Department of Consumer and Business Services

Succession Planning in the Public Sector

August 16, 2006

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The Department of Consumer and Business Services (DCBS)

Mission
To protect and serve Oregon’s consumers and workers while supporting a positive business climate in the state.

- 1,069 employees
- $621M biennial budget
- A melting pot of divisions and programs
  - Workers’ Compensation Division
  - Oregon Occupational Safety and Health
  - Insurance Division
  - Finance and Corporate Securities Division
  - Building Codes Division
  - Oregon Medical Insurance Pool
  - Office of Minority, Women, and Emerging Small Business
  - Office of Regulatory Streamlining
DCBS Succession Planning Process

Three Tracks

**Executive**
- For mid-level managers, PE/M D and up
- To prepare for executive service

**General Mgmt.**
- For managers and potential managers, PE/M D and below
- To prepare for senior mgmt. responsibility

**Budget**
- For managers and senior staff
- To prepare for budget mgmt. responsibility
The Results

- Four years running (2003-2006)
- 23 employees (managers & staff) successfully participated
- Gained experience and exposure
- Produced an administrator, 2 deputy administrators, and several other promotions
Lessons Learned 2003-2006

1. Small & manageable
2. Checklist is good, but...
3. Personalize it
4. Set clear expectations
5. Process coordinator
6. Top management participation
7. “Heat of the battle” works best
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