Retirement Wave Incoming

Capturing Knowledge, Building Resilient Teams, and Leveraging Tech for Public Sector Succession Planning

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NASPE Webinar Series

Wednesday, November 5, 2025

1:00 PM CST – 2:00 PM CST

Today's Panel

Jonathan Patterson

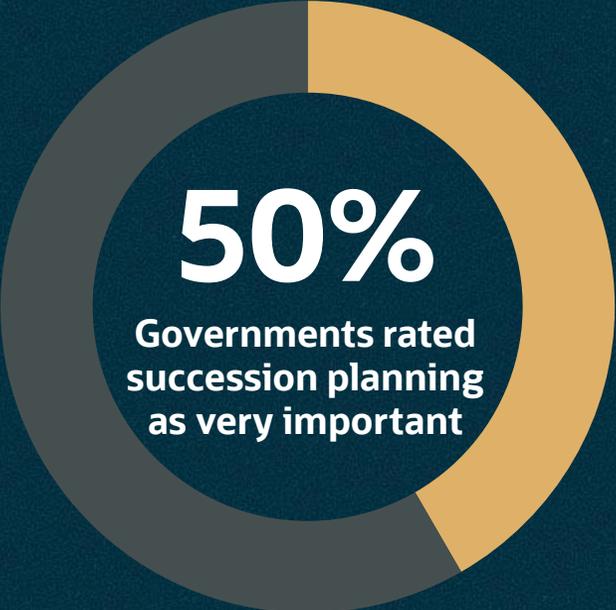Deputy State Personnel Director
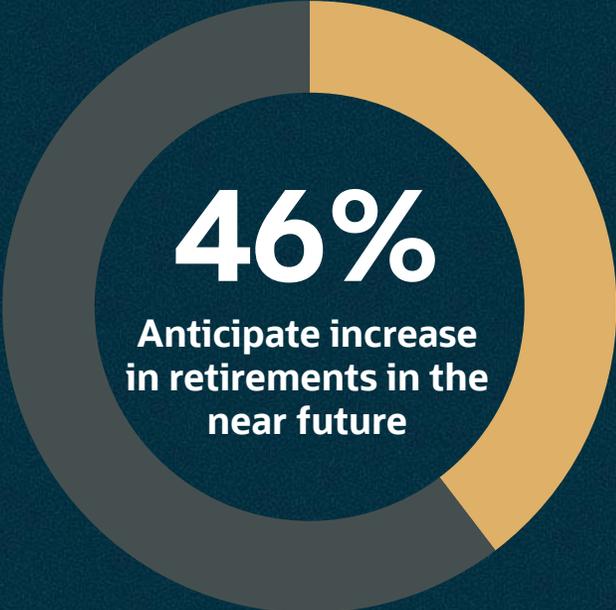
State of Michigan

Sheryl Webb

Director of Personnel

West Virginia Division of Personnel

Alex Smith

HCM Industry Executive Director

Oracle

Retirement Wave Incoming

46%
Anticipate increase in retirements in the near future

50%
Governments rated succession planning as very important

61%
Reported not having a succession planning process in place

Source: MissionSquare Research Institute, July 2025

Retirement Wave Incoming – How Technology Can Help

Challenge	Technology & Tools to Explore	How It Helps
Succession planning and talent review processes	AI-Powered Succession Planning, Predictive Analytics, Learning Recommendations Talent Review, Skills Inventory, Development Plans	Enables skills-based planning that respects classification rules Forecasts retirement risk, suggests successors, and automates development paths. identifies internal potential.
Employees hesitant to plan retirement	Pre-retirement training, Self-service and Guided retirement workflows, Coaching Workflows	Offers personalized, confidential guidance to reduce anxiety and encourage proactive planning.
Managers unsure how to discuss retirement	Manager Training Modules, Guided Conversation Templates	Equips managers with tools to lead respectful, compliant retirement conversations.
Loss of undocumented processes when leaders retire	Exit Checklist, Knowledge Management Tools	Captures institutional knowledge and transitions undocumented workflows before departure.
Preparing internal talent for leadership	Internal Opportunities, Career Pathing, Mentorship Programs	Matches employees to stretch roles and builds leadership pipelines with targeted development.
Building external talent pipelines	Early in Career Hiring and Development	Supports early-career hires and monitors outreach to schools and nonprofits.

Key Takeaways

State HR leaders face mounting retirements, knowledge loss, and leadership gaps. Here is what can help.

Consistent talent reviews critical

Know your hi-potentials

Annual talent profile updates

Preserve institutional knowledge

Knowledge management tools

Cross-training

Build resilient talent pipelines

Actively grow and develop employees

Practice good leadership role modeling

Thank you

Alex Smith

alexandria.smith@oracle.com