

CLACKAMAS COUNTY BOARD OF COUNTY COMMISSIONERS

Policy Session Worksheet

Presentation Date: 2/16/16 **Approx Start Time:** 2 pm **Approx Length:** 30 min

Presentation Title: Workforce / Succession Planning Program

Department: Department of Employee Services (DES)

Presenters: Evelyn Minor-Lawrence & Shari Riedman

Other Invitees: N/A

WHAT ACTION ARE YOU REQUESTING FROM THE BOARD?

This is mainly an informational update. We welcome direction from the Board on what their specific goals / objectives are for the County's Workforce / Succession Planning program.

EXECUTIVE SUMMARY:

DES Workforce Planning Coordinator (WPC) position was created in 2007. The WPC resigned in August 2012 and the position was vacant / unfilled due to budget constraints for 3 years. Approval to fill the position was given by Budget Committee for FY 2015/16. Shari Riedman was appointed as new WPC in December 2015. DES is revitalizing the County's Workforce Planning efforts for the purpose of creating a Succession Planning program.

Today we are providing you an overview of our action plans which will result in Succession Planning tools, resources, and support for our workforce as they prepare for turnover in key positions. We will assist in continuing to ensure our employees develop knowledge and skills necessary to deliver essential services in an exceptional manner to County citizens now and looking to the future.

FINANCIAL IMPLICATIONS (current year and ongoing):

Is this item in your current budget? XX YES NO

What is the cost? \$133,009 total compensation for Workforce Planning Coordinator

What is the funding source? Allocation & General Fund

STRATEGIC PLAN ALIGNMENT:

- **How does this item align with your Department's Strategic Business Plan goals?**

While DES has not gone through the Managing For Results process, DES's mission is to provide creative Human Resources leadership and innovative management systems to the County's departments to meet their challenges in delivering today's public programs and services. An effective, readily accessible Succession Planning framework will enhance the County's ability to strategically maintain critical knowledge and skills through turnover of our key employees, without significant disruption or interruption to the delivery of exceptional and crucial services.

- **How does this item align with the County's Performance Clackamas goals?**

DES supports and partners with our County customers in achieving Performance Clackamas goals by attracting and retaining a talented and driven workforce. DES assumes a key role to ensure the County will continue to develop a diverse workforce with the critical knowledge and skills to meet the high performance standards required to effectively achieve the 5 Performance Clackamas strategic priorities.

LEGAL/POLICY REQUIREMENTS: N/A

PUBLIC/GOVERNMENTAL PARTICIPATION: N/A

OPTIONS: N/A at this time

RECOMMENDATION: N/A

ATTACHMENTS: Succession Planning Program Update

SUBMITTED BY:
Division Director/Head Approval
Department Director/Head Approval EML
County Administrator Approval:


For information on this issue or copies of attachments, please contact: Evelyn Minor-Lawrence @ 503-655-8812
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SUCCESSION PLANNING PROGRAM UPDATE

Board of Clackamas County Commissioners

Presented February 16, 2016

By Evelyn Minor-Lawrence & Shari B. Riedman
Department of Employee Services

Clackamas County Workforce		
November 2015		
Total Regular Employees	Eligible to Retire w/in 5 years	Likely to Retire w/in 5 years
1,856	800	408
	or	or
Avg. retirement age per PERS Police & Fire – 57 General Service – 62	43%	22%

I. SUCCESSION PLANNING PROGRAM REVITALIZATION

- A.** Determine Best Practice to Align with Clackamas County Core Values & Strategic Business Plans
- B.** Identify Key Positions County-Wide
- C.** Individualize Department Needs
- D.** Identify Essential Job Skills & Competencies
- E.** Build Framework for Developing Internal Talent & Attracting New Talent Essential for Continuity of Providing Key Functions / Services

II. ESTABLISH WORKFORCE PLANNING STEERING COMMITTEES

- A.** 5-7 Members per Committees Grouped by Similar Business Functions
- B.** Diverse Membership

III. DEVELOP PROGRAM IMPLEMENTATION STRATEGY

- A.** Marketing Plan
- B.** Supervisor Coaching
- C.** Website Development & Maintenance
- D.** Policies & Business Practices
- E.** Collective Bargaining Issues