

ACKNOWLEDGEMENTS

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The initial idea for this study was suggested by Frank Benest, City Manager of Palo Alto, CA. Having read the first study in this series (*The Aging and Retiring Government Workforce*), he contacted me in April 2004 to ask whether I might be interested in conducting a new study in cooperation with the International City/County Management Association. The topic he proposed was building the leadership pipeline. That within weeks, our initial conversation expanded to include CPS Human Resource Services (which, having sponsored the first study, decided to fund this one as well), IPMA-HR and NASPE was proof that Frank's proposed topic was an important one for local, state, and federal government.

Most of all, I acknowledge the ongoing contributions of Pam Stewart and Bob Lavigna of CPS Human Resource Services. Having worked with me on the first study, it was—and still is—gratifying that they chose to support a second study. They have been a constant source of contacts, insights, and analytical perspective. They helped ground this research in their extensive experience in public-sector human resource management. And they have persistently made sure that the study focused on practical information and recommendations.

In addition, I appreciate the many contributions to this research report made by Geralyn Gorshing (CPS Human Resource Services) and Michael Alcalay (Alcalay Communications). Although they joined the project at a relatively late stage, they jumped in enthusiastically, bringing with them a new level of creativity, energy, and an unflappable, can-do attitude.

Finally, Paul Coyne of CMB Design took the basic concept of the leadership pipeline and helped us develop it, conceptually and visually, into the Just-in-Time and Integrated models presented on pages 1-2. To our good fortune, given the centrality of the pipeline metaphor, it turned out that he is the son and grandson of plumbers.

As someone whose research interests often zig-zag between public- and private-sector organizations, I conclude this study with a renewed sense that there is much each sector can learn from the other. Yet, in one very important way, the public sector is in the lead. Because the government workforce is older than its private-sector counterpart, and because its employees can often retire sooner than their peers in business, government organizations have an urgent need to build their leadership pipeline. The urgency is still a few years away for the private sector. As a result, the lessons learned by the organizations we interviewed and by other public-sector organizations in the next three-to-five years are likely to be studied by public-sector employers as their own retirement wave grows closer.

Mary B. Young, D.B.A.
Medford, Massachusetts
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ABOUT THIS RESEARCH

Dr. Mary B. Young

Independent Research on Organizations and the Workplace

Dr. Mary Young's research focuses on the impact of demographic trends in the workplace. In 2002-2003, she completed the first study in what has become an ongoing series funded by CPS Human Resources Services, focusing on critical issues in public-sector human-resource management. Conducted at the Center for Organizational Research, a division of Linkage, Inc. in Lexington, MA, *The Aging-and-Retiring Government Workforce: How Serious Is the Challenge? What Are Jurisdictions Doing About it?* includes twelve, in-depth case studies and an analysis of current practices in local, state, and federal government. With Pamela Stewart of CPS, she presented the study's findings at five national conferences in 2003, including IPMA-HR, the Council of State Governments and the National Association of State Personnel Executives.

Building on that research, she recently began a new study on strategic workforce planning for The Conference Board, a global, independent membership organization that creates and disseminates knowledge about management.

Young's research on human resource issues has been cited in the *New York Times*, *the Wall Street Journal*, *Financial Times*, *USA Today*, *Time*, *Business Week*, and *NPR's Morning Edition*. In addition to her work for CPS and The Conference Board, she has conducted research for other public- and private-sector organizations including the Canadian Broadcasting System, National Retired Teachers Association (a component of AARP), the Center for Organizational Research, and Northeastern University School of Nursing.

Young received her doctorate in organizational behavior from Boston University's Graduate School of Management. She earned a M.Ed. in organizational development at the University of Massachusetts at Amherst and a B.A. in English from Case Western Reserve University. A former journalist and public-speaking coach, she enjoys communicating her research findings nearly as much as designing and conducting the studies. Mary Young can be reached at 781.393.9691 or email maryyoung@aol.com.

About CPS Human Resource Services

As a government agency, CPS is helping to improve human resources in the public sector. CPS provides HR management and consulting, examination, certification and licensing, and executive search services to more than 2000 local, state, and federal government agencies, public utilities, associations, nonprofits, and other organizations throughout the United States and Canada. CPS has offices in Arizona, California, Georgia, Wisconsin, and Washington, D.C.

The International Public Management Association for Human Resources (IPMA-HR)

IPMA-HR is an organization that represents the interests of over 7,500 human resource professionals at the federal, state, and local levels of government. IPMA-HR members consist of ALL levels of public sector HR professionals. Our goal is to provide information and assistance to help HR professionals increase their job performance and overall agency function by providing cost effective products, services, and educational opportunities.

The mission of IPMA-HR is to optimize organizational and individual performance in public service by providing human resource leadership, professional development, information and services.

The National Association of State Personnel Executives (NASPE)

The National Association of State Personnel Executives (NASPE), a non-profit organization, was established in 1977 to enhance communication and the exchange of information among personnel executives. NASPE is an affiliate organization of The Council of State Governments.

Regular membership is composed of the chief personnel executive and their chief deputy or designee from each of the United States, the Territories of Guam, the Virgin Islands, American Samoa, the Northern Mariana Islands, the Commonwealth of Puerto Rico, and the District of Columbia.

The International City/County Management Association (ICMA)

ICMA is the professional and educational organization for chief appointed managers, administrators, and assistants in cities, towns, counties, and regional entities throughout the world. Since 1914, ICMA has provided technical and management assistance, training, and information resources to its members and the local government community. The management decisions made by ICMA's nearly 8,000 members affect more than 100 million individuals in thousands of communities — from small towns with populations of a few hundred to metropolitan areas serving several million.

ICMA's mission is to create excellence in local government by developing and fostering professional local government management worldwide.

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