

ABSTRACT OF THE DISSERTATION

ASSESSING CONTINUITY OF CORPORATE GOVERNANCE IN A FEDERAL WORKING CAPITAL ORGANIZATION: SHAPING 21ST CENTURY PUBLIC SERVANT LEADERS

by

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The United States Federal Government employs a variety of subject matter experts that have the potential of leaving a gap in the knowledge-base of Federal Government organizations should there be a mass exodus of retirees and other types of separations. To this extent, succession planning, to deal with anticipated deficiencies in human capital, plays a key strategic role in strengthening organizational continuity of operations. Meaning, if succession planning is not incorporated within the workforce's career lifecycle, an organization may not be able to recoup from loss of leadership and knowledge once key employees depart the organization. The Federal Government is impacted by this phenomenon; the loss of workforce knowledge, skills, and abilities. This study sampled one Defense Working Capital Funded (DWCF) organization to determine whether the workforce is actively engaged in succession planning activities, whether succession planning activities are positively received by government employees, and examined whether generational nuances affect the knowledge transfer process. Quantitative methodology supported this study. The Organizational Leader Readiness Survey (OLRS) was administered to federal employees, middle managers, supervisors, and executive leaders of the organization. Respondent general schedule (GS) grade levels ranged from 10 to Senior Executive Service

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(SES). Of the 638 surveys, 147 (23%) responded. Generational cohort affiliation and projected retirement date (independent variables) were used to conduct one-way analysis of variance (ANOVA) on all six OLRS subscales. Finally, a multivariate analysis of variance (MANOVA) and post-hoc tests were performed. Succession planning, knowledge transfer, leadership, learning preferences and contingency theories informed the conceptual framework for this study. General themes/subject areas include: Leadership, Succession Planning, Talent Management, Talent Cultivation, Knowledge Transfer, Organizational Learning, and Generational Theory.