

"The problems we face cannot be solved at the same level of thinking we were at when we created them."

Albert Einstein

## Winter 2004-05 CONTENTS

### State of the Unions:

#### The Impact of Administrative Changes in State-Sector Labor Relations

As a new administration prepares to take office, Missouri's labor relations policies and practices may be changing. If this is true, Missouri certainly won't be alone. To read about other scenarios that have unfolded recently in different states around the country, [click here](#).

#### The Function of Multi-Level Allocations in Today's Labor Market

Proper understanding, use and management of multi-level allocations can assist an agency in meeting its staffing needs. To find out how, [click here](#).

#### New Electronic Application Will Pave the Way for State Job Applicants to Apply Quickly and Easily Online

A new electronic application is "in the works" at the Division of Personnel. To learn what it is, why it is being developed and what will happen when it is implemented, [click here](#).

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## FEATURE ARTICLE

### Succession Planning: Preparing Tomorrow's Leaders Today

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At the beginning of FY04, 7.5 FTE's from the Division of Personnel (DOP) retired. As a result, the DOP lost more than 210 years of collective experience in human resource management and administration of the Missouri Merit System and one could argue that other agencies in state government suffered similar, equal or greater loss of qualified professionals. Collectively, state agencies continue to gradually lose experienced managers, supervisors and executives due to retirement or separation from civil service.

The notion of retirement is a goal for many state employees. Therefore, it may be safe to suggest that some individuals, at all levels, look forward to retirement. While others look forward to opportunities for greater challenge and responsibility in leadership, executive or administrative capacities as these

opportunities become available. The challenge then is to establish a process whereby the loss of experienced staff, who happily rides off into retirement or on to "bigger and better things," does not significantly impact the overall success, stability and continuity of service.

Succession planning identifies and "grooms" candidates for future vacancies in critical positions (management, executive and supervisory) due to lost leadership, retirement or new environments. Similarly, succession planning is a part of a series of integrated human resource systems linking projections, competency assessment, career planning, performance management, skill gap analysis, individual development plans, knowledge transfer, recruiting, and retention.

[Click here](#) to read more.

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