



KENNEDY SPACE CENTER

GO

# Strategic Employee Development (SED) Program

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REACH  
— NEW —  
HEIGHTS

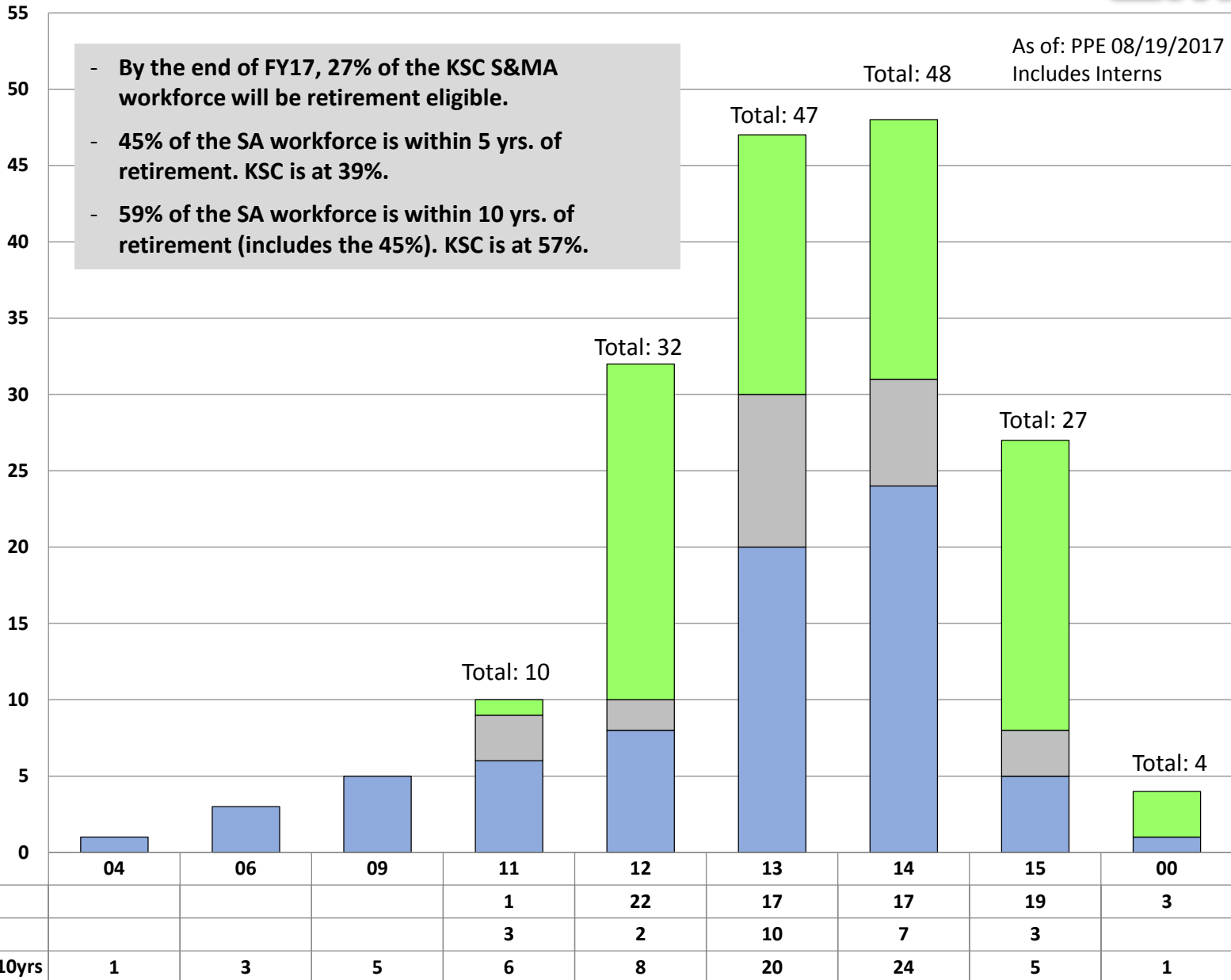
BENEFIT  
— ALL —  
HUMANKIND

REVEAL  
— THE —  
UNKNOWN





# Aging Workforce Issue





# Morale & Retention Issue



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

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.



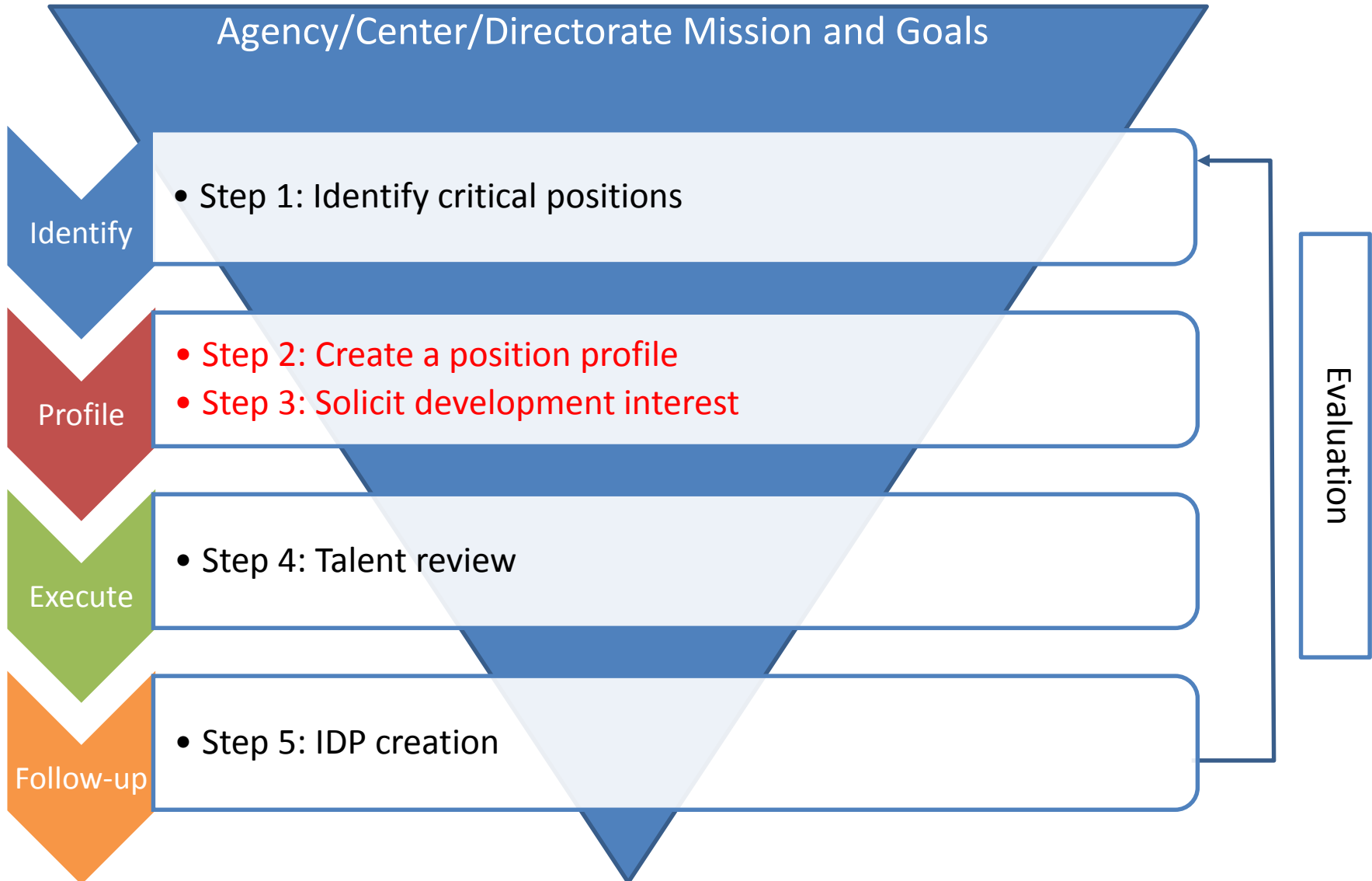
**Strategic Employee Development:** A pro-active, systematic way of making strategic developmental decisions to create pools of talent ready to take on critical roles in the future



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



# Process Map





# Bench Strength Table



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

## Overall Health Legend



Small bench strength relative to projected attrition and uniqueness of skill

Moderate bench strength relative to projected attrition and uniqueness of skill

Strong bench strength relative to projected attrition and uniqueness of skill



# Training Themes



Opportunities  
for exposure  
across  
directorate

**Major Reviews**  
**Innovation Teams**  
**Morale Initiatives**

Individual  
Development

**Mentoring**  
**Self-Assessments**  
**Coaching**  
**Job Details**  
**Job Shadows**

Training  
Courses

**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



# Originality/Value



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

