BC Public Service Agency
Executive Transitions Report

Acknowledgements

2016 marked the 20th anniversary of the founding of Berlineaton. In that time, we estimate that we have engaged with over 20,000 people in a variety of sectors and workplaces across Canada, and elsewhere. We learn from our clients during each one of these assignments and incorporate this knowledge into our work, continuously improving our approach as we go. We want to acknowledge the courage, vision, and commitment of each of those 20,000 people, and the contribution they have made to our learning journey. We also look forward to our next 20 years, and the opportunity to engage with, learn from, and be inspired by other visionary leaders the world over. **Be bold.**

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Table of Contents

List of Appendices

Section 1.0: Executive Summary

In June 2017, the BC Public Service Agency (PSA) engaged Berlineaton to develop a framework to ensure excellence in executive transitions and to assist the PSA in addressing Recommendation #30 of the recent Ombudsperson's report, *Misfire: The 2012 Ministry of Health Employment Termination and Related Matters, viz*:

> *by September 30, 2017, the Public Service Agency [will] provide a report to the Head of the Public Service on ensuring excellence in executive transitions so that senior executives new to their portfolio are appropriately and effectively supported to immediately carry out their new responsibilities.*

The key deliverables of this Executive Transitions Report were as follows:

- Best Practice Review (executive transitions and knowledge transfer/management) within the BC Public Service (BCPS) and cross-jurisdictionally
- Meetings with current executives, key stakeholders, and the PSA lines of business that impact the effectiveness of these transitions
- Current state description, and,
- Report of recommendations that are actionable, cost-effective and timely and achieve excellence in orientating and transitioning executives to their new portfolios.

In developing this report, we undertook the following six steps:

1. We formed and met frequently with a Project Management Team (PMT) made up of executives of the PSA and the Berlineaton Consulting Team.
2. We conducted a jurisdictional scan of public and private sector organizations including the Governments of Ontario and Alberta, and TELUS Corporation.
3. We conducted best practice research including meetings with the PSA's approved list of Executive Coaches, and conducted secondary research of best practices in executive transitions and onboarding.
4. We conducted a review of current practices within the PSA and Office of the Deputy Minister to the Premier.
5. We conducted five, three-hour Focus Groups of six to ten BCPS executives who have had recent experiences transitioning within the BCPS.
6. We generated twenty-five insights, six Guiding Principles for excellence in executive transitions, and four recommendations.

The six steps described above took the form of three clusters of effort:

- **Focus Group Sessions** with executives who have been part of recent transitions within the BCPS, separated into five different cohorts – to help us understand and single out different needs based on the type of transition they experienced.
- **Jurisdictional Scan,** where we interviewed the leaders of two other provincial governments similar in size to the BCPS, and who have strong reputations for their efforts in the area of executive transitions, and an international telecommunications company with 50,000 employees, TELUS Corporation.
- **Best Practice Research,** where we undertook internet-based secondary research on the topics of executive transitions and onboarding.

We then conducted an analysis and theming of findings into insights, formulated recommendations, and drafted this report.

This effort, which took place over several months, is shown graphically as a project plan in Section 3.0. It resulted in the identification of twenty-five insights grouped into three categories: current process, jurisdictional scan and best practice research. These are introduced below and summarized in Section 5.0.

For the current process, Focus Group participants provided their recommendations about how to improve the existing executive transitions process, highlighting the opportunity for increased levels of Deputy Minister (DM) accountability, more consistent approaches to all stages of the executive transitions process, and an expanded view and tailored approach (for the transitioning executive to lead) to onboarding that leads seamlessly into a more structured stage of ongoing support.

In the jurisdictional scan, we found that the other provincial jurisdictions face similar challenges to those of BC, and are making efforts to improve their processes and manage talent more strategically in an era of diminishing resources and challenging demographics. This includes an emphasis on a strategic approach to talent management and succession management and higher levels of DM accountability. A strategic approach provides consolidated, enterprise-wide information which leads to better-informed down-stream decision making. DM involvement increases the levels of accountability for success of the transitioning executive.

Our best practice research corroborated our findings in the two others clusters of effort; it emphasized the need for a tailored approach to executive transitions and onboarding and pointed strongly to a strategic approach to talent management through the design of a talent management framework that drives the selection of information systems and organizational structures in service of managing talent strategically.

Six Guiding Principles

The twenty-five insights led us to the creation of six Guiding Principles in Executive Transitions which also informed our recommendations. The Guiding Principles are intended to guide the creation of executive transitions practices, and are meant to be self-evident, self-validating, objective and neutral 'rules', 'norms' or 'beliefs' that do not change or shift when circumstances change or shift.

1. Overall, a consistently applied, well communicated approach will improve the executive transitions process.

2. Increased levels of accountability, responsibility and ownership by the transitioning executive's leader and his/her organization for the transitioning executive's onboarding success will accelerate overall performance and success.

3. A focus on knowledge transfer, encouraging inquiry and feedback, and creating access to a pre-determined network of support will enable better and more effective decision making by the transitioning executive.

4. Access to a menu of tools, supports and resources with facilitated development of a customized onboarding plan reflective of the environment the executive is entering will accelerate the transitioning executive's onboarding experience.

5. Setting the executive transition's process in the larger context of succession management will improve decisions related to who, where, when, why and how.

6. Improving upstream information about the pool of executives, including competency strengths, gaps, and readiness will assist in better individual decisions about who to transition when, where, why and how.

Four Recommendations for Excellence in Executive Transitions

Following are four recommendations which include process improvements, a risk management framework for excellence in executive transitions, a systems approach to human resource management, and tactical additions and modifications to the current Where Ideas Work – A Corporate Plan for the BC Public Service, 2016. These actionable recommendations were created using the Guiding Principles as a foundation:

Recommendation 1: Make improvements to the existing Executive Transitions Process

Overall

1. Increase the accountability of the DMs for ensuring the success of transitioning executives. This could be through the formation of a deputy minister council similar to those formed in the Government of Alberta.
2. Provide a more consistent process at all stages of the executive transitions process.

Stage 1: Recruitment and Selection

1. Where possible, increase procedural certainty through better communications.

Stage 2: Onboarding

1. Develop individualized onboarding plans for all executive transitions with a focus on knowledge transfer and organizational integration. This could include comprehensive briefings, feedback at scheduled intervals, and the provision of a coach and/or mentor through the onboarding process (six months) and beyond. These should be individualized to meet the needs of the individual (as determined by them), and would be overseen by the PSA to ensure consistent application of standardized tools.
2. Transfer knowledge in formal (briefing binders, etc.) and informal ways (fireside chats, etc.). Knowledge transfer should include information about the organization, political and business issues, team-member biographies and current status, stakeholder information and current status, and key contacts. In addition, include regular feedback check-ins at diminishing levels of frequency.
3. Provide the transitioned executive with early and ongoing access to his or her predecessor to accelerate his/her effectiveness in his/her new role. If access is not available directly with the predecessor, this should be seen as a risk that requires mitigation.
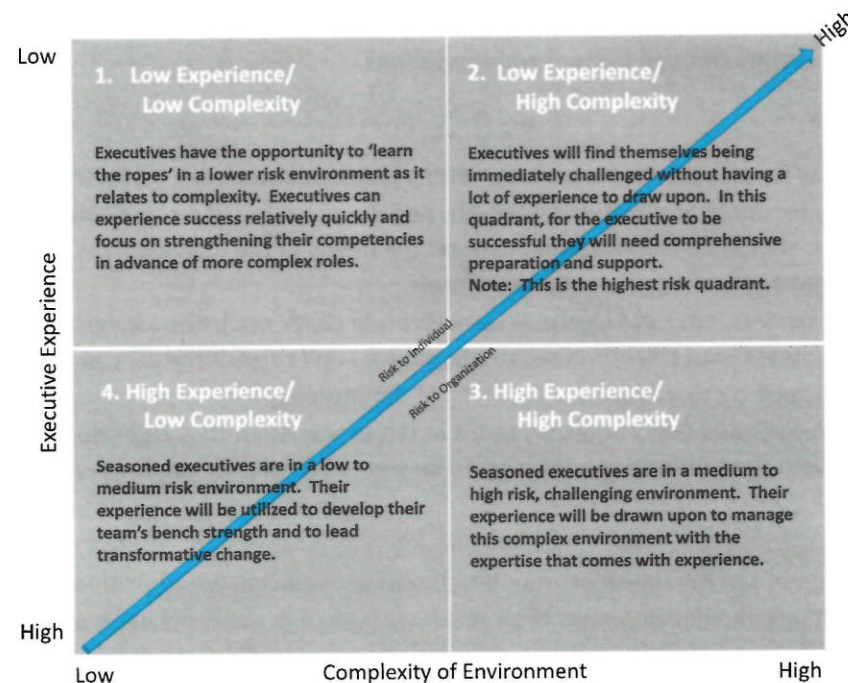
Stage 3: Ongoing Support

1. Promote more networking and development of relationships, support structures, and collaboration among DMs, Associate DMs and ADMs. This could be through regularized meetings, the development of an ADM network (e.g. quarterly networking sessions), and corporate team building.

2. Promote more formalized and ongoing coaching and mentoring relationships. This could be provided through a formalized mentorship programs with mentors that could include seasoned and retired BCPS executives.
3. Provide more formal and informal feedback on how the executive is transitioning at 30-, 60-, and 90-day intervals.
4. Provide more clarity regarding the support provided by various agencies and divisions (PSA, Strategic HR, etc.).

Recommendation 2: Customize the executive's transition experience and supports provided to reflect his/her experience and the complexity of the environment he/she is moving into.

2.1 To do this, we recommend the use of an objective tool, such as the following Executive Transitions Matrix built on two criteria: the executive's experience, and the complexity of the environment that he/she is moving into. Following is a description of the four quadrants that reflect these two dimensions:
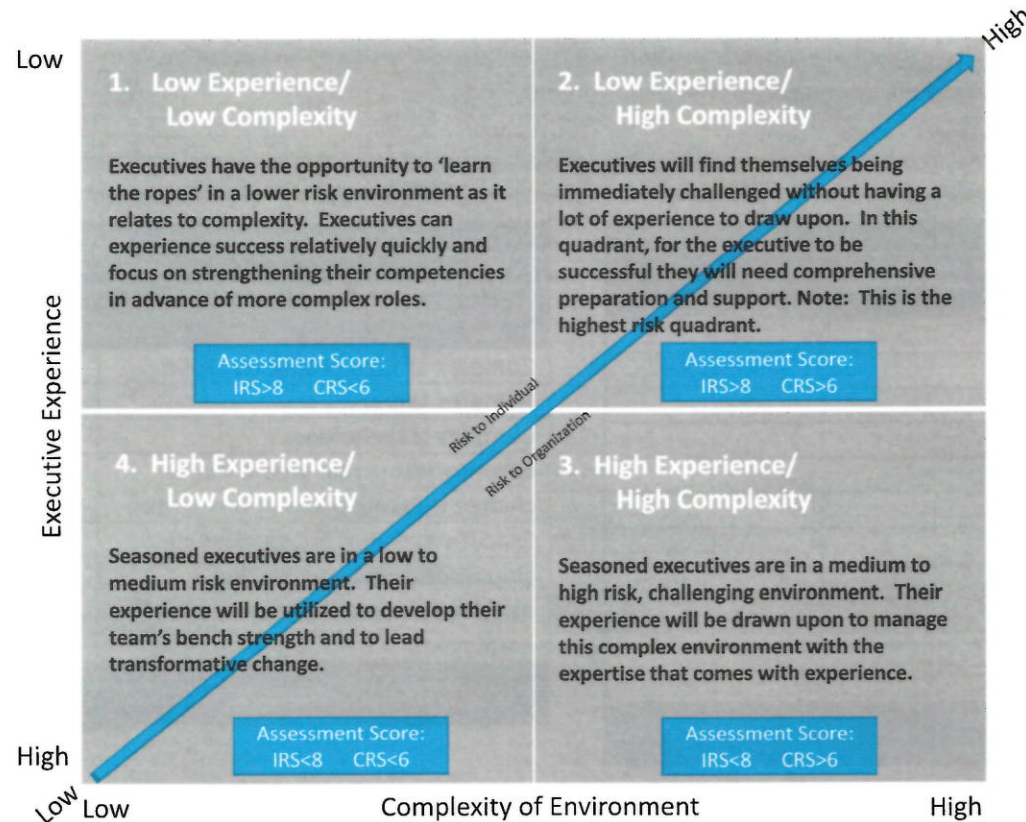
2.2 We recommend the use of an Executive Transitions Risk Assessment Tool to determine which quadrant pertains to the executive transition.

To define which quadrant is relevant for a given executive transition, we recommend the use of an Executive Transitions Risk Assessment that measures the individual's experience and the complexity of the environment.

Risk Assessment 1 – Individual Experience (IRS)			
Attributes of the Individual	**Yes/No (Y = 1; N=0)**	**Weight**	**Score**
New to government			
New to sector			
New to role (promotion)			
New to band			
< 3 years of executive experience			
Limited access to predecessor			
Higher degree of complexity compared to previous role			
Limited access to support network (of others with expertise or experience in the area)			
Total – Individual Score (IRS)			

Risk Assessment 2 – Complexity of Environment(CRS)			
Attributes of the Environment	**Yes/No (Y = 1; N=0)**	**Weight**	**Score**
Complex or high profile portfolio			
Complex sector			
Complex stakeholders			
Entering into a role where major change is taking place or is required			
Executive team is inexperienced			
Organization is experiencing dysfunction or low engagement of employees			
Total – Complexity Score (CRS)			

Use these scores to plot the placement on the Executive Transitions Matrix.

1. Low Experience/ Low Complexity

Executives have the opportunity to 'learn the ropes' in a lower risk environment as it relates to complexity. Executives can experience success relatively quickly and focus on strengthening their competencies in advance of more complex roles.

Assessment Score:
IRS>8   CRS<6

2. Low Experience/ High Complexity

Executives will find themselves being immediately challenged without having a lot of experience to draw upon. In this quadrant, for the executive to be successful they will need comprehensive preparation and support. Note: This is the highest risk quadrant.

Assessment Score:
IRS>8   CRS>6

4. High Experience/ Low Complexity

Seasoned executives are in a low to medium risk environment. Their experience will be utilized to develop their team's bench strength and to lead transformative change.

Assessment Score:
IRS<8   CRS<6

3. High Experience/ High Complexity

Seasoned executives are in a medium to high risk, challenging environment. Their experience will be drawn upon to manage this complex environment with the expertise that comes with experience.

Assessment Score:
IRS<8   CRS>6

Risk to Individual
Risk to Organization

Low / High — Executive Experience

Low / High — Complexity of Environment

2.3 Develop Executive Transitions Experience Guidelines for each of the four quadrants that provide a set of expectations to be achieved and a resource bank of tools and resources.

For each quadrant, develop guidelines and tools, specific for each of the quadrants that will provide greater assurance of success through his/her transition. Below are examples of what a good outcome looks like and the types of tools and resources that could be made available for each quadrant.

Quadrant 1 – Learning the Ropes (Low Experience, Low Complexity)

This quadrant is characterized by low levels of executive experience in an environment that is low in complexity. This presents a medium level of risk, and a higher risk level if the executive has not had experience in the public sector previously.

In this quadrant, it is worthwhile to provide upfront support, mentorship, and frequent check-ins to help new executives feel capable in their new role, knowing that their learning curve is relatively steep as they learn their new leadership role.

	During recruitment and selection (if applicable)	First 2-8 weeks	First 3 months	First 6 months	First year/ongoing
What does a good outcome look like?	An experience that creates excitement and energy in the candidate to be joining government/executive. Transparency, and information about the government culture, role, responsibilities, requirements, and expectations, including compensation (including benefits and holdbacks), and career opportunities. It is important to note that for a new executive he/she is unlikely to be completely comfortable asking questions that may make them look uninformed or too forward - as this could jeopardize their success in being awarded the appointment.	An executive who feels welcomed, is getting to know his/her team members and knows who to turn to for support. He/she will also have had enough time to start to put their legs underneath them, and will have an indication of gaps. At this stage, an executive will be just getting started and may have more questions than answers. Expectations must be made clear. Having the structures in place to find those answers in a safe environment would be extremely important for the executive's onboarding success.	An executive who is getting traction, is engaged and is leading their 100-day plan. This stage is similar to the first 2-8 weeks with the executive getting to know the environment and his/her team, and the issues and challenges.	An executive has fully integrated into the new environment and is performing at or near full-capacity and ability. At this stage, the executive should be able to identify his/her development needs and these should be discussed and integrated into the 2nd 100-day plan.	An executive who continues to be engaged, is able to set and achieve goals, and is performing successfully. At this stage, the executive should be fully functioning.
What tools and resources would be helpful?	Interview guide with FAQs. Appropriate information about the job. Opportunity for candidate to speak to someone in a similar role, or someone who plays a 'trusting executive search function' during the recruitment and selection process.	Orientation to executive and access to predecessor. Introduction to key people including stakeholders. Bi-weekly meetings with DM. Onboarding checklist to identify gaps. Buddy, mentor or coach who assists in the development of a 100-day plan.	Executive coaching support. Active monitoring of 100-day plan. Frequent meetings with buddy/coach/ mentor to review progress on integration.	Meetings with buddy/coach/ mentor to review progress on integration – frequency to be determined by the new executive. Next 100-day plan. Formal performance review.	Meetings with buddy/ coach mentor. Regular executive networking meetings. Annual performance review.

Quadrant 2 – Comprehensive Preparation (Low Experience, High Complexity)

This quadrant is characterized by lower levels of executive experience in an environment that is high in complexity. This is the highest risk quadrant from the point of view of the individual as well as the organization.

	During recruitment and selection (if applicable)	First 2-8 weeks	First 3 months	First 6 months	First year/ongoing
What does a good outcome look like?	An experience that creates excitement and energy in the candidate to take on this role. Transparency, and information about expectations, team members and context, including compensation (including benefits and holdbacks), and career opportunities. An executive who understands the risks and challenges involved with the particular portfolio and the level of effort required for the executive to come up to speed.	An executive who feels welcomed, is getting to know his/her team members and feels well supported in the early weeks of his/her tenure. He/she will have made contact with his/her predecessor and will be abreast of challenges, nuances and the various issues/ personalities in the role. At this stage, the executive will be identifying the complexities in the environment and gaining an appreciation for the challenges. He/she will also be starting to formulate gaps in information.	An executive who is grasping the complexity of the environment, has assessed his/her team, is more aware of the challenges. He/she feels well supported in having access to SMEs, mentors, coaches to fill in gaps. At this stage, the executive is responding proactively but may not be ready to formulate strategic action.	An executive who is fully aware of the challenges in the position and the resources and gaps. At this stage, the executive should be starting to execute strategic action with her/her team.	An executive who has transferred skills and who has team members benefitting from his/ her contact. At this stage, the executive should be fully functioning and skills transfer and transformation is underway.
What tools and resources would be helpful?	Clear expectations of the opportunity including the complexity of the environment, and why the individual was selected for this role.	Comprehensive orientation to key people including stakeholders, and access to predecessor. Information about team members. Frequent meetings with DM, executive, and SMEs to fully brief and integrate the new executive and ground him/her in the subject matter. 100-day plan with onboarding checklist to accelerate learning. Buddy, mentor or coach to provide fireside chat-like opportunities.	Frequent monitoring and adjusting of 100-day plan. Identification of job-specific training or expertise required (and integrated into 100-day plan). Buddy, mentor or coach to provide fireside chat-like opportunities. Access to SMEs as required.	Development of next 100-day plan. Access to SMEs as required. Formal performance review.	Annual performance review. Access to SMEs as required.

Quadrant 3 – Leveraging Deep Capabilities (High Experience, High Complexity)

This quadrant is characterized by high levels of executive experience in an environment that is also high in complexity. This is a position for executives who have a proven record of high performance. This quadrant is medium risk from the point of view of the individual as well as the organization.

	During recruitment and selection (if applicable)	First 2-8 weeks	First 3 months	First 6 months	First year/ongoing
What does a good outcome look like?	An experience that creates excitement and energy in the candidate to take on this role. Transparency, and information about expectations, team members and context, including compensation (including benefits and holdbacks), and career opportunities. An executive who understands the expectations and demands of the role, the context, and the resources that can be brought to bear to assist him/her in his/her success.	An executive who feels welcomed, is getting to know his/her team members and knows who to turn to for support. He/she will be getting to know the environment and its complexities and nuances. At this stage, the executive will be identifying the complexities in the environment and understanding the context.	An executive who is grasping the complexity of the environment, has assessed his/her team, is aware of the challenges and is formulating actions based on quick wins, medium-term and systemic opportunities. At this stage, the executive is in action mode and is formulating medium and longer-term strategic action.	An executive who is fully aware of the challenges in the position and the resources and gaps. At this stage, the executive should be ready to execute strategic action with her/his team.	An executive who has transferred skills and who has team members benefitting from his/ her contact. At this stage, the executive should be fully functioning and skills transfer/ transformation is underway.
What tools and resources would be helpful?	Clear expectations of the opportunity including the complexity of the environment, and why the individual was selected for this role.	Introduction to key people including stakeholders and access to predecessor. Information about team members. Frequent meetings with DM, executive, and SMEs to fully brief and integrate the new executive and ground him/her in the subject matter. 100-day plan with onboarding checklist to accelerate learning. Buddy, mentor or coach to provide fireside chat-like opportunities.	Frequent monitoring and adjusting of 100-day plan. Buddy, mentor or coach to provide fireside chat-like opportunities. Access to SMEs as required.	Development of next 100-day plan. Access to SMEs as required. Formal performance review.	Annual performance review. Access to SMEs as required.

Quadrant 4 – Transforming the Organization or Strengthening the Bench (High Experience, Low Complexity)

This quadrant is characterized by high levels of executive experience in an environment that is low in complexity. This presents a low level of risk, but could represent a flight risk in the individual if there is not enough challenge in the position. This quadrant is low risk from the point of view of the individual as well as the organization.

	During recruitment and selection (if applicable)	First 2-8 weeks	First 3 months	First 6 months	First year/ongoing
What does a good outcome look like?	An experience that creates excitement and energy in the candidate to take on this role. Transparency, and information about expectations, team members and context, including compensation (including benefits and holdbacks), and career opportunities. It is important to note that for an executive in this quadrant to know that he/she has been chosen for this role because of the opportunity to transfer skills and develop people. Transformation is also a likely theme that could be achieved with a seasoned executive.	An executive who feels welcomed, is getting to know his/her team members and knows who to turn to for support. He/she will also have had enough time to put their legs under them, and will know if they are sensing any gaps. At this stage, the executive will want to quickly assess his/her team, and the opportunity for skills transfer, development, and transformation.	An executive who knows the strengths and weaknesses of his/her team and is setting goals for development, skills transfer and transformation. At this stage, the executive is ready to move into action as it relates to the expectations placed on him/her relating to skills transfer, development, and transformation.	An executive who is fully engaged in the position and executing on his/her plans. At this stage, the executive should be well on their way to implementing his/her plan.	An executive who has transferred skills and who has team members benefitting from his/her contact. At this stage, the executive should be fully functioning and skills transfer and transformation is underway.
What tools and resources would be helpful?	Clear expectations of the opportunity for skills transfer and transformation, including the resources available to the executive for skills transfer and transformation.	Information about team members and access to predecessor. 100-day plan. Bi-weekly meetings with DM. Buddy, mentor or coach if requested.	Frequent monitoring of 100-day plan. Meeting with buddy, mentor or coach as required.	Development of next 100-day plan. Formal performance review.	Annual performance review.

2.4 Develop and implement the tools, resources, and supports for each of the four quadrants.

It is reasonable to expect that many tools, resources and supports are already in existence, and that others may need to be created. These tools should be developed, modified and housed together as guidelines. It is also reasonable to expect that many of the tools could be effective in more than one quadrant.

Recommendation 3: Embed the Executive Transitions process in a succession planning context inside a comprehensive talent management framework.

This recommendation is the result of our findings and insights in the jurisdictional scan and best practice research and is intended to reduce the gap between these findings and the current situation in the BCPS.

3.1 We recommend work on a talent management framework continues to be a priority - with the result being an integrated, systems approach to talent management that spans talent acquisition, development, engagement, performance management, compensation, and succession management.

A talent management framework, as part of the focus on succession management, is currently underway at the PSA. We recommend that this work continues to be a priority – with the result being an integrated, systems approach to talent management that spans talent acquisition, development, engagement, performance management, compensation, and succession management.

Executive transitions would then sit within a succession planning context within the larger BC Public Service as an enterprise. Our best practice research indicates that high performing organizations approach talent in this way and the impact of such a talent management framework is to make the HR function "not only operate more efficiently, but more importantly to create an 'integrated system' for managing people which lets the organization rapidly and effectively respond to business needs."[1] Key outcomes of an integrated talent management approach include increased morale, productivity, organizational innovation, and retention. Following is a sample of a talent management framework, retrieved from Bersin by Deloitte:

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[1] Josh Bersin. May 11, 2010. A New Talent Management Framework. Retrieved from http://joshbersin.com/2010/05/a-new-talent-management-framework/.

High Impact Talent Management Framework

For longer-term consideration, best practice organizations use the talent management framework to guide and design their organization structures related to talent.
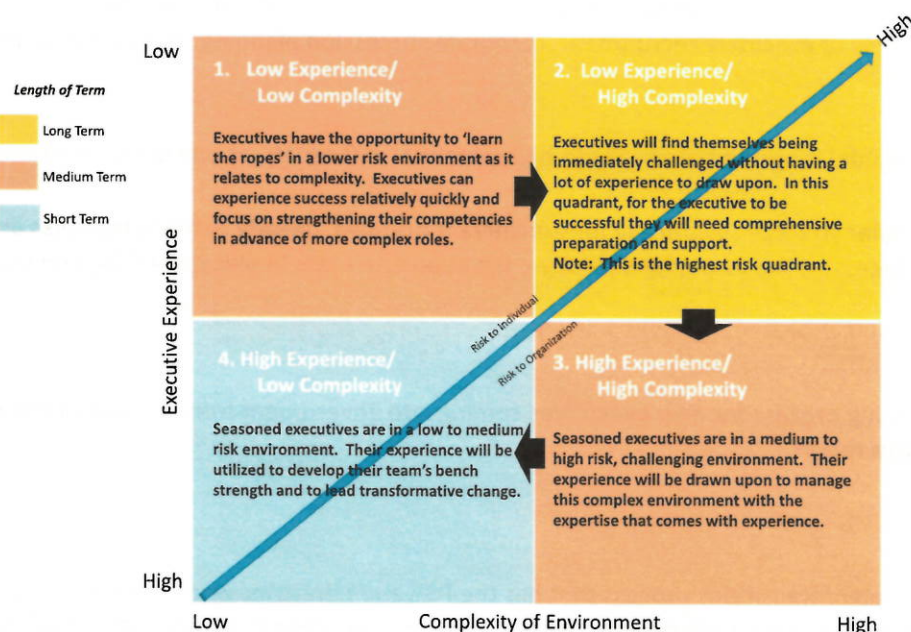
3.2 As part of this recommendation, we further recommend that this talent management framework be supported by a robust, comprehensive, end-to-end talent management information system.

At their best, and when used in conjunction with a talent management framework, talent management information systems are indispensable tools to help find the right talent, onboard people effectively, support performance management in engaging ways, provide tools for workforce planning an analytics, help manage succession to ensure you have the right people in the right job at the right time, support career development, support employee wellness, help with compensation planning, and provide a single system for employee information.

3.3 We recommend the PSA considers an approach or tool similar to the Executive Transitions Matrix as a key tool for not only executive transitions as they are taking place, but also for succession planning and decision making.

The diagram below also shows the possible length of term in each of the four quadrants (quadrant colour) and potential succession through the quadrants (black arrows), recognizing that each of the axes represents a continuum. This also assumes that as individuals move from quadrant to quadrant, the necessary transition supports are in place.

3.4 Finally and for longer-term consideration, we recommend the PSA consider using a talent management framework to guide and design its organization structures related to talent. This is consistent with findings in our best practice research and jurisdictional scan.

Recommendation 4: Reflect these recommendations in Where Ideas Work – A Corporate Plan for the BC Public Service, 2016

In the updating of the tactics of Where Ideas Work – A Corporate Plan for the BC Public Service, 2016, consider the following enhancements or modifications to the tactics in the following strategic priorities:

Goal 1, Strategic Priority 1

- **Mobility**
    - Develop formal mechanisms to identify, assess, and support those high-potential individuals in the BC Public Service who are on track to move from senior management to executive ranks, or upwards within the executive ranks.
    - Better integrate the functions of executive recruitment, corporate succession planning, and executive development to support this mobility.
- **Career advisor model**
    - Develop a career advisor model targeted specifically to high-potential individuals, as one of the mechanisms to support mobility.
- **Knowledge transfer strategy**
    - Develop a knowledge transfer strategy specifically for executive transitions - clearly defining the roles and responsibilities of the Deputy Minister, the predecessor, the incoming executive, the executive team in place, the PSA, and ministry Strategic HR.

Goal 1, Strategic Priority 5

- **Onboarding**
    - Develop a specific onboarding process for new executives coming into government from outside of the BCPS, incorporating the recommendations from this report.

Goal 1, Strategic Priority 7

- **Executive transitions process**
    - Develop an enhanced executive transitions process that has the PSA and ministries working hand-in-hand to improve executive transitions. The PSA would provide enterprise-wide support and direction, while the Ministries would execute these directions under the direction of the DM to the Premier or the DM of the PSA in the event that the transition involves a DM.

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This concludes our Executive Summary. Please see the full report for more detailed findings and recommendations.

Section 2.0: Introduction

In June 2017, the BC Public Service Agency (PSA) engaged Berlineaton to develop a framework to ensure excellence in executive transitions and to assist the PSA in addressing Recommendation #30 of the recent Ombudsperson's report, *Misfire: The 2012 Ministry of Health Employment Termination and Related Matters, viz:*

> *by September 30, 2017, the Public Service Agency [will] provide a report to the Head of the Public Service on ensuring excellence in executive transitions so that senior executives new to their portfolio are appropriately and effectively supported to immediately carry out their new responsibilities.*

The key deliverables of this Executive Transitions Report are as follows:
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- Meetings with current executives, key stakeholders, and the PSA lines of business that impact the effectiveness of these transitions;
- Current state description; and,
- Report of recommendations that are actionable, cost-effective and timely and achieve excellence in orientating and transitioning executives to their new portfolios.

This report is organized into the following sections:
Section 1.0: Executive Summary
Section 2.0: Introduction
Section 3.0: Approach
Section 4.0: Findings
Section 5.0: Twenty-Five Insights
Section 6.0: Guiding Principles for Excellence in Executive Transitions
Section 7.0: Recommendations for Excellence in Executive Transitions
Section 8.0: Conclusion.

Section 3.0: Approach

The work undertaken for the Executive Transitions Report spanned a three-month period from June to mid-September, 2017 and involved several components as outlined in the high level project plan below:
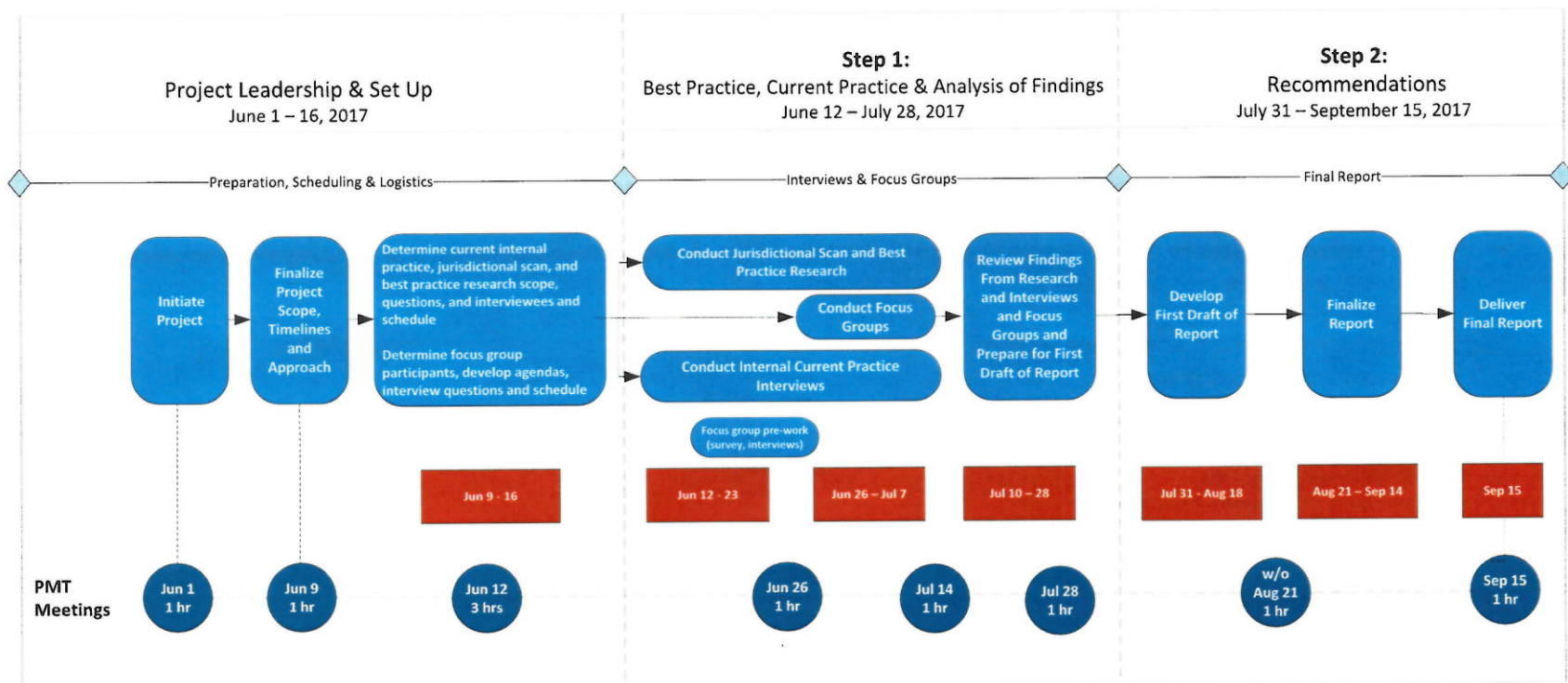
In developing this report, we undertook the following six steps:

- We formed and met frequently with a Project Management Team (PMT) over the duration of the project. The role of the PMT was to oversee all aspects of the report's scope and delivery, working closely with and advising the Berlineaton team of consultants

1. We conducted a jurisdictional scan including the following:
   - Interviews with the following public and private sector organizations:
     - Talent Officer, Government of Ontario
     - Deputy Minister, Government of Alberta, Public Service Commission
     - Vice President, People and Culture, TELUS Corporation.

2. We conducted best practice research including the following:
   - Meeting with the 10 executive coaches on the BCPS Executive Coaching Corporate Supply Arrangement
   - Secondary research including reviewing publically-available sources.

3. We conducted a review of current practices with relevant executives of the PSA.

4. We conducted five, three-hour Focus Groups with six to ten BCPS executives who have had recent experiences transitioning within the BCPS - from the following cohorts:
   - Assistant Deputy Ministers (ADMs) who have made lateral moves or been promoted within the Executive Ranks
   - ADMs new to the executive
   - ADMs new to the BC government in an executive role
   - Team Members inheriting new executives
   - Deputy Ministers (DMs) and Associate Deputy Ministers (Associate DMs).

   Prior to the Focus Groups, we conducted thirty-minute interviews with one to two members of each cohort to gain an understanding of their expectations as well as to seek their input into the Focus Group agenda.

5. We prepared this report of findings and recommendations, including a proposed framework for executive transitions.

In our next section, Section 4.0, we provide our findings, starting with the results from the Focus Groups.

Section 4.0: Findings

4.1 Focus Groups

As part of the analysis of the current state of executive transitions in the BC Public Service and to gain insight and ideas as to a desired future state, Berlineaton conducted five, three-hour Focus Groups with six to ten representatives of the following cohorts:

- Assistant Deputy Ministers (ADMs) who have made lateral moves or been promoted within executive ranks
- ADMs new to the executive
- ADMs new to the BC government in an executive role
- Team Members inheriting new executives
- Deputy Ministers (DMs) and Associate Deputy Ministers (Associate DMs).

Prior to the Focus Groups, we conducted thirty-minute interviews with one to two members of each cohort to gain an understanding of their expectations and to seek their input into the Focus Group agenda. Following is the date and participant numbers for each of the Focus Group cohorts:

Cohort	Date of Focus Group	Number of Participants
1. Lateral Movement and Promotions Within Executive Ranks	June 27, 2017, 1:30-4:30 pm	8
2. ADMs New to Executive	June 28, 2017, 1:30-4:30 pm	7
3. ADMs New to the BC Government in an Executive Role	July 5, 2017, 1:00-4:00 pm	8
4. Team Members Inheriting New Executives	July 6, 2017, 9:00 am-12:00 pm	10
5. Deputy Minister and Associate Deputy Ministers	July 7, 2017, 1:00-4:00 pm	6

During the Focus Groups, participants were asked about their personal and first-hand experiences with executive transitions and were asked for their recommendations for improving these transitions. The agenda for each Focus Group was as follows:

Time	Agenda Item
Opening	Introductions and Opening Activities
To follow	Understanding the Current Experiences with Recruitment and Selection, Onboarding and Ongoing Support for Executives
To follow	Identifying Opportunities for Improvement
To follow	Recommending an Improved Approach and Guiding Principles
To follow	Summary of Actions and Next Steps
Conclusion	Adjourn

Below is a summary, in tabular format, of key themes related to positive aspects and challenges associated with executive transitions that were similar across all cohorts, organized according to the three stages of the executive transitions process:

- Stage 1: Recruitment and Selection – the initiating part of the process from the point where a position is available until the position is filled.
- Stage 2: Onboarding – all activities that assist executives in their new positions to acquire the necessary knowledge, skills, and behaviors to become effective organizational members and insiders.
- Stage 3: Ongoing Support – activities related to support after onboarding, and into the first year to 18 months in the position.

Following that, we present criteria for successful executive transitions recommended by all cohorts. Finally, we present insights about executive transitions from the Focus Group participants.

Please note that the themes were based on conversations and discussions held during the Focus Groups. Where possible, we have provided a sense of how many of the participants agreed with the theme (using language such as, most, many, nearly all, etc.) to give a sense of magnitude; it was not a response to a standard set of questions, but rather a dialogue.

Appendix 1 provides a presentation of the themes from the pre-Focus Group interviews. Appendix 2 provides detailed feedback and themes by Focus Group cohort.

Key Themes across All Focus Group Cohorts

Positive Aspects

	Stage 1: Recruitment and Selection	Stage 2: Onboarding	Stage 3: Ongoing Support
Positive Aspects of Current Executive Transitions Process within the BCPS	**OIC appointments work well in many circumstances:** Some participants were of the view that the ability to appoint someone to the executive is helpful when there is an immediate need to fill a vacancy. **Executive roles represent great opportunity:** Many participants agreed that being recruited to an executive role is an exciting opportunity to take on new challenges and make a difference. **Recruitment and selection were efficient:** Some participants experienced a quick and efficient recruitment process. **Collegial and helpful executive colleagues:** Some participants expressed their appreciation for their executive colleagues who were helpful and supportive during the recruitment and selection process.	**Welcoming and helpful team:** Nearly all participants experienced a welcoming and supportive team when onboarding into their new executive role. This included patient staff and supportive fellow executives. **Access to and support from predecessor:** Many participants felt that having access to their predecessor was helpful for knowledge transfer and general handover. **Communications and welcome message:** Some participants noted their support of communications and notifications from their DM welcoming them to the role and introducing them to the entire team. **Helpful briefing material:** Some participants noted that they found the documents binder containing briefing material and other information helpful as they entered their new role.	**Informal mentorship and ongoing access to executive colleagues:** Nearly all participants felt that their executive colleagues at the ADM and DM level were willing to help, offer guidance and make time for them. **Ongoing access to predecessor:** Many felt that the ability to reach out to their predecessor on various issues was of significant help. **Corporate executive teamwork:** Some participants felt that the corporate executive network provided a sense of unification and teamwork among the executives. Of particular note are the benefits of participating in "corporate executive sessions". **Support tools and resources:** Some participants found that resources such as executive coaches and other PSA services were helpful.

Challenges

	Stage 1: Recruitment and Selection	Stage 2: Onboarding	Stage 3: Ongoing Support
Challenges of Current Executive Transitions Process within the BCPS	**Lack of consistency in process:** Those that have been through multiple executive transitions expressed concern that the recruitment and selection process was not consistent.	**No formal supported process:** Many participants expressed that there was no formal onboarding process or plan, which led many of them to create one on their own. **Onboarding process was inconsistent:** Several participants noted that the onboarding processes they experienced were inconsistent. Some were more formal than others, and the level of support from their leaders was inconsistent. **No handover from predecessor:** Some participants did not have a formal handover process with their predecessor – which resulted in a knowledge gap around their new portfolio. For those who had access to their predecessor, they had to initiate contact independently. **Lack of clarity around expectations, accountability and deliverables:** Nearly all participants shared the experience of having limited direction or clarity around what was expected of them in their new executive role – particularly in the short term. **Expectation that you know what needs to be done:** Many participants felt that, given their executive level, they should know what needs to be done. Several described their experience as feeling like they were thrown in the deep end and stated, "you don't know what you don't know".	**No formal program or process for ongoing support:** Nearly all participants experienced no formal program for obtaining ongoing support after their initial onboarding. **Ongoing support is self-initiated:** While many participants had ongoing supports in place, they shared that these supports were self-guided. **Limited regular ongoing feedback:** Many participants had limited feedback about how they were doing in their new role. **Ongoing support was based on individual management styles:** Some participants were of the view that the level of ongoing support they experienced was based on their leader's management style where some played an active role in the new executive's ongoing support and others played a less active role.

Criteria for Successful Executive Transitions as Recommended by All Focus Group Cohorts

Criteria for Redesign of Executive Transitions within the BCPS	**Clearly defined process:** All participants shared the view that there needs to be a more clearly defined executive transitions process at all stages. This improved process should be built collaboratively by the PSA and executive teams. **Transparency in all respects:** All participants would like the executive transitions process to be more transparent and widely known in order to create as much procedural certainty as possible. **Clarity around role, responsibility and expectations:** As a key component of the executive transitions process, nearly all participants indicated that gaining immediate role clarity and expectations are paramount to accelerating their contribution in the role. **Alignment of experienced executives with new executives:** Nearly all participants are of the view that the executive transitions process should be mentorship-centric and that there should be a deliberate pairing of experienced executives with new executives to offer mentorship and guidance. **Flexible process, designed for the individual and owned by the individual:** Many participants feel that the process must consider the individual, their needs, experience and executive profile. They feel that the process, while more formal with some structure, should be linked with individual development plans and be flexible enough to meet individual needs and recognize individual capabilities. **Succession management at core of process:** Some participants recommended that the BC Government's succession management strategy to play a more prominent role in the executive transitions process.

4.2 Jurisdictional Scan

We conducted a comparative analysis of the approach to executive transitions in the public services of two other provincial jurisdictions – Alberta and Ontario – and a private sector organization – TELUS Corporation. These three organizations were identified by the Project Management Team as being known for excellence in executive transitions. Our analysis focused on comparing systems and approaches to executive transitions, decision-support tools, consideration given to the composition of the team that the executive will be joining, knowledge transfer, link to succession planning, and accountability and measurement of the success of executive transitions in these organizations. We compared them to one another and to the PSA. In order to conduct this analysis, we reviewed publically-available information and interviewed the following individuals:

- Talent Officer, Government of Ontario
- Deputy Minister, Government of Alberta, Public Service Commission
- Vice President, People and Culture, TELUS Corporation.

To gain an understanding of the current situation we conducted a review of current practices with relevant executives of the PSA. We present our findings in tabular format below for all four organizations.

Key Themes by Jurisdiction

Organizational Structure

Organizational Structure	
Government of Alberta	The Government of Alberta (GoA) is probably the most decentralized jurisdiction in Canada with respect to corporate services; however, the province is quite centralized with respect to executive transitions. This centralization began in 2014. The Public Service Commission (PSC), which is analogous to the PSA, is responsible for the hiring and appointment of all executives in the Government of Alberta. This includes a total of approximately 580 positions comprising of all DMs, ADMs, executive managers, and some senior officials. There are approximately 25 DMs and 105 ADMs in the public service. The PSC is led by the Deputy Minister and Public Service Commissioner, who reports to the President of the Treasury Board, Minister of Finance. The PSC is comprised of four divisions (listed below) in addition to Communications and Human Resources branches: • Leadership and Talent Development • Strategic Services and Human Resources Transformation • Labour and Employment Practices • Public Agency Secretariat. For our purposes, the Leadership and Talent Development (LTD) Division is most interesting. As explained in the 2015-2016 Annual Report of the Alberta Treasury Board and Finance, LTD Division is responsible for overseeing executive talent attraction and recruitment; executive orientation and onboarding; talent management and succession; leadership development; employee engagement; recognition programs; and learning and development strategies for the Alberta Public Service (APS). For an organizational chart and descriptions of the responsibilities of each entity, see Alberta Treasury Board and Finance, *Annual Report 2015-2016*, at pp. 10 to 13.

Ontario Public Service	A number of entities are involved in human resources management and executive transitions in Ontario Public Service (OPS). These include the Public Service Commission (PSC), the Centre for Leadership and Learning (CFLL), the Centre for Public Sector Labour Relations and Compensation, the Ministry of Government and Consumer Services (MGCS), the Executive Development Committee (EDC), and Strategic Business Units (SBU) within each ministry. The PSC is the governance body that provides enterprise-wide direction for the effective management of human resources in the Ontario Public Service. More specifically, it is responsible for issuing directives and policies and for considering employment actions, including appointments at the assistant deputy minister level and dismissals without cause. The Commission is chaired by the Chief Talent Officer (effective September 1, 2017), and various DMs are Public Service Commissioners. The Commission does not have a budget or staff. The Centre for Leadership and Learning is under the responsibility of the Treasury Board Secretariat, and is headed by Ontario's Chief Talent Officer. The Centre is responsible for building enterprise-wide leadership and management culture and provides corporate training programs for employees. Its primary activities include: supporting executive services in the areas of recruitment, retention, and succession planning; helping to drive leadership capacity across the OPS; implementing a strategy designed to attract, recruit and retain youth and new professionals; and, developing and delivering fully integrated HR strategies and policies for all employees in the public service. It consists of four branches and operational oversight of the Conflict of Interest Commissioner Office: • Corporate Leadership and Learning • Executive Programs and Services • Talent Management • HR Policy and Planning. The Ministry of Government and Consumer Services implements HR policies. It is responsible for delivering front-line HR services that support and enable the achievement of government priorities and business results. The division also provides corporate leadership to all ministries in the delivery of integrated, consistent, and customer-focused HR services. The Executive Development Committee is chaired by the Secretary of the Cabinet (SOC) and is supported by various offices and branches associated with the Centre for Leadership and Learning. It provides oversight as well as strategic direction and decision-making on leadership development, succession planning, and executive transitions. Ministry-level "Strategic Business Units" provide strategic, ministry-specific HR advice to senior executives (DMs and ADMs). According to our interviewee, they are responsible for localized talent management and support leaders who are dealing with issues such as workplace discrimination or harassment, employee engagement and labour relations. Our interviewee stated that the HR directors of Strategic Business Units are viewed as trusted advisors to the DM. For an organizational chart and descriptions of the responsibilities of each entity, see Treasury Board Secretariat, Public Service Commission: 2016-2017 Report at pp 29-30.

TELUS	TELUS has a Chief Human Resources Officer and seven vice-presidents in human resources. Three of these VPs have an exclusively business partner role; they partner with eight business units to support people, culture, strategy, and practice. Note that for the purposes of this review, executives refer to Vice-Presidents and above within the organization.
Government of British Columbia	The Public Service Agency is fairly centralized with regard to executive transitions. The PSA is led by the Deputy Minister of the PSA, who reports in turn to the Deputy to the Premier, Cabinet Secretary and Head of the Public Service. The Public Service Agency provides leadership and services in people management. The PSA was formed in 2003 to provide a consolidated human resource service to the BC Public Service. As established in the *Public Service Act*, the Agency supports its clients (government ministries, agencies, etc.) in achieving their human resource needs and improving overall effectiveness of the public service through the provision of human resource management policies and frameworks and a variety of human resource services, products and programs. The PSA is comprised the Business Performance Division, Employee Relations and Workplace Health Division, Financial Management Office, Hiring and Service Operations Division, Policy, Innovation and Engagement Division, Strategic Partnerships, and Talent Management Division. The Talent Management Division, led by the ADM of Talent Management, is responsible for executive recruitment and executive development. This division is also responsible for corporate succession management, diversity and inclusion, performance coaching and conflict management, and oversees the Learning Centre. Executive Recruitment and Selection, Executive Development, and Corporate Succession Management are three key areas that have some role in executive transitions. These are discrete branches in the Talent Management Division and could be more fully integrated as it relates to executive transitions.

Systems and Approaches to Executive Transitions – Stage 1: Recruitment and Selection

	Systems and Approaches to Executive Transitions at Stage 1: Recruitment and Selection
Government of Alberta	The Government of Alberta (GoA) has adopted a coordinated approach to how they develop and promote people in the executive roles. The Leadership and Talent Division includes an Executive Search Branch that posts positions, conducts screening, and interviews for ADMS and Executive Directors. The Executive Search team includes nine individuals, a Director, five Executive Search Consultants and Administrative staff. The LTD Division also includes the Talent Management Branch, which contains two units that support Executive Development and Succession and Employee Engagement, Recognition and Performance Excellence. The Executive Search Branch and the Talent Management Branch regularly provide information for approval to the Deputy Minister Human Resource Integration Committee (DMHRIC), which is a cross-ministry team of seven rotating members involved in recruitment and selection. The committee is chaired by the Deputy Minister of Executive Council. The Deputy Minister, Public Service Commission (DM, PSC) is a standing member. The role of DMHRIC is to ensure there is strength at the executive level, especially in high-risk portfolios, and to oversee the overall people agenda for the APS (e.g. culture, engagement, professional development, etc.). The LTD Division supports the DM, PSC and DMRHIC, who are responsible to appoint and assign ADMs to ensure: coordinated and ongoing development and succession opportunities; the right people, in the right roles, at the right time; and the achievement of overall government priorities. In other words, while in the past every DM used the executive search team on an individual basis to manage their own competition, ADMs are now appointed with a view of the whole of the bureaucracy and allocation is approved by the DM of Executive Council. To support this allocation, the GoA has a consistent performance evaluation framework, a competency model and a leadership model. The conversation-based performance evaluation framework centres on yearly performance goals and a professional development plan. It also includes a year-in-review section, which is a reflective practice component. The competency model spans all levels of the APS up to and including DMs – the same seven competencies are assessed across the board. The competencies fall within four leadership capabilities: political acumen, judgment, leadership and management, and relationship skills. ADMs complete a talent profile that includes employment history, critical experiences, education, applicable designations, and a competency self-assessment that gives proficiency scores from A to E. This is a component of the Talent Profile, part of the executive development and succession process. DMs and ADMs discuss the talent profile; DMs provide their own assessment that considers performance, potential, and willingness to advance to a more complex role through completion of a Talent Assessment. DMs must present the assessments to the DMHRIC, where the assessments are validated and calibrated on a corporate level. Professional development plans are created, and DMs are held accountable for the development of their ADMs. Assessment categories include: Ready for advancement within 12 months; Ready for advancement within 12-24 months; Strong in Role; Develop in Role; Transition to Retirement; and Not Performing at Level. This assessment cycle occurs every two years. The information from these assessments and discussions informs ADM allocation. It is, in essence, a development and succession planning approach that permits the

	identification of ADMs prepared for advancement and with high potential and identifies what supports and development are needed to assist the individual.
	DMHRIC meets monthly (or more frequently if required). At each meeting, a report is circulated regarding executive-level vacancies and current competitions. The committee discusses which ADMs would be most suitable for the various roles and recommends potential assignments.
	The final selection panel for ADMs include Executive Search staff, the hiring DM and a member of the committee. The panel assesses applicants, considers the recommendations of the committee and the DM of Executive Council and PSC. LTD Division, the committee, and the head of the APS, are also involved in the appointment of DMs. Note that ADMs are not all Order in Council appointments, but DMs are.
Ontario Public Service	The Centre for Leadership and Learning includes an internal talent search service that conducts executive recruitment and selection. In addition, the Executive Development Committee holds quarterly meetings about senior executives to identify top talent and at-risk positions and discuss succession planning and recommendations for proposed staffing changes. DMs attend these meetings and return to their ministries with responsibilities to follow-up with the concerned individual executives. The work of the executive recruitment unit and the Executive Development Committee is informed by performance planning, talent management, and succession planning (the particular software used is discussed in the section "Decision-Support Tools Used" below).
	DMs have the authority to put ADMs into the role for up to 6 months in their ministries on an acting basis. The Public Service Commission must approve longer appointments. ADMs are not hired through OIC appointments and these appointments are therefore not subject to political ebbs and flows. Although DMs are appointed through OICs, the Secretary of the Cabinet generally makes DM hiring a competitive process. The Centre for Leadership and Learning supports DM hiring.
TELUS	Succession planning is at the heart of all executive transitions at TELUS. TELUS holistically plans for its current and future leadership needs – succession planning is an essential component of its corporate strategy. The company has a rigorous talent management process that includes regular discussions around performance and opportunities to grow. TELUS conducts regular performance evaluations, goal setting, and score carding across metrics that form the basis for the ongoing support executives may need. In order to facilitate succession planning, individuals' capacity for bigger future roles is regularly evaluated. TELUS does not have a bias towards internal hires. The decision to consider external candidates is made following an evaluation of whether the company has the internal capacity to meet a particular need with someone that would be a good fit. In external competitions, assessing cultural fit is almost above all else as this is one of the key differentiators of success.
Government of British Columbia	Executive recruitment and selection of DMs and Associate DMs is conducted by the DM of the PSA and the Deputy to the Premier. Executive recruitment and selection of ADMs is conducted by the DM of the vacant position, the DM of the PSA, and the Deputy to the Premier.
	DM and Associate DM positions are OIC appointments, as are all ADM positions. Some ADM positions are open to a competitive process led by the executive selection plan noted above, but are still OIC appointments.

	The Executive Recruitment Branch provides logistical and transactional support to the DM of the PSA and the DM of the relevant ministry during the selection process about potential executives including competencies, areas of expertise, values etc. This support is made available as needed.

Systems and Approaches to Executive Transitions – Stage 2: Onboarding

Systems and Approaches to Executive Transitions at Stage 2: Onboarding	
Government of Alberta	The Leadership and Talent Division is responsible for executive orientation and onboarding. Orientation and onboarding consists of the following: • DMs and ADMs receive a handbook that provides a high level analysis of the structure of government, their role and responsibilities, and the key policies and processes of which they need to be aware. Note that the handbooks are not the same for DMs and ADMs. • In March 2015, the LTD Division implemented a one-day orientation session for ADMs with five modules, each of which is presented by a seasoned DM. They conduct these sessions with twelve new ADMs at a time, thus providing the new ADMs with an opportunity to develop a cohort/network. These ADM orientation sessions are held on an ongoing basis, three-to-four times per year. • In September 2015, the LTD Division implemented a similar orientation program for DMs. New DMs have an hour-long meeting with the DM and Associate DM of Executive Council and DM, PSC, to discuss the Premier's expectations, the role of the deputy, key expectations, budget, policy, and people leadership responsibilities, etc. These are ongoing as needed.
Ontario Public Service	The Ontario Public Service uses a template 100-day plan that is tailored to the new executive and his/her background. The plan is developed and monitored by the executive. In addition, newly appointed executives are provided with a peer mentor that is chosen based on fit and mentorship potential. Appointees and peer mentors are told why a particular partner was chosen for them.
TELUS	TELUS does not have a formal executive level onboarding process though all new TELUS team members experience a fulsome and formal introduction to the organization. When external candidates are selected, emphasis is placed on the proactive creation of a network that will support cultural acclimatization. This typically includes a formal 'first 100-day plan' developed by the successful candidate and their senior leader.

Government of British Columbia	Onboarding of DMs and Associate DMs is overseen by the DM of the PSA. Once an ADM is recruited or appointed, the Executive Recruitment Branch provides logistical and transactional support to that executive including pay and benefits support, relocation assistance etc. The Executive Development Branch, through its Director of Executive Development, conducts a high-level onboarding and orientation meeting with new executives (ADMs and Associate DMs) within four to six weeks of their start date. The Director meets with the DM of the ministry to ensure that the orientation is tailored to the needs of the DM and the new ADM or Associate DM. New ADMs receive the following material as part of this orientation meeting: • The First 90 Days in Government – A 234-page book from Harvard Business Review Press (by Peter H. Daly and Michael Watkins) detailing the critical success strategies for new public managers at all levels • Executive Handbook – A 16-page overview of the people, structure, and processes of government • Where Ideas Work – A Corporate Plan for the BC Public Service 2016, a 23-page strategic HR plan for the BCPS • Executive Transition Strategy – A 6-page set of guidelines for executives to consider as they build their own executive transition plan • Executive Role Profile – A 5-page overview of the competencies, characteristics, and behaviours, knowledge and authorities of an executive in the BCPS • Flexible Benefits Program – A 1-page overview of the benefits plan. Executives moving laterally to new portfolios do not generally receive this briefing, or any other formalized transition support from the PSA, unless requested. The DM of the specific ministry provides new ADMs or Associate DMs with a ministry-specific orientation and briefings, as does the executive supporting an ADM or Associate DM. As noted above, the Focus Groups with DMs, ADMs, and Associate DMs indicated that much of the responsibility for specific onboarding is led and directed by the new executive, including such activities as connecting with their predecessor for knowledge transfer, seeking time with their DMs and executive team members for briefings, reaching out to executive colleagues for input and advice, developing their own formal or informal transition plans, and seeking the services of an executive coach.

Systems and Approaches to Executive Transitions – Stage 3: Ongoing Support

Systems and Approaches to Executive Transitions at Stage 3: Ongoing Support	
Government of Alberta	The GoA uses peer mentorship, networking, and rigorous performance evaluation to provide ongoing support to newly appointed executives. New DMs are connected with a seasoned DM to act as a peer mentor. They also receive a roster of former DMs who are on standing offer as external mentors and a list of executive coaches. In addition, ADMs attend a monthly ADM network meeting which supports ADM professional development in the areas of personal leadership, excellence, intellectual stimulation, business collaboration, and building relationships. ADMs also attend an ADM conference annually.
Ontario Public Service	Executives have access to professional coaching and mentorship. Newly appointed DMs may be matched with retired DMs, thus ensuring some neutrality. In addition, the Centre for Leadership and Learning conducts employee engagement surveys in order to determine how to improve the employee experience. This includes considerations of onboarding and orientation at all levels of the OPS. Finally, employees complete annual learning plans; executive and non-bargaining staff plans are monitored using an enterprise-wide professional development tracking system (the details of this system are discussed below). Currently, bargaining staff plans are managed manually by managers and HR. The Centre for Leadership and Learning administers the executive learning plans as it is responsible for delivering corporate training programs (including online courses), leader development programs, intensive year-long programs, skills development, team development, and action learning projects.
TELUS	As mentioned above, TELUS has a rigorous talent management process that includes regular discussions around performance and development opportunities to grow.
Government of British Columbia	As noted above, while ongoing support is available to executives during their transition and on an ongoing basis, the onus rests with the executive. The PSA also conducts a public-service wide engagement survey every 2 years.

Systems and Approaches to Executive Transitions – Decision-Support Tools Used

	Decision-Support Tools Used
Government of Alberta	A LTD Division staff and IT staff designed, and maintain, a database that supports the executive and manager development and succession process. A one-stop SharePoint site also provides resources and references for participants. The GoA does not have an HRIS system, but is considering replacing its enterprise resource system with one that includes an HRIS element. As discussed above, the GoA uses Korn Ferry as a performance tracking and development tool. The Government of Alberta does not have an HRIS system, but is considering replacing its enterprise resource system with one that includes an HRIS element. It has looked at the HRIS system used in Ontario and may assess it again in the future.
Ontario Public Service	The province uses a system (referred to as the Talent Management System) originally designed in-house over 10 years ago for developing performance and learning plans, assessing competencies and readiness of employees for future roles, and preparing succession plans. The system permits employees to develop their performance plan and submit it to their manager; their manager can then complete it and release it back to the employee. The interviewee noted that the effective use of this performance planning and talent management system was a strength. Currently the system is used by all executives and non-bargaining staff. Over the years, several key enhancements were made, including the Succession Management Module that allows managers to identify successors at varying readiness– those who are currently ready to fill a position and those who will be in the near or distant future. The system allows managers to notify potential successors in order to promote discussions and development planning. Information from the Talent Management System is used to support executive recruitment and development. Over the last three to four years, the province has contracted outside companies to conduct comprehensive executive assessments of the ADM cohort. These assessments were designed to support succession planning for higher senior roles. The Centre holds the comprehensive reports.
TELUS	TELUS uses a robust HRIS (Success Factors) to house talent related information (including succession information) and by extension its executive transitions, decision-support tool. This software is a key knowledge source for succession plans, talent profiles, compensation and performance history, etc. TELUS uses separate systems for recruiting (Taleo) and onboarding (SAP). Onboarding profiles in SAP build into Success Factors. The interviewee noted that these software programs are very important to TELUS' effective and successful human resources management, and that Success Factors is particularly important because it provides a full profile in a single place. However, it must be reviewed constantly and leaders must be held accountable to ensure the information is up-to-date. The interviewee stated that at any given time, this knowledge repository is approximately 70-80% accurate, given the fluid nature of roles and individual development.

	Decision-Support Tools Used
	Finally, the interviewee emphasized that although these decision-support tools are important, TELUS' successful and effective succession management is ensured by the cadence of constructive dialogue and focus around talent and succession planning, including Board level engagement for the most senior roles and top talent in the organization.
Government of British Columbia	The PSA is in the process of seeking an Integrated Talent Management system to allow for enhanced integration of multiple HR functions, including performance and succession management. Since 2011, performance evaluations for executives have been undertaken on a biannual basis. In 2017, these performance reviews were expanded to include discussion around succession management. The Executive Performance and Succession Management Reviews leverage the BC Public Service PeopleSoft system, manual systems for recruitment and selection of executives, and secure submissions of performance and succession management evaluations to run detailed analytics which in turn provide insight to the current line of executives both on performance and potential.

Systems and Approaches to Executive Transitions – Considerations of the Composition of Existing Teams

	Consideration of the Composition of Existing Team that the Executive will be Joining
Government of Alberta	The DHMRIC considers this as part of its discussions regarding which ADMs to recommend for which roles, in order to ensure that the strongest ADMs are aligned with the most complex roles to deliver on government's priorities, and to ensure that the executive teams are as balanced as possible with a mix of seasoned and newer ADMs, diversity, etc.
Government of Ontario	The internal executive recruitment unit considers fit, but not in a formal manner. The evaluation of fit is considered the "soft" part of the hiring decision. Of note, however, as part of the executive recruitment selection process, second round interviews may be utilized to assess peer fit. Executives may have the opportunity to meet with their future colleagues individually or at a senior management table for mutual assessment of fit.
TELUS	There is no formal or overt assessment of the composition of the existing team that an executive will be joining. However, this is informally assessed in every transition – the competencies of the incoming executive are assessed against the strengths and gaps of the team to ensure there are complementary strengths and the team as a whole will be set up for success.
Government of British Columbia	There is no formal assessment of the composition of the existing team. This would be discussed on a case-by-case basis during the executive recruitment and selection stage.

Systems and Approaches to Executive Transitions – Knowledge Transfer

Knowledge Transfer	
Government of Alberta	Although some informal or ad-hoc knowledge transfer process are utilized in certain situations, there is currently no formal knowledge transfer mechanism in place. The interviewee stated that this is an area that requires some work. There is also no mechanism by which to ensure effective knowledge transfer where an outgoing executive is leaving the public service. In such a situation there is sometimes overlap between the incumbent and the new executive manager coming in. If this does not occur, the newly appointed executive would be expected to draw on their ADM/DM.
Ontario Public Service	The OPS takes a decentralized approach to knowledge transfer. This approach can include individualized succession management plans which ensure new incumbents have the essential knowledge/skills to take on new and complex roles, written plans for key roles with information about partners, legislative requirements and key business initiatives. In some cases the OPS has retained exiting officials on contract to provide advice to successors upon request.
TELUS	There are both formal and informal processes to ensure knowledge transfer. Formal processes generally leverage the document sharing and an agreed upon transition timeframe in which incoming and outgoing leaders have opportunities to connect and debrief on key priorities. There is the informal expectation that outgoing executives will provide support, feedback, and insight for incoming executives. In addition, the timing of executive transitions is important – the organization is unlikely to choose to move a leader to a new role if their current role does not have a strong succession plan and/or a strong team and that can effectively execute as a new leader comes in.
Government of British Columbia	While there is no formal, corporate knowledge transfer mechanism or requirement, briefing binders developed by the current executive team are standard practice across the BCPS. The content of the briefing binders is variable but typically includes 30-, 60-, and 90-day plans, key upcoming decisions, and briefing notes for information. Briefings generally take place within one week of a transition taking place. The PSA is currently conducting an inventory of best practices in knowledge transfer across ministries. The Ministry of Transportation is standing out for the knowledge transfer systems and processes that they have put in place including a knowledge transfer website with e-books and videos. This Ministry also has groups dedicated to different components of succession management including one focused exclusively on knowledge transfer. Much of this work, however, is focused on ranks below the executive level. Focus Group executives who have undergone transitions in the PSA indicated that the information most valuable to them during their transition is the passing on of tacit knowledge – "the inside scoop" about the culture of the ministry and team and general information about how things get done, where power is held, and what to pay attention to. Many noted that their most successful transitions involved informal face-to-face briefings (and fireside chats) where this information is provided.

Systems and Approaches to Executive Transitions – Link to Succession Planning

	Link to Succession Planning
Government of Alberta	As discussed, succession planning significantly informs executive transitions in the APS. The province uses a rigorous development and succession process. The information from these assessments, and the resulting discussions, informs ADM allocation throughout the public service.
	In addition, according to the 2015-2016 Annual Report of the Alberta Treasury Board (p.35), Public Service Commission developed a formal executive development and succession process this year. This process provides a proactive and coordinated approach to identifying, developing, and making succession decisions regarding executive talent. During the year 2015-16, 100 ADMs were assessed; 336 Executive Directors were assessed in 2016-17, and assessments are now underway for over 3,000 senior managers.
Ontario Public Service	As discussed, succession planning also significantly informs executive transitions in the Ontario public service. The province effectively uses the Talent Management System to identify high risk executive positions and possible successors, both of which are discussed with DMs at the Executive Development Committee People Conversations. The results of these discussions inform the work of the internal executive recruitment unit of the Centre for Leadership and Learning and the Executive Development Committee.
	In addition, according to the 2016-2017 Annual Report of the Public Service Commission (p.13), succession management is an area of focus. Leaders are being provided with tools and information to help them build succession plans to ensure the OPS develops and retains talent for key roles. Leaders now have access to information about employees who are interested in particular positions, which enable managers to identify and connect with potential successors.
TELUS	As noted previously, succession planning is at the heart of all executive transitions at TELUS. The interviewee described succession planning as, "the process by which we identify, for any given role, who is capable of doing that role or who will be capable of doing that role in the future with the right development plan. This means that you have someone in the wings with a sense of their readiness to take on a new role."
	The interviewee noted that employees' goals and intentions are important in these discussions and that there must be alignment between them and the needs of the organization to ensure mutual success.

Government of British Columbia	The PSA has identified succession management as a key component of building internal capacity, which is one of its three strategic goals.

As noted previously, executive recruitment, executive development, and corporate succession management are currently functionally and structurally discrete. For example, information about who is ready to move to next level is housed with the Corporate Succession Management Branch, but is not formally linked with executive recruitment or executive development. In addition, development below the executive level takes place in the Corporate Succession Management Branch, while executive development takes place in the Executive Development and Recruitment Branch. Finally, recruitment and selection below the executive level takes place in the Hiring and Service Operations Division, while executive recruitment and selection takes place in the Talent Management Division.

A formal executive development program (focusing on communication, presence, strategic orientation, and knowing when) and an integrated talent management framework are in progress. |

Systems and Approaches to Executive Transitions – Accountability and Measurement

Accountability and Measurement	
Government of Alberta	(No answer provided)
Ontario Public Service	One of three priorities in the OPS HR Plan 2015-2020 is "developing engaged and innovative leaders"; there are a number of deliverables associated with that priority including the development of a leadership strategy. A performance measurement framework based on key performance indicators has been established to measure progress toward achieving the three priorities. Results are reported in the PSC Annual Report.
TELUS	Responsibility lies with the senior leadership team. If an incoming executive's performance is not meeting expectations, then the direct leader and other key stakeholders in the decision process are accountable for understanding gaps in the decision making progress while also actively working to support the leader to be successful. The entire executive leadership team feels ownership around ensuring a strong and effective executive.

Ultimate responsibility, however, lies in the CEO and the CHRO who must support all executive moves and hires within the organization before they occur. |
| **Government of British Columbia** | Accountability for DMs and Associate DMs rests with the DM of the BCPS.

Accountability for the ADMs rests with the DM of the relevant ministry. |

4.3 Best Practice Research

Executive Coaches Community of Practice

We also held a meeting with the PSA Executive Coaches Community of Practice, which is comprised of senior executive coaches who are on the PSA's executive coaching corporate supply arrangement. Please refer to Appendix 3 for a list of the participants at this meeting.

Below are the key themes from the feedback provided by these executive coaches with regard to executive transitions based on their experience coaching executives in the BCPS.

Challenges with the Current Executive Transitions Process in the PSA	**Executives often feel "thrown into the deep end":** Respondents have observed that some executives feel they are transitioned into their roles and left to navigate the new environment, including issues, priorities and expectations with varying degrees of support.
	Lack of support from predecessor and leader: Respondents have regularly observed a general lack of support and direction provided by both the executive's predecessor and leader. This results in a lack of direction and understanding on the part of the executive when it comes to his/her new role, issues, priorities and expectations.
	Lack of support from direct reports: Respondents have observed that executives transitioning in to new roles can experience varying levels of support from the team that they are newly leading. When support is lacking, it support adds a further level of difficulty for the transitioning executive in their efforts to independently navigate the new work environment. Please note that this feedback is in contrast to our findings from the Focus Group sessions.
	Silos among executives: Respondents have observed silos among executive groups resulting in there being a lack of an executive network available to new (and experienced) executives in need of advice or guidance from a colleague.
	Lack of focus on executive development: Respondents have observed a general lack of focus and time set aside for executive development through leadership training, executive coaching and other forms of education and learning. While budget exists for such activities, time is often quoted as the limiting factor.
	Role readiness: Some respondents have observed new executives taking over portfolios without having the appropriate leadership skills.
	Culture of competition rather than collaboration: Some respondents have observed executives competing with one another as opposed to collaborating in order to achieve mutual success.

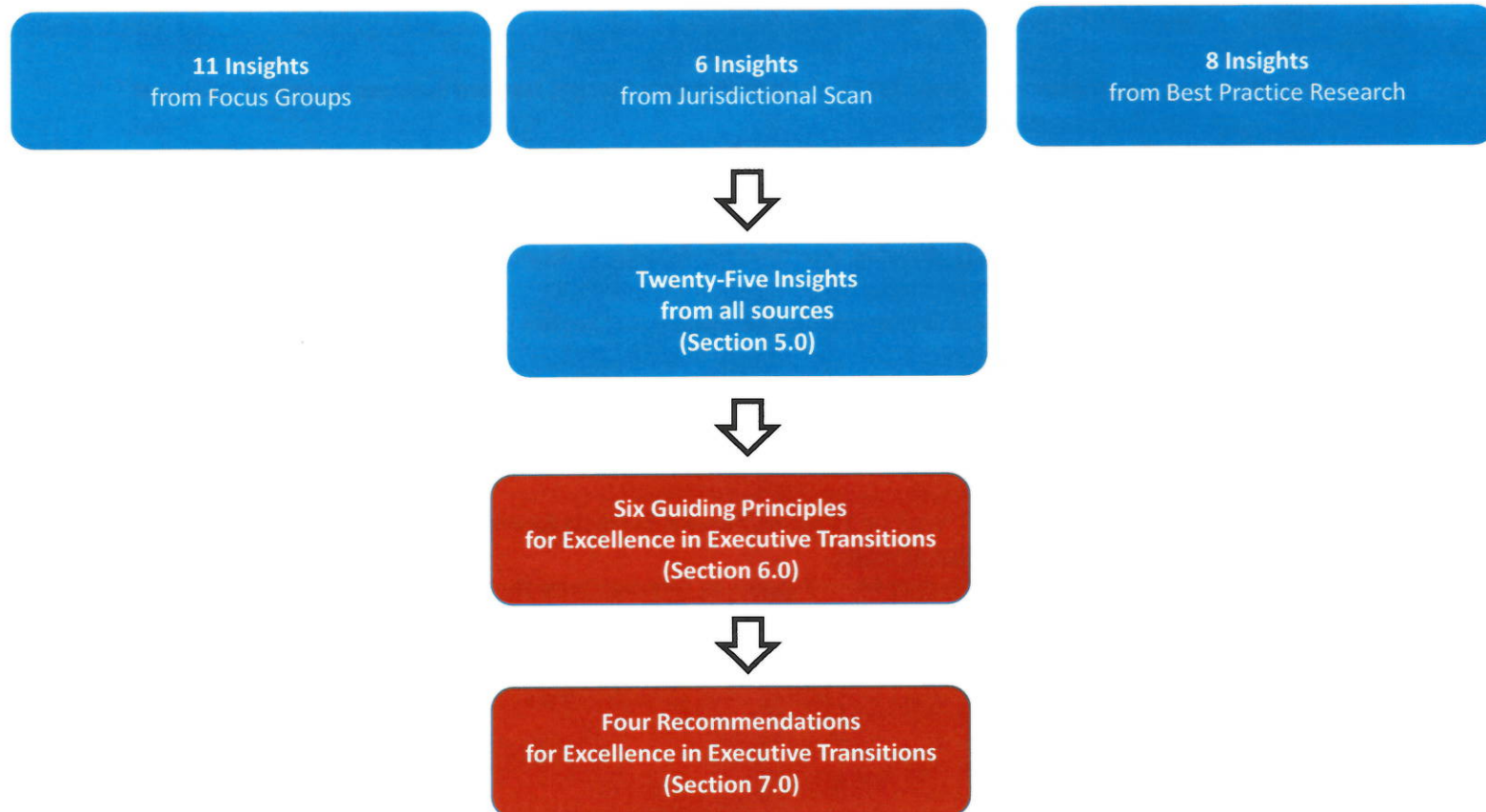|	
Differences between private sector executive transitions and those at the PSA	**Private sector transitions are more organized:** Respondents indicated that in their experience, private sector transitions tend be more organized and are timed better to ensure that the executive is able to perform a thorough handover to their successor and receive a thorough handover. **Direct reports and administrators play a key role in transition:** Respondents have noticed that the new executive's direct reports and administrative staff play a crucial role in the onboarding process in the private sector. **Private sector is less complex:** While the private sector's focus is generally on profitability, the environment is generally less complex than the public sector. The public sector tends to be more complex for executives due to less control as a result of operating in a challenging political environment, with decision-making levers that are influenced by legislation, policy, heighted fiscal accountability, and stakeholder influence. Less complexity lends itself to easier transitions among executives in the private sector.
Recommendations for improvement to help ensure excellence in executive transitions in the BCPS	**Supportive and service-oriented:** Respondents felt that the PSA has an opportunity to become an even more supportive and service-oriented organization with robust information systems for increased understanding of the specific talent within their pool of executives. **Culture of unified executive team:** Respondents believe that a culture of a unified executive could generate higher levels of support for new and experienced executives experiencing transitions and/or challenges in their roles. Respondents felt that collaboration and cooperation among all executives in the BCPS should be emphasized and encouraged. **Clarity around roles and responsibilities:** Respondents felt that there needs to be increased levels of clarity around expectations and deliverables for executives entering new roles. **Encourage inquiry:** Respondents felt that executives should be encouraged to ask questions and feel safe saying "I don't know". **Get feedback from those exiting government:** Respondents recommended engaging with those that have been let go or have resigned from their executive roles within government in order to capture their experience. **Transition binders:** Respondents recommended that executives continue to receive binders of important information that can be used as reference as they navigate their new role. As noted in a previous section, this is common practice in the BCPS. **Dedicated handover time:** Respondents recommended that time with the predecessor should be deliberately set aside in order for an incumbent to better learn the new role. **Executive mentor or buddy:** Respondents believe that a formalized "buddy" or mentorship program will increase the likelihood of success. **Executive coaching:** Respondents recommended regular coaching sessions for executives that have or are about to transition into a new role. Such coaching should ensure that a formal personal transition and development plan is created.

Best Practice Sources Reviewed

In conducting our best practice research, we reviewed the following key sources regarding best practice in executive transitions:

- Bamboo HR. The Definitive Guide to Onboarding. 2014. Retrieved from http://img.bamboohr.com/definitive-guide-to-onboarding.pdf.
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- Watkins, M.D. (April 4, 2016). *Internal Hires Need Just as Much Support as External Ones*, Harvard Business Review. Available at: https://hbr.org/2016/04/internal-hires-need-just-as-much-support-as-external-ones.

Section 5.0: Twenty-Five Insights

Through the analysis of our three clusters of work, we identified twenty-five insights. We consolidated these into six Guiding Principles that informed our recommendations about executive transitions within the BCPS found in Section 7.0 of this report.

11 Insights from Focus Groups	**6 Insights** from Jurisdictional Scan	**8 Insights** from Best Practice Research

Twenty-Five Insights
from all sources
(Section 5.0)

Six Guiding Principles
for Excellence in Executive Transitions
(Section 6.0)

Four Recommendations
for Excellence in Executive Transitions
(Section 7.0)

Eleven Insights from the Focus Groups

The following are eleven insights from the Focus Groups regarding executive transitions, organized by the three stages of executive transitions. There was an overall theme of tailoring the executive transition process to the needs of the executive and making it easy for the executive to own the transition process.

1. **Overall – a more consistent process** would provide more transparency at all stages of the executive transitions process.
2. **Overall – Increased accountability of the DM** would increase ownership of the DM in the executive's success.
3. **Onboarding – A formal handover process from** predecessor to incumbent would accelerate knowledge transfer.
4. **Onboarding – A tailored onboarding process that matches the new executive's needs** would accelerate transitions.
5. **Onboarding – A formal mentorship program that links new executives to experienced executives** would assist in sharing tacit knowledge.
6. **Onboarding - A standard set of guidelines and checklist for the onboarding process would formalize and standardize the experience,** and prompt new executives in areas that may be unknown to them.
7. **Onboarding – Increased clarity around role expectations, responsibilities and deliverables** should be built into the onboarding plan.
8. **Ongoing Support – An ongoing mentorship program made up of peers, or retired, or former executives** would be beneficial as a standard HR practice.
9. **Ongoing Support – Regular check-ins about how the executive is transition is going for both the individual and their leaders** would provide critical and valued feedback.
10. **Ongoing Support – More executive networking sessions and discussion sessions** would enable learning and develop deeper relationships within the executive ranks.
11. **Ongoing Support – Encouraging inquiry and feedback generally** would foster an atmosphere where seeking input is normalized and will any reduce fear of looking bad that exists for the new executive.

Six Insights from the Jurisdictional Scan

Based on our interviews and analysis of the above-noted four organizations, we identify the following the key and relevant similarities and differences between the external organizations and the PSA:

1. **There is significant centralization with respect to executive transitions in the provincial jurisdictions.** The governments of Alberta, Ontario, and British Columbia have all adopted centralized approaches, with a particular entity having overall responsibility for executive transitions in the Public Service. This entity is Corporate Human Resources in Alberta, the Office of the Chief Talent Officer in Ontario, and the PSA in British Columbia.

2. **The central entities in Alberta and Ontario work with a Deputy Minister cross-ministry committee that allocates executives throughout the bureaucracy to minimize overall risk and ensure the achievement of overall government priorities.** The Province of Alberta places particular emphasis on the overall allocation of executives. In that province, the DM HR Integration Committee meets monthly – or more frequently if required – to discuss openings and talent management. Similarly, the Executive Development Committee in Ontario holds quarterly meetings about senior executives to identify top talent and discuss changes that must be made. The PSA has a bi-annual panel review process for its executives that includes cross-Ministry Deputy Minister and ADM representation.

3. **Albeit to differing degrees, recruitment and selection in all the provincial jurisdictions reviewed and at the private sector organization are informed by performance evaluation, talent development, and succession planning.** Performance evaluation, talent development, and succession planning enable private and public organizations to effectively identify talent and address development gaps, in turn allowing them to meet overall organizational human resources needs. Performance evaluation tends to be used quite effectively by the entities reviewed, while there are some discrepancies with respect to talent development and succession planning.

4. **Succession planning appears to be at the heart of all executive transitions in all agencies, however there are discrepancies with respect to the decision-support tools used to support succession planning.** TELUS has a rigorous talent management process and succession planning approach that is facilitated by its HRIS (Success Factors). This software program is a repository for succession plants, talent profiles, compensation histories, etc. and includes a Predictive Index, which assess individuals' skills and inclinations in order to align the competencies of an individual with specific roles in the organization. Similarly, Ontario uses a performance planning and talent management software as well as a custom succession planning software to facilitate executive transitions. By comparison, Alberta and British Columbia currently do not use rigorous succession planning software.

5. **There is no consistent approach to onboarding within or across the entities reviewed.** There is an inconsistent mix of formal and informal onboarding approaches within and across the entities we reviewed. Most of the agencies we interviewed provide formal onboarding through briefing materials and some provide orientation sessions. Informal onboarding at times occurs through briefings and networking opportunities. The approach within most entities reviewed appears to be relatively inconsistent with an effective transfer of tacit knowledge occurring on an *ad hoc* basis. At TELUS, however, there is an informal expectation that outgoing executives will provide support, feedback, and insight for incoming executives. Finally, Ontario is the only entity reviewed to have a formal, 100-day onboarding template that is tailored to newly appointed executives and their specific background.

6. **There tends to be no formal assessment of fit or consideration of the composition of the existing team.** Like the other provincial jurisdictions reviewed, British Columbia does not have a formal means of assessing fit or considering the composition of the existing team

that a newly appointed executive would join. However, at TELUS, the competencies of an incoming executive are assessed against the strengths and gaps of the team to ensure there are complementary strengths.

Eight Insights from the Best Practice Research

We present eight insights about executive transitions from the best practice research:

1. **An end-to-end accelerated integration approach would assist executive transitions.** Best practice research indicates that organizations need to shift from a focus of onboarding ("bringing the executive safely on deck") to accelerated integration ("doing what it takes to make the new person a fully-functioning member of the team as quickly and smoothly as possible"). Examples from leading organizations include a structured integration program designed to help the executive to "assume operational leadership, take charge of the team, align with stakeholders, engage with the culture, and define strategic intent". This type of approach to executive transitions reduces the average amount of time for an executive to reach full performance ("making the right critical decisions with the right information and having the right people in place to help execute) by a third – from six months to four months. It also helps to mitigate risk associated with executive transitions.[2]

2. **A phased approach to executive transitions nested within an overall approach to succession planning.** Best practice research indicates that organizations that manage executive transitions well use a well-planned, structured, and phased approach that starts before the executive takes on the role and extends for to up to approximately one year. They view the transitions as on ongoing process rather than a one time or short term event and build them into an overall approach to succession planning.

3. **A transition approach tailored to the needs of the executive.** Best practice research suggests that the most successful approaches to executive transitions are those that allow the executive to be in the driver's seat as he/she navigates through the transition and allow for customization, personalization, and ownership of the transition process.

4. **Transition support matched to the types of challenges the executive may be facing.** Building on the above key learning, organizations that excel at executive transitions not only tailor the approach to the needs of the executive, but go one step further and plan for and provide

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[2] Mark Byford, Michael D. Watkins, and Lena Triantogiannis (Harvard Business Review). June 2017. Onboarding Isn't Enough. Retrieved from https://hbr.org/2017/05/onboarding-isnt-enough.

support based on the current reality that the executive is stepping into. This could include the stage of development or complexity of the organization, current conditions, the culture of the organization and team, and the strengths and gaps in the executive team.

5. **A team effort.** Best practice research indicates that the most successful transition processes involves a team approach with defined roles for corporate human resources, the executive's supervisor, the predecessor, other executive colleagues, the executive's team, and the executive him/herself.

6. **Internal and external transitions deserve equal attention.** Best practice research indicates that focusing on "accelerating everyone" – internal or external – will improve individual and organizational performance. Following are some informative statistics from Harvard Business Review:
   - leaders making a move internally rated the difficulty of their transitions at an *average of 70% as hard as* joining a new company
   - 35% of leaders rated their internal moves to be *as or more difficult* than joining their organization as new hires
   - 56% of executives who transitioned internally felt their organization did *not* do a good job of supporting them during their transition versus 38% for external executive transitions.[3]

7. **Career development and career management at the heart of the process**. Successful organizations develop a comprehensive talent management framework that puts career management ("formal and transparent process to help people build their own careers") at the centre.[4]

8. **Organizational structures and information systems aligned to a comprehensive talent management framework.** Best practice research indicates an organization's talent management framework should inform its organizational structure. Specifically, the goal is to make the human resource function operate more efficiently and to create an integrated system for managing people which lets the organization rapidly and effectively respond to business needs and make better decisions.

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[3] Michael D. Watkins (Harvard Business Review). April 4, 2016. Internal Hires Need Just as Much Support as External Ones. Retrieved from https://hbr.org/2016/04/internal-hires-need-just-as-much-support-as-external-ones.

[4] Josh Bersin. May 11, 2010. A New Talent Management Framework. Retrieved from http://joshbersin.com/2010/05/a-new-talent-management-framework/.

Section 6.0 Guiding Principles for Excellence in Executive Transitions

The purpose of developing principles for excellence in executive transitions is to provide a compass for the development of practices. These principles are meant to be self-evident, self-validating, objective and neutral 'rules', 'norms' or 'beliefs' that don't change or shift when circumstances change or shift.

The following principles are intended to guide the creation of executive transitions practices:

Guiding Principles for Excellence in Executive Transitions

1. Overall, a consistently applied, well communicated approach will improve the executive transitions process.

2. Increased levels of accountability, responsibility and ownership by the transitioning executive's leader and his/her organization for the transitioning executive's onboarding success will accelerate overall performance and success.

3. A focus on knowledge transfer, encouraging inquiry and feedback, and creating access to a pre-determined network of support will enable better and more effective decision making by the transitioning executive.

4. Access to a menu of tools, supports and resources with facilitated development of a customized onboarding plan reflective of the environment the executive is entering will accelerate the transitioning executive's onboarding experience.

5. Setting the executive transition's process in the larger context of succession management will improve decisions related to who, where, when, why and how.

6. Improving upstream information about the pool of executives, including competency strengths, gaps, and readiness will assist in better individual decisions about who to transition when, where, why and how.

Section 7.0: Recommendations for Excellence in Executive Transitions

Following are four recommendations which include process improvements, a risk management framework for excellence in executive transitions, a systems approach to human resource management, and tactical additions and modifications to the current Where Ideas Work – A Corporate Plan for the BC Public Service, 2016. These actionable recommendations were created using the Guiding Principles as a foundation:

Recommendation 1: Make improvements to the existing Executive Transitions Process

Overall

1. Increase the accountability of the DMs for ensuring the success of transitioning executives. This could be through the formation of a deputy minister council similar to those formed in the Government of Alberta.
2. Provide a more consistent process at all stages of the executive transitions process.

Stage 1: Recruitment and Selection

1. Where possible, increase procedural certainty through better communications.

Stage 2: Onboarding

1. Develop individualized onboarding plans for all executive transitions with a focus on knowledge transfer and organizational integration. This could include comprehensive briefings, feedback at scheduled intervals, and the provision of a coach and/or mentor through the onboarding process (six months) and beyond. These should be individualized to meet the needs of the individual (as determined by them), and would be overseen by the PSA to ensure consistent application of standardized tools.
2. Transfer knowledge in formal (briefing binders, etc.) and informal ways (fireside chats, etc.). Knowledge transfer should include information about the organization, political and business issues, team-member biographies and current status, stakeholder information and current status, and key contacts. In addition, include regular feedback check-ins at diminishing levels of frequency.
3. Provide the transitioned executive with early and ongoing access to his or her predecessor to accelerate his/her effectiveness in his/her new role. If access is not available directly with the predecessor, this should be seen as a risk that requires mitigation.

Stage 3: Ongoing Support

1. Promote more networking and development of relationships, support structures, and collaboration among DMs, Associate DMs and ADMs. This could be through regularized meetings, the development of an ADM network (e.g. quarterly networking sessions), and corporate team building.
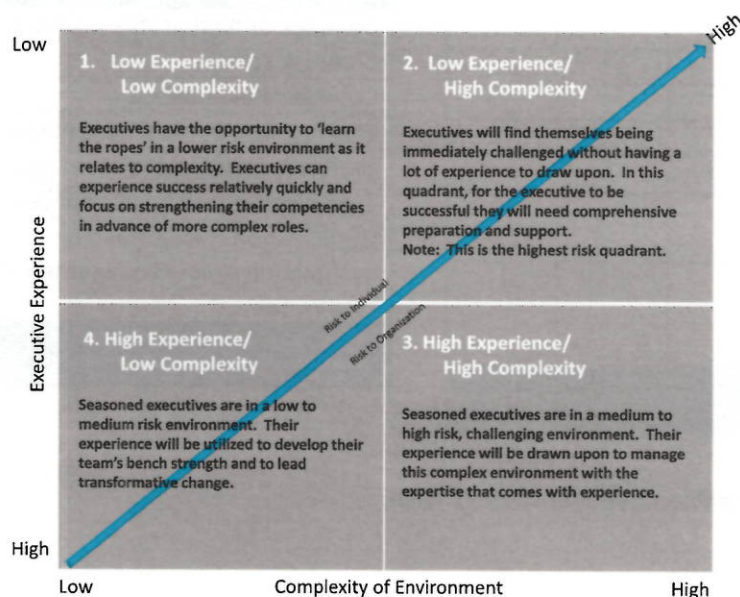
2. Promote more formalized and ongoing coaching and mentoring relationships. This could be provided through a formalized mentorship programs with mentors that could include seasoned and retired BCPS executives.

3. Provide more formal and informal feedback on how the executive is transitioning at 30-, 60-, and 90-day intervals.

4. Provide more clarity regarding the support provided by various agencies and divisions (PSA, Strategic HR, etc.).

Recommendation 2: Customize the executive's transition experience and supports provided to reflect his/her experience and the complexity of the environment he/she is moving into.

2.1 To do this, we recommend the use of an objective tool, such as the following Executive Transitions Matrix built on two criteria: the executive's experience and the complexity of the environment the individual is moving into.

Following is a description of four quadrants that reflect these two dimensions:

2.2   We recommend the use of an Executive Transitions Risk Assessment Tool to determine which quadrant pertains to the executive transition.

To define which quadrant is relevant for a given executive transition, we recommend the use of an Executive Transitions Risk Assessment that measures the individual's experience and the complexity of the environment.

Risk Assessment 1 – Individual Experience (IRS)			
Attributes of the Individual	**Yes/No (Y = 1; N=0)**	**Weight**	**Score**
New to government			
New to sector			
New to role (promotion)			
New to band			
< 3 years of executive experience			
Limited access to predecessor			
Higher degree of complexity compared to previous role			
Limited access to support network (of others with expertise or experience in the area)			
Total – Individual Score (IRS)			

Risk Assessment 2 – Complexity of Environment (CRS)			
Attributes of the Environment	**Yes/No (Y = 1; N=0)**	**Weight**	**Score**
Complex or high profile portfolio			
Complex sector			
Complex stakeholders			
Entering into a role where major change is taking place or is required			
Executive team is inexperienced			
Organization is experiencing dysfunction or low engagement of employees			
Total – Complexity Score (CRS)			

Use these scores to plot the placement on the Executive Transitions Matrix.

Low

Executive Experience

1. Low Experience/ Low Complexity

Executives have the opportunity to 'learn the ropes' in a lower risk environment as it relates to complexity. Executives can experience success relatively quickly and focus on strengthening their competencies in advance of more complex roles.

Assessment Score:
IRS>8   CRS<6

2. Low Experience/ High Complexity

Executives will find themselves being immediately challenged without having a lot of experience to draw upon. In this quadrant, for the executive to be successful they will need comprehensive preparation and support. Note: This is the highest risk quadrant.

Assessment Score:
IRS>8   CRS>6

4. High Experience/ Low Complexity

Seasoned executives are in a low to medium risk environment. Their experience will be utilized to develop their team's bench strength and to lead transformative change.

Assessment Score:
IRS<8   CRS<6

3. High Experience/ High Complexity

Seasoned executives are in a medium to high risk, challenging environment. Their experience will be drawn upon to manage this complex environment with the expertise that comes with experience.

Assessment Score:
IRS<8   CRS>6

High

Risk to Individual

Risk to Organization

High

Low   Low

Low

Complexity of Environment

High

2.3 Develop Executive Transitions Experience Guidelines for each of the four quadrants that provide a set of expectations to be achieved and a resource bank of tools and resources.

For each quadrant, develop guidelines and tools, specific for each of the quadrants that will provide greater assurance of success through his/her transition. Below are examples of what a good outcome looks like and the types of tools and resources that could be made available for each quadrant.

Quadrant 1 – Learning the Ropes (Low Experience, Low Complexity)

This quadrant is characterized by low levels of executive experience in an environment that is low in complexity. This presents a medium level of risk and a higher risk level if the executive has not had experience in the public sector previously.

In this quadrant, it is worthwhile to provide upfront support, mentorship, and frequent check ins to help new executives feel capable in their new role, knowing that their learning curve is relatively steep as they learn their new leadership role.

	During recruitment and selection (if applicable)	First 2-8 weeks	First 3 months	First 6 months	First year/ongoing
What does a good outcome look like?	An experience that creates excitement and energy in the candidate to be joining government/executive. Transparency, and information about the government culture, role, responsibilities, requirements, and expectations, including compensation (including benefits and holdbacks), and career opportunities. It is important to note that for a new executive he/she is unlikely to be completely comfortable asking questions that may make them look uninformed or too forward - as this could jeopardize their success in being awarded the appointment.	An executive who feels welcomed, is getting to know his/her team members and knows who to turn to for support. He/she will also have had enough time to start to put their legs underneath them, and will have an indication of gaps. At this stage, an executive will be just getting started and may have more questions than answers. Expectations must be made clear. Having the structures in place to find those answers in a safe environment would be extremely important for the executive's onboarding success.	An executive who is getting traction, is engaged and is leading their 100-day plan. This stage is similar to the first 2-8 weeks with the executive getting to know the environment and his/her team, and the issues and challenges.	An executive has fully integrated into the new environment and is performing at or near full-capacity and ability. At this stage, the executive should be able to identify his/her development needs and these should be discussed and integrated into the 2nd 100-day plan.	An executive who continues to be engaged, is able to set and achieve goals, and is performing successfully. At this stage, the executive should be fully functioning.
What tools and resources would be helpful?	Interview guide with FAQs. Appropriate information about the job. Opportunity for candidate to speak to someone in a similar role, or someone who plays a 'trusting executive search function' during the recruitment and selection process.	Orientation to executive and access to predecessor. Introduction to key people including stakeholders. Bi-weekly meetings with DM. Onboarding checklist to identify gaps. Buddy, mentor or coach who assists in the development of a 100-day plan.	Executive coaching support. Active monitoring of 100-day plan. Frequent meetings with buddy/coach/ mentor to review progress on integration.	Meetings with buddy/coach/ mentor to review progress on integration – frequency to be determined by the new executive. Next 100-day plan. Formal performance review.	Meetings with buddy/ coach mentor. Regular executive networking meetings. Annual performance review.

Quadrant 2 – Comprehensive Preparation (Low Experience, High Complexity)

This quadrant is characterized by lower levels of executive experience in an environment that is high in complexity. This is the highest risk quadrant from the point of view of the individual as well as the organization.

	During recruitment and selection (if applicable)	First 2-8 weeks	First 3 months	First 6 months	First year/ongoing
What does a good outcome look like?	An experience that creates excitement and energy in the candidate to take on this role. Transparency, and information about expectations, team members and context, including compensation (including benefits and holdbacks), and career opportunities. An executive who understands the risks and challenges involved with the particular portfolio and the level of effort required for the executive to come up to speed.	An executive who feels welcomed, is getting to know his/her team members and feels well supported in the early weeks of his/her tenure. He/she will have made contact with his/her predecessor and will be abreast of challenges, nuances and the various issues/ personalities in the role. At this stage, the executive will be identifying the complexities in the environment and gaining an appreciation for the challenges. He/she will also be starting to formulate gaps in information.	An executive who is grasping the complexity of the environment, has assessed his/her team, is more aware of the challenges. He/she feels well supported in having access to SMEs, mentors, coaches to fill in gaps. At this stage, the executive is responding proactively but may not be ready to formulate strategic action.	An executive who is fully aware of the challenges in the position and the resources and gaps. At this stage, the executive should be starting to execute strategic action with her/her team.	An executive who has transferred skills and who has team members benefitting from his/ her contact. At this stage, the executive should be fully functioning and skills transfer and transformation is underway.
What tools and resources would be helpful?	Clear expectations of the opportunity including the complexity of the environment, and why the individual was selected for this role.	Comprehensive orientation to key people including stakeholders, and access to predecessor. Information about team members. Frequent meetings with DM, executive, and SMEs to fully brief and integrate the new executive and ground him/her in the subject matter. 100-day plan with onboarding checklist to accelerate learning. Buddy, mentor or coach to provide fireside chat-like opportunities.	Frequent monitoring and adjusting of 100-day plan. Identification of job-specific training or expertise required (and integrated into 100-day plan). Buddy, mentor or coach to provide fireside chat-like opportunities. Access to SMEs as required.	Development of next 100-day plan. Access to SMEs as required. Formal performance review.	Annual performance review. Access to SMEs as required.

Quadrant 3 – Leveraging Deep Capabilities (High Experience, High Complexity)

This quadrant is characterized by high levels of executive experience in an environment that is also high in complexity. This is a position for executives who have a proven record of high performance. This quadrant is medium risk from the point of view of the individual as well as the organization.

	During recruitment and selection (if applicable)	First 2-8 weeks	First 3 months	First 6 months	First year/ongoing
What does a good outcome look like?	An experience that creates excitement and energy in the candidate to take on this role. Transparency, and information about expectations, team members and context, including compensation (including benefits and holdbacks), and career opportunities. An executive who understands the expectations and demands of the role, the context, and the resources that can be brought to bear to assist him/her in his/her success.	An executive who feels welcomed, is getting to know his/her team members and knows who to turn to for support. He/she will be getting to know the environment and its complexities and nuances. At this stage, the executive will be identifying the complexities in the environment and understanding the context.	An executive who is grasping the complexity of the environment, has assessed his/her team, is aware of the challenges and is formulating actions based on quick wins, medium-term and systemic opportunities. At this stage, the executive is in action mode and is formulating medium and longer-term strategic action.	An executive who is fully aware of the challenges in the position and the resources and gaps. At this stage, the executive should be ready to execute strategic action with her/her team.	An executive who has transferred skills and who has team members benefitting from his/ her contact. At this stage, the executive should be fully functioning and skills transfer/ transformation is underway.
What tools and resources would be helpful?	Clear expectations of the opportunity including the complexity of the environment, and why the individual was selected for this role.	Introduction to key people including stakeholders and access to predecessor. Information about team members. Frequent meetings with DM, executive, and SMEs to fully brief and integrate the new executive and ground him/her in the subject matter. 100-day plan with onboarding checklist to accelerate learning. Buddy, mentor or coach to provide fireside chat-like opportunities.	Frequent monitoring and adjusting of 100-day plan. Buddy, mentor or coach to provide fireside chat-like opportunities. Access to SMEs as required.	Development of next 100-day plan. Access to SMEs as required. Formal performance review.	Annual performance review. Access to SMEs as required.

Quadrant 4 – Transforming the Organization or Strengthening the Bench (High Experience, Low Complexity)

This quadrant is characterized by high levels of executive experience in an environment that is low in complexity. This presents a low level of risk, but could represent a flight risk in the individual if there is not enough challenge in the position. This quadrant is low risk from the point of view of the individual as well as the organization.

	During recruitment and selection (if applicable)	First 2-8 weeks	First 3 months	First 6 months	First year/ongoing
What does a good outcome look like?	An experience that creates excitement and energy in the candidate to take on this role. Transparency, and information about expectations, team members and context, including compensation (including benefits and holdbacks), and career opportunities. It is important to note that for an executive in this quadrant to know that he/she has been chosen for this role because of the opportunity to transfer skills and develop people. Transformation is also a likely theme that could be achieved with a seasoned executive.	An executive who feels welcomed, is getting to know his/her team members and knows who to turn to for support. He/she will also have had enough time to put their legs under them, and will know if they are sensing any gaps. At this stage, the executive will want to quickly assess his/her team, and the opportunity for skills transfer, development, and transformation.	An executive who knows the strengths and weaknesses of his/her team and is setting goals for development, skills transfer and transformation. At this stage, the executive is ready to move into action as it relates to the expectations placed on him/her relating to skills transfer, development, and transformation.	An executive who is fully engaged in the position and executing on his/her plans. At this stage, the executive should be well on their way to implementing his/her plan.	An executive who has transferred skills and who has team members benefitting from his/her contact. At this stage, the executive should be fully functioning and skills transfer and transformation is underway.
What tools and resources would be helpful?	Clear expectations of the opportunity for skills transfer and transformation, including the resources available to the executive for skills transfer and transformation.	Information about team members and access to predecessor. 100-day plan. Bi-weekly meetings with DM. Buddy, mentor or coach if requested.	Frequent monitoring of 100-day plan. Meeting with buddy, mentor or coach as required.	Development of next 100-day plan. Formal performance review.	Annual performance review.

2.4 Develop and implement the tools, resources, and supports for each of the four quadrants.

It is reasonable to expect that many tools, resources and supports are already in existence, and that others may need to be created. These tools should be developed, modified and housed in the context of the overall Transitions Experience for each quadrant. It is also reasonable to expect that many of the tools could be effective in more than one quadrant.

Recommendation 3: Embed the Executive Transitions process in a succession planning context inside a comprehensive talent management framework.

This recommendation is the result of our findings and insights in the jurisdictional scan and best practice research and is intended to reduce the gap between these findings and the current situation in the BCPS.

3.1 We recommend work on a talent management framework continues to be a priority - with the result being an integrated, systems approach to talent management that spans talent acquisition, development, engagement, performance management, compensation, and succession management.

A talent management framework, as part of the focus on succession management, is currently underway at the PSA. We recommend that this work continues to be a priority – with the result being an integrated, systems approach to talent management that spans talent acquisition, development, engagement, performance management, compensation, and succession management.

Executive transitions would then sit within a succession planning context within the larger BC Public Service as an enterprise. Our best practice research indicates that high performing organizations approach talent in this way and the impact of such a talent management framework is to make the HR function "not only operate more efficiently, but more importantly to create an 'integrated system' for managing people which lets the organization rapidly and effectively respond to business needs."[5] Key outcomes of an integrated talent management approach include increased morale, productivity, organizational innovation, and retention. Following is a sample of a talent management framework, retrieved from Bersin by Deloitte:

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[5] Josh Bersin. May 11, 2010. A New Talent Management Framework. Retrieved from http://joshbersin.com/2010/05/a-new-talent-management-framework/.

High Impact Talent Management Framework

For longer-term consideration, best practice organizations use the talent management framework to guide and design their organization structures related to talent.

3.2 As part of this recommendation, we further recommend that this talent management framework be supported by a robust, comprehensive, end-to-end talent management information system.

At their best, and when used in conjunction with a talent management framework, talent management information systems are indispensable tools to help find the right talent, onboard people effectively, support performance management in engaging ways, provide tools for workforce planning an analytics, help manage succession to ensure you have the right people in the right job at the right time, support career development, support employee wellness, help with compensation planning, and provide a single system for employee information.

3.3 We recommend the PSA considers an approach or tool similar to the Executive Transitions Matrix as a key tool for not only executive transitions as they are taking place, but also for succession planning and decision making.

The diagram below also shows the possible length of term in each of the four quadrants (quadrant colour) and potential succession through the quadrants (black arrows), recognizing that each of the axes represents a continuum. This also assumes that as individuals move from quadrant to quadrant, the necessary transition supports are in place.

3.4 Finally and for longer-term consideration, we recommend the PSA consider using a talent management framework to guide and design its organization structures related to talent. This is consistent with findings in our best practice research and jurisdictional scan.

Recommendation 4: Reflect these recommendations in the Where Ideas Work – A Corporate Plan for the BC Public Service, 2016

Following are excerpts from Where Ideas Work – A Corporate Plan for the BC Public Service, 2016:

From Goal 1, page 17 of Where Ideas Work

GOAL 1 BUILDING OUR
INTERNAL CAPACITY

TO CONTINUE BUILDING OUR INTERNAL CAPACITY, OVER THE NEXT TWO YEARS WE WILL:

1. INTRODUCE A NEW AND CONSISTENT APPROACH TO SUCCESSION MANAGEMENT, INCLUDING:

- New mechanisms to promote mobility and experiential learning opportunities.
- A new career advisor model to help employees map their future with the public service.
- An initial focus on key streams like IM/IT, finance and senior leadership where we face our most urgent pressures, but with a commitment to implement succession management in all corners, at all levels of the organization.
- A new knowledge transfer strategy with tools and resources to ensure continuity as more of our workforce approaches retirement.
- Potential new flexible work arrangements targeted at employees approaching retirement.
- A new retention strategy that draws on exit and new employee survey data to identify critical actions we can take to retain new hires.

Consider the following enhancements or modifications to the above-noted strategic priority (1):

- **Mobility**
  - Develop formal mechanisms to identify, assess, and support those high-potential individuals in the PSA who are on track to move from senior management to executive ranks, or upwards within the executive ranks.
  - Better integrate the functions of executive recruitment, corporate succession planning, and executive development to support this mobility.
- **Career advisor model**
  - Develop a career advisor model targeted specifically to high-potential individuals, as one of the mechanisms to support mobility.
- **Knowledge transfer strategy**
  - Develop a knowledge transfer strategy specifically for executive transitions -clearly defining the roles and responsibilities of the Deputy Minister, the predecessor, the incoming executive, the executive team in place, the PSA, and ministry Strategic HR.

5. TAKE STEPS TO ENSURE NEW EMPLOYEES HAVE THE BEST START IN THEIR PUBLIC SERVICE CAREERS THROUGH A NEW CORPORATE ONBOARDING PROCESS TO ENSURE A CONSISTENT AND POSITIVE EXPERIENCE FOR EVERY EMPLOYEE IN THEIR FIRST YEAR.

Consider the following enhancements or modifications to the above-noted strategic priority (5):

- **Onboarding**
    - Develop a specific onboarding process for new executives coming into government from outside of the BPS, incorporating the recommendations from this report.

7. TAKE FURTHER STEPS TO ENSURE GREATER ALIGNMENT OF HUMAN RESOURCE PRACTICES ACROSS THE PUBLIC SERVICE TO DELIVER A MORE CONSISTENT EMPLOYEE EXPERIENCE AND LEVEL OF SERVICE.

Consider the following enhancements or modifications to the above-noted strategic priority (7):

- **Executive transitions process**
    - Develop an enhanced executive transitions process that has the PSA and ministries working hand-in-hand to improve executive transitions. The PSA would provide enterprise-wide support and direction, while the Ministries would execute these directions under the direction of the DM to the Premier or the DM of the PSA, in the event that the transition involves a DM.

Section 8.0: Conclusion

This concludes our report. We sincerely appreciate the opportunity to provide input into how best to address Recommendation #30 of the recent Ombudsperson's report, *Misfire: The 2012 Ministry of Health Employment Termination and Related Matters*. We are confident that implementing these recommendations will result in excellence in executive transitions in the BC Public Service. We encourage you to expedite the implementation of these recommendations and to share these findings and recommendations with others.

***

Berlineaton
September 26, 2017

Appendices

Appendix 1

Pre-Focus Group Interview Themes

BC Public Service Agency

Executive Transitions in the BC Public Service
Pre-Focus Group Interview Findings

berlineaton.com

Interview Objective, Approach and Questions

Objective

To engage with a subset of Focus Group participants in advance of the Focus Groups to learn about their experience with executive transitions in the context of three stages: Recruitment & Selection; Onboarding; and Ongoing Support, and to help inform the development and delivery of an effective agenda for the Focus Group.

Approach
- 8 x 30 minute interviews
- All interviews were carried out via telephone
- Each interviewee was provided with interview questions in advance of their interview
- Following the completion of all interviews, Berlineaton analyzed the feedback and themed it according to recurring comments
- Interviews were held between June 22 and 27

Interview Questions
Interviewees were asked a series of questions under five categories and in the context of the three stages (Recruitment & Selection, Onboarding and Ongoing Support):

1. Background Questions
2. Overview of Executive Transitions
3. Lessons Learned
4. Ongoing Support, Knowledge Transfer and Executive Team
5. Focus Group Expectations

Interview Questions

Background Questions
- Please describe your role and responsibilities.
- Where does your role fit within your organization's corporate structure?
- What part of the work in your area relates to executive transitions?

Overview of Executive Transition
- Please describe the journey you took from your previous job to your current role.
- For each of the 3 Stages, what went well, what might have been better?
- Overall, on a scale of 1 to 10, how would rate your personal satisfaction with your transition experience (where 1 = dissatisfied and 10 = satisfied)?
- If you scored less than 10/10, what would it take to get to a 10?
- How was knowledge transferred from your predecessor to you and from you to your replacement?
- What is one piece of advice you would give to the DM of the BCPSA about the executive transition process?

Lessons Learned
- What have you learned about executive transitions that you will take forward to future transitions?
- What helped you build your confidence to master the job? How long did this take?
- What approaches/strategies have you developed that helped you during your transitions?
- What surfaced for you re: gaps? Knowing what you know now, what do you wish you knew back then?

Ongoing Support, Knowledge Transfer, and Executive Team
- Who did you talk to or rely on to help you be successful through your transitions?
- Did you do an assessment of your team members/colleagues/allies?

Focus Group Expectations
- What are your expectations for the upcoming focus group?
- As facilitators, what should we pay attention to in order to achieve these expectations?

Other comments
- Do you have any other comments?

Interviewees were asked to rate their satisfaction with their transition experiences out of 10; the average score was: 5.2/10 or 52%

Score out of 10 (1 = dissatisfied and 10 = satisfied)
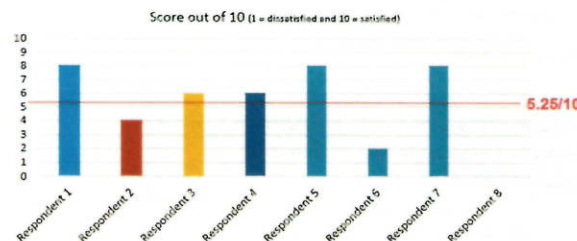
Background Questions

Common Themes	Other Comments
Executives included those that had been in their role for many years to those that were new and included individuals that had transitioned from the private sector	Executive transition was also specifically defined as movement from ED to ADM
Defined an executive transition as a promotion or movement to an executive role (either upward or lateral)	Executive transition does not apply to those transitioning into ED roles
Experienced multiple executive transitions in their careers (both within government and in the private sector)	
Specific Quotes "The most difficult transition is from ED to ADM."	

Overview of Executive Transitions

Common Themes	Other Comments
Transitioned into their new roles in a traditional way where they applied through a competition	Expectation at this level that you know what needs to be done
Recruitment process is often a mystery	Opportunity to take on executive role is exciting and inspiring
Received no orientation upon entry to their new executive role; they had to navigate the role their new team with no support	A smooth transition is dependent on the DM
Lack of clarity around expectations	
Helpful to have access to predecessor	
Specific Quotes: "You don't know what you don't know."	

Lessons Learned

Common Themes	Other Comments
Some form of peer mentoring would have been helpful as they entered their new role	Good rapport is part of a learning organization
Executive coaching is a tool that would have improved their transition experience	Not unreasonable to ask for clear expectations
Formal access to their predecessor would allow for an improved executive transition	360 coaching gives clarity and confidence
Critical to take own initiative to navigate a new executive role	
Specific Quotes "Personalities dictate unique elements to onboarding."	

Ongoing Support, Knowledge Transfer, and Executive Team

Common Themes	Other Comments
No process for knowledge transfer and that it was left up to the individual to obtain the information required to perform their duties	"Skip Level Meeting"
Access to their predecessor is critical to knowledge transfer	Ongoing coaching
Must take a lot of initiative in order to be successful	
Build network of peer group for support in new role	
Specific Quotes: "It's a false assumption that you know everything when you enter a new role."	

Focus Group Expectations

Develop recommended actions around executive transitions
Provide detailed advice around making the process more effective
Share experiences among colleagues
Develop a checklist of things to be considered for the transition process
Specific Quotes "There is way better work we need to do."

Advice for BC Public Service Agency

Access to peers and predecessor are critical to success
There needs to be a formal process that allows for flexibility and creativity
There is no "cookie-cutter" approach to executive transitions
Commitment to mentorship is needed
Specific Quotes: "You get thrown in and it's sink or swim."

Word Count

Word	Number of Mentions
Process	37
Support	31
Learn	30
Time	27
Formal	15
Mentor/Mentorship	11
Predecessor	9
Navigate	6
Framework	6

Appendix 2

Detailed Feedback and Themes by Focus Group Cohort

Focus Group #1: Lateral/Promotions within Executive – June 27, 2017

8 Focus Group participants were engaged through facilitated exercises that elicited information as to their personal experience with executive transitions by way of lateral movement or promotions.

			Stage 1: Recruitment and Selection	Stage 2: Onboarding	Stage 3: Ongoing Support
Specific Themes from Focus Group	**The Current Situation**	Positive Aspects	• Some experienced an open competition and recruitment process • Ability to appoint via OIC when necessary • Collegial executive colleagues – easy to reach out to • Some experienced a thorough interview process	• Welcoming executive team (DM and ADM colleagues) • Access to predecessor was helpful in transitioning into new role • Helpful and patient staff • Nice welcome message from DM and PSA	• Access, mentoring and support from DM and executive colleagues • Access to executive tools and supports such as executive coaches and leadership courses
		Challenges	• OIC appointments and elements of the recruitment process lack transparency • Fear of declining an executive offer • Transitions tend to be more about the organization's needs and less about the individual's needs • Lack of power to negotiate terms of employment for executive positions	• Lack of qualified administrative and technical support • Assumption that you know everything when in fact "you don't know what you don't know" • There is no formal onboarding process • Onboarding is inconsistent and oftentimes depends on the level of support by your DM	• Lack of formal ongoing support process • No regular, ongoing performance feedback among executive team • Ongoing support must be self-initiated due to their being no process • There is a sense of being alone and "orphaned" once in the role
		"We Should"	We should... • Have a more transparent recruitment process that balances organizational needs and individual needs.	We should... • Have best practices of onboarding which should be defined and implemented, including balancing old and new, good communication, optimal support and good timing. • Have a 3-6 months development plan that includes regularly checking in with DM • Eliminate assumption that we know what needs to be done	We should... • Have DM commitment to ongoing support and a definition of best practices, including support from colleagues. • Have evolving development plan • Allow ADMs to drive their own growth • Take steps to ensure self-awareness, mindfulness, blind-spot checks
	Satisfaction with Current Executive Transitions Process N/A				
	Redesigned Process	Criteria for Redesigned Process	• Transparent • Respectful • Linked with individual development process	• Able to control your own executive transitions process • Clearly defined • Recruitment and selection should be merit based	
		Redesign Process Components	• Pre-recruitment and selection stage (preparing for recruitment stage) • Transparent recruitment and selection process • Onboarding and general transition timeline of 3 months to one year	• Fireside chat with DM is example of a good onboarding practice that should remain in place • Development plan and continuous learning once on boarded • Peer discussions and check ins on critical topics • Clarity of priorities and expectations of role • Real time feedback and regular/ongoing DM check in	
	Advice & Recommendations to the PSA		• Be clear about the role of the DM in the transition process • Ensure a proper introduction is communicated by DM and PSA to new team • Ensure new executive knows s/he is being set up for success • Ensure that the recruitment process is transparent and fair	• Create a safe environment where it's OK to say "I don't know" and ask questions • Ensure that there is support and coaching from executive colleagues, predecessor (if appropriate) and the PSA	

Focus Group #2: New to Executive – June 28, 2017

7 Focus Group participants were engaged through facilitated exercises that elicited information as to their personal experience with executive transitions by way of promotion to ADM or acting ADM.

			Stage 1: Recruitment and Selection	Stage 2: Onboarding	Stage 3: Ongoing Support
Specific Themes from Focus Group	The Current Situation	Positive Aspects	• Some experienced a quick and efficient process from interview to selection • Experiential and exciting opportunity to be recruited into a senior role • "Acting" role is helpful for permanent appointments • Some found the recruitment process to be clear	• Some found the documents/binder they received to be informative and useful • Supervisor support was helpful • Welcome communications circulated to team • High functioning and welcoming team	• DM and executive colleague support • Informal mentoring • Access to and support from predecessor • Resources and tools are there if you look for them
		Challenges	• Not consistent – varying experiences • No clear process on how one is assigned an executive role • Short time period from interview/appointment to start date	• Unclear expectations, accountabilities and deliverables • Expectation that you know everything/know what to do • Insufficient time to facilitate onboarding • No formal handover process from predecessor	• Lack of executive support • Little to no feedback from DM or other colleagues • Varying management styles posed challenges
		"We Should"	We should... • Have a structured succession management program that takes into account a longer-term view to executive appointments • Value knowledge streams • Engage people in their own career planning • Not link compensation to moving jobs • Manage the experience level mix in executive teams	We should... • Recognize that there is no "one size fits all" • Give people the opportunity to tailor their own onboarding process to meet their needs (clarity of expectations) • Have a checklist for requirements for executive onboarding • Retain former DMs as mentors to new executives	We should... • Retain former DM/ADMs as mentors to new executives • Encourage asking questions • Bring ADMs together more for networking and peer mentoring opportunities (informal networking)
	Satisfaction with Current Executive Transitions Process 5.6/10 or 56%				
	Redesigned Process	Criteria for Redesigned Process	• Ministry/team nuances need to be considered • Facilitated supports • Alignment of experienced with new • Structured	• Training • Decision making clarity • Reward and recognize good leadership	
		Redesign Process Components	• Pre-Recruitment and Selection process • Early identification of new executive from existing talent pool • Succession management should be part of executive transitions • Clarity of career path • Formal mentorship/buddy system • Transparent process	• Case management approach • Recognize talent that exists in our organization • Provide transition materials (documents, corporate, ministry, political) • Checklist of onboarding actions • Clear expectations with milestones • Ongoing mentoring (DM and ADM) and ADM collaboration	
	Advice & Recommendations to the PSA		• Reinstate quarterly ADM get togethers and fireside chats • Engage retired/former execs where appropriate for mentoring • Communicate more and earlier	• Be transparent about appointments and movement • Different performance means different behaviour • Feedback should be regular	

Focus Group #3: New to Government – July 5, 2017

8 Focus Group participants were engaged through facilitated exercises that elicited information as to their personal experience with executive transitions by way of recruitment to executive from outside of the BC government.

			Stage 1: Recruitment and Selection	Stage 2: Onboarding	Stage 3: Ongoing Support
Specific Themes from Focus Group	The Current Situation	Positive Aspects	• Some found the job description to be clear and unambiguous • Some experienced a quick process • Some had clarity of role and responsibility • Ability to easily apply for job online	• Support from predecessor and DM • Some experienced good knowledge transfer • PSA was helpful in the process	• Executive coaching • Assistance on decision making • DM and PSA support and access
		Challenges	• Communication/reference checks and timing of OIC • No selection process • Lack of ability to negotiate certain employment terms	• Lack of mentoring and support from executive team and DM • Thrown in the deep end and expected to know what needed to be done • No orientation • Lack of training on how BC government works (decision making, Treasury Board, Cabinet etc.) • Lack of definition and clarity around the role, expectations and accountabilities	• Lack of formal connection with mentor/buddy • Feeling lost • Lack of access to DM in some cases • No networking group for new executives • No list of contacts to reach out to for support • Navigating the PSA was challenging • Heavy workload
		"We Should"	We should… • Be flexible on holidays • Professionalize executive recruitment • Increase transparency re above – what is negotiable and what is the likelihood of getting a raise • Best practices on recruitment, reference checks after proceeding with candidate, follow up, transparency in how process works • Follow up on how it went	We should… • Utilize exec recruitment benchmarks • Standardize approach i.e. general government ministry specific • Assign new ADM/ED a buddy at their level • Provide access to more information about how BC government works – house, budget etc.	We should… • Benchmark compensation • Have more corporate support for policy, hiring and recruitment • Invest in success • Decentralize support
		Satisfaction with Current Executive Transitions Process: 4.6/10 or 46%			
	Redesigned Process	Criteria for Redesigned Process	• Be competitive • Transparency • Create champions through a great transition experience	• Flexible around recruitment package • Efficient • Clearly defined process	
		Redesign Process Components	• Recruitment process is predictable, transparent and efficient • Data driven process (e.g. psychometrics) • Availability of coach, mentor, "buddy" • Information and orientation is tailored to role and person	• Checklist/handbook for onboarding • Culture of continuous improvement and formal learning • De-centralization of some aspects of HR • Networking encouraged and supported	
	Advice & Recommendations to the PSA		• Executive transitions need to be owned by someone • Encourage people to ask questions and say "I don't know" • Make the process as easy and efficient as possible	• Keep people in their roles for longer – stability is important • Process should be flexible • Define excellence in executive transitions	

Focus Group #4: Inheriting New Executives – July 6, 2017

10 Focus Group participants were engaged through facilitated exercises that elicited information as to their personal experience as a team member that inherited new executives.

			Stage 1: Recruitment and Selection	Stage 2: Onboarding	Stage 3: Ongoing Support
Specific Themes from Focus Group	The Current Situation	Positive Aspects	• Some preferred an open competitions as recruitment process • The quality of executives recruited • Specialized expertise	• Overlap between predecessor and new executive • Planned 30/60/90 day briefings • Good executive support • New executive spends time acquainting him/herself with the team and developing an understanding of focus and priorities • Good briefing material	• Regular meetings with DM • Executive coaching • Corporate executive sessions • Improved performance reviews
		Challenges	• Transparency and clarity around the recruitment process • Recruitment of executives coming from outside of government (which is a more complex environment) • Variety of skill levels and in personality/leadership styles	• No onboarding plan/process • Lack of knowledge about the individual being onboarded • No orientation • Culture of having to know everything and digest information very quickly • ADM and DM in different locations • Lack of mentorship and guidance from colleagues and DM	• Support varies based on the individual • Short term appointments don't make ongoing support worth the time and input of resources • Sometimes there are issues around fit
		"We Should"	We should... • Involve EDs or other ADMs in the process • Make the hiring of exec (ADMs or DMs) a more transparent process • Have more clarity around hiring criteria and include people focused competencies • Recruit to ensure diversity (e.g. ideas, skills, styles and experience) • Give DM input into hiring ADM	We should... • Have individualized structured plan and transparent process • Have a buddy system for new executives • Ensure consultation and knowledge transfer with outgoing • Create space for 360 briefings in first week/month • Ensure clear expectations from DM around meeting with staff, peers and stakeholders to understand leader role • Not allow major changes in first few weeks	We should... • Hold execs accountable for modelling PS values • Include 360 perspective (skip level meetings) in performance assessments • Continue to improve performance review process • Establish clear expectations (e.g. accountability letters) and consider sharing with organization • Provide a senior peer mentor and other support tools such as executive coach
	Redesigned Process	**Satisfaction with Current Executive Transition Process: 6.7/10 or 67 %**			
		Criteria for Redesigned Process	• Fit is the key • Clear needs for recruitment process • Transparency in all aspects of the process • Standardized process – consistent	• Stability • Succession management at core • Mentorship centric	
		Redesign Process Components	• Clear recruitment criteria – communicated to all • Involve people that understand the job in recruitment process • Transparent process acknowledging that it's OK to have various appointment methods	• Formal, scheduled briefings • Corporate orientation • Formal buddy and mentorship system • Regular ADM/DM and skip level meetings • Support infrastructure in place	
		Advice & Recommendations to the PSA	• Use a good change management approach • Focus on Communication, education and rollout • Ensure adequate buy in • Leverage best practices now	• Make sure that a culture of merit underpins the whole approach • Ensure adequate measurement and improvement process • Rollout to new deputies quickly (with new government)	

Appendices – Page vi
Prepared by Berlineaton

Focus Group #5: Deputy Ministers – July 7, 2017

6 Focus Group participants were engaged through facilitated exercises that elicited information as to their personal experience with executive transitions by way of promotion to Deputy Minister.

			Stage 1: Recruitment and Selection	Stage 2: Onboarding	Stage 3: Ongoing Support
Specific Themes from Focus Group	**The Current Situation**	Positive Aspects	• Some experienced a good handover from predecessor • Immediate orientation with top issues and priorities • Exciting opportunities and challenges • ADM's tend to know that they are on track to being recruited as a Deputy	• Predecessor hand over/access to predecessor • Orientation of "top 10 list" of issues and priorities to pay attention to • Explanation and understanding of accountabilities • Predecessor provided nuanced information about team dynamics and political landscape • Supportive peer group in many circumstances	• Ability to reach out to predecessor/support from predecessor when necessary • Proximity of offices to your Deputy colleagues means there is always support around • Corporate executive acts as a unified team • Support tools (e.g. executive coaching)
		Challenges	• Lack of clarity and transparency around appointments • Lack of notice of appointments/changes • Process is inconsistent and random • Dependent on the leadership of the particular ministry and PSA • Power dynamic with political aspect of the role and ministry • No recruitment process	• No supported onboarding process • Lack of information about your direct reports and team dynamics • You must onboard yourself and seek the support necessary • Siloing among teams and ministries • Expectation that we will "figure things out" very quickly • No proper introduction to key staff • Onboarding is inconsistent	• No formal process in place for ongoing support • No structure or encouragement to ask questions • Reliance on direct report • Downloading information is inefficient as there is a culture of waiting around to get information
		"We Should"	We should... • Have at least one week of overlap between old and new • Have more notice from appointment/recruitment to onboarding • Be transparent about why certain changes are happening • Allow Deputies to select their own executive team	We should... • Create a solid network of support people for each new Deputy (and ADMs) • Ensure that the subtleties and nuances are part of the orientation and onboarding process • Formalize the handover process and make it an expectation of the departing Deputy • Ensure that Deputies know what is expected of them and what they are accountable for	We should... • Have access to predecessor • Build and support the corporate executive as a unified team • Be proactive about obtaining and sharing information • Encourage inquiry and asking questions – create a formalized structure for it • Constantly seek out and provide feedback
			**Satisfaction with Current Executive Transitions Process: 6.25/10 or 62.5%**		
	Redesigned Process	Criteria for Redesigned Process	• Transparency • Clarity around expectations and accountability • Encourage inquiry and asking questions	• Collaborative • Communicative • Knowledge sharing among team	
		Redesign Process Components	• Closer relationship between DM and PSA • Discipline to a set process • Clarity around timing and top issues for incoming Deputy • Succession strategy should provide pool of good candidates (build ongoing pipeline of talent)	• Connection with colleagues and mentors for onboarding • New hire onboarding plan (tailored to individual) • Formal handover meeting(s) • Discipline around what is really urgent • Modified structure for decision making to ensure time to digest information	
		Advice & Recommendations to the PSA	• Focus on the onboarding piece • Emphasize relationships • Treat people right and they will make it work	• Actively listen • Provide extra support for those brand new to government • Intentionally welcome newcomers	

Appendix 3

Executive Coaching Community of Practice Participants

As part of the research and jurisdictional scan in relation to executive transitions, Berlineaton convened a meeting with the BC Government's preapproved and prequalified Executive Coaches Community of Practice, who are part of the BC Government's Corporate Supply Arrangement for Executive Coaching. Each of these executive coaches has a had a minimum of 450 hours of executive level coaching with large organizations (200 employees or more) over the past five years. Each executive coach has also maintained a minimum of 20 executive coaching clients over the past five years.

In the meeting, convened on June 26, 2017, the group discussed the experiences of their clients who have gone through executive transitions, within the public and/or private sectors. Following the meeting, participants were invited to respond to a number of questions by email. The following executive coaches participated in the Coaching Community of Practice session: