

Succession/Workforce Planning Presentation

Committee on Finance and Personnel

Comptroller's Office

September 18, 2019

Strategic & Operational Considerations

- External factors expected to impact service delivery and recruitment/retention in the next 3 years.
- *Tight budgets and budget decreasing for specialty audits*
- *New GASB requirements increase reporting and compliance requirements*
- *New grants create new monitoring/compliance requirements*

Strategic & Operational Considerations

- Strategies already implemented by department to address external factors impacting service delivery and recruitment/retention.
- *Internal Audit: Flexible recruitment strategies*
- *Division and/or specific position studies requested to DER*

Areas for Development

- Positions with the most significant turnover in the past 5 years and strategies used to mitigate the impact.
- *Internal Audit – pay study and flexible recruitment strategy*

Areas for Development

- Strategies used to develop and retain employees
- *Encourage training and development for all staff*
- *Culture/ environment and department wide social activities*

Areas for Development

- Top three to five positions that the department has identified for succession planning, including the plan to close the skills gap.
- *Public Debt Specialist*
- *Systems Support Manager*
- *Accounting Manager*
- *Payroll Manager*
- *Functional Applications Analyst Senior*

Succession Planning

- Succession plan outline.
- *Public Debt Specialist – backup trained*
- *Systems Support Manager – Functional Applications Analyst*
- *Accounting Manager – assistant manager cross-trained along with other staff being cross-trained on multiple functions.*
- *Payroll Manager – backup supervisor*

Recruitment Challenges

- Top three to five titles that present a current recruitment concern and what approaches the department is taking to address these concerns. Provide information relative to your plan for recruiting diverse candidates.
 1. IT Auditor – *advertised in all professional associations as well as money allocated for high risk audits conducted by external firms*
 2. Public Debt Specialist – *cross-trained employee*
 3. Lead Auditor – *advertised in all professional associations*

Action Plan

- Three goals the department/division will focus on and an explanation of how the department/division will achieve that those goals.
 1. *Conduct stay interviews*
 2. *Update and bolster new employee orientation/ onboarding*
 3. *Work with employees to develop career development plans*

Action Plan

- Timeline for implementation
 - *conducted stay interviews – gathering information from division managers*
 - *in next review period – focus on career development plans more heavily*
- Roles and responsibilities
 - *DER helped create employee onboarding checklist – need to develop consistency*

Jobs with Purpose; Life with Balance

By creating an environment where employees feel they are respected, can develop themselves professionally, have a good working environment, and have a positive impact on City operations through their work.