

Agency Human Resource Services

# AHRS Periodical



Virginia Department of  
**HUMAN RESOURCE**  
MANAGEMENT

## Succession Development—The Key to Your Future?

Over the next 19 years, 10,000 Baby Boomers will reach eligibility for retirement every day (Pew Research Center). Those born between 1957 and 1964 changed jobs 11.3 times (on average) between the ages of 18 and 46 (Bureau of Labor Statistics). In June 2012, 11.3% of the Executive Branch classified workforce was eligible to retire. In June 2017, the figure becomes 25.3% of the Executive Branch classified workforce ([Department of Human Resource Management data](#)).

What does all this mean? This data provides a glimpse into how the workforce and employment relationship is changing. Many changes have already occurred over the past decades, and more changes are on the horizon. In addition to this telling data, many organizations have experienced challenges in finding and retaining critical skill sets.

Succession (Planning) Development is one key to addressing these challenges. Succession (Planning) Development is a process by which an organization identifies and develops internal employees with the potential to meet key organizational needs in the future. You may have heard this process referred to as “Succession Planning.” Because success in these efforts requires an on-going process, many shy away from the term “planning.” Many organizations have discovered that the term “planning” does not provide focus on “execution,” which is critical to successful succession efforts.

Succession Development can occur in different “flavors.” Replacement Planning has been the traditional interpretation and usually has occurred at the top of the organization by identifying “back-ups” for key positions. Crisis Management is not always recognized by organizations as a form of succession planning but often proves true in reality. An event occurs that removes a key employee from a key position. The organization then begins immediate, and often frantic, efforts to replace that lost knowledge, experience, and expertise. Talent Pool Identification and Development focuses on building “feeder” groups for identified functions in the organization. The goal here is to build deep bench strength to pull from when the need arises. This approach is becoming the more common and preferred approach as it takes a longer term perspective of planning and development.

*(Continued on page 2)*

### Inside this issue:

Succession Development—The Key to Your Future?	1-2
2012 Bonus Reminders	2
Statewide Pay Action Summary Report	3
Employee Work Mode Tracking Implemented in PMIS	4
The Brain Series for Managers and Supervisors: Productivity—How Our Habits Get in the Way	5-6

(Continued from page 1)

What are the risks of doing nothing regarding Succession Development? They may include:

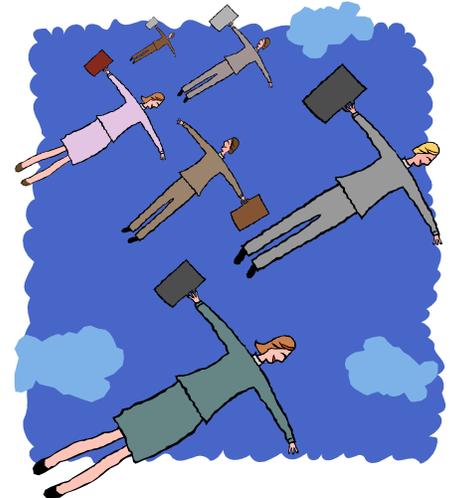
- Crisis Management becomes the talent planning norm in the organization.
- Inability to execute key and core operational mandates due to a lack of effectively trained and prepared resources.
- Ripple effect turnover and associated costs (from added stress on remaining employees).

Succession Development is not hard, can work in the public sector, and does not have to require significant funding. Organizations have successfully facilitated efforts with limited resources. Primarily, Succession Development requires thought, planning, commitment and discipline to work towards the goal. As a leader in the Commonwealth, your primary opportunity is to recognize the need for Succession Development in your organization and to lead and champion that need.

To learn more, see the Succession Development resources on the [Department of Human Resource Management's Talent Management website](#):

- [Succession Development Whitepaper](#)
- [Succession Development InfoGraphic](#)
- [Succession Development Introduction](#)

You may also contact your [DHRM Human Resource Management Consultant](#), who can provide additional guidance and coaching.



## 2012 Bonus Reminders

Please be mindful of the previously issued [information and guidance](#) pertaining to the 3% bonus that will be paid on November 30, 2012. On November 7, 14, 17, 21, and 25, DHRM will deliver BONUS-AWD-agency-date.txt and BONUS-EXC-agency-date.txt files to agencies' files and reports repository folders in HuRMan. Please review these files carefully.

It is especially important that you review and take action as appropriate if your agency receives a file named BONUS-EXC-agency-date.txt in your HuRMan files & reports repository folder because **DHRM cannot process bonuses for these excluded employees.**

## Statewide Pay Action Summary Report for July – September 2012

Reason	All Actions	Salary Changes	Average % Change
Agency Special Rate	151	151	1.20
Change of Duties Salary	358	357	7.12
Competitive Salary Offer	50	50	13.68
Competitive Voluntary Transfer	626	471	9.21
Disciplinary Demotion	2	2	-10.00
Downward Role Change	27	5	-7.61
End Temp Pay: Acting Status	100	100	-8.69
End Temp Pay: Additional Duties	61	61	-7.64
End Temp Pay: Special Assgnmnt	14	14	-5.56
Exceptional Promotion	1	1	11.11
Field Change	36	35	6.53
Internal Alignment Salary	1494	1491	5.26
Lateral Role Change	88	24	5.52
New Knowledge/Skills/Abilities	313	313	8.21
Non-Competitive Voluntry Trans	255	62	6.62
Non-Routine	88	88	5.75
Promotion	382	374	15.36
Reassignment	83	1	25.67
Retention Salary Increase	542	542	7.60
Temp Pay: Additional Duties	112	110	7.20
Temp Pay: Special Assignment	14	14	5.78
Temporary Pay: Acting Status	110	108	8.91
Upward Role Change	178	149	9.53
Voluntary Demotion	56	33	-10.85
Change of Duties Bonus	22	22	5.07
Internal Alignment Bonus	1	1	1.53
New Knowledge/Skills/Abilities	8	8	1.76
Recognition Award Leave Hours	3148		
Recognition Award Monetary	985	985	0.84
Recognition Award Non-Monetary	48	48	0.17
Referral Bonus Pay Out	14	14	0.78
Retention Bonus	4	4	5.09
Sign-On Additional Leave	8		
Sign-On Advanced Leave	1		
Sign-On Bonus Pay-Out	41	41	2.49
Suggestion Award Monetary	2	2	2.11
<b>Total Actions</b>	<b>9423</b>	<b>5681</b>	<b>5.61</b>

---

For the third quarter, there were 4,266 base salary increases averaging 7.79%; 305 base salary decreases averaging -8.12%; and 1125 bonus actions, averaging 0.98%.

Workforce Planning and the Periodical's Pay Action Summary data may vary within the same reporting period based on the timing of data runs, agency retraction requests, and the manual review and extraction of erroneous PMIS entries.

---

## Employee Work Mode Tracking Implemented in PMIS

In support of the recommendations of Governor McDonnell’s Commission on Government Reform and Restructuring and Governor McDonnell’s Executive Directive 3, DHRM completed on October 7, 2012 a process to transition the Employee Telecommute field in PMIS to an updated Employee Work Mode field. Evolving this field enables discreet reporting to internal and external stakeholders on the adoption of telework by traditionally situated office or facility based workers in state agencies.

Going forward, we will assign one of the three “telework” work category modes (T, H, and L) to individuals who have been in traditional office-based roles and have adopted some form of telework. The addition of the new Mobile mode category is designed to identify workers in traditionally field-based roles who never worked extensively in offices and continue to work mostly in the field. Even though Mobile workers may be adopting many of the techniques and tools of the teleworker, their role has generally been one that has always worked in the field. Categorizing them as teleworkers does not help stakeholders understand how agencies have shifted office-based workers to “tele” or remote modes to reduce costs, increase productivity, and support employee work-life balance.

Shown below is a matrix with descriptions of the new PMIS Employee Work Modes. You can find more information on the [DHRM Website](#). If you have questions, please contact your agency’s assigned [AHRM consultant](#).

Employee Work Mode Category	Description
W	<b>Office/Facility Worker:</b> Office, campus, or facility based employee who reports to and works from a defined central agency workplace(s). Employee may from time to time travel off-site for work activities, meetings, or conferences when approved by management, but spends a clear majority of their time working at an assigned agency worksite(s).
M	<b>Mobile Worker:</b> Employee works a clear majority of their planned schedule in a mobile mode away from agency offices/facilities out in the “field.” Employee may be required to report to an agency worksite(s) to attend meetings, record time, or receive assignments. May include limited work from the employee’s home and the employee may from time to time travel away for normal work area(s) for meetings or conferences when approved by management.
T	<b>Full-Time Teleworker:</b> Employee has an active telework agreement on file and teleworks all or a clear majority of their planned schedule from a defined and agreed upon alternate worksite(s). Employee will not have permanently assigned office space at any agency facility. Employee may from time to time travel for work activities, meetings, or conferences when approved by management, but is expected to spend a clear majority of their time teleworking at the agreed upon alternate worksite(s). Employee may be required to telework in support of continuity of operations during emergency closings and crisis management situations.
H	<b>Hybrid Teleworker:</b> Employee has an active telework agreement on file and consistently <b>teleworks a minimum of 32 hours or more per month</b> (but less than full-time). Typically teleworks from defined alternate worksite(s) one to two days a week on a consistent and regular basis. Employee has an assigned or shared workspace at an agency worksite(s) and functions as an Office/Facility Worker when not teleworking. With management approval, may sometimes travel to other state agency or institution work sites for meetings or other work - or from time to time to non-agency sites for reasonable and necessary conferences or meetings. Employee may be required to telework in support of continuity of operations during emergency closings and crisis management situations.
L	<b>Limited Teleworker:</b> Employee has an active telework agreement on file and <b>teleworks consistently less than 32 hours a month</b> on a limited, sporadic, or task driven basis in response to a specific agency need(s). Needs could include, but are not limited to special projects, continuity of operations, emergency closings, and crisis management situations. Employee has an assigned or shared workspace at an agency worksite and functions as an Office/Facility Worker when not teleworking. Employee may from time to time travel off-site for work activities, meetings, or conferences when approved by management. Employee may be required to telework in support of continuity of operations during emergency closings and crisis management situations.

*This article continues our series geared toward the interests of managers and supervisors. We encourage you to share this article, tailoring it as you need to satisfy your agency's goals and culture.*

## Productivity: How Our Habits Get in the Way

### The Brain Series—Part 3



Productivity – on many days, a lofty goal that we aim to achieve but, for one reason or another, are often derailed from achieving. How many times have you thought, “I just wasn’t productive today despite all my efforts”? Many of us feel this way more frequently than we would like.

So, what can we do to maximize our productivity? And, how does our brain affect our productivity?

One brain activity that is important to understand is the concept of *habits*. Our habits can be very beneficial for us. Our habits allow us to engage in certain activities without requiring significant brain processing and energy. For example, most of us likely have a certain routine (another term often used for habit) that we follow when we arrive to work. This routine allows us to start our work day or work shift without significant brain processing. We may put our personal belongings away, boot up our computers, grab a drink or cup of coffee, and settle down to read email or listen to voicemail.

When we follow the same routine or take the same actions over and over and over, we create mental maps that become our habits. The more we follow the routine, the more the mental map is solidified in our brain. There are three key steps the brain recognizes in creating a habit: the cue, the routine, and the reward. The cue is the trigger that identifies the habit to use; the routine is the action that occurs; and the reward helps the brain determine if it wants to keep using this loop in the future.

Here is an example: we can use email or voicemail as the basis of our example. Your computer “chimes” or the message light on your phone lights up indicating that you have a new message. When this occurs, your brain begins to anticipate the neurological pleasure that opening and reading the message will provide. So, the chime or the message light becomes the cue in this loop. If you access the message (the routine), the brain is rewarded and you start to learn to do this every time these cues occur. If you do not access the message when these cues occur, the expectation for reward grows (until you cannot stand it) until you access the message and reward the brain. One way to change these circuit loops or habits is to remove the cue. In this example, that means removing the chime or message light. By removing the cue, then the brain will not be seeking the routine and reward because the circuit never begins. Many people try to change the routine or action while leaving the cue in place. By not removing the cue, the actions become very difficult to change as the mental map in the brain encourages you to take the action when witnessing the cue.

So, how does this relate to productivity? Very simply, we need to recognize that some of our habits, although created with good intentions, can actually get in the way of our productivity. The email/voicemail message example above is a fitting example for the workplace. We need or want to work on something without interruption but we fail to remove the cue and become distracted every time a new email or voicemail message appears. Therefore, we actually become less productive.

*(Continued on page 6)*

(Continued from page 5)

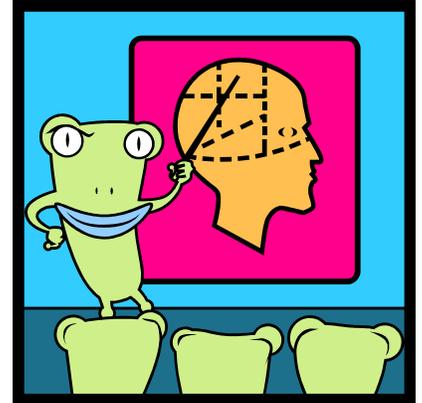
It is important that we understand that our habits do serve good and beneficial purposes. However, it is just as important that we understand how habits form and how our good intentions may sometimes actually derail our productivity.

Think about these questions as you examine the habits you have created to determine if they might be in need of change:

- What positive and negative outcomes seem to occur from your habit(s)?
- What is the cue-activity-reward circuit for your habit(s)?
- What can you do to change the cue? (which in turn will help you to change your routine/action)

Keep in mind that habits cannot be “erased.” Once a mental map has been created in the brain, it will remain there. However, we can create new mental maps that when provided enough attention and repetition can become dominant over the former mental map. And, a key step in making the change is to eliminate the old cue and create a new cue to establish a new circuit in the brain.

Source: [How Companies Learn Your Secrets](#), The New York Times Magazine – Charles Duhigg, 2/16/2012



Department of Human Resource Management  
Office of Agency Human Resource Services  
101 N 14th Street  
Richmond, VA 23219

Phone: 804-225-2131

Fax: 804-371-7401

E-mail: [compensation@dhrm.virginia.gov](mailto:compensation@dhrm.virginia.gov) or  
[policy@dhrm.virginia.gov](mailto:policy@dhrm.virginia.gov)

Our goal is to provide practical information that supports human resource objectives across the Commonwealth and to encourage innovative strategies in the management and delivery of agency services.

To tell us what you would like to see featured in upcoming issues, contact us using the information on the left-hand side of this page.



Virginia Department of  
**HUMAN RESOURCE**  
MANAGEMENT