PRESENTERS

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OVERVIEW

- Simplify the Rothwell Model
- Align job descriptions and competency models to organizational goals
- Manage job performance
- Examine forecasting methods
- Discuss current practices

TRENDS/CHALLENGES

Starting at the Top

When a new CEO is hired

Within 2 months

~50%

CFOs, COOs, & CIOs are fired

Within 9 months

87 %

CMOs are replaced

Source: Becker's Hospital Review, Black Book Rankings

Starting at the Top

Average hospital CEO turnovers

3.5 years

Involuntary

56 %

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Disconnect?

94% of new CEOs without healthcare sector experience believe extensive healthcare knowledge is **not a necessary** competence for success leadership

89% Talent professionals in hiring process believe a broad area of **business expertise is beneficial** in a hospital leader

THE GAP

Occupational Title	Employment 2014	Projected Employment 2024	Shortage
Home Health Aides	913,500	1,261,900	348,400
Nursing Asst. and Orderlies	1,545,200	1,813,000	267,800
Registered Nurse	2,751,000	3,190,300	439,300
Nurse Practitioners	126,900	171,700	44,800
Physician Assistants	94,400	123,200	28,800
Physicians and Surgeons	708,300	807,600	99,300
Medical Assistants	591,300	730,200	138,900

Source: U.S. Bureau of Labor Statistics, Employment Projections program

REVIEW
ROTHWELL'S SUCCESSION PLANNING
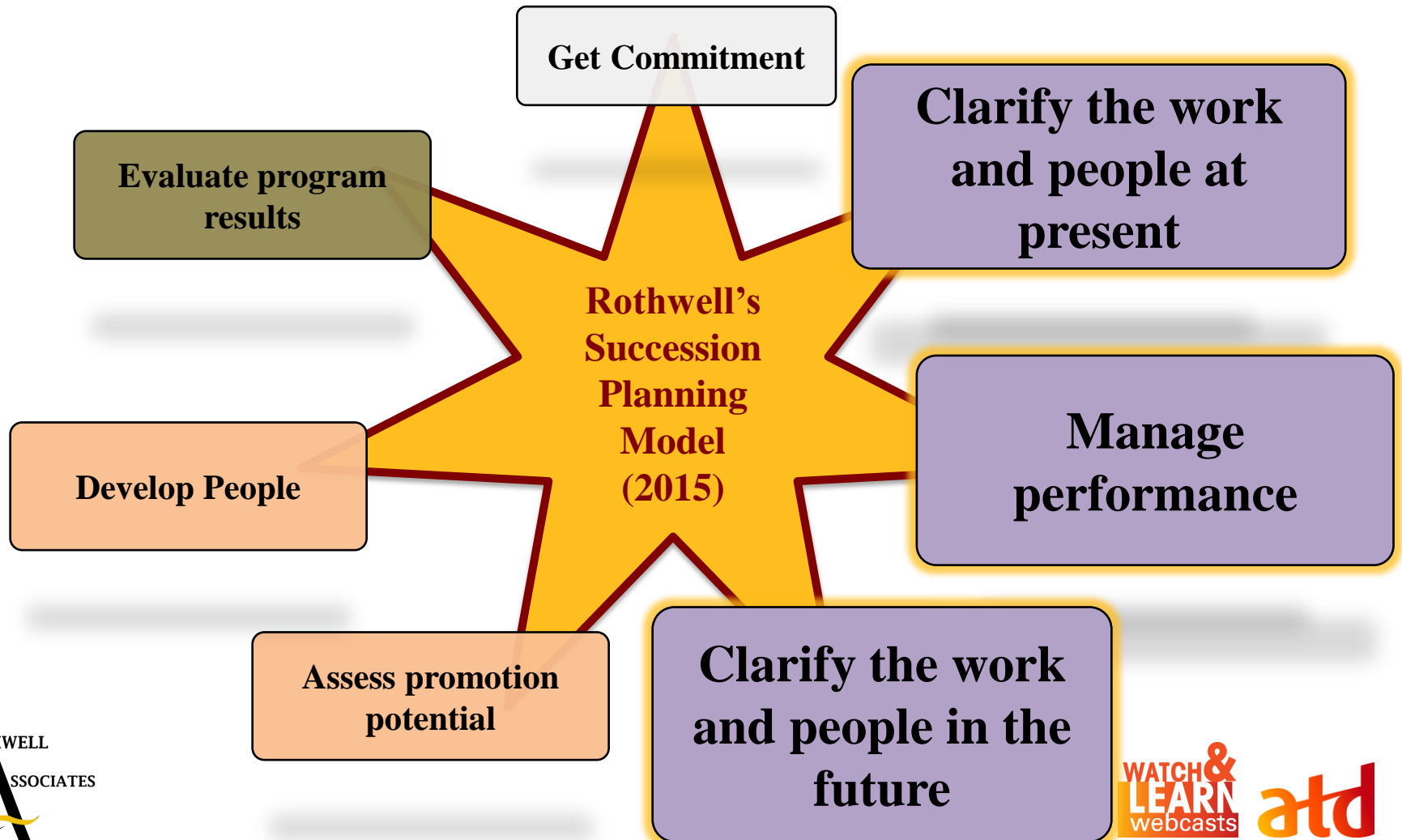
Get Commitment

Clarify the work and people at present

Evaluate program results

Rothwell's Succession Planning Model (2015)

Manage performance

Develop People

Assess promotion potential

Clarify the work and people in the future

ROTHWELL & ASSOCIATES

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AUDIENCE PARTICIPATION

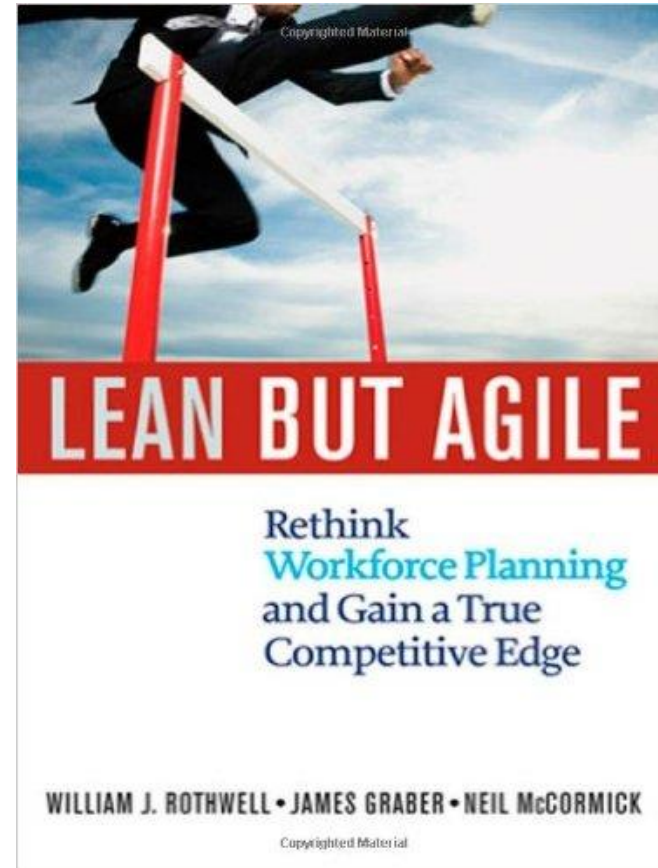**Poll:** When was the last time your organization updated its job descriptions or competency models?

A. Past 6 months
B. 7 months – 2 years ago
C. 2-5 years ago
D. More than 5 years
E. No updates

CHANGING WORKFORCE
LEAN BUT AGILE

Reengineer work to meet the needs of the future:

- Build lean but agile workforce
- Optimize existing talent
- Update management strategies
- Build organizational commitment
- Prepare for the future

LEAN BUT AGILE

Rethink
Workforce Planning
and Gain a True
Competitive Edge

WILLIAM J. ROTHWELL • JAMES GRABER • NEIL McCORMICK

STEP 2: CLARIFYING THE WORK AND WORKER

AT PRESENT

- Update all job descriptions
- Create competency models for each level on the organization chart

AUDIENCE PARTICIPATION

Poll: What strategies have you used to update job descriptions or competency models?

- A. Job and Task Analysis
- B. Dacum Method
- C. Talk with employees about the work
- D. Ask employees to develop their own job descriptions
- E. O*Net Job Descriptions/Outside resources
- F. Other _____

IDENTIFY KEY POSITIONS

- Consequences of vacancies (pending or existing)
- Organizational Chart
- Inquiring about most important position to consider
- Historical data

QUESTIONS ABOUT POSITION

- Who currently holds the position?
- What are the work requirements?
- When will there be a vacancy?
- How is performance appraised?
- How well are the incumbents performing?
- How did the incumbents get the job?

STRATEGIES

- Job and Task Analysis
  - ✓ Youtube: https://youtu.be/FS9NsSQYqe4
- Identify Competencies and Develop Competency Models
- Rapid Result Assessment (DACUM)
  - ✓ Youtube: https://youtu.be/gklQ7IPxvNk

STEP 3: MANAGE PERFORMANCE

- Present requirements in their current job
- Link behaviors to job success at their current level on the organizational chart

APPROACHES TO PERFORMANCE APPRAISALS

- Global Rating
- Trait Rating
- Behavioral Anchors
- Management by objectives

PERFORMANCE MANAGEMENT AND PERFORMANCE APPRAISAL

Performance management addresses this question: *What is necessary to encourage performance now and in the future?*

Performance Management
(focuses on all aspects of the work environment, work, and worker that impact on performance and can be past, present, or future oriented)

Performance Appraisal
(usually focuses on past job performance and is used to make decisions on pay, promotion, and other job changes)

Rothwell (2010). Effective Succession Planning, 4th Ed. (p. 206)

Performance appraisal addresses this question: *How well are people performing their jobs?*

STEP 4: CLARIFYING THE WORK AND WORKER

IN THE FUTURE

- Forecast future job descriptions
- Forecast competency model for each level on organization chart

STRATEGIES

Organizational Analysis
- ✓ What positions are likely to emerge in the organization's future?
- ✓ What will the work requirements be for those positions?
- ✓ How should potential be assessed?
- ✓ How prepared is the organization to meet future trends?
- ✓ What actions must be taken to minimize threats and optimize opportunity?

STRATEGIES

Environmental Scanning
- ✓ Economic conditions
- ✓ Market conditions
- ✓ Financial conditions
- ✓ Regulatory/legal conditions
- ✓ Technological conditions
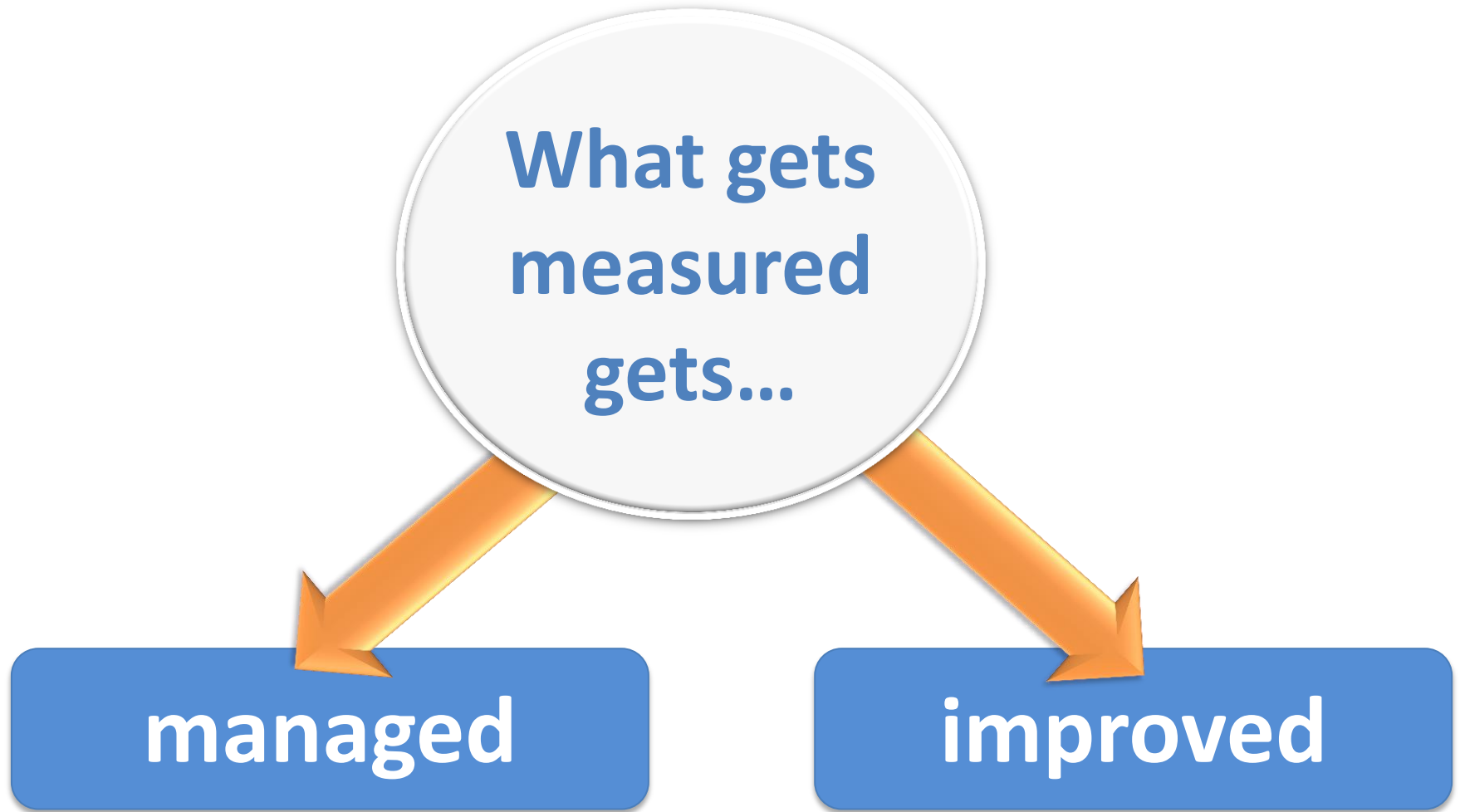- ✓ Social conditions
- ✓ Other trends

CASE STUDY

CASE STUDY

CASE STUDY

What gets measured gets...

managed

improved

NEXT WEBCAST SERIES: SUCCESSION PLANNING

Webcast Title	Date
Assess and Develop Potential Talents	**January 13** @ 1pmEST
Evaluate Succession Management Program	**February 24** @ 1pmEST