

Succession Planning Through Phased Retirement

Phased Retirement is a human resources tool that allows full-time employees to work part-time schedules while beginning to draw **retirement** benefits.

In most state agencies there is no real succession planning underway for the training and replacement of those in critical MC positions. Couple that with a reticence by union represented employees to ascend to MC positions given the history of compensation woes and we have a "Pipeline" to MC positions that is broken. Given the demographic fact that union represented employees eligible for advancement are nearly the same age as those in the MC positions (2015 CS Workforce Management Report p.11) there remains no incentive to give up bargaining unit security and raises to accept a MC position where increased responsibilities have been coupled with an artificially diminished pay schedule. It is repetitive but bears repeating-the system is broken....broken...broken. OMCE is proposing the concept of a Succession Planning/Phased Retirement Program modeled after the successful program currently underway in Federal Agencies. It promotes written, specific mentoring agreements between the mentor and the successor. Real savings and real successorships are realized by participating agencies and the participants benefit through an improved salary or an improved retirement benefit. A win-win scenario for the participants and the public we serve.

There is nothing wrong with "the best and the brightest" competing in a modernized merit based appointment process for MC positions except for the fact that the Civil Service Department has been starved of the resources needed. The employees left at the Civil Service Department have been asked to do everything with nothing. The "pipeline" is in need of maintenance and repair so that competitive civil service exams can be developed, held and administered throughout all levels of the state workforce... It is not just the right thing to do it is a constitutional imperative that demands the administration's leadership and attention.

The Governor has stated, "Let's show that we respect labor, we respect workers and when they are respected, they do better and everyone does better. That is the New York way and let that resonate all across this country."

Let's make this true for the state's Management/Confidential workers.