

Succession/Workforce Planning Presentation

Committee on Finance and Personnel

Municipal Court

March 18, 2020

Strategic and Operational Considerations

Anticipated Challenges

- Increases / decreases in case filings – directly impacts workload
- Economic outlook – directly impacts payment volume and indirectly impacts call volume and unscheduled appearances to discuss payment arrangements
- Competitive salaries – increased number of resignations due to better paying positions

Strategic and Operational Considerations

Workforce Trends

- Continuing employee turnover
- Declining institutional knowledge
- Job attrition inherent to customer service positions

Strategic and Operational Considerations

Strategies Implemented

- Restructured organizational sections, providing flexibility to assign employees where most needed between reception, telephones and administrative work
- Reassessed recruiting and selection process to emphasize customer service skills in addition to clerical/administrative experience
- Retained retirement-eligible employee by offering half-time position

Areas for Development

Positions with Significant Turnover

- **IT Support Services Supervisor**

4 incumbents in less than 6 years and cumulative 28 months of vacancy between incumbents

- ✓ Requested and received salary flexibility
- ✓ Reclassified to higher pay grade

Areas for Development

Positions with Significant Turnover (cont.)

- **Municipal Court Clerk**

- 3 retirements

- 2 terminations

- 1 resignation

- 1 transfer

- NOTE: 2 other resignations subsequently reinstated within 3 months*

- Increased probationary period to 1 year to allow for better training pace

- Reinstating workforce development program to prepare staff for promotional opportunities to position

Areas for Development

Positions with Significant Turnover (cont.)

- **Accounting Assistant**

- 3 resignations

- 2 retirements

- 2 transfers

- ✓ Identified other classification-appropriate work, such as financial reports and payroll processing, to provide challenge and interest

- Developing workforce development program to prepare staff for promotional opportunities

Areas for Development

Upcoming Retirements

None anticipated

Areas for Development

Employee Development and Retention

- ✓ Annual Staff Development Day
- ✓ New Court Employee Orientation sessions
- ✓ Departmental exit interviews
- ✓ Informal job shadowing and promotional opportunities to Accounting and Court Clerk positions

Action Plan

Goals

1. Instituting stay interviews
2. Re-establishing workforce development training
3. Gauging interest in, and developing workforce training program for, promotional opportunities into management positions

Action Plan

Goal 1 – Stay Interviews

- ✓ Stay interview developed – December, 2018
- Rollout delayed due to management staffing shortage

Stay interviews require analysis and meaningful follow-up

TIMELINE: 2Q 2020

Action Plan

Goal 2 – Reinstating Workforce Development Program

- ✓ Workforce Development Program initially developed in 2006 as 5 of 9 Municipal Court Clerks became eligible for retirement
- ✓ Program ran for approximately 4 years and resulted in 2 successful internal promotions
- Review materials and reinstitute program to identify qualified candidates and smooth transition to new position

TIMELINE: 3Q 2020

Action Plan

Goal 3 – Creating Management Development Program

- Gauge interest in management succession opportunities
- Schedule shadowing opportunities for interested employees
- Develop program to engage qualified candidates in hands-on work, where possible

TIMELINE: 4Q 2020

Jobs with Purpose Life with Balance

- ✓ Connect Court's Mission Statement to each and every position
- ✓ Require monthly one-on-one meetings between each employee and the manager to provide meaningful performance feedback
- ✓ Conduct monthly All-Staff meetings to discuss topics of interest to all
- ✓ Encourage participation in Workforce Health programs
- ✓ Offer regular Lunch and Learn session on a variety of topics, including those associated with Healthy Rewards points
- ✓ Support employee initiatives such as Biggest Loser competitions
- ✓ Pursue internal promotions whenever possible and practical
- ✓ Four (4) departmental reinstatements in last three (3) years