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Agency Workforce and Succession Planning Guide

Workforce and Succession Planning

State agencies find themselves in a time when the demand for services has increased with an expectation that those services will be high quality; and the accountability for results is exceptional. Therefore agencies must be citizen-centered and results-driven. In an effort to improve and enhance effectiveness and to support State agencies in their drive towards becoming high performing organizations, the Department of Civil Service (DCS) in collaboration with several partner agencies has developed this guide to effective workforce and succession planning.

This edition of the Workforce and Succession Planning Guide has drawn from a number of sources including the very robust and valuable “Workforce and Succession Planning” guide that was developed by an interagency workgroup in 2002.

This guide provides an updated and consolidated view of Workforce and Succession Planning and is intended to give agencies a consistent, off the shelf approach to this work.

We hope you find it useful!

Table of Contents

Workforce and Succession Planning: What It Is and Why We Do It

Workforce and succession planning are two parts of the same whole; a systematic approach for identifying and addressing the gaps between the workforce of today and the needs of tomorrow. It is a dynamic and continuous process that involves executive leaders, Human Resources (HR) Offices, employees, managers and others working together to identify the right person, for the right job at the right time. For the purposes of this guide, we will use the terms interchangeably; however, you will decide what future talent planning approach is best for your agency and use the tools in this guide accordingly.

Effective workforce and succession planning enables an agency to:

- Align workforce requirements directly to an agency's strategic and operational plans;
- Find the gaps that exist between current workforce competencies and future competency requirements;
- Identify and implement talent gap reduction strategies;
- Decide how best to structure an organization and deploy its workforce; and
- Identify and overcome internal and external barriers to accomplishing strategic goals.

Planning with a Talent Focus is Succession Planning

This approach focuses on identifying and developing individuals with the potential to fill critical positions. This type of planning increases the availability and organizational exposure of experienced and capable employees who are prepared or preparing to assume these roles as they become available.

Planning with a Function/Role Focus is Workforce Planning

This approach looks at the workforce as a whole but focuses specifically on critical functions. An outcome of this function/role approach is a plan for how work performed within that function can continue, should an incumbent leave. A workforce plan of this type does not have to focus only on managerial or supervisory positions; it should also include individual contributor positions that require unique and/or hard to replace competencies.

The Workforce and Succession Planning Process

Getting Started: Identifying Scope and Context

What issue, initiative, or organizational unit needs your attention? How do the related workforce issues affect the organization's strategic direction? Do you have an immediate critical talent need or do you have time to plan?

If your organization is new to succession planning, conducting a ***key person*** or ***key position*** risk assessment may be a natural place to start.

Although every employee is a contributor to organizational success, some employees, due to the nature of their position or individual competencies, fall under the category of "key employees." The knowledge and skills that these 'key employees' possess are necessary to achieve organizational goals and are not commonly found in the workforce, which makes replacing the employee much more difficult. This situation is also referred to as "key person dependency."

Similarly, there are "key positions" in organizations that when vacant can cause significant impact on the organization's ability to operate smoothly. Often, succession planning centers on addressing what happens when the loss of either a "key person" or "key position" generates unacceptable operational risks; however, ideally workforce planning considers all aspects of staffing an organization and starts as soon as an employee is hired or a position is created.

Regardless of your experience level, clearly identifying the business objectives, how outcomes will be measured and defining success is a necessary part of your process design.

Conducting the Key Person/Position Risk Assessment

What risks to continuity of operations does your organization face as employees separate from service? How do you identify risk areas? How do you prioritize the identified risks? What data do you collect to measure risk?

As mentioned above, usually the primary business objective for workforce and succession planning is to mitigate the risk associated with the loss of a key person or vacancy in a key position. Organizations will experience attrition; the key to good workforce planning leadership is to be prepared for it. Employees leave organizations for a myriad of reasons and it is not always a bad thing. However, effective leaders continuously evaluate their workforce separation risks and develop and/or execute appropriate replacement plans. Once your planning target (position, work unit, division) has been identified, it is important to understand the environmental risk factors affecting ***talent retention*** and ***acquisition*** relative to the agency's overall strategic plan.

Assessing Retention Risk Factors

Assessing retention risk allows managers to prioritize their talent vulnerability and provides insight in to mitigation strategies.

In assessing ***Key Person*** or ***Key Position*** risk and understanding the associated risk factors, some issues to evaluate are:

- **Is there a…**

  Retention risk?
  - Difficulty in retaining employees due to factors such as environment, job stressors, wage/shift issues, travel, etc.
  - A high degree of turnover for any reason
  - Perceived lack of a promotional career ladder or developmental opportunities

  Replacement risk?
  - History of difficulty in attracting qualified candidates, internally or externally, despite your best recruitment efforts

  Separation vulnerability?
  - High-demand occupations
  - New employees or those in transition (e.g., between educational experiences)
  - Aging workforce may choose retire or begin new careers

Assessing Talent Acquisition Risk Factors

Managers want to fill positions with employees who possess the required skill sets and look to the Human Resources Office to source those applicants. This requires HR to know the status of the available internal and external talent pools.

Working with your managers/supervisors, identify key and/or mission critical positions in your organization, keeping in mind that the positions you identify aren't limited to managerial level roles. Include any positions that, if vacant, would significantly impact operations. Typically these are positions whose duties cannot be assumed by another person, in their entirety, for an extended period of time.

When assessing environmental issues that affect talent acquisition some factors to consider include:

- What direction is your agency taking, and what is the impact of that direction on your workforce planning efforts? Consider agency mission or changes to mission that create a need for change in talent needs. How is your organization and its culture changing? What are its strengths and weaknesses?
- How will technology change the way employees work, interact with and deliver services to customers? How are your customers' expectations, businesses and lives changing?

- What is the newness or scarcity of the needed skill set? The identification of key person dependencies becomes critical in order to avoid disruption of agency operations. Include any staff at any grade level who perform functions deemed critical to operations, where the performance of those functions is dependent on the individual's skill set. Having or developing a talent inventory can become a critical tool in planning for future needs.

Once you've considered the above points they may be helpful in identifying occupational and/or educational trends that will help you anticipate the impact of changes in federal, state, and/or local government operations on future workforce needs. An effective assessment of environmental factors requires collaboration and communication among agency leaders and managers, as well as an understanding of the broader labor market. Knowing the influences that can result in a change in your strategic direction provides additional context for planning.

External influences on available talent include the economic, political, social, educational, demographic and cultural changes that affect your organization's operations, such as:

- The labor market in your area; what are the employment trends at the state and national levels? The Department of Civil Service (DCS), Department of Labor (DOL), the Federal Bureau of Labor Statistics, and the US Census Bureau provide comprehensive data in the event that an investment in new or scarce skill sets will be needed; or

- Federal, state, or local government changes that might impact your agency. Look to industry trends or professional organizations that can give planners insight into these changes.

Identifying Essential Work and/or Functions

Essential Job Duties (WSP-101)

You've identified the key person(s) and key position(s) for which you need to develop a plan. Now you need to consider the actual work that will be impacted by a key position vacancy or key person departure.

Will the work be the same, evolving, or brand new? Do we need to replace staff that are leaving or can the work/function be redistributed or reassigned?

Assessing the future talent needs of an organization requires a deep understanding of the anticipated changes in the work of that organization that will be necessary at the time the positions will be filled. Evaluating anticipated work changes relative to established duties descriptions, minimum qualifications (MQs) and organizational structure will be a part of what you identify in the planning process by considering:

- How will existing services be enhanced or changed? What new services will be offered? What activities will no longer be performed? How quickly will those changes occur?

- Will these enhancements involve reengineering, introduction of technology, or other significant changes in the work process and/or function?

- Will functions or work be consolidated or redistributed within the organization? Are reorganizations planned or needed? Does the current structure make sense given your future needs?

Projecting Demand for Talent

What talent is needed to meet the organization's staffing needs? What staffing levels and knowledge, skills and abilities (KSAs) or job titles will be needed to perform the functions and/or work? Are there data points that can be used in the analysis of your results?

Once the future or anticipated functions and/or work to be performed are described, identification of the KSAs, personal characteristics or competencies employees must possess to be successful in performing each of the functions or positions must be determined. Identifying the number of staff needed with each KSA or competency set is important in order to identify what staffing level is needed to perform those functions, either by supplementing existing staff or by confirming existing staff level sufficiency.

In assessing the demand for talent, the planning team should consider the talent they have, what KSAs are needed or how many positions in each job title will be necessary and in what timeframe to meet the demands of agencies customers.

- What KSAs are needed to perform each of the functions? Can we "grow our own" or do we need to source talent from outside the agency? How will diversity/inclusion be assured?

- Does the agency have the right mix of job titles to cover all the needed KSAs and competencies? If not, what is needed? Is there a competency gap within existing titles?

- What staffing levels will be required by competency and/or title, level, organization, and geographic location? Will supervisor/staff ratios change? Are the projected workload volumes (e.g., projects, client visits, cases, etc.) changing?

- Is there potential technology, budget, organization, work process, and service delivery changes that impact needed competencies and staffing levels?

Knowing the Talent Pool: Who is Available

What is the available talent pool for the needed KSAs/competencies? Where will employees be sourced from to staff the functions? What does data on the current workforce tell you about the likely availability of qualified people when you need them?

Identifying your talent pool involves conducting an inventory of your current workforce or segment of the workforce, as appropriate to your scope, and determining what the supply will be after projected attrition. Using the NYS Workforce Management Reports and Workforce Analytics, including the report functionality within NYSTEP, HR Directors can measure historical attrition by title, occupation, location etc. This information can be reported based on various time horizons including pay period, fiscal year or calendar year. The reasons for attrition such as transfer, resignation, promotion, etc. can also be identified in these reports. The above mentioned tools can provide insight into potential retirements based on the age and years of service of employees in the work unit for which you are doing your planning.

- Apply the estimated attrition rates to the current workforce numbers to project the future talent pool size for your planning horizon. Estimated attrition rates should recognize a number of variables, including demographic factors such as the aging of the workforce and historical patterns of attrition, keeping in mind that past attrition may not be an accurate predictor of future attrition.

- When determining the existing talent pool, compare the projected number of vacancies with the projected demand to determine the number of staff needed by title or skill sets/competencies by organization, location, etc.

When determining the available talent pool, consider the following:

- What are the existing employees' KSAs/competencies based on their titles? What are the employee-specific competencies, including those that fall outside of normal duties, for instance an employee who speaks a second language or has graphic design skills as a result of a second job? Are there any performance issues with the current talent pool?

- What are the demographics of the scope area competencies (i.e., titles, grade levels, organizational structure, retirement eligibility, etc.)?

- What are the attrition rates for each in the aggregate and by category such as retirement, resignation, death, external transfer, or interdepartmental promotion?

- What are the projected attrition rates, factoring in your assumptions about the variables involved, such as the likelihood that certain employees will retire?

- Based on the existing demographics (age, service) and projected attrition rates by title/competency set, what will the future composition of the workforce be without factoring in any hiring?

Conducting a Gap Analysis: Projected Demand vs. Available Talent Pool

Sample Gap Analysis (WSP-104)

What positions, titles, or functions require interventions to ensure the recruitment, appointment, and retention of employees with the skill sets required.

By comparing the expected staffing needs (demand) with the projected available talent pool (supply) you can identify and begin to address the organization's projected talent gap. Keep in mind that gaps typically fall into the following areas:

- Too many staff performing functions, which are declining or becoming obsolete or are likely to be eliminated or redistributed;

- Inadequate talent pool or pipeline of qualified people for positions in titles whose duties and responsibilities will likely remain the same; and/or

- Inadequate talent pool of people with needed skill sets for positions that may have evolving or new duties.

Now that you've identified the talent gap(s), you can begin to structure your plan. You know the kind and numbers of 'human resources' you will need to successfully fulfill your organization's mission and you have a good understanding of the internal and external availability of those resources. You must determine the best approach to meeting your agency’s future needs and optimizing the available talent by answering some of the following questions:

- Are there current eligible lists for the titles involved? If so, when are they scheduled to expire? If the present lists will be in effect for the planning horizon, how suitable are the available candidates on the eligible lists and how many are likely to still be on the lists when they are needed? Could other eligible lists be declared appropriate to fill the titles?

- For positions that would be filled via promotion, what are the qualifying and possible qualifying titles that feed into those titles? Are the existing eligible lists reflective of future needs? Are transfer candidates viable sources? Would a non-competitive promotion be appropriate or possible?

- When will the next exam be held? How will the exam cycle contribute or detract from the agency's ability to appoint qualified candidates?

- Where there is no appropriate title to provide the competencies needed, to what extent does the projected workforce provide these competencies? Consider the estimated number of qualified people, likely qualifying titles, and the estimated number that would pass an appropriate exam. This assumes that the positions would be in the competitive class.

- For titles filled on an open competitive basis, how many staff would need to be recruited externally? Is Section 70.4 transfer an option? If so, how many qualified candidates could be expected to come from that source?

- How many staff, by title, will no longer be needed to perform their current function(s)? As your organization takes on lean initiatives, this may be an opportunity to re-evaluate the deployment of staff.

Prioritizing

What is the order of importance of addressing the gaps you have identified?

With appropriate feedback from agency leadership and other stakeholders, you can now prioritize staffing gaps in terms of which positions have the greatest impact on the success of your agency, office, division, etc.

- Which staffing gaps can be handled in a routine way with a minimum commitment of resources (e.g., continue the exam process that was successful in the past and is expected to meet anticipated needs)?

- Of the remaining staffing needs, what are the benefits and risks of addressing or not addressing each? Based on the benefits and risks, what is the relative priority of each of the needs?

Developing and Implementing Solutions

Program Workforce Summary (WSP-103)

What specific actions will you take to address the priorities?

As you consider possible approaches for meeting the identified staffing needs, consider the kinds and numbers of staff resources and other associated costs you will need to execute your plan. Solutions fall into the following broad categories:

Position Classification Actions

It is likely that a percentage of future work can be performed by positions in existing titles, with perhaps some modification in expectations and capabilities. The remaining percentage may require position classification work to determine appropriate titles for the new duties and related capabilities.

- Do current titles and Minimum Qualifications (MQs) accurately reflect the future or anticipated duties to be performed or do they need to be changed? Are there existing job titles that are a better fit?

  If the tools or methods have changed, but not the job or the MQs, focus on appropriate recruitment/selection and/or development strategies to ensure employees have the KSAs needed to be successful.

- Are any of the special salary tools, (e.g. salary, geographic area pay differential, occupational pay differential, shift pay differential, and appointment above minimum salary) a viable option for addressing specific recruitment and/or retention problems?

Staff Development Strategies

Staff development strategies address skills gaps by preparing employees for specific positions, titles, or occupations, and can potentially solve the talent pool limitations that you have identified. Additionally, staff development activities not only increase employee engagement, but also can slow the rate of attrition. Generally, this approach addresses:

- Strategies to develop or enhance the identified KSAs/competencies in the existing internal talent pool that need to be developed or enhanced. Will investment in the training and development (upskilling) of existing staff produce the necessary level of capability?

- The positions/titles or candidate fields to be developed to ensure the best impact on service delivery. Do managers and supervisors have the tools (coaching and mentoring skills, information, and other resources) necessary to develop their staff?

- How the organization invests in and uses employee IDPs and performance plans. Are your agency's individual development plans and performance evaluations up-to-date for each employee? Are trainings recorded in the State Learning Management System (SLMS) and discussed as a part of the performance program? Do the offerings in SLMS meet your organization's needs? Is there other available training?

  (**Note:** In addition to training offered in SLMS, and by the Governor's Office of Employee Relations, training is available through the NYS and CSEA Partnership for Education and Training.)

Knowledge Transfer Strategies

Cross-training, job rotation, exit interviews, documenting best practices, documenting work processes and procedures, identifying opportunities to streamline and automate processes and procedures are other ways to engage staff in professional development. These knowledge transfer activities can also provide an opportunity to assess skill and competency gaps within your organization. The benefits of engaging in some of these knowledge transfer approaches are:

- The methods and procedures for the work performed are documented.
  - What about the processes, methods, tools, and techniques of people with special skills and responsibilities? Do you use YouTube or other social media to capture and share knowledge?

- Records are created that memorialize valuable information on important projects, events or decisions.
  - Is critical information archived? Do you have a communications system in place that encourages the sharing of information on all aspects of your operation and experience across organizational boundaries?

Recruitment and Selection Strategies

Recruitment and selection strategies that are designed to find, attract and hire the best qualified candidates require HR managers to have a clear understanding of the MQs, skill sets, and competencies that their agency needs to be successful. The HR team, armed with that critical information, will work with DCS so that examination plans and results produce candidate fields that are responsive to organizational needs.

Finding and choosing the best talent requires a planned approach that actively, regularly and consistently positions your agency and New York State as an employer of choice. The earlier that an agency recognizes the need to source talent from outside of the State workforce, the sooner a sourcing and recruitment plan (including test planning and development,) can be created and implemented.

When developing recruitment and selection strategies with DCS consider:

- Is there an alternative selection approach that will better screen/rank candidates by the priority KSAs? Can traineeships be established?

- Are selection strategies best linked with recruitment strategies (e.g., administering training and experience exams on the spot on college recruitment trips)? What special approaches can you employ to recruit a diverse workforce? Can you pool resources with other agencies that are focusing on the same candidate field, creating a cooperative framework in which to compete for candidates?

- Which gaps will be addressed through innovative and aggressive recruitment strategies? Are you using social media to get the word out?

- How can you capitalize on partnerships with colleges, trade schools and universities to identify internship/externship opportunities?

- What other creative approaches can you develop to address the supply, such as partnering with educational institutions to refer and/or develop candidates for difficult to fill positions?

- Could retiring employees mentor employees in the unit for a period of time before they retire? Are there opportunities for knowledge transfer before or after retirement? Could the retiree's successor be appointed to a duplicate or other position to "shadow" the incumbent so the successor can learn firsthand?

- Does your talent pool include public retirees who are interested in returning to the workforce? *(While this can be a viable "stop gap" for hard-to-fill positions, care should be taken to fully understand the provisions of Sections 211 and 212 of the NYS Retirement and Social Security Law. You should advise public retirees to contact their retirement systems to discuss the impact their returning to work in the public sector could have on their pensions.)*

Retention Strategies

Employee development, employee engagement, and employee recognition are critical business functions that encourage talented staff to stay in place. Consider:

- How can quality of work life be improved to make the organization a more desirable place to work? Is the environment clean, orderly, and professional? If not, can resources be obtained to address problem areas?

- How are new employees onboarded? Do you have "hosts" or "buddies" to help new hires get acclimated? How can relationships among colleagues, supervisors, and managers become more collaborative, positive, and enriching?

- Do you conduct exit interviews and administer surveys to find out what employees need and want?

- Is there diversity among the staff? If not, how can you incorporate diversity into your recruitment and development strategies? Can the 55b/c program or other appropriate mechanisms be used?

- What scheduling or work options can you consider implementing to help employees better balance work and home life, such as alternate work schedules or part-time work?

- How can assignments be made more challenging and varied? Are employees provided opportunities to learn and grow? Can additional resources be devoted to career development? Are transitional opportunities available, such as traineeships for clerical, secretarial and paraprofessional staff?

- How can promotional opportunities be enhanced in conjunction with other strategies? What rotational opportunities are available? Does your agency have a mentoring program?

- How are employees recognized and rewarded for their performance? Are all employees aware of the programs or process available for recognizing good work? Are sufficient supports in place for managers to motivate and support their employees?

Evaluating Your Efforts: Measurement Criteria

Workforce and succession planning, like other business processes, is continuous yet cyclical. It's continuous because once you identify your talent gaps and the approaches you will employ to address them, you should be in an ongoing state of developing and delivering training, knowledge transfer and other performance related experiences to your team. You should be coaching and possibly, mentoring staff who are on the path towards increased responsibility and contribution to your organization. You should be working with your managers, your HR team and DCS to identify sources of talent, both internally and externally. The good news is you will be doing this with a focused and intentional approach for finding, developing and retaining the very best staff available.

It's cyclical because now that you have a plan and an approach for measuring the success of that plan, you will be required to review it on a regular basis. Generally, once per year is sufficient for an in-depth review of your plan; however, if your agency, division or work unit undergoes a significant shift in the nature, location, customer base, etc. of the work you do, it's a good idea to review your workforce plan concurrent with that shift. This mid-stream review will ensure that you continue to have the talent you need to manage any change or organization experience.

Sample Measurement Criteria

- Percent of staff with IDPs
- Number of successful promotions into 'key positions'
- Percent of open positions/key positions filled
- Percent of key person/position turnover

As you prepare for the next planning cycle, take some time to evaluate how your initial plan worked and assess whether or not you established metrics and milestones that accurately measured your success in achieving your objectives. Also consider:

- Has the strategic plan or other operational plans changed since the beginning of your effort? If so, what are the implications for the strategies implemented?

- Have the strategies implemented achieved the intended results? What worked well? What didn't? What changes would you like to make to the planning process?

- To what extent have your assessments of the demand for talent vs. the availability of talent projections been borne out? Is a new analysis necessary before revising the strategies? What adjustments to the strategies are needed?

Workforce and Succession Planning Resources

Forms

Key/Critical Positions	WSP-100
Essential Job Duties	WSP-101
Individual Development Plan	WSP-102
Program Workforce Summary	WSP-103
Sample Gap Analysis	WSP-104

NYSTEP Report Descriptions

Below is a listing of selected NYSYTEP reports that agencies may find useful for workforce planning activities. Access to these reports is dependent on your overall NYSTEP permissions.

Agency Roster: This summary report provides detailed information on an agency's positions. Incumbent information is also included. Data as of end date of last certified payroll period.

Agency Roster Grouped: Agency roster that is grouped by Title Code, by SG, or by location. In addition, the roster can be created for particular Occupational Groups. Data is updated at the end of each business day.

Agency Roster Standard: Agency roster that can be sorted by Item Number, Employee Name, Employee SSN or Alpha Title. Data is updated at the end of each business day.

Agency Roster With Pay Differentials: This report contains information from PayServ such as Location Pay, Inconvenience Pay, and Pre-Shift Briefing Pay. Data is current as of last certified payroll period.

Agency Separation and Transfer Report: This report gives an overview of separations, leave of absences, resignations and terminations within defined time periods. Data is updated the Monday following an Administrative pay date.

Agency Title Listing: This report provides an overview of an agency's title structure. It displays the total number of positions in a title series, the number that is filled at the budgeted level or appoint level changed. It also gives an appointment status summary (number of positions filled perm, contingent perm, provisional, temporary), and the total number of vacant and temporary service positions.

Agency Workforce Information: This report provides an overview of the agency's current workforce. Distributions by jurisdictional class, employee appointment status, gender, ethnicity, federal occupational category and union representation are displayed. The most populous titles in the agency, titles with provisionals and titles with part-time workers are also shown.

Employee Listing: This report is an alphabetic listing of current employees in an agency. Data is current as of last certified payroll period.

FTE Report: The information in this report is derived from PayServ and NYSTEP. Hourly employees are reported as 1 FTE. Employees without a reported PayBasis are reported as Annual Salaried. Data is current as of last certified payroll period.

Leave Summary Report: Provides a total count of employees on leave as well as counts by leave types. Selections can be made on agency, title, salary grade range and effective date range. Data is updated hourly.

Location Position Summary: Position counts by location. Data is updated at the end of each business day.

Position Characteristics Report: This report provides information by agency for positions and can be sorted by title code and funding source, control agency earmark status and/or appointment level changes (position filled at other than budgeted title). Data is updated at the end of each business day.

Position Characteristics Report All Agencies: Data as of previous day COB.

Position Summary: Displays the position's current attributes (e.g., SG, NU, JC, Pos. #, Location, etc.) and changes (reclassifications, moves, extensions) made to the position over the years. Data is updated at the end of each business day.

Position Title Detail: This report provides position and incumbent information on filled and vacant positions based on the classified title. The report also displays encumbent information where applicable. Data is updated at the end of each business day.

Position Title Summary: This report was previously named Position CCMP Summary Report.

Retirements Terminations Report: This report gives an overview of attrition within defined time periods, and is available in Detail or Summary form. Depending on security access, the report can be requested statewide, for a single agency or for a particular title code. In addition, you can create a report that is grouped by FY, or for any time period that you choose. Data is updated hourly.

Separations Report: This report gives an overview of Separations within defined time periods, and is available in Detail or Summary form. Depending on security access, the report can be requested statewide, for a single agency or for a particular title code. In addition, you can create a report that is grouped by FY, or for any time period that you choose. Data is updated hourly.

Title and Salary Plan: This report provides specific information on distribution of titles and associated grades by agency or statewide. Data is updated at the end of each business day.

Vacant Position Roster: This report identifies vacant positions within an agency. It can be requested for an entire agency, a title code, pool ID or grade range with in an agency. Data is current as of last certified payroll period.

Workforce Planning Report: This report allows retrieval of information by employees' retirement tier, and age/length of service. Data can be filtered by Title, SG, NU, etc.

Web Resources

http://www.morganfranklin.com/website/assets/uploads/documents/MorganFranklinConsulting_KeyPersonDependencies.pdf

http://shrm.org/about/foundation/products/Documents/2013%20Engagement%20Strategy-FINAL.pdf

http://www.cs.ny.gov/dpm/workersdisabilities.cfm

http://www.bls.gov

http://factfinder.census.gov/faces/nav/jsf/pages/index.xhtml

http://www.labor.ny.gov/home/

http://www.cs.ny.gov/businesssuite/Workforce-Management/Succession-Planning/workforceplans.cfm