



Oral Report on Workforce Skill Assessment

Organization, Personnel and Technology
Committee

Item 7a

January 9, 2012

WE HAVE BEEN LAYING THE FOUNDATION

*The Right People with the Right Skills
at the Right Time*



Succession Management Defined

Succession management is an organization's long-range process for identifying, selecting, and developing a diverse talent pool to build bench strength
and
to ensure the readiness of that talent pool to move into key positions when necessary.

Why Worry About Succession?

- Senior leadership succession planning is a key responsibility of the Board
- There is a high cost of not having the right people ready at the right time
- Tremendous opportunity to re-shape our workforce, our culture, our future
 - Could experience turnover of 50% -70% over next 10 years
- Multibillion dollar impact over next 10 to 15 years

A Catalyst at Metropolitan

- Retirement Trends – Demographics
 - Average Age – 50.2 years
 - Average Tenure – 15.9 years
 - Average Retirement Age – 59.8 years
 - Employees with 5+ years of service and over 50 years of age – 54%

Our Approach to Effective Succession Planning



Elements of Effective Succession Program

Design Talent Capabilities to Meet Business Needs

**WORKFORCE
PLANNING**

**WORKFORCE
ANALYSIS**

**CORE LEADERSHIP
COMPETENCIES**

**FUTURE
TRENDS**

**SOURCING AND
RECRUITING**

COMPENSATION

Drive Development Planning for Our Leaders

**LEADERSHIP
CAPABILITIES**

**SENIOR LEADERSHIP
SUCCESSION**

**SENIOR LEADERSHIP
DEVELOPMENT**

**MANAGEMENT
DEVELOPMENT**

**MANAGEMENT
PIPELINES**

**FOCUS ON
PERFORMANCE**

Create Pipelines of Talent for Our Business

**DEVELOPMENT
PIPELINES**

**TEAM SKILL-GAP
ANALYSIS**

**DEVELOPMENTAL
ASSIGNMENTS**

**ROTATIONS AND
CROSS-TRAINING**

**CAREER
DEVELOPMENT**

**TALENT/KNOWLEDGE
POOL**

Minimum Components of a Successful Program

- Passion and commitment from everyone involved
- Sponsorship, leadership, and participation from the top
- Set the talent bar high
- Alignment with the overall strategy of the business
- Clear definition of desired competencies, skills, and culture
- Complementary integration into the performance management system with clear and meaningful metrics for success
- Swift action when success is not achieved

Minimum Components of a Successful Program (cont'd)

- Long-term perspective with accurate assessment of “potential” as well as performance
- Keeping succession and development plans current with a commitment to regular and focused meetings
- Sufficient budget and staffing flexibility to allow program to be successful
- Metropolitan owns talent and process
- Simplicity

Questions Prior to Implementation

- What is:
 - A critical position to Metropolitan
 - The depth and breadth of Succession Planning
 - The desired culture for Metropolitan
 - The list of most important skills and competencies needed in the future
 - Metropolitan's readiness for the successful implementation of a Succession Plan
 - The alignment with Metropolitan's business plan
 - The proper metric needed to monitor and ensure success

Next Steps

- Gather input from the Board
- Gather input from upper management
- Gather input from outside sources
- Build the calendar of deliverables
- Deliver the plan by 4th Quarter of 2012

Discussion