

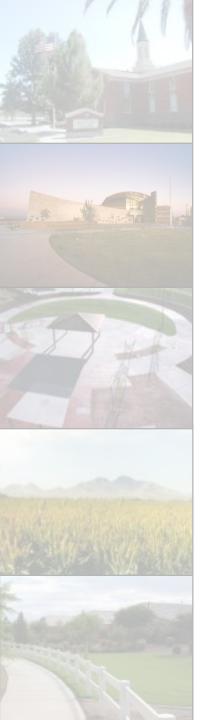


# Town Succession Planning Discussion

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

November 20, 2013

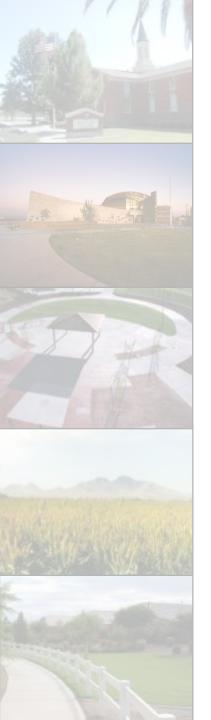




#### Succession Planning defined (International Public Management Association for Human Resources – IPMA-HR)

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

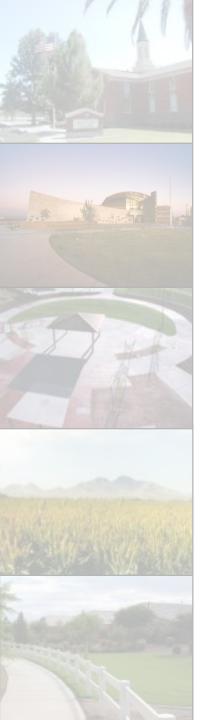
- Analyzing the current workforce;
- Identifying future needs;
- Establishing the gap between the present and future;
- And, implementing solutions so that the organization can accomplish its mission, goals and objectives



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

Diversity				
	No.	% of	% of Town	
	Employees	Workforce	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%		

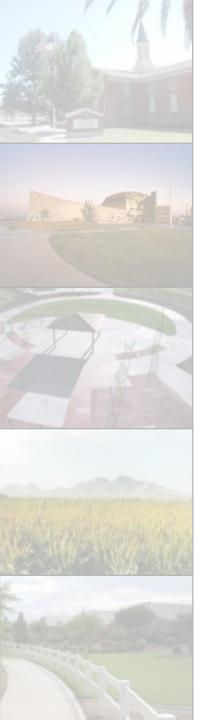
\*as per 2010 Census



#### 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

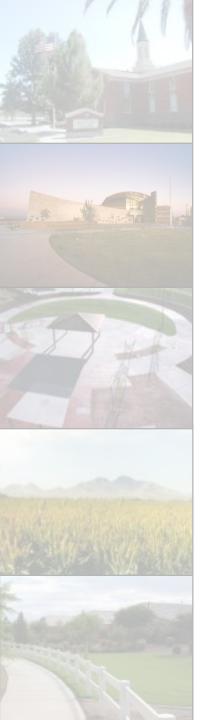


## Who We Are cont.

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

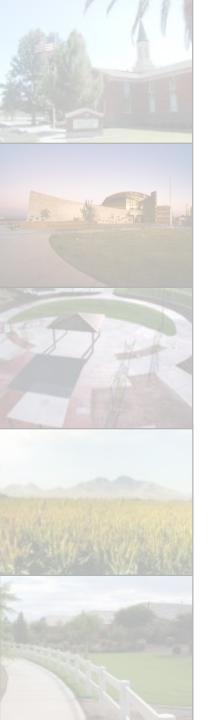
#### Average Tenure of full-time staff: 6 Years



# Who We Are cont.

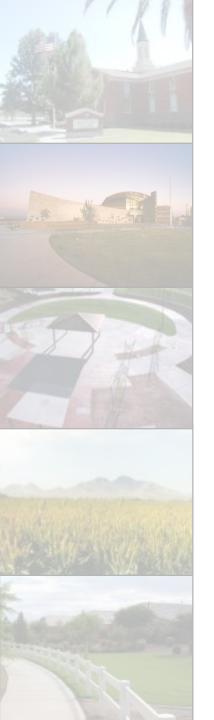
Fiscal Yea	r	Turnover Rate*
07-08		5.46%
08-09		3.34%
09-10		3.02%
10-11		3.73%
11-12		7.58%
12-13		6.72%
	6 year average	5.0%

\* Based on International City Management Association (ICMA) Measurements



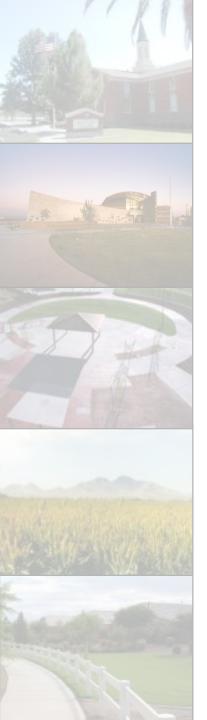
# **Succession Planning**

- 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**

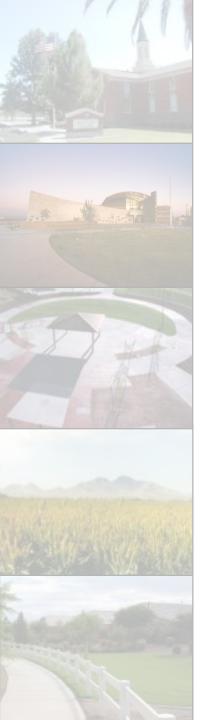
- Succession planning is also:
  - Identifying the level of competency of the workforce due to changing priorities and workload pressures for services to be performed
  - Identifying strategies and opportunities of employee development
  - Salary and benefit competitiveness to ensure retention
  - Identification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



# What Motivates our Employees to Work

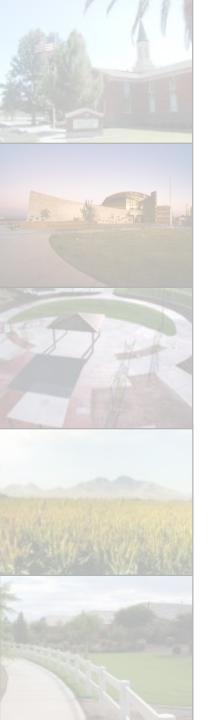
- 1. The Position Itself
- 2. Retirement Benefits
- 3. Medical Benefits
- 4. Job Stability
- 5. Work-Life Balance

• Note: Pay ranked 7th by our Employees



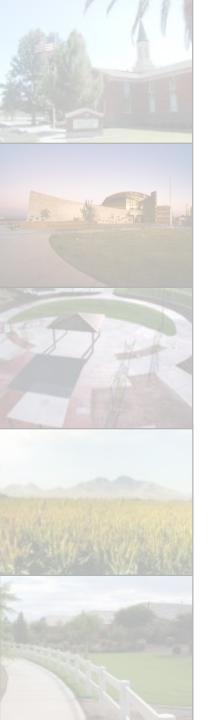
## What is our Employees Job Satisfaction

- 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.



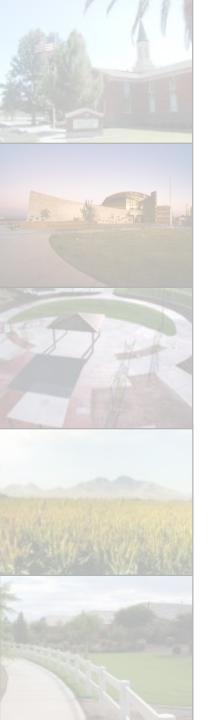
# Employee survey cont.

- 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 "crosstraining opportunities" as more important than receiving more education, certifications, and special assignments for career growth.



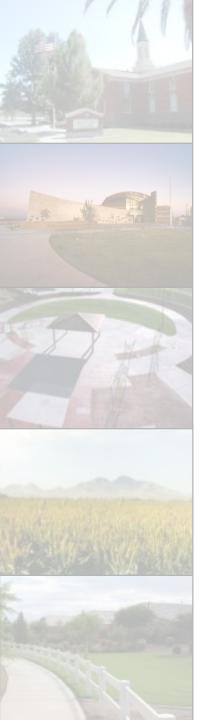
# Town of Queen Creek's Succession Plan will include:

- 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?