

Succession/Workforce Planning Presentation

Committee on Finance and Personnel
Common Council-City Clerk's Office

February 26, 2020

Strategic & Operational Considerations

- Increased competition, or limited pool of qualified candidates, for skilled and specialized positions.
- Uncertainty related to pay progression.
- Budget cuts or revenue shortfalls requiring reduction in force.
- General turnover and anticipated retirements.
- New legislative mandates resulting in increased workload on existing staff.

Strategies Implemented to Address External Factors

- Use of special salary recruitment rate provisions to attract skilled and specialized positions.
- “Internal Promotion First” approach to filling departmental vacancies.
- Leveraging of internship positions (paid and unpaid, through both City and universities) and management trainee program to support understaffed sections.

Strategies Implemented (continued)

- Expend departmental training funds and encouraged use of tuition reimbursement program for continued education for the acquisition and updating of skills.
- Use of auxiliary position provision and long-term job shadowing in support of succession planning for certain positions.
- Annual employee appreciation event relating to letters of commendation/appreciation and recognition of longevity.
- Use of social media to promote and recognize departmental programs and other efforts relating to outreach, collaboration, innovation, and efficiencies.

Area for Development 1

Legislative Assistant (15 positions): 7 resignations, 8 hires.

Reason for turnover: Positions serve at the pleasure of the appointing official, turnover inherent to position.

Mitigating Action: Repurpose additional Administrative Assistant II and utilize Legislative Services Aides to provide resources to aldermanic offices to during period of transition.

Area for Development 2

License Specialist I, II, III (7 positions): 7 resignations, 8 hires, 17 promotions

Reason for turnover: Turnover is generally related to internal progression through career ladder (I to II, II to III), or promotion within the division or department to other positions.

Mitigating Action: Continue to support career ladder progression and intra-division/department promotion. Utilize Customer Service Representative II position as training pipeline to fill License Specialist I vacancies.

Area for Development 3

Legislative Fiscal Analyst-Associate/Lead (5 positions): 3 resignations, 7 hires, 5 promotions.

Reason for turnover: Generally, because the incumbents hold advanced degrees (MUP/MPA, MBA, JD, PhD) and the nature of their work involves high levels of collaboration with other City departments, turnover is relating to recruitment for promotions to positions in other City departments (City Attorney's Office, ERS, ITMD, FPC) or intra-division/department advancement.

Mitigating Action: Partner with internship programs to provide additional resources to maintain service levels. Continue to identify promotional opportunities for high achievers to retain skills and experience within the department, if not the division.

Area for Development 4

Customer Service Representative II (1 position): 3 hires, 3 promotions

Reason for turnover: Turnover entirely relates to intra-division promotion to License Specialist I position. Position is designed to be training pipeline to fill License Specialist I vacancies.

Mitigating Action: Turnover is occurring as anticipated. Continue to recruit candidates that have strong potential for promotion.

Strategies to Develop and Retain

- Coaching and mentoring of employees new to leadership roles, city service or critical positions.
- Employ an “internal promotion first” approach to fill departmental vacancies.
- Inclusion of higher achieving employees in special projects or teams to increase department engagement.
- Encouragement of employees to seek certifications and continuing education to update skills.

Strategies (continued)

- Encouragement of division managers to utilize, and leadership modeling of, participatory management styles
- Continuous re-evaluation of salary and job duties of positions (particularly at the time of vacancy) to ensure that compensation is commensurate to current duties and responsibilities; support reclassification when warranted
- Collaborate with DER and other City departments to develop program to develop leadership skills in future supervisors and division managers

Key Positions Potentially Impacted by Retirement in Next 3 Years

Senior Planner, HPC

City Channel Manager

Library Manager

Librarian II

Code Information Spec.

LRB Manager

LRB Supervisors x 2

Management &
Accounting Officer

Document Services
Supervisor

Recruitment Challenges

No current recruitment concerns
with any current or projected vacancies.

Internal pool identified for most key positions, except:

Management & Accounting Officer

Senior Planner, Historic Preservation

Department Goals

Goal 1: Increase the pool of internal candidates to be eligible for promotion into positions of leadership.

Strategy: Collaborate with DER and other City departments to facilitate a partnership with the Certified Public Manager program through the University of Wisconsin to establish City cohort groups to obtain leadership training.

Goal 2. Create a formalized onboarding program for new hires and transfers.

Strategy: Explore using online tool (TalentLMS) to create onboarding and training modules that employees would complete separately from new employee orientation.

Department Goals

Goal 3. Revise organizational structure to reduce risk of knowledge silos.

Strategy: Conduct risk assessments to identify knowledge silos and revise job duties, titles and classifications to redeploy staff to mitigate risks. Implement cross-training opportunities.

Goal 4. Develop or expand relationships to academic institutions to increase visibility and promote careers in the department, and to expand use of internship programs to recruit for positions through underfill and promotional opportunities.

Strategy: Participate in brainstorming sessions with academic institutions to create partnerships with the department that transcend individual internship positions.

Action Plan

- Timeline for implementation

CPM program: Q4, 2019 planned

Online onboarding: In progress, launch Q1 2020

Risk assessment: Continuous , begin Q4 2020

Academic partnerships: In progress, launch Q1 2020

- Roles and responsibilities

Establish specific workgroups of key staff led by senior management

Jobs with Purpose; Life with Balance

Focus on promoting work/life balance by:

- Use of flex time and flexible and alternative schedules
- Accommodating of requests to leave work with short notice to address personal and family matters
- Flexible approach to time off scheduling