



Town Succession Planning Discussion

*Corporate Strategic Plan, KRA5, Internal Services; Goal 2:
Continue progressive strategies to attract and retain high-
performing staff.*

November 20, 2013





Succession Planning defined

(International Public Management Association
for Human Resources – IPMA-HR)

Succession Planning is the strategic alignment of an organization's human capital with its business direction. It is a methodical process of:

- Analyzing the current workforce;
- Identifying future needs;
- Establishing the gap between the present and future;
- And, implementing solutions so that the organization can accomplish its mission, goals and objectives

Analyzing the Current Workforce (i.e. Who We Are as an Organization)

Diversity			
	No. Employees	% of Workforce	% of Town Residents*
Asian/Pacific Islander	4	2.1%	3.5%
African American	4	2.1%	3.4%
Native American	1	0.5%	0.7%
Hispanic	40	20.8%	17.3%
White	143	74.0%	75.1%
Total	192	100%	100%
Male	131	68%	
Female	61	32%	
Total	192	100%	

*as per 2010 Census

Who We Are cont.

Generation	# of Employees	% of Employees
Traditionalists (Pre 1946)	1	1%
Baby Boomers (1947 – 1964)	55	29%
Generation X (1965 – 1979)	87	45%
Generation Y - Millennials (1980 - 2000)	49	26%
Total	192	100%

Average Age – 42 years

Who We Are cont.

Years of Service	# of Employees	% of Workforce*
Less than 1 year	31	18.5%
1 - 4.9 yrs	22	13.2%
5.0 – 9.9 yrs	87	52.1%
10 – 14.9 years	18	10.8%
15+ years	9	5.4%
Total:	167	100%

*Full-time Only

Average Tenure of full-time staff:
6 Years



Who We Are cont.

Fiscal Year	Turnover Rate*
07-08	5.46%
08-09	3.34%
09-10	3.02%
10-11	3.73%
11-12	7.58%
12-13	6.72%
6 year average	5.0%

* Based on International City Management Association (ICMA) Measurements



Succession Planning

- One myth is that succession planning is only about replacing the aging workforce
 - Ex: City of Mesa 33% (1200 employees) eligible to retire in next 5 years
 - Queen Creek 8% (13 employees)
 - Only about 8 employees have ever officially retired from Town service



Succession Planning

- Succession planning is also:
 - Identifying the level of competency of the workforce due to changing priorities and workload pressures for services to be performed
 - Identifying strategies and opportunities of employee development
 - Salary and benefit competitiveness to ensure retention
 - Identification of key positions, areas and competencies within each functional department



What Motivates our Employees to Work

1. The Position Itself
 2. Retirement Benefits
 3. Medical Benefits
 4. Job Stability
 5. Work-Life Balance
- Note: Pay ranked 7th by our Employees



What is our Employees Job Satisfaction

- 94% of employees listed they were overall satisfied with their job
- 92% feel positive about working for the Town.
- 93% feel that they are productive
- 98% feel that they are motivated to do good work
- 100% feel they are committed to achieving the goals of the Town.



Employee survey cont.

- 64% of employees feel there is someone ready to do their job (even if it is in a temporary capacity).
- Only 41% of employees feel there is sufficient promotional opportunities.
- 56% of employees feel there are sufficient professional development opportunities.
- Employees ranked “formal training” and “cross-training opportunities” as more important than receiving more education, certifications, and special assignments for career growth.



Town of Queen Creek's Succession Plan will include:

- A more formalized ***cross-training program***.
- ***A knowledge transfer program***
- Creation of a formalized ***Mentor program***
- Creation of a more formalized ***individual development plans*** (IDP)
- Developing natural ***career-paths***



Implementation Plan

- Memorialize the succession plan by January 2014.
- Implement Council approved recommendations from the classification and compensation study
- Develop, advertise, and implement the Mentor program by July 2014.
- Full implementation of cross-training and knowledge transfer programs by next October 2014.
- Implementation of formalized Individual Development Plans with the new fiscal year evaluations for fiscal year 14/15 (July 2014).

Questions?

