

Building the Workforce of the Future:
Core Competencies as the Foundation for Leadership

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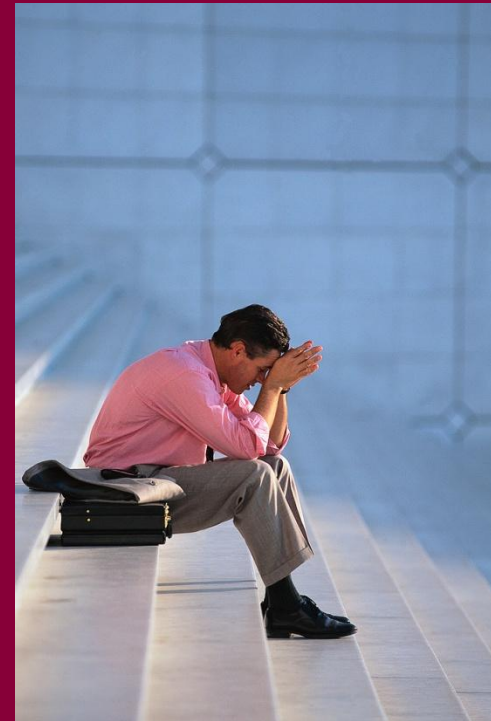
Where We are Now

- ❖ Baby-Boomers retiring
- ❖ Shortage of skilled/ seasoned transportation employees
- ❖ Facing a future shortage of leaders and few being grown internally
- ❖ Shortage of “ready now” leadership
- ❖ High likelihood that folks will leave as new opportunities emerge

What's Ahead

"We could be in store for a talent exodus of the best and the brightest from companies, people who are feeling overworked, under appreciated, or under engaged. Or maybe all of the above."

*Talent Management Intelligence,
August 13, 2009*



Where We Need to Be

- ❖ Not just attracting, but retaining
- ❖ Selling careers, not just jobs
- ❖ Developing the “best and brightest”
- ❖ Equipping leaders for future roles
- ❖ Training our replacements
- ❖ Moving talent where it is needed most
- ❖ Putting the right people in the right jobs
- ❖ Cultivating top talent
- ❖ Creating a “pipeline” of leaders

Foundational Ideas

- ❖ Leadership core competencies elemental to incremental personal & professional development
- ❖ Education in leadership is the foundation of development
- ❖ Incorporation of core competencies into the performance review system

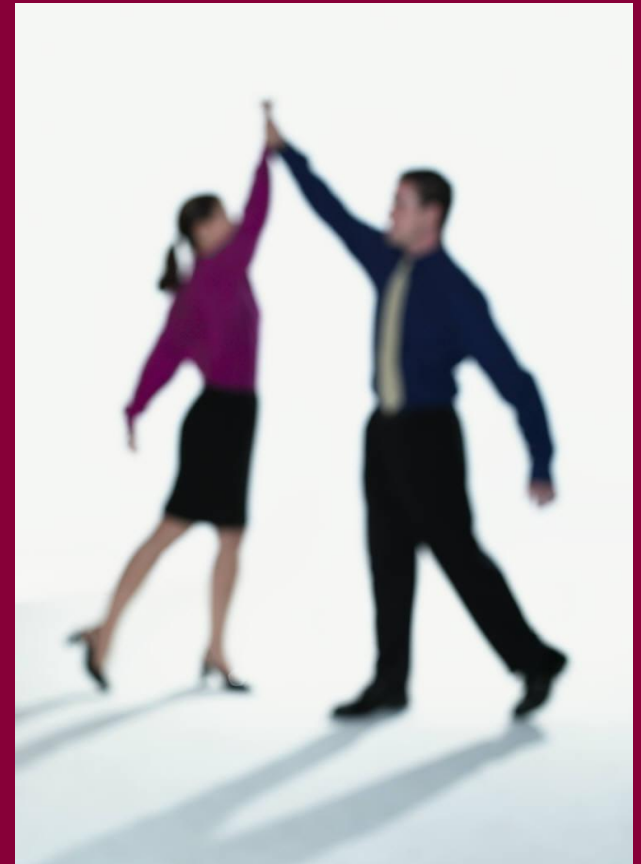
OCTA's Solution

- ❖ Define Core Competencies
- ❖ Implement Core Competencies
- ❖ Create a strong Talent Management strategy



OCTA's Plan

- ❖ Create a repeatable, sustainable, well-documented process for talent management at *all* organizational levels
- ❖ Cultivate the “best and the brightest”
- ❖ Become the Workplace of Choice



Terminology & Concepts

Talent Management



Who are the up & comers?

Succession Planning



Where do they go?

Performance Management & Development



How do they grow?

OCTA's Best Practices

- ❖ Define Core Competencies
- ❖ Undertake Talent Review
- ❖ Create Leadership Development program
- ❖ Partner with local universities
- ❖ Support a flourishing college intern program
- ❖ Implement Authority-wide Mentorship program
- ❖ Embark on a Performance Management upgrade

OCTA's Core Competencies

- ❖ Character
 - Displays high integrity and honesty
- ❖ Focus on Results
 - Establishes stretch goals
 - Drives for results
 - Takes initiative
- ❖ Leading Change
 - Develops strategic perspective
 - Champions change
 - Connects to the outside world
- ❖ Interpersonal Skills
 - Communicates powerfully
 - Inspires and motivates
 - Builds relationships
 - Develops others
 - Works collaboratively
- ❖ Personal Capability
 - Has technical /professional expertise
 - Solves problems
 - Initiates innovation
 - Practices self-development

Conclusion

Benefits of Core Competencies:

- ❖ Attracts, develops and retains employees
- ❖ Communicates standards
- ❖ Helps to develop the “best and brightest”
- ❖ Equips leaders for future roles
- ❖ Creates a “pipeline” of leaders

Questions/Comments