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Workforce Issues:

Workforce Talent Strategy

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# Background - 2006

- Identified increasing numbers of City workers will retire over next 5 -7 years
  - Loss of experienced workers
  - Loss of institutional knowledge
  - Recognized pressing need to attract and retain talent
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# Background - 2007

Recognized need to:

- Analyze current workforce
  - Identify future needs
  - Recruit/retain talent and specialization
  - Compare gaps and surpluses
    - Based on supply/demand analysis of people and skills
  - Ensure diversity in our work place
  - Create Workforce Development Guide
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# Background - 2008

Focus on:

- Building leadership and management competencies
  - Researching other workforce development plans and models
  - Evaluating internal ability to conduct workforce analysis vs. use of outside consultant
  - Creating an employee-staffed Workforce Development and Training Task Force to assist in workforce plan and training program curriculum
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# Moving Forward

- In previous years, have not had the resources
  - Also, benefit of taking time to discuss and examine City workforce trends/needs
  - Based on current trends and more complete information, ready to move forward
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# Trends and Demographics

## FY2007

Projected 5-year supervisory loss

Finance: 23%

Law: 33%

W&L: 42%

Median Age: 47

88% Caucasian

74% Male

Average turnover 1999-2006: 9.6%

## FY2009

Projected 5-year supervisory loss

Finance: 46%

Law: 66%

W&L: 48%

Median Age: 41

88% Caucasian

73% Male

Average turnover 2001-2008: 9.03%

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# City of Columbia 2009 Retirement Forecast

Department	Within 5 years (80 and out)	Percent of Dept. Employees	Percent Change since 2007	Supervisor/ Manager and Above	Total Eligible to Retire Now
City Manager's Office	3	37.50%	↓ 7.95%	2	0
Communications	1	12.50%	--	0	0
Finance	14	28.00%	↑ 3.51%	6	7
Human Resources	4	33.33%	↑ 15.15%	0	1
Law	2	20.00%	↓ 13.33%	3	3
Municipal Court	3	33.33%	↑ 20.83%	0	1
Information Services	6	25.00%	↑ 7.76%	2	1
Police (Civilian)	7	--	--	0	4
Fire (Civilian)	3	--	--	0	3
Public Health	14	22.22%	↑ 12.22%	4	3
JCIC	2	6.06%	↓ 0.19%	2	2
Planning & Development	4	36.36%	↑ 11.36%	1	2
Economic Development	1	50.00%	--	0	0
CVB	2	28.57%	↑ 14.28%	1	1
Parks & Recreation	13	16.25%	↑ 3.26%	10	6
Public Works	69	20.47%	↓ 0.48%	31	31
Water & Light	62	26.27%	↑ 1.00%	43	33
<b>Total / Average:</b>	<b>210</b>	<b>26.39%</b>	<b>↑ 5.19%</b>	<b>109</b>	<b>97</b>

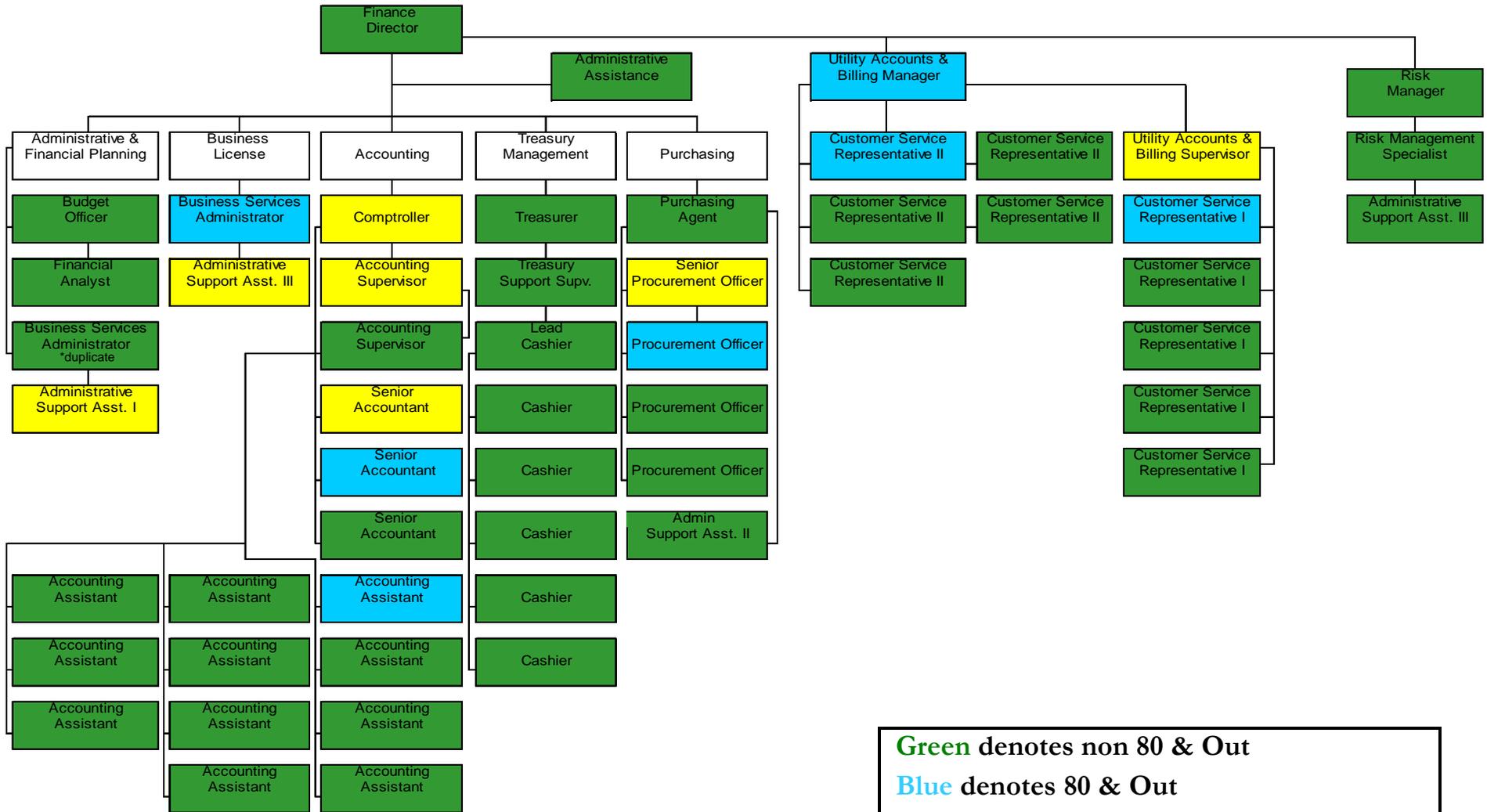
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## Police & Fire (non-civilian) 2009 Retirement Forecast

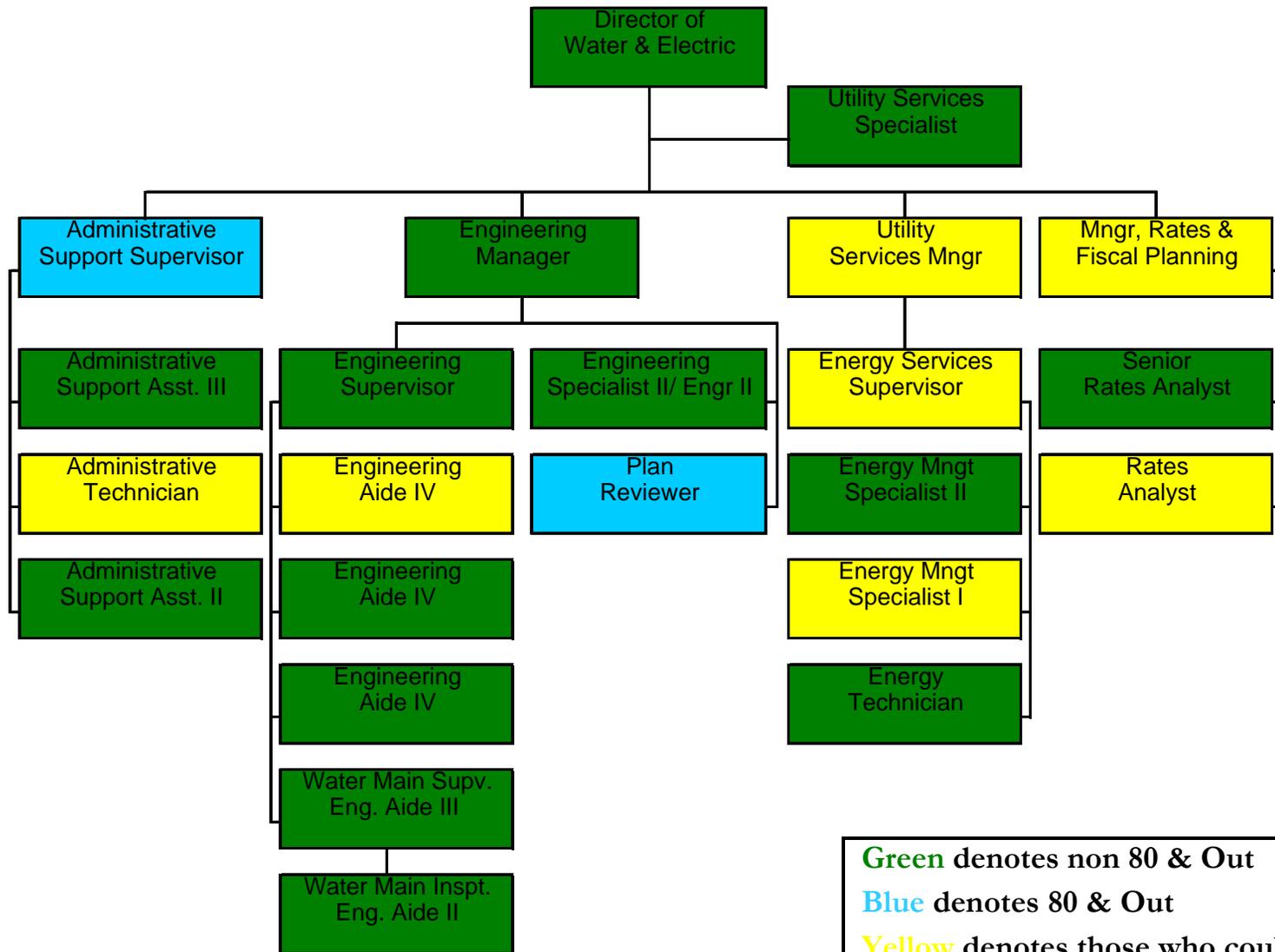
	<b>Within 2 Years (20 and out)</b>	<b>Percent of Department Employees</b>	<b>Percent Change since 2007</b>	<b>Supervisor/ Manager and Above</b>	<b>Total Eligible to Retire Now</b>
<b>Police</b>	19	10.55%	↑ 1.16%	5	17
<b>Fire</b>	21	15.22%	↓ 2.20%	16	15

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# Visualizing Retirement Impact: Finance

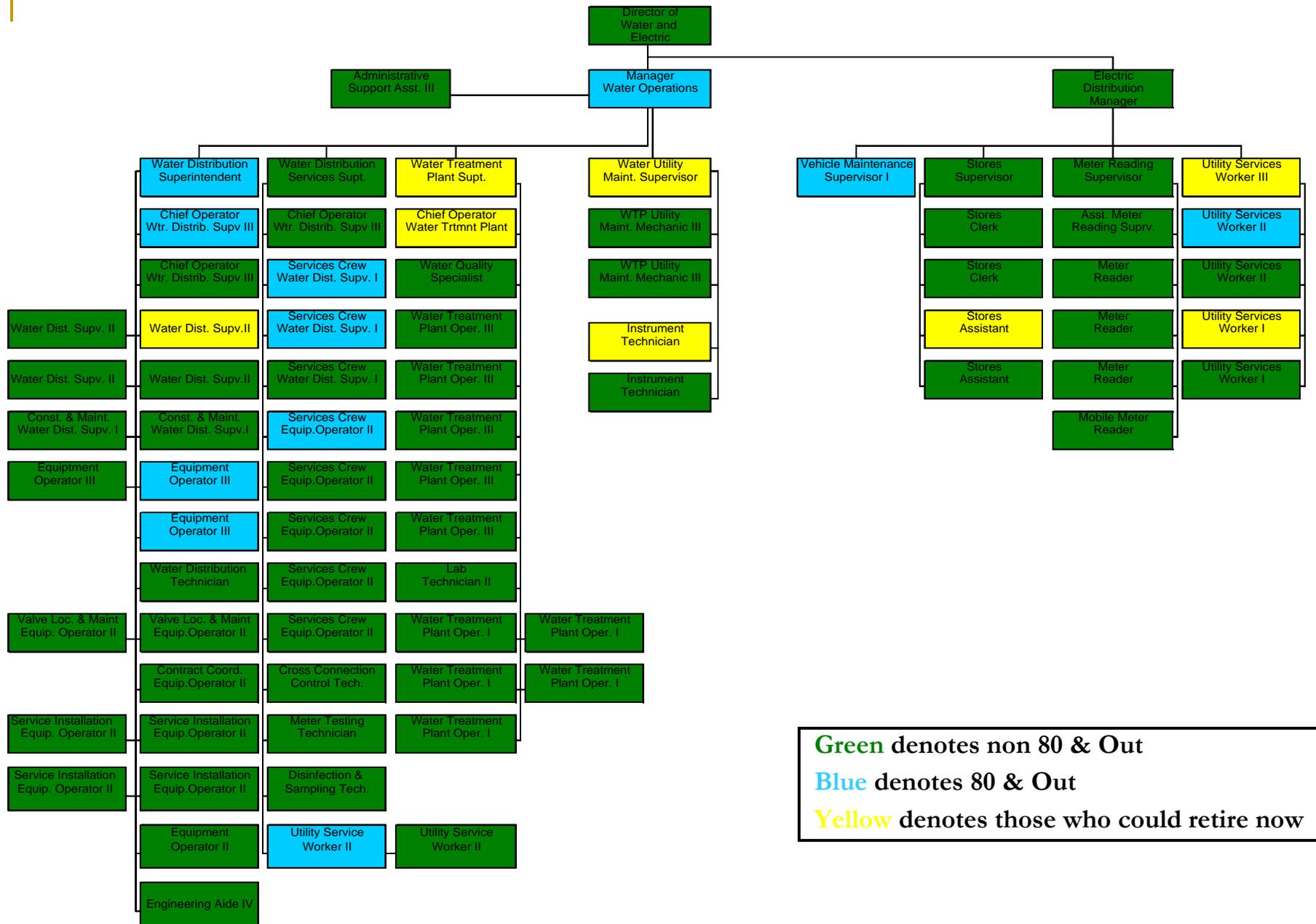


# Visualizing Retirement Impact: Water



**Green** denotes non 80 & Out  
**Blue** denotes 80 & Out  
**Yellow** denotes those who could retire now

# Visualizing Retirement Impact: Water, cont.



**Green** denotes non 80 & Out  
**Blue** denotes 80 & Out  
**Yellow** denotes those who could retire now

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# What next?

- Continue to monitor trends
  - In present economy, entry-level recruitment not a challenge
  - With use of internet and targeting to professional organizations, recruitment of managers also not challenge
  - If economy recovers soon, more difficult to recruit
  - Want to maintain outside recruitment for new perspectives
  - Also benefit of bringing some employees up through the system for supervisory and leadership roles
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# Supervisor Training “Institute”

- Particularly necessary for supervisors who lack management training
  - Mandatory for all (roughly 200) current city supervisors
  - Newly hired supervisors required to take during first 6 months/probationary period
  - Required to pass training test
  - In FY2010 & FY2011 2 cycles of 50 people per cycle, with smaller training groups in following years
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# Potential Supervisor Training Curriculum

## Includes:

- City structure, budgeting, and human resource processes/procedures
- Basic supervisory and management skills
- Decision making and conflict resolution
- Performance evaluation process
- Project management
- Communication skills and organizational behavior

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# Succession/“Step Forward” Training

- Identifies internal high performers and prepares them to meet long-range organizational hiring needs
  - Especially important for areas anticipating significant retirement-related turnover
  - Combination of current managers and those in lower positions with potential to move up
  - Participants complete application/reference process
  - After 1<sup>st</sup> year, 2 cycles of 10 people per fiscal year
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# Progress so Far

- Conducted research on Workforce Planning models and trends
  - **Cities:** St. Louis & Rolla, MO; Schaumburg, IL; Phoenix, AZ; Plano, TX; Seville & Anaheim, CA; Virginia Beach, VA
  - **Counties:** Washoe Country, NV; Pima County, AZ
  - **State governments:** MO, VA, AL, GA, TX, WA
  - **Federal agencies:** Department of the Interior, Office of Personnel Management, Department of Energy
  - **Academic texts and HR resources** (including the International Public Management Association)
  - From research, Workforce Planning Model and Guide created
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# Workforce Planning Model



**Phase IV  
Evaluate and  
Revise**

Assess what is and is not working. Make adjustments if needed. Address new issues that arise.

**Phase I  
Set Strategic  
Direction**

Determine future workforce requirements based on projected goals and requirements.

**Phase III  
Implement  
Workforce Plan**

Communicate plan and allocate resources for strategies. Establish timeline and performance measures.

**Phase II  
Workforce  
Analysis**

Identify discrepancies between supply and demand. Develop strategy to reduce shortages or surpluses.

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## Progress so Far, cont.

- Met with Columbia Area Career Center and Missouri Training Institute to discuss tailoring workforce training to the City's needs
  - Parts of Phase I & II accomplished by Workforce Development presentations at Council Retreat in 2006-2008, and research
  - Applications solicited for the Workforce Development and Training Steering Committee
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# Action Steps

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# 1. Workforce Development and Training Steering Committee

- Conduct survey to determine if economic situation has encouraged employees to postpone retirement
  - Complete Phase I of the Workforce Development Model by creating a Workforce Development Report with results of survey and direction for training consultant
  - Meet with the Workforce Talent Analysis consultant and review report
  - Initiate Phase III by drafting an Action Plan for implementation of training
  - Develop tools so evaluation of Workforce Talent Strategy can be on-going
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## 2. Hire a Consultant for Workforce Talent Analysis

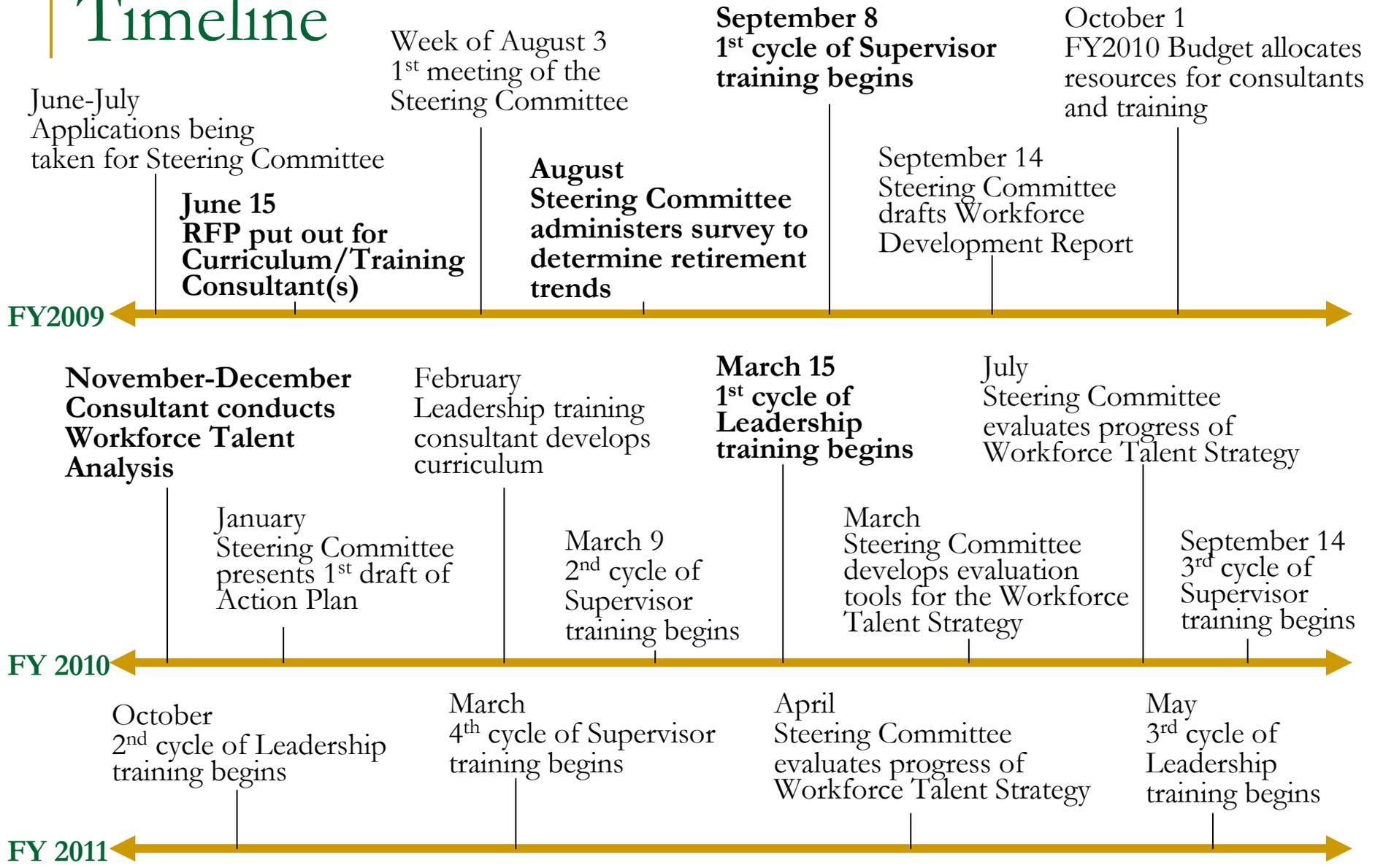
- HR has capacity to assist with inventory
  - Consultant needed to conduct workforce talent analysis
  - Assess skill levels and competencies of current employees to identify *high performers*
  - Determine skills and training needed for promotion to upper management
  - Determine future hiring needs for positions which may not be best filled by current employees
  - Identify gaps and surpluses
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### 3. Hire Consultants for Training

- RFP for Supervisory and Leadership training allows bidding on one or both training jobs
  - Potential consultants should include development of curriculum and actual training services
  - Several local resources could conduct the training
  - Small HR consulting groups in Columbia
  - University consultants: the Truman School of Public Affairs or Missouri Training Institute at the Cornell School of Business
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# Timeline

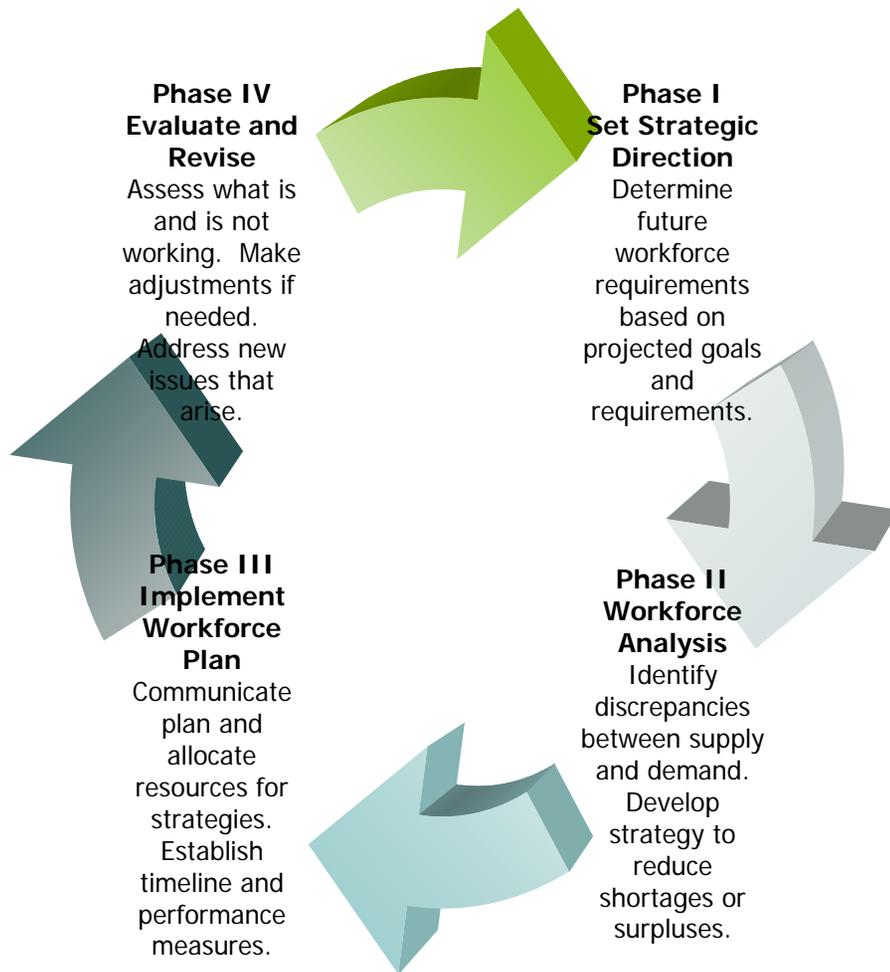


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# Budget Implications for FY2010

- Cost estimate of \$50,000 for talent analysis by Evergreen Solutions, which has working knowledge of City
  - Cost estimate of \$57,000 for curriculum development/training
    - \$50,000 for 2 Supervisor cycles of 50 people per cycle
    - \$7,000 for 1 Leadership cycle of 10 people
  - Cost estimate of \$800 for printing training guides
  - Total estimated cost: \$107,800
  - HR staff has internal capacity to develop training for City operation skill levels
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# Summary of Suggested Action Steps



- Steering Committee completes Phase I with retirement survey and Workforce Development Report
- Consultant develops curriculum for Supervisor Training and provides classes in 4 cycles for the first 2 years
- Steering Committee initiates Phase III by drafting Action Plan for implementation of strategy
- Evergreen completes Phase II with Talent Analysis to determine high performers, and training/hiring needs
- Consultant develops curriculum for Succession Training and begins classes
- Steering Committee engages in on-going evaluation (Phase IV)

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# Additional Considerations

- While there is desire to retain institutional history, important to focus on retention of high performers
    - Consider pay-for-performance raise system
  - Some positions require recruiting new employees
    - Current job seekers may be more interested in obtaining any job, than forming career
    - Enhancing current jobs to make them more “green” may be recruitment strategy, particularly for younger generation
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# Council Direction?

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