Looking for Key Talent in the Midst of Procurement Retirements
Background of Procurement Professional Survey

- 2017 is the first Member Profile Survey
- Data was collected on career paths, future career plans, salary and succession planning
- 504 respondents, 86% from NAEP member institutions
- All NAEP regions were represented. Largest number of responses were from the following regions
  - Pacific, TOAL, Great Lakes, New England and Great Plains
  - This is to be expected since they have the larger member populations
Membership Profile - Employment

Degrees:
- 2 year: 16%
- 4 year: 76%

Institution:
- Private: 27%
- Public: 71%

Institution Size by Student FTE:
- Small (500 - 2,000): 8%
- Medium (2,000 - 5,000): 18%
- Large (5,000 - 10,000): 18%
- Very Large (10,000+): 50%
Respondent Characteristics

504 responses:

Female: 62%
Male: 38%

How Old Are You?

<table>
<thead>
<tr>
<th>Age</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>&lt; 40</td>
<td>15%</td>
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<tr>
<td>40 - 50</td>
<td>22%</td>
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<tr>
<td>50 - 60</td>
<td>37%</td>
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<tr>
<td>60 - 70</td>
<td>19%</td>
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<tr>
<td>70+</td>
<td>1%</td>
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</tbody>
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Job Title

- CPO: 5%
- Director: 32%
- Manager: 18%
- Buyer: 19%
Respondent Characteristics

- **Bachelor’s Degree**: 44%
- **Master’s Degree**: 34%
- **Salary**: $50,000 - $100,000

**Years of Experience**
- < 1: 2%
- 1 - 5: 11%
- 5 - 10: 13%
- 10 - 15: 14%
- 15+: 60%

**Job Satisfaction**
- Unhappy: 1%
- Very Happy: 29%
Next Anticipated Career Move

- Retire: 38%
- Seek advancement in current field: 38%
- Seek advancement outside current...: 8%
- Unsure: 14%

Timeframe

- None - happy where I am: 2%
- <1 year: 9%
- 1-3 years: 35%
- 3-5 years: 23%
- 5-10 years: 17%
- >10 years: 6%
- Unsure: 8%
If you were to leave your position, is there a succession plan in place?

- Formal plan in place: 3%
- Somewhat formal: 12%
- Somewhat informal: 16%
- Informal plan in place: 16%
- Unsure: 10%
- No plan in place: 43%
Why Not?

1. Not a priority/unimportant to leadership

2. Weak bench/talent development required

3. Competing Funding
In Your Opinion, What Is The Most Important Succession Plan Element?

1. Talent Development
2. Leadership Buy-In
3. Mentoring Opportunities
Group Poll:

What is your greatest frustration with your job?

- Culture that resists change
- Never enough money
- Belief you are infinitely accessible
- Difficulty cultivating leadership in others
- Unresponsive campus leaders
Respondent Characteristics: Retiring 1 – 3 Years

**Gender**
- Male: 38% in All respondents, 50% in Filtered: Retiring in 1-3 years
- Female: 62% in All respondents, 50% in Filtered: Retiring in 1-3 years

**Age**
- Under 40: 16% in All respondents, 2% in Filtered: Retiring in 1-3 years
- 40 - 50: 24% in All respondents, 31% in Filtered: Retiring in 1-3 years
- 50 - 60: 40% in All respondents, 20% in Filtered: Retiring in 1-3 years
- 60 - 70: 67% in Filtered: Retiring in 1-3 years
- 70+: 2% in Filtered: Retiring in 1-3 years
Respondent Characteristics: Retiring 1 – 3 Years

Education

- PhD: 2% (All Respondents), 2% (Filtered: Retiring in 1-3 Years)
- Master's Degree: 41% (All Respondents), 45% (Filtered: Retiring in 1-3 Years)
- Bachelor's Degree: 42% (All Respondents), 45% (Filtered: Retiring in 1-3 Years)
- Associate's Degree: 10% (All Respondents), 10% (Filtered: Retiring in 1-3 Years)
- Diploma: 7% (All Respondents), 7% (Filtered: Retiring in 1-3 Years)

Salary

- < $30k: 2% (All Respondents), 2% (Filtered: Retiring in 1-3 Years)
- $30k - $50k: 16% (All Respondents), 11% (Filtered: Retiring in 1-3 Years)
- $50k - $100k: 54% (All Respondents), 54% (Filtered: Retiring in 1-3 Years)
- $100k - $200k: 26% (All Respondents), 20% (Filtered: Retiring in 1-3 Years)
- $200k+: 5% (All Respondents), 5% (Filtered: Retiring in 1-3 Years)
Respondent Characteristics: Retiring 1 – 3 Years

Job Titles

- CPO: All Respondents 5%, Filtered: Retiring in 1-3 Years 8%
- Director: All Respondents 32%, Filtered: Retiring in 1-3 Years 39%
- Manager: All Respondents 18%, Filtered: Retiring in 1-3 Years 19%
- Buyer: All Respondents 19%, Filtered: Retiring in 1-3 Years 17%

Institution Size by Student FTE

- Small (500 - 2,000 FTE): All Respondents 8%, Filtered: Retiring in 1-3 Years 7%
- Medium (2,000 - 5,000 FTE): All Respondents 18%, Filtered: Retiring in 1-3 Years 20%
- Large (5,000 - 10,000 FTE): All Respondents 18%, Filtered: Retiring in 1-3 Years 19%
- Very Large (10,000+ FTE): All Respondents 50%, Filtered: Retiring in 1-3 Years 51%
Respondent Characteristics: Retiring 1 – 3 Years

Institution Degree Granting

- 4 Year: 76% All Respondents, 75% Retiring in 1-3 Years
- 2 Year: 16% All Respondents, 17% Retiring in 1-3 Years

Institution Type

- Public: 71% All Respondents, 71% Retiring in 1-3 Years
- Private: 29% All Respondents, 27% Retiring in 1-3 Years
Respondent Characteristics: Retiring 1 – 3 Years

Years of Experience

- < 1: 2%
- 1 - 5: 11% (blue), 5% (red)
- 5 - 10: 13% (blue), 7% (red)
- 10 - 15: 14% (blue), 10% (red)
- 15+: 60% (blue), 78% (red)

Job Satisfaction

- Very Dissatisfied: 1% (blue), 5% (red)
- Dissatisfied: 6% (blue), 8% (red)
- Neutral: 16% (blue), 22% (red)
- Satisfied: 48% (blue), 36% (red)
- Very Satisfied: 29% (blue), 27% (red)

All Respondents in blue, Filtered: Retiring in 1-3 Years in red.
Next Anticipated Career Move

- Retire: 38%
- Seek advancement in current field: 38%
Succession Planning

Succession planning is a process for identifying and developing new leaders who can replace old leaders when they leave, retire or die. ... In business, it entails developing internal people with the potential to fill key business leadership positions in the company.
Building a Succession Plan

- High potential vs Everyone
- Hiring from within or outside the university
- Diversity
- Support

**Importance of Diversity and Inclusion in Succession Planning**

- Very Important: 25%
- Important: 34%
- Somewhat Important: 25%
- Somewhat Unimportant: 4%
- Unimportant: 7%
- Unsure: 6%

**How Does Your Institution Generally Fill Administrative Positions?**
- Hire outside: 55%
- Promote from within: 45%
Building a Strong Succession Plan

- Pack a BASKET
  - Behavior
  - Attitude
  - Skills
  - Knowledge
  - Experience
  - Talent
Then What?

- Know where you are going
- Map the gaps
- Ask for help
- Identify road blocks
- Make sure leadership is involved
Mistakes to Avoid

- Using the past to plan for the future
- Only succession planning for the Director
- Not getting Leadership onboard
- Allowing human capital roadblocks
- Succession planning isn’t part of the culture
- Wrong people making decisions
Roadmap

- Plan
- Do
- Review