



Many court leaders indicate they are not *systematically* developing and managing internal talent to meet the future staffing needs of their organizations.

From Succession Planning to Talent Management

A Call-To-Action and Blueprint for Success

By Brenda J. Wagenknecht-Ivey

Introduction

A staffing crisis was looming a decade ago; it still looms today. Court organizations are especially vulnerable. A large proportion of court executives and others in key positions such as information technology, human resources, and budget directors, public information officers, court operations

managers, and chief judges are eligible to retire now or in the next five to 10 years. Many court leaders indicate they are not *systematically* developing and managing internal talent to meet the future staffing needs of their organizations. They report a lack of internal candidates developed and ready now — or soon — to fill key positions when they become vacant. The most

frequently cited reasons for *not* doing succession planning are: (1) more urgent priorities; (2) lack of funding; (3) lack of executive support and commitment; and (4) lack of a blueprint for implementing succession planning programs.

Indeed, the urgency for doing succession planning has diminished in recent years. Older workers are delaying

retirement and are working longer. This recent trend only delays the eventual mass exodus of baby boomers from the labor force. Reasons for this trend include:

1. The loss of retirement savings in recent years due to the financial crisis;
2. The uncertainty of health care needs and high cost of health insurance;
3. Changes in Social Security laws since 2000, which raise the full retirement age for some birth dates and decrease benefits for early retirement;
4. The changing structure of pension plans, which encourage older workers to stay in the labor market longer;
5. Declining home values;
6. High unemployment rates; and
7. People living healthier and longer lives.¹

In sum, uncertainty about the future and the active lifestyles of elder workers are causing baby boomers to delay retirement. Also, high unemployment rates (in 2010) give court leaders confidence they can easily find qualified replacements to fill key positions.

Despite these recent events, do not be fooled or lulled into complacency. While the immediate need seemingly has dissipated, the reprieve will only be short-lived. The fact is, a staffing crisis is inevitable in many courts across the country in the upcoming years unless court leaders act now. The current talent pipeline in court organizations is simply inadequate to meet future needs. Court organizations will experience the brunt of this crisis unless leaders begin preparing now for the time when (1) people in key positions retire or

leave for other reasons and (2) top talent is difficult to recruit and retain due to a smaller labor force.

This article de-mystifies, modernizes, and simplifies succession planning — or talent management — for court leaders so that more systematic, planned, and contemporary programs will emerge to fill the existing void and avert the impending staffing crisis. It includes:

1. Compelling reasons for this call-to-action;
2. A modern-day definition of succession planning or talent management; and
3. A blueprint for developing and strengthening talent management programs.

A Call-To-Action: Why Immediate Action is Needed

The time to act is now. Below are five compelling population and labor force facts confirming why the impending staffing crisis is especially acute for court organizations.

Five Compelling Population and Labor Force Facts

1. The U.S labor market is growing more slowly than in past decades, and the generations following the baby boomers are considerably smaller than the baby boomer generation. Thus, the proportion of younger workers is shrinking, contributing to a shortage of workers available to replace the aging and soon-to-retire baby boomers.²
2. In 2018, the workforce will consist of nearly 40 million 55 and older workers, which represents an increase of 43 percentage points

over the past decade. This age group is expected to compose nearly 25 percent of the labor force by 2018.³

3. The government-sector workforce is older than its private-sector counterpart. It also has proportionately fewer young workers.⁴
4. Public administration is among the top five industries that will be most affected by retirements; it is one of the occupations that will have the greatest replacement needs in the coming years.⁵
5. Only 29 percent of employees are fully engaged at work (i.e., fully involved and enthusiastic about their work and organization, and putting in extra, discretionary effort). Nineteen percent of employees are disengaged. Government is among the industries with the fewest engaged workers (25 percent).⁶

Many court and public sector organizations are vulnerable. Workforce analyses have shown a large proportion of their employees will be eligible to retire soon, and most organizations have not developed internal staff to fill key positions when they become vacant. A few examples follow.

- **36th District Court (Detroit, Michigan):** In 2010, the court determined that 45 percent of all employees are 50 and older, and 28 percent are 55 and older. Additionally, 15 percent of the court's employees are eligible to retire within the next five years, and 34 percent are eligible to retire within the next 10 years.
- **20th Circuit and Ottawa County Probate Courts (Grand Haven, Michigan):** In 2010, the courts

estimated that 60–70 percent of senior management staff and 37 percent of people in key positions are eligible to retire in the next five years.

- **San Luis Obispo Superior Court (California):** In 2009, the court determined that 42 percent of its workforce is eligible to retire within 10 years.
- **State of Washington:** In 2007, the department of personnel indicated that more than 50 percent of state employees were 45 years of age or older. Further, an analysis in 2005 showed that approximately 27 percent of PERS 1 employees were retirement-eligible, and approximately 38 percent of PERS 1 and 2 employees were retirement-eligible.
- **California Judicial Branch:** In 2005, the judicial branch estimated that up to 75 percent of its managers and executives were eligible to retire within the next 10 years.
- **Federal Judiciary:** Succession planning/workforce development is a high, strategic priority in the federal judiciary for two primary reasons. First, the judiciary anticipates high turnover in the next 3–10 years of leaders and workers in key positions who will be eligible to retire. Second, it is difficult to identify and hire qualified, external talent; there is a steep learning curve for new hires into the judiciary.

There undoubtedly are countless examples of organizations across the country facing similar circumstances: an aging workforce without a pipeline of developed and ready-now, internal candidates to fill key positions as vacancies occur.

Reasons for Implementing Talent Management Programs

Below are several reasons for implementing contemporary talent management programs in court organizations.

1. Avoid a dip in performance when key people leave or retire. Avoid “skipping a beat” or the steep learning curve of external replacements by having internal candidates ready to apply for and fill key positions when they become vacant.
2. Leave your organization a better place. Leave a lasting legacy by developing the next generation of court leaders.
3. Professionalize and engage the workforce. Increase commitment to the courts as an employer by providing motivated and high-potential staff with professional development and career opportunities.
4. Win the war on talent. Make working in court organizations attractive and appealing, which will help recruit and retain top talent.
5. Avoid the cost of a bad external hire. Instead, promote developed and ready internal staff who have a proven track record; they have demonstrated that they possess the requisite talents to succeed and are a good fit in a complex legal and political culture.

De-Mystifying and Modernizing Succession Planning

There are many definitions of succession planning. Numerous new terms have emerged in the last decade such as workforce planning, talent

management, and human capital management, only adding to confusion about these programs. It is no wonder many public and private sector organizations are not doing much in this area.

To clarify, all of these terms and programs are cousins of one another. While they may have some unique characteristics, they are closely related, defined similarly, and frequently used interchangeably.

Considering the many definitions and the emergence of a contemporary view of succession planning, I offer the following definition of Talent Development and Management (TDM).

TALENT DEVELOPMENT AND MANAGEMENT

A proactive and planned approach to developing and managing internal talent ensuring that an organization has a deep and reliable pipeline of qualified internal candidates prepared to fill key positions as vacancies occur.

(See sidebar on page 37 for a more detailed explanation of key terms used in this definition).

From Succession Planning to Talent Development and Management

Planning for successors is vitally important to organizational success. To that end, I am suggesting that organizations adopt Talent Development and Management (TDM) as the new term, approach, and program for systematically developing the next generation of staff to fill key positions. My rationale follows.

First, “traditional succession planning” programs are increasingly becoming passé. They have outlived their usefulness. Traditional succession planning programs, many of which

are based on and haunted by activities and practices from the 1950s such as identifying heirs apparent or a slot of replacements and making long-term staffing forecasts, have proven to be archaic, obsolete, and cumbersome in today's modern-day, dynamic environment.⁸ Traditional succession planning programs also have come to be viewed negatively in many organizations because of archaic and elitist practices. Both management and staff frequently describe them as exclusive, subjective, unfair, bureaucratic, and inflexible. Consequently, traditional succession planning programs are being replaced with broader, more comprehensive, and contemporary "talent management" programs.

Contemporary talent management programs, while having similar goals and many of the same components of succession planning programs, are designed to be more expansive, open, inclusive, and flexible. They are based on practices that better meet the needs of organizations today. For example, newly designed TDM programs:

- (1) include all motivated and high-potential staff, not just a special few and
- (2) focus on developing talent pools — groups of qualified staff — (rather than heirs apparent or a slot of replacements) for an organization's key positions, providing a steady and reliable pipeline of talent.

TDM programs designed in this way are viewed as more transparent and fair because all high-potential staff are included, developed, and eligible to compete to fill vacancies in key positions. They also are more flexible and responsive to an organization's changing staffing needs.

A second major reason for suggesting organizations implement TDM programs is that TDM conveys there is something in it for staff as well as management. Specifically, TDM programs include professional development, horizontal and vertical advancement opportunities, and career development for motivated and high-potential staff. High-potential staff are active participants in developing and managing their careers. TDM also conveys that management has a responsibility to manage internal talent: to make sure it develops deep bench strength to meet the organization's future staffing needs. Contemporary TDM programs:

- (1) convey a commitment to invest in and retain internal staff and
- (2) demonstrate a partnership with mutual benefits to both high-potential staff and the organization.

While the differences between traditional succession planning and contemporary talent management programs may seem trivial, they are not. There are significant differences in the breadth of the programs, how inclusive the programs are, how the programs are viewed by staff, how practical they are to implement and sustain, and how well they ultimately develop an organization's bench strength. Finally, TDM programs, if designed and implemented well, avoid the negative stigma frequently associated with traditional succession planning programs.

Blueprint for Success — Developing a TDM Program in Your Organization

Figure 1 presents a contemporary model and framework for developing and implementing TDM programs. This

TDM FURTHER DEFINED

Proactive and planned approach — assumes an organization will anticipate, and implement a program to meet, its future staffing needs. It also assumes an organization will not merely resort to replacement hiring, a reactive response to filling key positions, because it has not developed internal talent.

Internal talent — a short-hand term for high-potential staff. High-potential staff are people who:

- (a) are capable of advancing two or more levels beyond their present placement;
- (b) are competent to fill key positions; and
- (c) have NOT reached a career plateau.

Deep and reliable pipeline — assumes an organization develops internal talent pools — groups of high-potential staff — for key positions. Most organizations have several talent pools depending on the numbers and types of key positions.

Key positions — assume the TDM program targets critical positions, which are those that:

- (1) will leave an organization vulnerable when vacated;
- (2) are key to an organization's success;
- (3) require specialized knowledge, skills, and abilities; and/or
- (4) are hard to fill. TDM programs should focus on developing and managing internal talent for these key positions, not all positions.

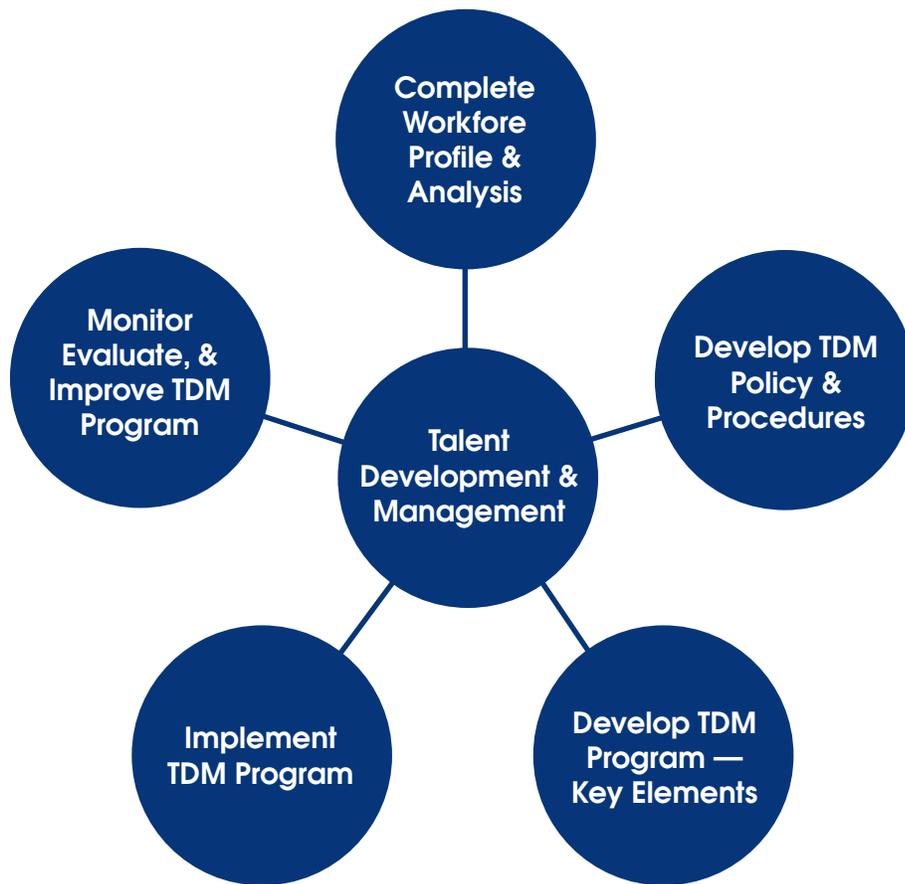
“I believe we as court leaders have a duty to invest in our profession and a fundamental responsibility to prepare our courts for the future. A talent management program, albeit challenging to implement, is one effective approach for doing both.”

“Given the current situation (as described in this article), the court administration profession needs more champions of talent management programs. We need more court organizations to develop internal programs that will proactively and systematically prepare the next generation of court staff to lead and manage the courts of the future, and will help recruit and retain top talent.”

I hope you will join me in responding to this pressing need. We must develop and strengthen our succession planning/talent management efforts.

KEVIN J. BOWLING
 Court Administrator
 20th Judicial Circuit Court and
 NACM President-Elect

FIGURE 1
 Talent Development and Management:
 Blueprint for Success



blueprint sheds the ineffective practices of traditional succession planning programs, retains past practices that are core to succession planning, and offers a new, modernized approach to developing and managing internal talent.

There are five essential elements to the TDM model. While there is a natural flow to the model, it is flexible and adaptable. It is not step-wise, per se; courts of all sizes are encouraged to use it as a blueprint for strengthening their talent management programs based on their respective organizational needs and readiness. Below is a description of each step of the model. Note, where appropriate, I suggest

different approaches for smaller-sized courts.

Complete Workforce Profile and Analysis.

Understanding your organization’s staffing needs and risk level is vitally important. Completing a workforce profile and analysis will show the composition of your existing workforce, assist in identifying organizational vulnerabilities, and enable you to project future staffing needs. It includes:

- Estimating the age, years of service, and retirement eligibility of the entire workforce;

- Calculating attrition and turnover rates (voluntary and involuntary);
- Estimating the percentage of the whole organization eligible for retirement over a rolling three-year period;
- Identifying the cumulative percentage of retirement eligible workforce over a rolling three year period by key positions, location, etc.; and
- Estimating future staffing needs for key positions.

In sum, completing a workforce profile and analysis will help prepare a business case for developing a TDM program. Courts of all sizes will benefit from this step.

Develop TDM Policy and Procedures.

This step focuses on developing a TDM program framework and securing commitment from senior leadership. It includes developing a policy statement, identifying program goals, drafting high-level procedures (e.g., how the program will work), and securing approval from senior leadership for moving forward with a TDM program. (See the sidebar for a sample policy statement and program goal.)

Other sample TDM program goals are:

- 80 percent of key positions will be filled by internal, high-potential staff.
- The organization will have at least two or three “ready-now” candidates in the talent pipeline at all times for all key positions.
- One-hundred percent of high-potential staff promoted into key positions will stay in the position, and at a minimum, will meet

expectations, for at least two years (unless promoted).

The goals established will likely depend on the court’s size. For example, larger courts will likely have more key positions and thus, will need more staff in the talent pipeline. Smaller courts may have only a couple of key positions and may need only a couple of people in the talent pipeline. Finally, courts with unions will want to inform the union leadership of this new program and demonstrate how the program will benefit its membership. Securing union support is very important to a successful TDM program.

Develop TDM Program — Key Elements.

This is the core of the TDM model. It includes developing the essential elements of the TDM program and making important decisions about how the program will work.

The eight key elements are described next.

1. *Define the scope of the TDM program.* In this step, it is essential to determine how many levels of management and/or key positions will be included in the program, and ultimately, the number and type of talent pools needed in your organization. The workforce analysis and program goals (as described above) are useful in helping to define the scope. To keep it simple and manageable, one talent pool is usually sufficient for smaller courts and two or three talent pools are usually sufficient (and recommended) for mid-size to large court organizations.
2. *Develop competency model(s).* This step requires identifying, defining, and validating the essential skills, behaviors, and personal

TDM POLICY STATEMENT AND GOALS: FIRST JUDICIAL DISTRICT OF PENNSYLVANIA (PHILADELPHIA)

Policy Statement: The District recognizes the managerial talent of its employees and seeks to develop future leaders from among its staff. The Administrative Governing Board (AGB) will promote this administrative congruity through the establishment of a management development program, which will develop the skills necessary for leadership.

Program Goal: The goal of the Management Development Program (MDP) is to develop and cultivate internal talent so that the District has a “talent pool” of knowledgeable and skilled staff who are ready to be promoted into managerial and leadership positions when positions are vacated. In short, the goal is to develop a pool of competent managers from among the Court’s existing staff from which future leaders and managers can be selected.

Source: Wagenknecht-Ivey, Brenda J., and David C. Lawrence. January 2006. *Succession Planning: Preparing Your Court for the Future*. SJI Technical Assistance Project.

“The Ventura County Superior Court has realized many benefits from our management development program, which we started several years ago to prepare the court for the future. We started slowly and have gradually expanded our program. It continues to have the support of managers, the unions, and staff alike.”

“Implementing a talent management program can be a daunting task. My advice is to start by building on your current training and development efforts. Begin to organize your current efforts into a talent management framework. Over time you can refine and expand these efforts, which will result in a sound program for developing and retaining internal talent.”

MICHAEL PLANET
Court Executive
Ventura County Superior Court

characteristics linked to excellent performance in the key positions. Derailment behaviors also are frequently included in TDM competency models. Derailment behaviors are those that have caused high-potential staff to fall off track and/or reach a career plateau.

Derived from best practices, the following are recommended when developing a competency model:

- Identify a few of the most important characteristics of outstanding performers;
- Focus on personal characteristics and behaviors that set outstanding performers apart from average performers;
- Avoid listing job tasks, duties, and knowledge, skills, and abilities (KSAs) needed to do a job or function (leave these lists to job analysis questionnaires and traditional job descriptions);
- Identify and emphasize emerging and anticipated future skills, behaviors, and personal characteristics that will be necessary to succeed in the future, not just those that have proven to be essential in the past; and
- Remember that studies have shown personal characteristics and behaviors are better determinants of success than traditional, knowledge, skills, and abilities, which are typically used in job descriptions and training curricula.

To illustrate, a small court might have one management talent pool, and thus, should develop one management competency model. The management competency model might include 8–12 competencies, each with 5–10 examples of key behaviors that

distinguish outstanding performers from average performers. Larger courts may have two talent pools: supervisory and executive. They would develop two competency models; one for each talent pool.

Figure 2 provides an example of a management competency model developed in the Ventura County Superior Court (California). It is important to note that, while not included here, each competency includes a brief definition and several behavioral statements.

3. *Develop Training, Education, and On-the-Job Development Opportunities for High-Potential Staff.* A TDM program should include a wide-range and several levels of training, education, and on-the-job learning opportunities to match the developmental needs and proficiency levels of high-potential staff. This step is accomplished by:
 - Developing an inventory of available training and educational programs;
 - Supplementing programs as needed to cover all of the competency areas;
 - Creating a wide range of real-life and real-time, on-the-job learning assignments for staff involved in the TDM program; and
 - Developing a formal and informal coaching or mentoring feedback process.

Examples of no or low cost training options include “lunch and learn” programs, online webinars, self-study courses, and locally (e.g., city or county) sponsored training programs. Regional or national training seminars, certificate programs, college courses, and

FIGURE 2
Management Competency Model for the
Ventura County Superior Court

Core Competencies (Apply to all court personnel)	Management Competencies
<ul style="list-style-type: none"> • Integrity/Honesty • Personal Effectiveness • Knowledge of the Court & Job/Quality of Work • Customer Services/Customer Focused (Internal & External) • Interpersonal/Communication Skills 	<ul style="list-style-type: none"> • Manages Multiple Priorities • Continuous Improvement/ Results Oriented • Builds Effective Relationships • Leads and Manages People • Politically Astute • Strategic Thinking • Knowledge of Court Business/Operations

executive development programs are examples of moderate to higher cost training and educational programs.

In addition, significant, real-time learning activities, such as team problem solving, job shadowing, job rotation, and special assignments, are especially effective in developing high-potential staff. Examples include giving staff opportunities to:

- Solve challenging organizational problems;
- Work in all divisions and functions of the organization; and
- Complete special assignments that develop new and stretch existing skills such as participating on a task force, writing a grant, making a presentation at a city council or judge’s meeting, and developing a budget.

The 10–20–70 rule is helpful for developing TDM programs. It suggests 10 percent of growth and learning comes from formal training and educational programs, 20 percent comes from receiving honest and constructive feedback (e.g., coaching, mentoring, 360-degree feedback), and 70 percent is derived from on-the-job, real-time learning.

Finally, staff involved in TDM programs participate in these learning activities based on their developmental needs, which are documented in their personal development plan that they and their managers develop, review, and update at least annually.

The number and types of training and development opportunities will depend on the breadth and scope of your TDM program. Smaller courts, although they will

“We as court administrators have a responsibility to prepare courts for the future including the development of the next generation of court leaders. We must make this a priority even in tough economic times. While cost is a factor, it should not be an excuse as there are many low or no-cost ways to train and develop internal staff.

It is our experience in Philadelphia that a management development program does not have to cost a lot of money. Creative approaches such as brown bag lunchtime discussions, cost sharing, calculating per person costs, using county-sponsored programs, offering online courses, and using internal staff can save money. Assigning staff to special projects — giving them stretch assignments — also is a very effective, low cost way to develop staff.”

DAVID C. LAWRENCE
 Court Administrator
 First Judicial District of Pennsylvania



likely have fewer high-potential staff involved in the TDM program, should offer a variety of training and developmental opportunities to meet the needs of high-potential staff and the organization. Larger courts, to meet the needs of high-potential staff as well as the organization, will likely need more, and different levels of, training and development opportunities for staff in the various talent pools (e.g., supervisory and executive).

4. *Develop Employee Assessment and Feedback Process.* TDM programs should have a process, procedures, and forms or templates for assessing staff for entrance into the TDM program as well as for staff involved in the program. Experts recommend staff be assessed on three dimensions:

- Current and future abilities, and personal characteristics;
- Level of engagement, which is the degree to which the person

is fully involved and enthusiastic about work and the organization and willingness to put in extra, discretionary effort; and

- Aspiration, which assesses the degree of alignment between personal aspirations and the needs of the organization.⁹

Additionally, it is recommended that organizations develop formal feedback mechanisms for staff involved in TDM programs. Multi-rater — or 360 degree — feedback, annual goal setting, and career planning meetings are examples of these formal processes. Providing staff with informal and ongoing feedback also should be built into TDM programs. Finally, the senior leadership team should review the progress of each high-potential staff person in the program at least annually.

Both large and small courts should have an assessment and feedback process, which may be more or less

formal depending on organizational needs and capacity.

5. *Develop and Maintain TDM*

Database. The purpose of a TDM database is to capture and store essential background information about high-potential staff such as biographical information, career history, and career interests. It also should track activities and progress of high-potential staff including training programs attended, special projects completed, and job rotations completed, to name a few.

Some human resource information systems (HRIS) may already have these features. As an alternative, TDM databases can be set up using Excel, Access, or similar software.

The senior leadership team will need this information, at least annually, when it reviews the status of its TDM program and the progress of high-potential staff. Without this summary information, it will be extremely difficult to manage a TDM program and assess the progress and readiness of staff participating in the program.

It is critically important for large and small courts alike to maintain a TDM database. With fewer high potential staff involved in the TDM program, smaller courts will not need sophisticated software. A simple database will suffice. Larger courts may have a need for a more sophisticated and expansive database to capture important information and track progress of high-potential staff.

6. *Finalize TDM Program Procedures.*

A TDM program has many essential parts. In this step, an organization describes how all of the parts work. For example, the procedures should describe who is eligible to

As a **reminder**, TDM program procedures should be **consistent** and **aligned** with legal and contractual requirements as well as other **internal policies** and **procedures** (e.g., employee handbook, performance appraisal system).

participate in the TDM program, how staff get into the program, the assessment process, opportunities available, requirements for progressing in the program, and the role and expectations of supervisors and the senior leadership team.

All court organizations need program procedures, regardless of size. However, they will vary based on size, goals of the program, number of talent pools, to name a few. Simplicity and ease of administration should be considered when finalizing TDM procedures.

As a reminder, TDM program procedures should be consistent and aligned with legal and contractual requirements as well as other internal policies and procedures (e.g., employee handbook, performance appraisal system). Unions should be consulted and advised on how the program will work and benefit their members.

7. *Develop Communication Plan.* A TDM program not only helps an organization meet its future staffing needs but also makes an investment in high-potential staff. Thus, it is very important to inform all staff of the opportunity to participate in this program assuming they meet the entrance requirements

(e.g., in good standing with the organization, meeting current performance expectations, future potential, fully engaged, and realistic career aspirations). TDM program procedures described above also will help explain the program. A plan for conveying information about the TDM program will ensure it is consistent, sends the intended message, and is disseminated widely using multiple media (e.g., print, online, verbal). All courts, regardless of size, should develop a communication plan.

8. *Develop Executive and Manager Training and Briefing Plan.* Members of the senior leadership team and managers at all levels will need to be adequately trained and briefed if they are to successfully lead and manage a TDM program. This group, which is integral to the success of the program, may need additional training to identify rising stars, assess their potential, prepare individual development plans, coach high-potential staff, to name a few. They also will need to understand how the TDM program works and their role in the program.

Larger courts will need a more formal and extensive training program for managers than smaller courts primarily because of the

number of supervisors, managers, directors, and executives that will need to be trained. The training and briefing plan for smaller courts will likely be more informal and smaller than that of larger courts.

Implement TDM Program.

The TDM program is rolled out and implemented in this step. It includes:

1. Communicating the program and its benefits to all staff (and unions if applicable);
2. Briefing and training managers on what is expected of them and new skills;
3. Assessing interested staff;
4. Placing eligible staff in the appropriate talent pool and at appropriate level;
5. Developing individual development plans with high-potential staff;
6. Building or updating the TDM database;
7. Providing staff with training, on-the-job learning, and coaching and mentoring per their individual development plans, which will begin to close the developmental gap;
8. Providing ongoing feedback;
9. Annually reviewing the progress of staff involved in the program,

which should be completed by the senior leadership team;

10. Annually reviewing the talent needs of the organization.

Monitor, Evaluate, and Improve TDM Program

Finally, as with all programs, the senior leadership team should continually review and evaluate how well the TDM program is meeting the goals and needs of the organization,

and modify as needed to make the program more efficient and effective, and ultimately, to achieve better results.

Conclusion

More proactive and formal talent management efforts are needed to meet the future staffing needs of court organizations. The need is high now and will only worsen in the future if action is not taken.

Court leaders across the country have an opportunity to make a

difference. Using this TDM framework, it is hoped that leaders will strengthen their current, and implement new, efforts in this area. Doing so will ensure that court organizations of all sizes are better prepared for the future. They will have deep bench strength ready to lead and manage the courts of the future.

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NOTES

1. Toossi, M. "Labor Force Projections to 2018: Older Workers Staying More Active." *Monthly Labor Review*, November 2009.

2. During each of the last two decades (1988 to 1998 and 1998 to 2008), the labor force grew by more than 16 million. In the next decade (2008-2018), the U.S labor force is projected to increase by 12.6 million, representing a sharp decline in growth from the previous two decades. The Bureau of Labor Statistics projects that nearly 12 million of the 12.6 million additional workers in the labor force over the next 10 years will be in the 55-and-older age group. And, the number of people 16-54 is expected to increase more slowly than during previous decades, causing a shortage of younger workers available to replace the aging and soon-to- retire baby boomers. Toossi, M.

"Labor Force Projections to 2018: Older Workers Staying More Active." *Monthly Labor Review*, November 2009.

3. Ibid.

4. Young, M. B. (2003). *The Aging-and-Retiring Government Workforce*. The Center for Organizational Research, page 3.

5. The other occupations included in the top five are: manufacturing, educational services, transportation, and health services (especially hospitals). Dohm, A. "Gauging the Labor Effects of Retiring Baby-Boomers." *Monthly Labor Review*, July 2000.

6. *The State of Employee Engagement, 2008, North American Overview*. BlessingWhite, Inc. Princeton, NJ.

7. Nearly half of private companies with revenues greater than \$500M do not have succession plans and only 20 percent of HR executives are satisfied with their succession plans, according to Treeline Training 2008/ published by HRDQ. Further, the Benchmarking Committee of the International Public Management Association for Human Resources found that workforce and succession planning are still rare in public sector organizations, according to its 2009 survey.

8. Cappelli, P. (2008). *Talent on Demand*, page 2.

9. Martin, Jean and Conrad Schmidt. (May 2010). "How to Keep Your Top Talent." *Harvard Business Review*, p. 59.