**Sample Topics and Questions for Supervisors and Managers**

* **Nature of Work Performed**. How does this service area impact the department’s business? What are the functions performed by unit staff?
* **Staff Competencies.** What are the most important competencies required to be successful within this unit? To what extent do current staff possess these competencies, and where are they lacking? How do these required competencies impact your ability to recruit talented staff? If close to retirement, are there any unit staff who would be good candidates for your position? How are these staff being developed?
* **Unit Culture**. What is the unit culture, and how has this either contributed (or hindered) good workforce and succession planning practices? For example, are there distinct silos within the unit which have prevented cross training from taking place? Is there any interest in breaking down those silos? Is this even realistically possible due to the nature of the work, etc.? Are there “hoarders” within the unit who will not share knowledge for fear of becoming less valuable to the department?
* **Current Practices**. To what extent is the service area committed to good knowledge transfer/management practices? Is there currently a knowledge repository in active use? Are staff who are close to retirement being directed to document knowledge? If so, what methods are being used? If not, are there staff who are capable of performing these tasks? What is hindering progress in this area and can you offer assistance?
* **Retired Annuitant Use**. How many retired annuitants are there in the unit, and how are they being used? Are they being used for knowledge transfer, mentoring, and/or cross training? Or, are they simply performing the same tasks they did prior to retirement?
* **Onboarding Practices**. To what extent are you practicing good onboarding processes? For example, do you mentor new staff (or assign mentors)? Are professional development plans used (or any method for engaging staff and helping them achieve their professional goals within the department?) Are regular staff meetings and/or informal “check-ins” held, and are thoughtful, timely probationary reports being completed?
* **Training**. What are the areas where training is most needed, and is high quality training available? Are there specific areas where good training has been lacking? Can you predict any future training needs based on industry trends, staff attrition, etc.?
* **Recruitment and Retention**. Are you experiencing any recruitment or retention challenges? What is the nature of these challenges?
* **Supervisor Input**. What are your thoughts on how best to address their workforce and succession planning issues? (This question will also help gauge interest level).