

WASHINGTON STATE DEPARTMENT OF REVENUE

Growing tomorrow's leaders today

Presented by Steve McLain, Assistant Director HR



THE PROBLEM

*How do we develop and retain strong
successful leaders?*

MANAGERS READY TO RETIRE

44%

*ARE ELIGIBLE NOW OR WITHIN 5
YEARS OF RETIREMENT*

An aerial photograph of a dense forest with a mix of green and yellowish-green foliage. A white rectangular box is centered horizontally and vertically, containing the text 'We are not alone' in a white, italicized serif font.

We are not alone

Our approach



**SUCCESSION
PLANNING**



**CRUCIAL
CONVERSATIONS**



**LEADERSHIP
CAPSTONE**



**LEADERSHIP
SUMMIT**



**MENTOR
PROGRAM**

Succession Planning

Developed formal succession process for critical positions

Focused on retaining knowledge that could be lost with departure of long-time employees

Identified strategies to address training needs

20



*FORMAL SUCCESSION
PLANS COMPLETED IN
2018-19*

19



*KNOWLEDGE TRANSFER
PLANS DEVELOPED*

Crucial Conversations



TRAINING SERIES



Crucial Conversations



Influencer



Crucial Accountability

100%



*OF LEADERSHIP TEAM
AND PROGRAM
MANAGERS HAVE
COMPLETED THE SERIES*

95%



*OF AGENCY MANAGERS
HAVE COMPLETED
CRUCIAL
CONVERSATIONS*

400



*EMPLOYEES HAVE
COMPLETED CRUCIAL
CONVERSATIONS COURSE*

LEADERSHIP CAPSTONE PROGRAM

*Six-month intense,
hands-on Leadership
Competency based
training*



"This was a very worthwhile program, and I learned so much as a participant."

-Capstone graduate



Leadership Summit

TWO-DAY TRAINING AND NETWORKING EVENT

All managers and supervisors were asked to attend

LEADING FOR TOMORROW

The conference theme was woven into all of the keynote and breakout sessions

TABLETOP EXERCISE

During one lunch period, leadership led feedback discussions with each table

Mentor Program



PILOTED IN 2017

As a tool to improve employee development



TWO TRACKS

Leadership Development - 12 month focus on leadership skills

Development - up to 6 month focus on specific skills



GROWING PARTICIPATION

Since it's launch, 24 learner-mentor pairs have participated in the program



What's next?

Thank you



ANY QUESTIONS?