

**MINUTES OF THE  
MANAGEMENT ADVISORY COUNCIL  
March 21, 2007**

**Visit the MAC website at [www.ct.gov/MAC](http://www.ct.gov/MAC)**

Joe Amend, MAC Chair, called the regular meeting to order at 9:07 a.m. Seven guests were present for the presentation by Dr. Anderson.

**Approval of Minutes**

Minutes of the February 21, 2007 meeting were accepted, with corrections to the date of Kathleen Anderson's presentation and the spelling of Donald Currey's last name. The corrected minutes will be posted on the MAC web site.

**Treasurer's Report**

Peter Bucknall reported a balance of \$2999.83, which includes a \$22.01 dividend as of January 31, 2007. The Treasurer's report was accepted unanimously.

**Committee Reports**

Credentials. Elise Kremer, MAC Vice-Chair, reported the following election results:

Public Health:           Elise Kremer, Representative  
                                  Doris Vieira, Alternate

Veterans' Affairs:       Babatunde Green, Representative  
                                  Nancy Buturuga, Alternate

**Old Business**

Speakers and Logistics. Below is the schedule of speakers for the remainder of 2007:

Dr. Martin Anderson, DAS (succession planning), March 21  
Kathleen Anderson, DOIT (website accessibility), May 16  
Undersecretary Brian Austin, OPM (criminal justice information system), July 18  
Deputy Commissioner Wayne Sanford, DEMHS (emergency management and incident command), September 19  
Panel on workplace wellness (tentative), November 21

Discussion ensued about potential speakers for 2008.

Dialogue with Administration Officials. No meetings are scheduled at this time. Joe Amend will continue efforts to schedule a meeting.

Managers Day Committee. Peter Bucknall reported that the date for the Managers Day 2007 at Aqua Turf has been changed to October 12. Please change your calendars accordingly. Diane Smith, a co-host of the Morning Show on WTIC-AM, is confirmed as the morning keynote speaker. Diane is active in promoting Connecticut business and tourism. She hosts *Positively Connecticut* on CPTV and has written a book celebrating *Summer in Connecticut*. Izzy Gesell is confirmed as the afternoon keynote speaker. Izzy is an “organizational alchemist”, doing business as Wide Angle Humor. A Save the Date announcement will be developed and provided to Anne MacLeod for posting to the MAC website.

Web Content/Communications Committee. Anne MacLeod gave an update on web activity, postings, and new links. Five new users were registered to the Discussion Center and added to the managerial list serv.

Orientation Committee. Dave Lynn, Committee Chair, reported that his group met and decided to survey the Agency Human Resource Directors, who meet the third Tuesday of the month, regarding what is being done for Manager Orientation at the current time. The committee will use the responses to help frame their proposal for Manager Orientation.

Legislative Committee. Joe Amend reported his understanding that A & R is becoming active on the issue of Tier 1 pension erosion beginning at age 65 years. Joe also reported on the following bills:

Senate Bill 1050, *AN ACT CONCERNING RETIREMENT BENEFIT OPTIONS FOR SPOUSES OF CERTAIN DECEASED STATE EMPLOYEES AND VACATION LEAVE ACCRUAL FOR STATE EMPLOYEES IN ACTIVE SERVICE.* Letters were sent by Joe Amend to various legislative leaders, as well as to the agency heads at OPM, DAS, and Comptroller's. The letters voiced MAC's support of the bill. The bill was reported out favorably by the Labor Committee and would now go to the Appropriations Committee.

House Bill 7103, *AAC COLLECTIVE BARGAINING FOR STATE MANAGERS.* This bill would give unaffiliated employees the right to bargain collectively. The bill was reported out favorably by the Labor Committee and would now go to the Government Administration and Elections Committee.

House Bill 7002, *AAC ETHICS.* This bill had a public hearing before the Government Administration and Elections Committee, but has had no action since then.

Succession Planning for MAC Executive Committee. This item was tabled.

Other Old Business. There was no Other Old Business

### **New Business**

Questions and concerns were raised with one manager's experience with the Managerial Sick Leave Bank. It was cautioned that managers should make themselves aware of the terms and conditions of use. Specifically: Before a manager can access the sick bank, there is a three week waiting period, commencing after all sick leave, all personal leave, all compensatory time, and vacation leave in excess of 60 days is exhausted; only hours up to one-half of the daily schedule will be paid, i.e., 4 hours of an 8-hour day; and there is an 800-hour maximum benefit per calendar year.

### **Adjournment**

The business meeting was adjourned at 10:00 a.m., and was followed by the guest presentation. The next MAC meeting will be held on Wednesday, April 18, at 9:00 a.m. in Conference Room B at the Department of Transportation. The list of those in attendance at the March 21, 2007 MAC meeting and the handout from the guest speaker are attached and are hereby made a part of these minutes.

### **Guest Presentation**

Succession Planning for the State Workforce. Martin Anderson, Ph.D., Director of Administration, Strategic Resources Management, in the Department of Administrative Services was the guest speaker, presenting on the topic of succession planning for the state workforce. Dr. Anderson provided resources for conducting workforce planning. One resource is an article published by Dr. Anderson:

Anderson, Martin W. (2004) "The Metrics of Workforce Planning", *Public Personnel Management*. Vol. 33 No. 4, pp 364-379.

The other resource was a handout which is attached to these minutes.

Some key points from Dr. Anderson's presentation were as follows:

Succession planning is more urgent in the public sector, since public sector workers are older on average than in private sector workers.

State agency human resources administrators have been briefed over the years regarding succession planning in the workforce. The DAS website has a great deal of information and many tools on this topic ([www.das.state.ct.us](http://www.das.state.ct.us)) under "Workforce Planning". Software tools are available to agency executives through the website to calculate (based on CORE data) the retirement profile for a particular agency. Four categories of analysis must be done:

- Supply analysis
- Demand analysis
- Gap analysis
- Solution Analysis

The age distribution of Connecticut state managers is of particular concern: 22% are 55 and older, and those older than 51 constitute 47% of all managers. Within the next 10 years, 80% of state managers will be retiring. Some agencies are even more skewed toward retirement age.

The State of Pennsylvania and the United States Army were cited as examples of organizations seriously undertaking succession planning. In Connecticut, the Department of Mental Retardation is working with DAS on succession planning, and the Department of Mental Health and Addiction Services has a grant to work on succession planning.

"Succession management" is similar to "talent management" and is focused on specific positions. There are four areas to consider:

- Vacancy risk: List of critical positions, especially top strata (consider role in and value to the agency)
- Readiness risk: List of underdeveloped successors for such positions within the agency
- Transition risk: How to prevent attrition of new talent
- Portfolio risk: Match of talent to required duties

Succession management is part of the day-to-day management of an agency, i.e., part of every manager's role. Managers must be alerted to and trained for this type of planning. Unfortunately, too often agencies wait until there is a workforce crisis before paying attention to succession management.

The statewide job classification system must be considered in succession planning.

Respectfully submitted,

Jadwiga Goclowski  
MAC Representative for the  
Department of Mental Retardation

**MAC ATTENDANCE ROSTER  
MARCH 21, 2007**

<u>Agency</u>	<u>Name</u>	<u>Rep/Alt/Guest</u>
Administrative Services	David Lynn	R
Children and Families	Barbara Kleefeld	A
Correction	Terri Hagans	G
Economic and Community Development	Sheila Hummel	R
Firearms Permit Examiners	Sue Mazzoccoli	G
Information Technology	Anne MacLeod	R
Insurance	Allen Elstein	R
Mental Health and Addiction Services	Angela Armstrong	G
Mental Health and Addiction Services	Carl Shields	G
Mental Retardation	Jadwiga Goclowski	R
Mental Retardation	Penny Davis	A
Motor Vehicles	Joe Lembo	R
Policy and Management	Joe Amend, Chair	A
Public Health	Elise Kremer, Vice Chair	R
Public Works	Jerry Glassman	R
Revenue Services	Tom Crafa	R
Social Services	Peter Bucknall, Treasurer	R
Social Services	John Souchuns	G
Transportation	Wanda Seldon	R
Transportation	Susan Baillargeon	G
Transportation	Robert Card	G
Veterans' Affairs	Babatunde Green	R
Veterans' Affairs	Nancy Buturuga	A