Organizational Readiness Overview

If you are a people manager, you are responsible for making sure your organization is able to accomplish its goals today, and in the future. You've already invested time and effort into hiring the best people; setting goals that will achieve the organization's results; giving your staff the feedback, coaching and development they need to achieve their highest potential; and evaluating your team's year end results.

But, what about the future? What will you do if something changes in your workforce? It might be a staff retirement or someone taking an opportunity in another role. It might be an external change that shifts the focus of your operations. Or maybe the strategic direction of your location shifts due to new opportunities? The nature of such change is frequently out of your control. However, you can anticipate what <u>might</u> change and prepare for those possible future outcomes. And you can drive change in the direction you want by developing a strategic plan to achieve the desired outcomes of the future. This focused strategic planning and follow through is what we call Organizational Readiness.

If you're about to click off this page, consider a little data.

Based on past history, when a UC staff member reaches 19.65 years of service and is 60+ years of age, he or she is "likely to retire." Current UC workforce data indicate that within the next 5-10 years, about 36% of our workforce will be "likely to retire."

- ✓ Do you have staff who might fall into this category?
- ✓ What would you do if one of your senior staff members announced their plans to retire?
- ✓ Have you developed others to be ready to step into the soon-to-be-open role?
- ✓ Are you counting on hiring an external candidate to bring in a different perspective?
- ✓ How will your other staff members respond to being passed over?
- ✓ Will they choose to become the more attractive external hire somewhere else?

These are the questions that keep people managers up at night.

Whether you are responding to a positive organizational goal like UC Merced's goal to grow to 10,000 students by the year 2020, or trying to head off a negative future situation, it makes sense to invest time and energy into preparing your organization to be ready.

Think of it as "business continuity" planning for your workforce needs. You probably have a business continuity program for your IT systems to continue doing business after a disaster. Another way to think of Organizational Readiness is as "business continuity" for your human system. What will you do if a key role becomes vacant? How will you mitigate the negative impact of such a disruption?

We've come up with a 7 Step process to help you do this that will lead you all the way through the process. Before you get overwhelmed by the 7 Steps, though, consider that you may have already done some of these, or may be able to focus on one or two steps to solve the most urgent need at hand, without starting at the beginning of the full process. And, this model can be used at the highest levels,

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locally or systemwide, and also at an individual leader's level. We recommend it always be used with the assistance of your local Human Resources expertise.

We are including a similar process for individuals to use to manage their own career readiness, so they'll be ready to take advantage of career opportunities as they come up. Working together with your staff, you can direct the professional development investments you make in your staff to also fill your future organizational needs.

Here are the 7 Steps for Organizational Readiness:

Step 1: Vision of the Future
As with any strategic planning process, it starts with a vision of the desired outcome.
- What do you want the organization to be able to do in 3 to 5 years?
- What significant changes do you anticipate?

Your organization may already have a vision and strategies for implementing it. Most strategies don't get into the details of what staff members are accomplishing which elements of the strategy. Now is the time for you to do a staffing or workforce strategy to accomplish your organizational strategy.
- Who will deliver on the strategic goals?

Step 2: Structure and Key Roles
To bring that vision and strategy alive, the organization structure must be designed to deliver that vision.
- How might work be done differently?
- By different functions or staff?

Identify what roles are critical to the success of the organization, the ones you don't want vacant for long periods of time.
- What roles are critical to accomplish the vision?

Step 3: Competencies for Key Roles
Within the structure, what competencies will need to be demonstrated in those critical roles?
- Today?
- For the future?

Step 4: Assessment of Current Bench Strength – Talent Review
Take a look at your current inventory of talent.
- What is your current bench strength in these critical roles, and do they have the needed competencies?
- Are your individual staff members performing their current roles well?
- Do the individuals have potential for growth?

Step 5: Gap Analysis between Current Skills and Future Needs
Analyze the gap between your current staff and what you'll need for the future.

Step 6: Gap Resolution – Develop, Retain, Acquire
Articulating the gap will inform you what to do next.

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- Develop your high performing, high potential staff for future roles and responsibilities, and create a pipeline that makes filling those positions with internal candidates easier.
- Manage your low performers.
- Find out what will retain your steady performers and put those things into play.
- Connect recruiting efforts with internal source pools of candidates ready for their next opportunity.

Step 7: Sustainability and Successes

After select milestones, measure your efforts and determine if you are hitting your objectives, what's giving the best results, and where adjustments need to be made to make the process ongoing.

This is a complex process with many components, appropriate since you're addressing the staffing needs of the organization in the moment and in the future.