Account Sales Skills	Budgeting	Six Sigma: Champion Training
Negotiating & Influencing	Coaching & Mentoring	Project Scope	Selling at the Executive Level	Interviewing	Certified Manager of Quality/ Organizational Excellence
Time Management	Managing Change	Project Time & Cost Mgmt.	Industry Foundations	Recruiting & Retention	Strategic Planning
Dealing with Change & Conflict	Leadership Essentials	Project HR	Customer Service Essentials	Diversity & Inclusiveness	Supply Chain Management
Career Development	Frontline Leadership	Project Quality	Customer Relationship Mgmt.	Administrative Support Skills	
Balancing Personal & Professional Life	Leading Workforce Generations	Project Communication	Consulting with Internal & External Clients	Auditing	
Problem Solving	Succession Planning	Project Risk Mgmt.		Knowledge Management	
Dealing with Organizational Change		Project Procurement			
		Team Leading			
		Team Participation			
		Virtual Teams			

Business Skills Roles Plays



Business Skills Simulations



Federal Subject Areas in Legal Compliance Collection

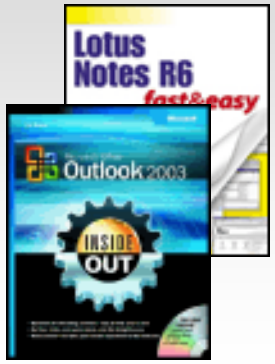
- The No Fear Act
- The US Constitution
- Accessibility and 508 Awareness
- Information Security Awareness
- Sexual Harassment
- Workplace Safety
- Federal Enterprise Architecture (FEA)
- Federal Budgeting Process
- Government Ethics
- Proper Use of Government Credit Cards
- Human Resources Flexibilities

Books 24x7 OfficeEssentials Collection: End User Content Covering Popular Subjects

Desktop Applications / Operating Systems

Graphics & Design

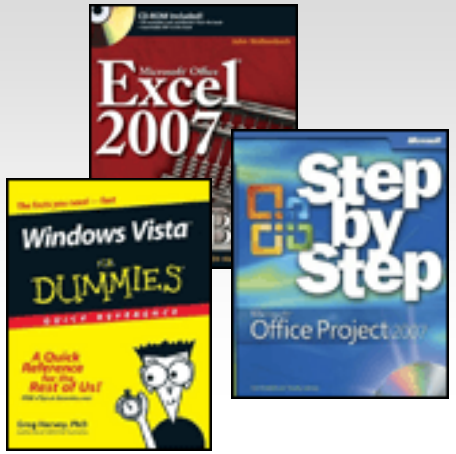
Email / Personal Information Systems



Internet & Web

Mobile Devices & Smartphones

Bestselling series



Books24x7 Interface

Finding the “WIIFM”

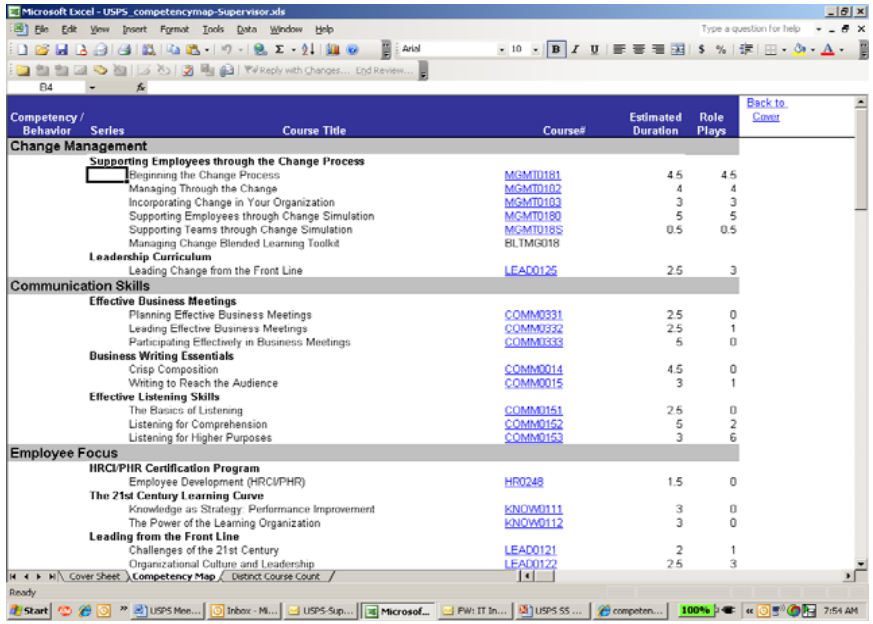
- Become familiar with the topics available in the SkillSoft catalog
- Map SkillSoft courseware to competencies and/or topic areas to find what’s relevant
- Work with program owners and managers to think out of the box
  - Suggest using a course as a pre-requisite to another program
  - Suggest using a course in an IDP

Tools to Support You

SkillSoft Client Community

http://community.skillsoft.com

- E-Learning White Papers
- Themed Marketing Templates
- Ready-to-brand brochures, flyers, posters, email, postcards, seasonal project plans
- Monthly Marketing Newsletter
- Universal Competency Tool
- Course Catalogs

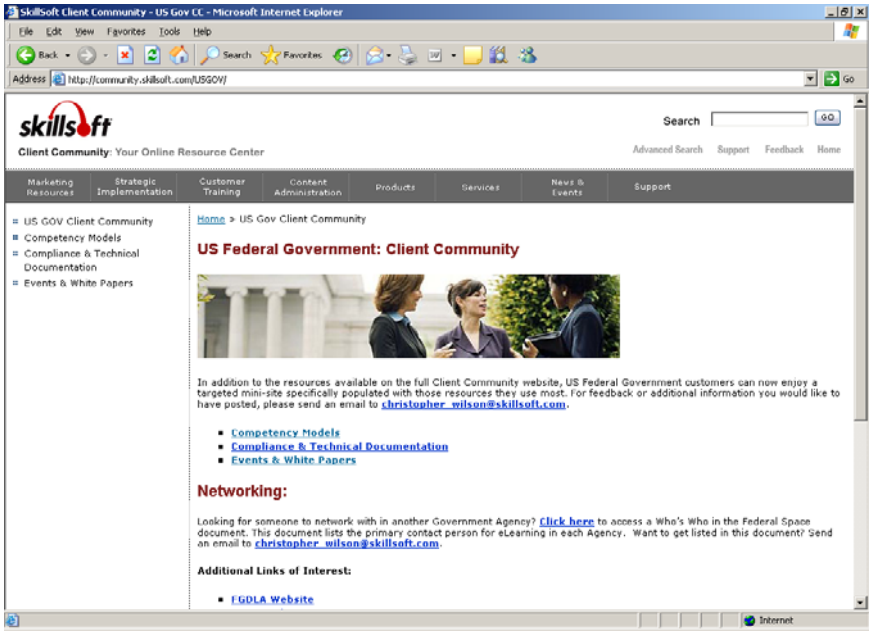


Tools to Support You

SkillSoft Client Community: Federal Government

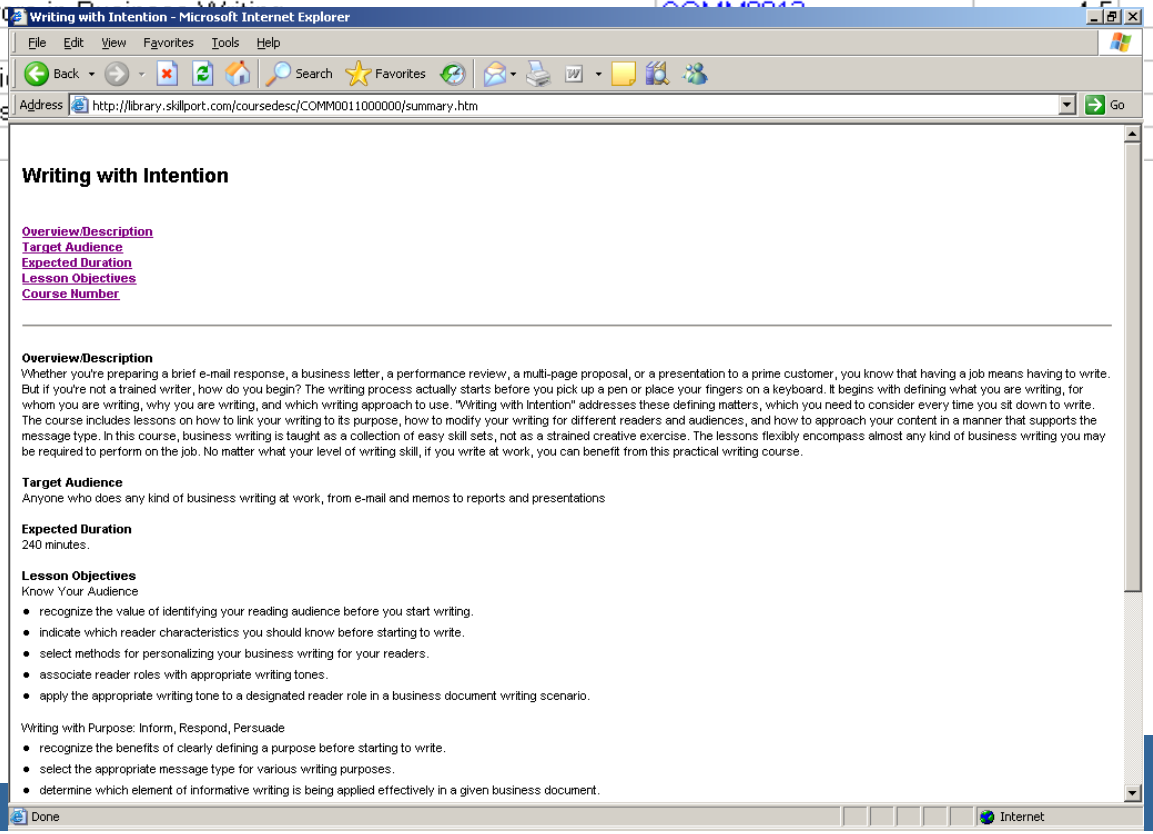
http://community.skillsoft.com/USGOV

- Maps to Government-specific Competencies:
  - OPM ECQ
  - Clinger Cohen
  - 2210 IT Job Series
  - Acquisition
- Government User Group
- Compliance and Technical Documentation



HHS Leadership Competency Map – Sample

Competency / Behavior	Series	Course Title	Course#	Estimated Duration	Role Plays
Core Competencies					
Written Communication					
Definition: Express oneself clearly in business writing.					
	Business Writing Essentials				
		Writing with Intention	COMM0011	4	4
		Avoiding Errors in Usage and Punctuation	COMM0012	4.5	5
		Avoiding Grammatical Err			5
		Crisp Composition			5
		Writing to Reach the Audi			3
		Getting the Most from Bus			4
		The Writing Process			5



Thank you for your time.

Discussion

Training Collaborative Forum
July 17, 2008

Mandatory Training Inventory Update

Jacob Hoots, OD
Donna Siegle, NCI

Purpose

- Provide an update on the status of the web-based Mandatory Training Inventory
- Demonstrate the Mandatory Training Inventory

Project Status

- Activities completed:
  - Phase 1 of data collection
  - Database design
  - Beta testing
  - Analysis and prioritization of beta tester recommendations
- Activity in progress:
  - Implementation of selected beta tester changes

Project Status

- Anticipated go live date – late July or early August

- Future activities:
  - Phase 2 of data collection to add occupation specific mandatory training courses to the Mandatory Training Inventory

Proposed Changes

- Based on feedback from beta testers and committee evaluations of the inventory, the following changes are being implemented:
  - elimination of tracking functionality
  - minor page layout adjustments to enhance user experience/navigation
  - fine-tuning of text to provide clearer definitions and instructions

Demonstration

NIH Mandatory Training Inventory

WELCOME TO THE NIH MANDATORY TRAINING INVENTORY (MTI)

Welcome to the NIH Mandatory Training Inventory (MTI). The MTI defines all mandatory training required for employees based on where you work at NIH and your job activities.

The MTI works best in Internet Explorer 6.0 and above.

After answering a few questions, the MTI provides a simple checklist of the training you are required to take. You can save and access this later, as well as electronically check-off the training you've completed. For technical support contact the NIH Helpdesk at nihhelpdesk@mail.nih.gov or 301.496.HELP.

You are advised to run this list by your supervisor as some courses may or may not apply. In addition, this list does not include IC specific training.

Note: The NIH MTI is currently in a beta phase, undergoing additional testing and development of new features. As such, you may see changes in the navigation and the search functionality in the coming weeks. Additionally we will be adding new content and new functionality, and making updates to the existing documents.

To begin creating your training checklist, enter your email and last name below.

* **E-mail** (*e.g. mtp@mail.nih.gov or mtp@yahoo.com*):

* **Last Name:**

Continue

Tracking will be eliminated before go-live.

NIH Mandatory Training Inventory

Please do not use the back button. To return to a previous page, click on the hyperlinks below.

Return to: Home

POSITION STATUS

Please select the category below that best describes where you work and your position status.

If you have questions about what category applies to you, click on the **"Definition"** link to review the description, or check with your supervisor.

- FTE/Intramural Definition
- Non-FTE/Intramural Definition
- FTE/Extramural Definition
- Non-FTE/Extramural Definition
- FTE/IC OD and NIH OD (including Central Services) Definition
- Non-FTE/IC OD and NIH OD (including Central Services) Definition

Continue

NIH Mandatory Training Inventory

Please do not use the back button. To return to a previous page, click on the hyperlinks below.

Return to: Home > Position Status

SUPERVISORY STATUS

Please select the role or activity that best applies to you.

- ○ Supervisory
- ○ Non-Supervisory

Continue

Who is a supervisor?

A supervisor is an NIH Full Time Equivalent (FTE) who serves as an official supervisor of record (as defined in their position description or performance plan) and is responsible for evaluating and rating subordinates.

NIH Mandatory Training Inventory

Please do not use the back button. To return to a previous page, click on the hyperlinks below.

Return to: Home > Position Status > Supervisory Status

JOB ACTIVITIES

Please select all descriptions and/or job activities that apply to you. If none apply, please click continue.

- [ ] Requires access to CRIS
- [ ] Performs tasks related to property management
- [ ] Performs tasks related to travel planning and or approval
- [ ] Performs tasks related to purchasing
- [ ] Currently appointed or will serve as a project officer
- [ ] Researcher or staff who are exposed to radiation
- [ ] Works with and/or ships hazardous and/or biological material
- [ ] Performs technology transfer activities
- [ ] Budget for, procure, or maintain electronic equipment and/or information technology equipment or systems

Continue

NIH Mandatory Training Inventory

Please do not use the back button. To return to a previous page, click on the hyperlinks below.

Return to: Home > Position Status > Supervisory Status > Job Activities

HERE IS YOUR PERSONAL PROFILE OF MANDATORY TRAINING COURSES!

Below is a list
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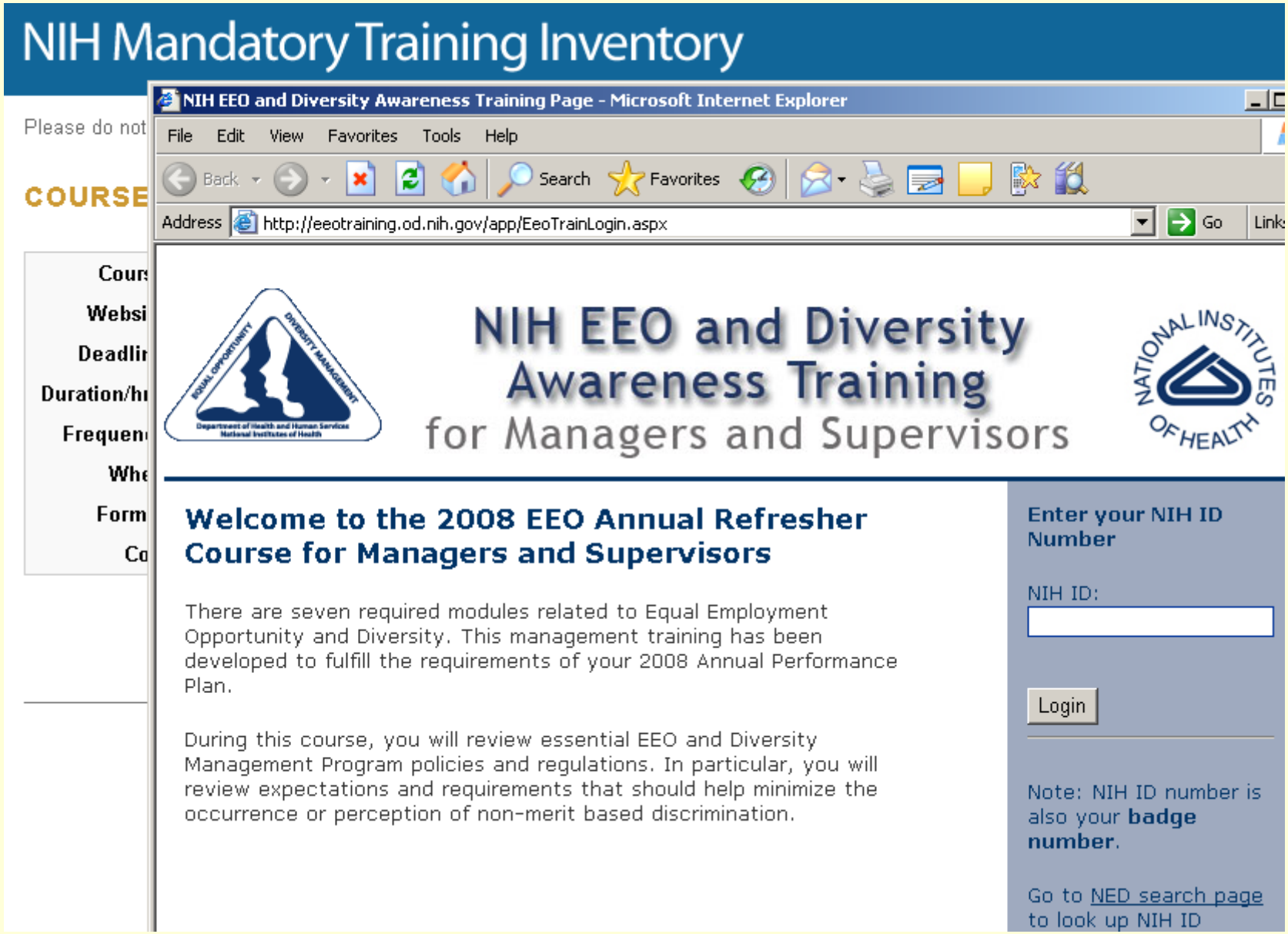
Web Site(s)	FTE Mandatory Training
View Web Site	Annual Ethics Training
View Web Site	Ethics Orientation
View Web Site	New Employee On-Line Orientation (EOIP)
View Web Site	NIH New Employee Orientation
View Web Site	NoFEAR Act Training
View Web Site	Prevention of Sexual Harassment Training
View Web Site	Alternative Dispute Resolution

Training will be displayed in three categories: NIH Mandatory Training, Supervisory Training, and Job Activity Training.

Job Activity Specific Training

Budget for, procure, or maintain electronic equipment and/or information technology equipment or systems

Web Site(s)	Job Activity Training
View Web Site	Section 508 of Rehabilitation Act - Level 2 for Staff with IT, Budget, Procurement, and/or Acquisitions Duties


NIH Mandatory Training Inventory
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NIH EEO and Diversity Awareness Training Page - Microsoft Internet Explorer
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Go
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NIH EEO and Diversity Awareness Training
for Managers and Supervisors
NATIONAL INSTITUTES OF HEALTH
Welcome to the 2008 EEO Annual Refresher Course for Managers and Supervisors
There are seven required modules related to Equal Employment Opportunity and Diversity. This management training has been developed to fulfill the requirements of your 2008 Annual Performance Plan.
During this course, you will review essential EEO and Diversity Management Program policies and regulations. In particular, you will review expectations and requirements that should help minimize the occurrence or perception of non-merit based discrimination.
Enter your NIH ID Number
NIH ID:
Login
Note: NIH ID number is also your badge number.
Go to NED search page to look up NIH ID

Training Courses

You can cut and paste your print friendly version into a spreadsheet and edit.

Note: You may need to make some adjustments to the browser page settings to print this table.

Courses	Web	Deadline	Hours	Freq	Format
NIH Computer Security Awareness	http://irtsectraining.nih.gov	Prior to IT Access	1	Once	On-line module
NIH Information Security Awareness Training Annual Refresher Course	http://irtsectraining.nih.gov	6/30/2007	.25	Annual	On-line module
Section 508 of Rehabilitation Act - Level 1	http://eeo-employeetraining.od.nih.gov/	90 days from EOD	.5, Varies	Once	Varies: Online or Classroom
NIH Environmental Management System Awareness Training	http://nems.nih.gov/training/index.cfm	31-Dec (2007), 30-Sept (2008 -- on)	.5	Annual	On-line module. Large group briefings also available
Privacy Awareness Training	http://irtsectraining.nih.gov/	May	.5	Continuously	Online
Annual Ethics Training	http://ethics.od.nih.gov/training.htm	December 31st unless changed by the NIH DEC.	1 Hour	Annual	On-line module
Ethics Orientation	http://ethics.od.nih.gov/training.htm	90 days from EOD	1	Once	On-line module
New Employee On-Line Orientation (EOIP)	http://orientation.nih.gov	3 weeks from EOD	2	Once	On-line module
NIH New Employee Orientation	N/A	EOD, or first offering after EOD	4	Once	Classroom

Questions

BREAK

IC Information Exchange & Announcements