Strategic Employee Development (SED) Program
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By the end of FY17, 27% of the KSC S&MA workforce will be retirement eligible.
- 45% of the SA workforce is within 5 yrs. of retirement. KSC is at 39%.
- 59% of the SA workforce is within 10 yrs. of retirement (includes the 45%). KSC is at 57%.

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Retire 0-5yrs</th>
<th>Retire 6-10yrs</th>
<th>Greater Than 10yrs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>48</td>
<td>47</td>
<td>4</td>
</tr>
<tr>
<td>As of:</td>
<td>PPE 08/19/2017</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Includes Interns</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>

# of Employees
## Morale & Retention Issue

<table>
<thead>
<tr>
<th>Questions</th>
<th>S&amp;MA 2016</th>
<th>KSC 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>My training needs are assessed</td>
<td>74.0%</td>
<td>74.1%</td>
</tr>
<tr>
<td>My supervisor/ team leader provides me with constructive suggestions to improve my job performance</td>
<td>66.8%</td>
<td>74.9%</td>
</tr>
<tr>
<td>Supervisors/ team leaders in my work unit support employee development</td>
<td>67.2%</td>
<td>82.3%</td>
</tr>
<tr>
<td>How satisfied are you with the training you receive for your present job?</td>
<td>73.3%</td>
<td>68.7%</td>
</tr>
</tbody>
</table>

The **Federal Employee Viewpoint Survey (FEVS)** is a tool that measures employees' perceptions of whether, and to what extent, conditions characterizing successful organizations are present in their agencies. Survey results provide valuable insight into the challenges agency leaders face in ensuring the Federal Government has an effective civilian workforce and how well they are responding.
Strategic Employee Development

The Strategic Employee Development (SED) program provides a proactive method to counter the primary drivers by creating a deeper “bench strength” and providing a more comprehensive developmental feedback experience for the employee. This framework for doing succession planning has been customized for an S&MA organization via the identification of key positions, the corresponding critical competencies, and a process to help managers have relevant and meaningful development conversations with the workforce.

Strategic Employee Development: A pro-active, systematic way of making strategic developmental decisions to create pools of talent ready to take on critical roles in the future

Replacement Planning: Developing a list of people who can replace individuals in key roles
Process Map

Agency/Center/Directorate Mission and Goals

Identify
- Step 1: Identify critical positions

Profile
- Step 2: Create a position profile
- Step 3: Solicit development interest

Execute
- Step 4: Talent review

Follow-up
- Step 5: IDP creation

Evaluation
# Bench Strength Table

<table>
<thead>
<tr>
<th>Positions</th>
<th>Retirement Eligibility</th>
<th>Ready Soon</th>
<th>Recruitment &amp; Development Strategies</th>
<th>Overall Health</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agency Metrology/Calibration</td>
<td>5 or more</td>
<td>1</td>
<td>Look for external candidates; Develop internal pool</td>
<td>Red</td>
<td></td>
</tr>
<tr>
<td>LSP CSO</td>
<td>Within 2 years</td>
<td>6</td>
<td>Continue to develop internal pool</td>
<td>Green</td>
<td></td>
</tr>
<tr>
<td>GSDO CSO</td>
<td>Within 2 years</td>
<td>4</td>
<td>Continue to develop internal pool</td>
<td>Green</td>
<td></td>
</tr>
<tr>
<td>Branch Chief</td>
<td>Within 2 years</td>
<td>9</td>
<td>Continue to develop internal pool (focus on leadership skills)</td>
<td>Yellow</td>
<td></td>
</tr>
<tr>
<td>Quality Engineer</td>
<td>Within 2 years</td>
<td>2</td>
<td>Re-direct/emphasize development of internal pool</td>
<td>Red</td>
<td></td>
</tr>
<tr>
<td>KSC Explosive Safety</td>
<td>2 to 5 years</td>
<td>1</td>
<td>Continue to develop and widen internal pool</td>
<td>Red</td>
<td></td>
</tr>
<tr>
<td>Lead Quality Assurance Specialist</td>
<td>5 or more</td>
<td>1</td>
<td>Continue to develop internal pool (focus on leadership skills)</td>
<td>Yellow</td>
<td></td>
</tr>
<tr>
<td>Administrative Officer</td>
<td>5 or more</td>
<td>1</td>
<td>Develop internal pool; KSC pool available</td>
<td>Yellow</td>
<td></td>
</tr>
</tbody>
</table>

## Overall Health Legend
- **Red**: Small bench strength relative to projected attrition and uniqueness of skill
- **Green**: Moderate bench strength relative to projected attrition and uniqueness of skill
- **Yellow**: Strong bench strength relative to projected attrition and uniqueness of skill
- **Blue**: Extensive bench strength relative to projected attrition and uniqueness of skill
Training Themes

Opportunities for exposure across directorate

Individual Development

Training Courses

Major Reviews
Innovation Teams
Morale Initiatives

Mentoring
Self-Assessments
Coaching
Job Details
Job Shadows

Assertiveness
Innovation
Business Acumen
Crucial Conversations
Leadership Skills
Opportunities for Improvement

**Culture**

- Having full support from the top is pivotal
- Ensure buy-in from supervisors from the beginning
- Involve all supervisors throughout initiative

**Execution**

- Consider broader areas of work (e.g., technical vs management track) rather than specific critical positions
- Emphasize a similar approach across supervisors so that the quality of the employee experience is consistent
- Ensure there’s a clear development feedback and options for each employee at the talent review

**Change Management**

- Identify supervisors who are implementing best practices and leverage their experience
- Over communicate at every level. Intent can be lost in translation
- Have a forum to share ideas on how to have critical conversations
Implications

Research limitations/implications
Dependent on number of participants in the program
Duration of program requires significant preparation
Requires upkeep after program to continue reaping benefits

Practical implications (i.e. benefits of SED)
Organizations with aging workforces
   Scalable to size of organization
   Framework applicable to almost any industry
   Increases supervisor competency
   Increases employee morale
Alignment of management team on workforce strategy
   Strategic insight into organization’s training needs
Bench strength concept versus traditional one-for-one backfill

Links the ‘key competencies’ to ‘developmental ideas’ to ‘personalized feedback’

Complies with Human Resource policies while enabling management to have honest developmental conversations regarding employees

Leverages the Subject Matter Expert that currently occupies the critical positions for developmental ideas