

# Building a Successful Intra-Agency Rotation Program

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# Goals



In this session you will learn about:

- components of a successful rotational program
- strategies for rolling out a rotational program to meet the needs of your organization
- lessons learned from a programmatic, developmental and logistical viewpoint
- benefits to the participant, supervisor and host manager

# A Success Story

## The Problem

- In 2016, CMS was tasked with finding a creative, **no-cost** solution to provide experiential development opportunities for high-performing employees throughout the agency.

## The Solution

- In response, we established the CMS Intra-Agency Rotation Program. This competitive program, open to managers and employees (grade GS-11 and above), offers participants the opportunity to be matched with a 3 month rotational assignment, internal to CMS.



# A Success Story Continued

## The Impact

- The program provides enriching development opportunities, offering participants the chance to grow within CMS, expand their professional competencies and build networks. Organizations receive dedicated support for projects.
- To date we have hosted **5 cohorts**, with **83 participants** and **233 host assignments**, spanning **19 components** from across the agency. We conduct a comprehensive evaluation and have received overwhelmingly positive feedback from participants, supervisors and host managers.

# Steps to Creating a Rotation Program

1. What is the problem you are trying to solve or the opportunity you want capitalize?
2. What is your vision for a rotation program? How does it support the organization's strategy? What human capital goals does it support?
3. Who can participate in the program?
4. How long are the rotations?
5. What type of leadership support do you need to be successful?
6. How will you communicate the program?
7. What criteria will you use to evaluate applications?
8. How will you measure success?

# Rotation Program Ingredients

**Application Process**

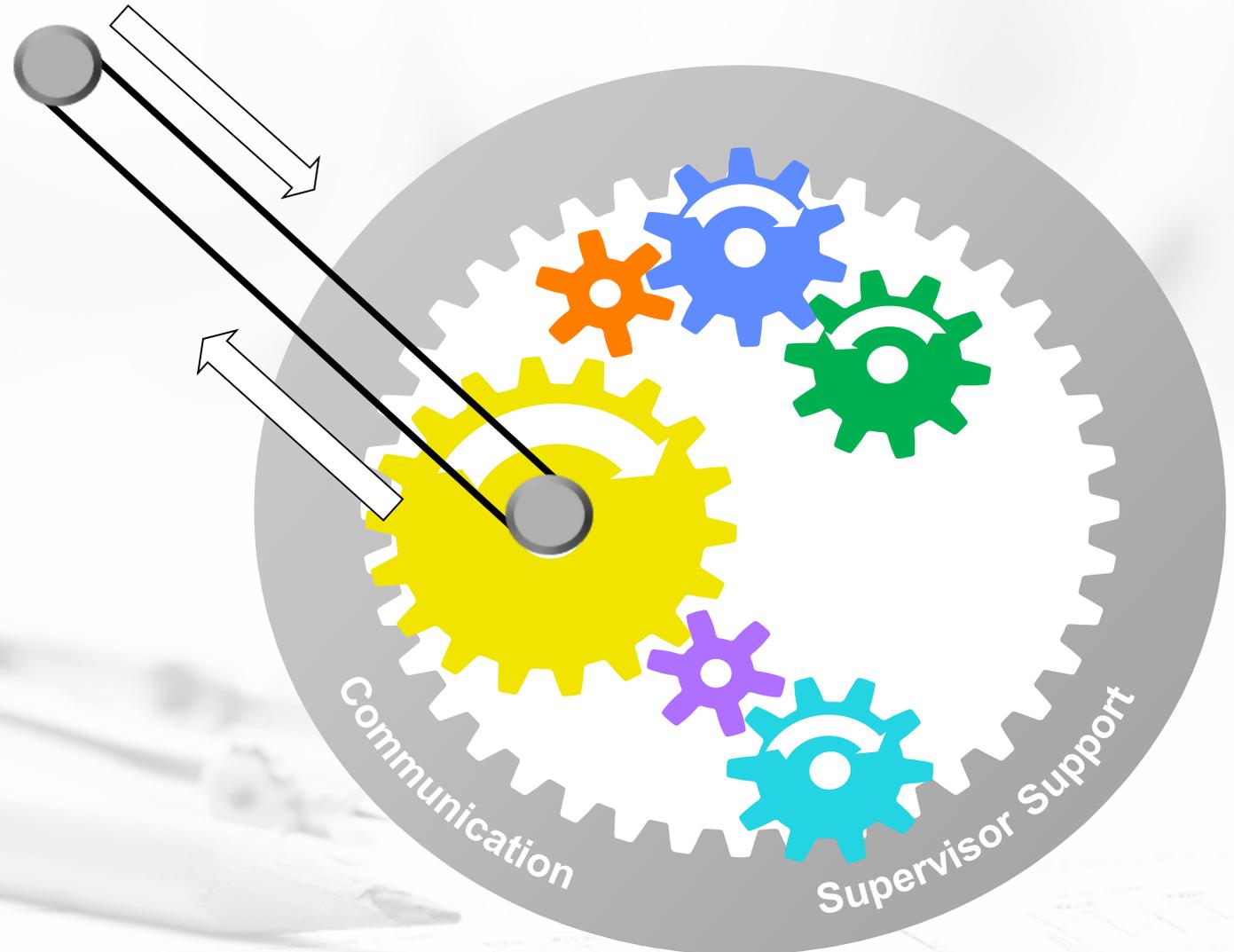
**Host Assignments**

**Selection Panel**

**Match Period**

**Specialized Training**

**Continuous Improvement**



# Our Process

1. Prepare Cohort timeline (5 months before rotation begins)
2. Announce Cohort (market via agency newsletter & digital signage)
3. Send heads up call letter to management
4. Send call letter soliciting applications
5. Send request for rotational assignments
6. Schedule panel
7. Application and rotational assignment open period ends
8. Compile rotational assignments
9. Forward applications w/ selection criteria checklist to panel for review
10. Consolidate individual panel rankings
11. Convene panel to facilitate discussion & make final selections
12. Notify host managers and participants of status
13. Participants review rotational assignments & Host managers conduct interviews
14. Announce matches
15. Orientation call
16. Informal Check-in
17. Mid-point Check-in
18. End of program evaluations - employee & host manager (immediately following rotation)
19. End of program evaluations - employee's manager (about 30 days after rotation ends)
20. Analyze evaluation data and implement process improvements based on lessons learned

# Benefits

## Employee

- Provides an enriching development opportunity for participants by offering employees the chance to grow within the Agency, expand their professional competencies and build networks. Utilize unused skills and talents.

## Employee's Manager

- Capitalizes on knowledge and skills employees bring back to the home office. Employees will return engaged and refreshed, ready to utilize their new skills.

## Host Manager

- Leverages the skills and talents of the participant. Employees will bring a new perspective to their host office's operations at the same time they are learning about the host organization. Both will gain from this exposure. Host managers will have the opportunity to further develop coaching skills that are key to professional development and organizational success.

# Lesson's Learned

- A rotation is not a detail
- Have strict parameters, but be flexible
- A dedicated panel and structured rating criteria are key
- Support the employee's manager
- Evaluate and measure success
- Continuously improve logistics and procedures
- Keep the structure simple
- Use targeted communications and market the program

*“Our participant has exceeded expectations and is helping tremendously.”*

*“The enthusiasm, new ideas and skills brought by the rotators was terrific. They boost team morale, encourage new ways of thinking and build lasting relationships across CMS organizational boundaries.”*

*“Hosting someone with new ideas that looks at your work in a different way is very beneficial.”*

*“This is a valuable way for my employees to explore new ways of work and develop skills to bring back to our team.”*



*“My employee is more confident and has taken on more of a leadership role within our division.”*

*“This was a powerful opportunity to connect with the regions in our work.”*

*“Our participant is working collaboratively with a contractor to help us identify issues impeding division efficiency.”*

*“This program allowed me to gain knowledge and understanding of CMS from a completely different perspective.”*