SUCCESSION PLANNING

Winning the Race for Talent

Attracting, Retaining and Growing Local Government Professionals

OVERVIEW

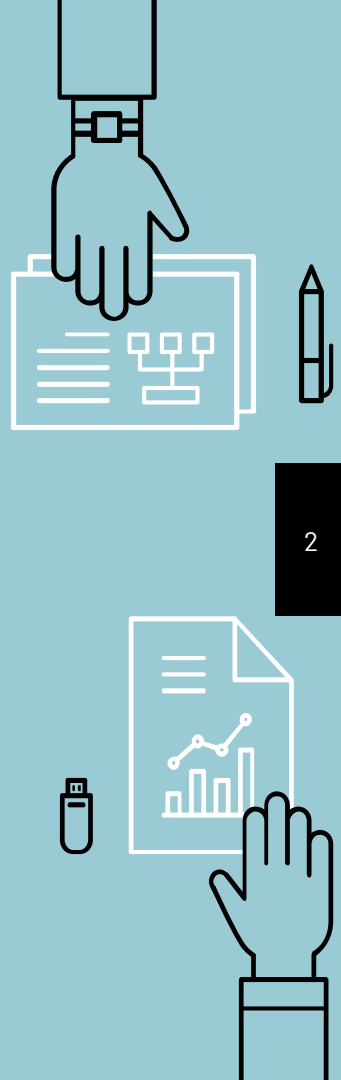Trends in Workforce Demographics and Impacts

Why Succession Planning is Key to a City's Success

The Role of Talent Management in Succession Planning

Winning the Race for Talent

Organizational Structure as a Tool for Succession Planning

Next Steps

Our Goal is to...

1. Create a <u>proactive</u> succession plan for City Departments
2. Bring best practices, tools, and training to facilitate the process
3. Utilize customized solutions to meet the City's needs
4. Tailor our approach to fit existing needs and imminent retirements
5. Integrate talent management best practices into a cohesive strategic workforce plan
6. Create a more streamlined and efficient organization without necessarily increasing staff
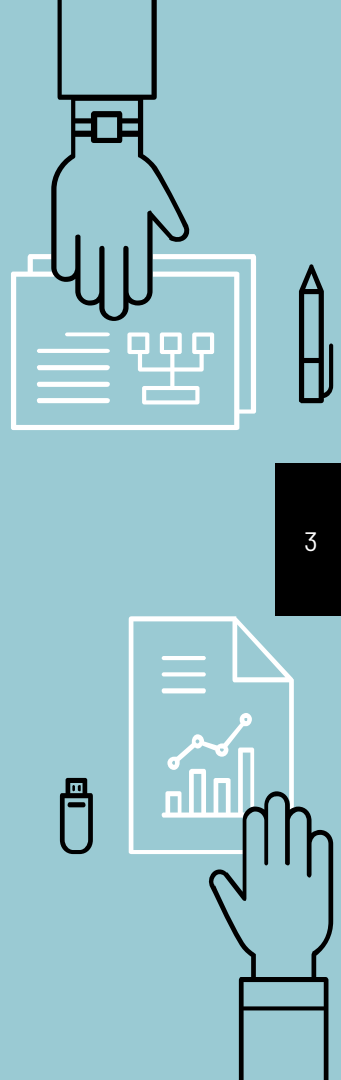
THE SILVER TSUNAMI

➢ Demographics reveal an impending crisis

➢ 10,000 people reach retirement age per day

➢ Universities are investing in STEM and technology fields

➢ Orange County cities will be challenged to fill vacancies with high-performing talent

➢ Cities in the region have begun to "cannibalize" each other worsening the crisis

➢ Costs will increase with record numbers of retirements as cities struggle to recruit, test, attract and train new employees

REGIONAL IMPACTS

SOUTHERN
CALIFORNIA

San Bernardino

Los Angeles

Orange County

Riverside

San Diego

Imperial

CASE IN POINT: HUNTINGTON BEACH

- In the City of Huntington Beach, an entire third of the workforce, 280 staff, are eligible to retire <u>today</u>

- That is <u>in addition to </u>a record high of **48 retirements in 2018**

- These retirements will be across all Departments, including 62 public safety employees

- The resultant impacts will affect the workforce and community:
    - Loss of institutional memory within the organization
    - Increases in overtime spending until vacancies are filled
    - Productivity and performance delays as the organization struggles to run several recruitments at once
    - Increased workloads for staff until vacancies are filled
    - Potential delays in providing service to the public

What is Succession Planning

▷ A deliberate, <u>proactive</u> and systematic effort to ensure leadership continuity in key positions

▷ Retains and develops intellectual and knowledge capital for the future

▷ Encourages advancement *within* the agency

▷ Reduces costs by eliminating a "revolving door" in key leadership positions

▷ Invests in employee development and explores promotional opportunities
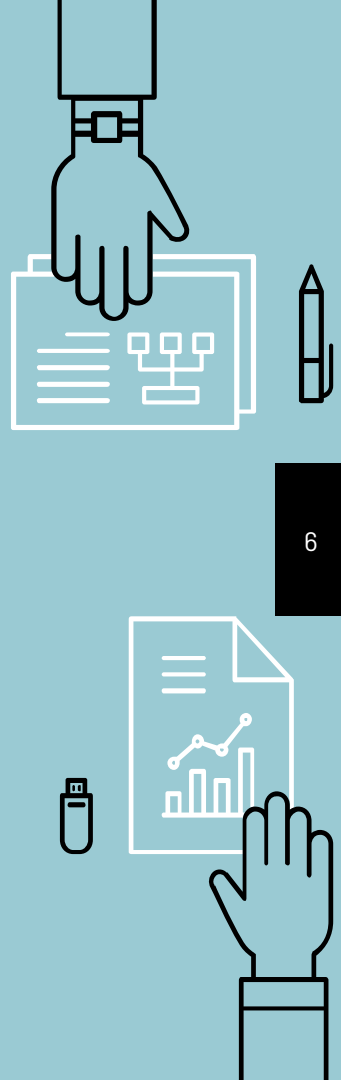
Succession Planning and Management 5-Step Process

Step 1	• Identify Key Areas and Positions
Step 2	• Identify competencies and leadership characteristics for key areas and positions
Step 3	• Identify high potential talent
Step 4	• Develop and implement succession and knowledge transfer plans
Step 5	• Evaluate Effectiveness

Succession Planning **IS NOT** Pre-Selection

▷ Pre-selection involves choosing a successor without a formal competency assessment or selection process.

▷ Succession planning involves planned development activities for a group of high potential staff to perform in key critical leadership positions.

▷ A competitive process for key positions is still utilized.
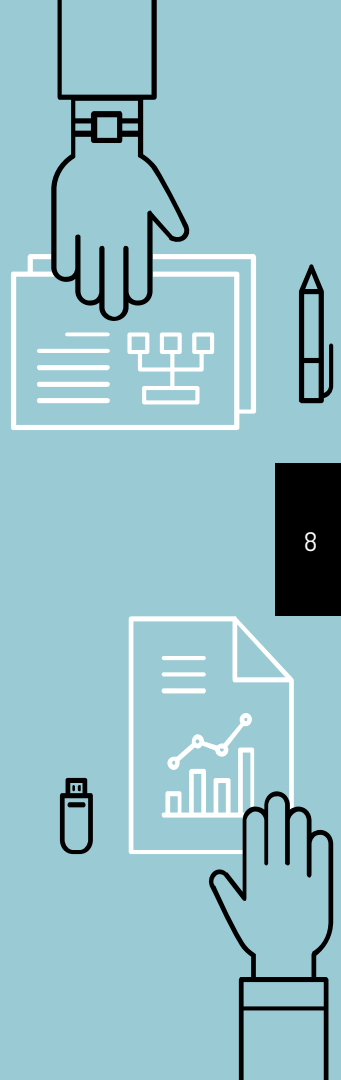
Challenges to Replenishing Talent

▷ Often antiquated hiring and promotional practices in public sector

▷ One-size-fits-all approach

▷ Budgetary challenges restrict the ability to **add** new positions to the City's workforce

▷ If positions cannot be added, the positions remaining are even more essential

▷ Given training cuts made during recession, employees may have strong technical but not soft skills
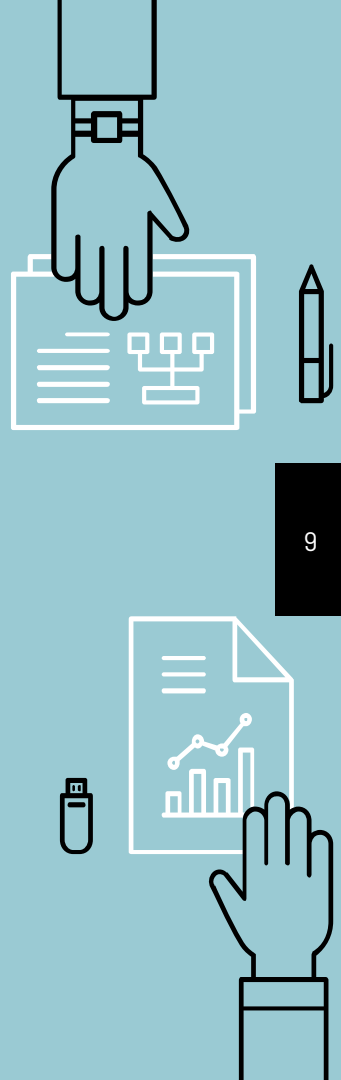
The Cost of Doing Nothing

Impact of Maintaining the Status Quo

▷ In the absence of adding positions, developing and retaining in-house talent is key

▷ Under-developed staff in key positions can have damaging results (e.g. audit findings, legal non-compliance, public credibility losses)

▷ What does the City of Huntington Beach want to be?
- Employer of Choice
- Employer of Last Resort
- Stagnant yet functional
- Proactive, Creative, Agile, Flexible
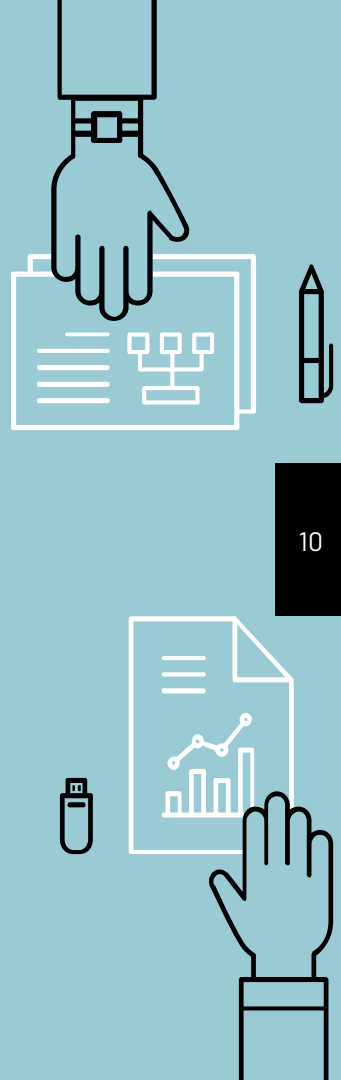
Departmental Reorganizations

Proposal to Revitalize Existing Business Model in Select Departments

Overview

DIRECTOR

DEPUTY DIRECTOR

Succession Planning - Phase 1

▷ City Attorney's Office – Creation of Chief Assistant City Attorney

▷ Community Development Department – Deputy Director

▷ Police Department - Assistant Chief

Succession Planning – Phase 2

▷ For Phase 2 departments, discussion will cover the proposed changes, the benefits of the proposed changes, and a list of comparable cities

▷ The plan optimizes vacancies as retirements and attrition occurs, hence, will be funded by existing vacancies (no increase in the Table of Organization)

▷ All positions under consideration are Non-Associated and "At Will"

▷ Departments will absorb any increased costs

Succession Planning – Phase 3 – FY 20/21 Proposed Budget
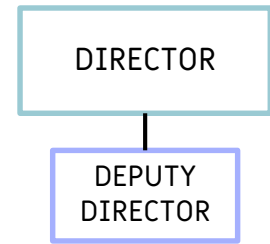
Public Works

Summary of Proposed Changes

▷ Establish Deputy Director of Public Works for second largest department in the City

▷ Transfer Refuse Management Functions to Maintenance Operations in order to improve operating efficiencies

▷ Exchange Project Manager for Administrative Services Manager

Benefits

▷ Promotes clear second-in-command structure in second largest department in City

▷ Provide focus in areas deficient due to the reductions over the past ten years

▷ Improves organizational structure and oversite of financial and accounting functions

Comparable Cities

▷ City of Irvine

▷ City of Newport Beach

▷ City of Riverside

▷ City of Ventura

▷ City of Laguna Beach

Director of Public Works

PUBLIC WORKS DEPARTMENT
Current Organizational Chart

ADMINISTRATION
Project Manager
Administrative Assistant
Senior Accounting Technician
Accounting Technician II
Administrative Secretary
Office Specialist

ENGINEERING SERVICES

City Engineer

CONSTRUCTION ENGINEERING

Construction Manager
Senior Construction Inspector (3)
Survey Party Chief
Survey Technician II (2)
Contract Administrator (3)
Construction Inspector II

WATER AND SEWER ENGINEERING

Principal Civil Engineer (2)
Senior Civil Engineer
Civil Engineering Assistant
Associate Civil Engineer

DESIGN ENGINEERING

Senior Civil Engineer (2)
Senior Engineering Technician
Assistant Civil Engineer

DEVELOPMENT ENGINEERING

Principal Civil Engineer
Senior Civil Engineer (2)
Senior Engineering Technician
Civil Engineering Assistant

STORM WATER QUALITY

Environmental Services Manager
Admin. Environmental Spec (2)

GENERAL SERVICES

General Services Manager

GENERAL SERVICES ADMINISTRATION

Administrative Analyst Senior ½
Administrative Secretary ½
Code Enforcement Officer I
Field Service Representative
Office Assistant II

FLEET MAINTENANCE

Fleet Operations Supervisor
Equip/Auto Maint. Crewleader (2)
Equip/Auto Maint. Leadworker (3)
Equipment Support Assistant
Mechanic III (6)
Mechanic II (4)

FACILITY MAINTENANCE

Facilities Maintenance Supervisor
Facilities Maint. Crewleader (2)
Facilities Maintenance Tech (3)
Electrician
Sr. Facilities Maintenance Tech

TRANSPORTATION

Transportation Manager

ENGINEERING/ CIP

Principal Civil Engineer
Senior Traffic Engineer (2)
Traffic Engineering Technician

SIGNAL & LIGHTS MAINTENANCE

Traffic Signal/Light Crewleader
Traffic Signal Electrician (2)
Traffic Maint Service Worker (2)

SIGNS & MARKINGS MAINTENANCE

Signs & Markings Crewleader
Signs Leadworker
Signs/Markings Equip Operator

UTILITIES

Utilities Manager

WATER & SEWER ADMINISTRATION

Administrative Analyst Senior
Water Conservation Coordinator
Field Service Representative
SCADA Coordinator
SCADA Technician
Warehousekeeper
Equipment Support Assistant
Stock Clerk
Administrative Secretary
Office Assistant II (2)

WATER PRODUCTION

Water Production Supervisor
Water Operations Crewleader
Water Operations Leadworker (2)
Water Systems Technician III (3)
Water Systems Technician II (5)

WATER QUALITY

Water Quality Supervisor
Water Quality Coordinator
Cross Connection Control Spec (2)
Water Quality Technician

WATER DISTRIBUTION METERS

Water Distribution Supervisor
Water Dist. Maint. Crewleader (2)
Water Dist. Meters Crewleader
Engineering Aide
Water Dist. Maint. Leadworker (6)
Water Dist. Meters Leadworker (2)
Water Equipment Operator (4)
Water Service Worker (13)
Water Meter Repair Technician (5)
Senior Water Meter Reader
Field Service Representative
Water Meter Reader (2)
Accounting Technician II
Water Utility Locator

WASTEWATER

Wastewater Supervisor
Wastewater Ops Crewleader
Wastewater Ops Leadworker (3)
Wastewater Equip Operator (5)
Senior Wastewater Pump Mechanic
Wastewater Pump Mechanic
Wastewater Maint. Service Wkr (7)

MAINTENANCE OPERATIONS

Maintenance Operations Manager

MAINTENANCE ADMINISTRATION

Administrative Analyst Senior ½
Administrative Secretary ½
Accounting Technician II
Office Assistant II

LANDSCAPE MAINTENANCE

Landscape Maintenance Supervisor
Landscape Maint Crewleader
Landscape Maint. Leadworker (3)
Landscape Equipment Operator
Pest Control Specialist
Irrigation Specialist

TREE MAINTENANCE

Tree Maintenance Supervisor
Tree Maintenance Crewleader
Tree Maintenance Leadworker
Tree Equipment Operator (3)
Maintenance Service Worker

STREET MAINTENANCE

Street Maintenance Supervisor
Street Maintenance Crewleader
Street Maintenance Leadworker (2)
Street Equipment Operator (3)
Maintenance Service Worker (6)

BEACH MAINTENANCE

Beach Operations Supervisor
Beach Maintenance Crewleader (2)
Sr. Facilities Maintenance Tech
Beach Equipment Operator (3)
Beach Maintenance Service Worker

PUBLIC WORKS DEPARTMENT
Proposed Organizational Chart

Director of Public Works

ADMINISTRATION
Project Manager
Administrative Assistant
Senior Accounting Technician
Accounting Technician II
Administrative Secretary
Office Specialist

Deputy Director (Exchange)

ENGINEERING SERVICES

City Engineer

CONSTRUCTION ENGINEERING

Construction Manager
Senior Construction Inspector (3)
Survey Party Chief
Survey Technician II (2)
Contract Administrator (3)
Construction Inspector II

WATER AND SEWER ENGINEERING

Principal Civil Engineer (2)
Senior Civil Engineer
Civil Engineering Assistant
Associate Civil Engineer

DESIGN ENGINEERING

Senior Civil Engineer (2)
Senior Engineering Technician

DEVELOPMENT ENGINEERING

Principal Civil Engineer
Senior Civil Engineer (2)
Senior Engineering Technician
Civil Engineering Assistant

STORM WATER QUALITY

Environmental Services Manager
Admin. Environmental Specialist (2)

GENERAL SERVICES

General Services Manager

GENERAL SERVICES ADMINISTRATION

Administrative Analyst Senior ½
Administrative Secretary ½
Code Enforcement Officer I
Field Service Representative
Office Assistant II

FLEET MAINTENANCE

Fleet Operations Supervisor
Equip/Auto Maint. Crewleader (2)
Equip/Auto Maint. Leadworker (3)
Equipment Support Assistant
Mechanic III (6)
Mechanic II (4)

FACILITY MAINTENANCE

Facilities Maintenance Supervisor
Facilities Maint. Crewleader (2)
Facilities Maint Technician (3)
Electrician
Sr. Facilities Maintenance
Technician

TRANSPORTATION

Transportation Manager

ENGINEERING/ CIP

Principal Civil Engineer
Senior Traffic Engineer (2)
Traffic Engineering Technician

SIGNAL & LIGHTS MAINTENANCE

Traffic Signal/Light Crewleader
Traffic Signal Electrician (2)
Traffic Maint Service Worker (2)

SIGNS & MARKINGS MAINTENANCE

Signs & Markings Crewleader
Signs Leadworker
Signs/Markings Equip Operator

UTILITIES

Utilities Manager

WATER & SEWER ADMINISTRATION

Administrative Analyst Senior
Water Conservation Coordinator
Field Service Representative
SCADA Coordinator
SCADA Technician
Warehousekeeper
Equipment Support Assistant
Stock Clerk
Administrative Secretary
Office Assistant II (2)

WATER PRODUCTION

Water Production Supervisor
Water Operations Crewleader
Water Operations Leadworker (2)
Water Systems Technician III (3)
Water Systems Technician II (5)

WATER QUALITY

Water Quality Supervisor
Water Quality Coordinator
Cross Connection Control Spec (2)
Water Quality Technician

WATER DISTRIBUTION METERS

Water Distribution Supervisor
Water Dist. Maint. Crewleader (2)
Water Dist. Meters Crewleader
Engineering Aide
Water Dist. Maint. Leadworker (6)
Water Dist. Meters Leadworker (2)
Water Equipment Operator (4)
Water Service Worker (13)
Water Meter Repair Technician (5)
Senior Water Meter Reader
Field Service Representative
Water Meter Reader (2)
Accounting Technician II
Water Utility Locator

WASTEWATER

Wastewater Supervisor
Wastewater Ops Crewleader
Wastewater Ops Leadworker (3)
Wastewater Equip Operator (5)
Senior Wastewater Pump Mechanic
Wastewater Pump Mechanic
Wastewater Maint. Service Wkr (7)

MAINTENANCE OPERATIONS

Maintenance Operations Manager

MAINTENANCE ADMINISTRATION

Administrative Analyst Senior ½
Administrative Secretary ½
Accounting Technician II
Office Assistant II

LANDSCAPE MAINTENANCE

Landscape Maintenance Supervisor
Landscape Maint Crewleader
Landscape Maint. Leadworker (3)
Landscape Equipment Operator
Pest Control Specialist
Irrigation Specialist

TREE MAINTENANCE

Tree Maintenance Supervisor
Tree Maintenance Crewleader
Tree Maintenance Leadworker
Tree Equipment Operator (3)
Maintenance Service Worker

STREET MAINTENANCE

Street Maintenance Supervisor
Street Maintenance Crewleader
Street Maintenance Leadworker (2)
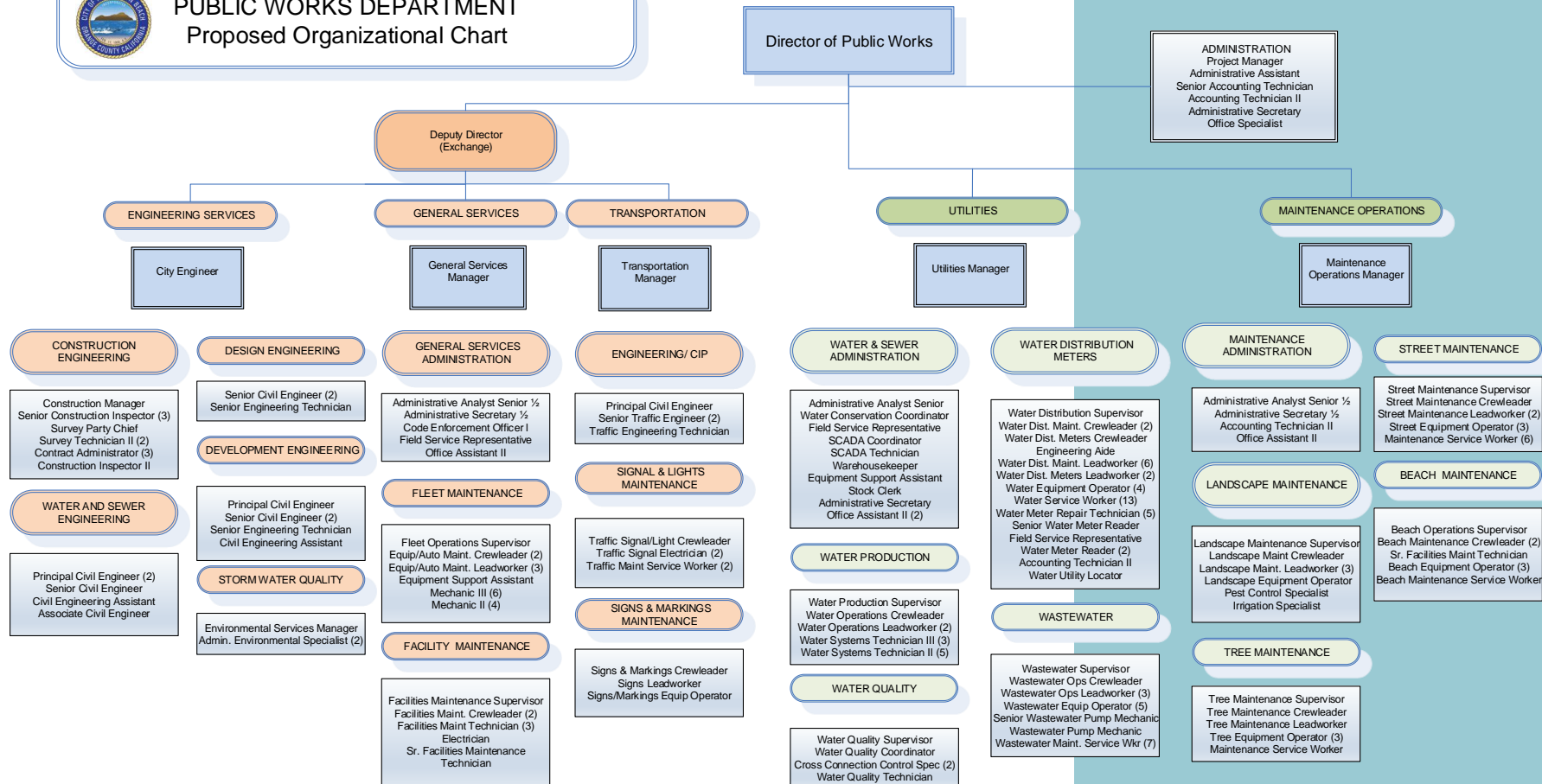Street Equipment Operator (3)
Maintenance Service Worker (6)

BEACH MAINTENANCE

Beach Operations Supervisor
Beach Maintenance Crewleader (2)
Sr. Facilities Maint Technician
Beach Equipment Operator (3)
Beach Maintenance Service Worker

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Finance

Summary of Proposed Changes

▷ Exchange Fiscal Services Manager for Assistant Chief Financial Officer

▷ Exchange Senior Finance Analyst for Principal Finance Analyst

▷ Transfer of Purchasing functions from Fiscal Services Manager to Principal Finance Analyst in Budget for operating efficiency and improved financial accountability

Benefits

▷ Provides clear second-in-command

▷ Streamlines operations with similar functions by consolidating two divisions

▷ Improves oversight and accountability within Finance

▷ Improves internal audit functions

▷ Provides opportunity for centralization of financial planning and reporting

Comparable Cities

▷ Anaheim   Modesto   Oxnard   Glendale   Rancho Cucamonga

▷ Orange   Hayward   Sunnyvale   Torrance   Pasadena   Newport Beach
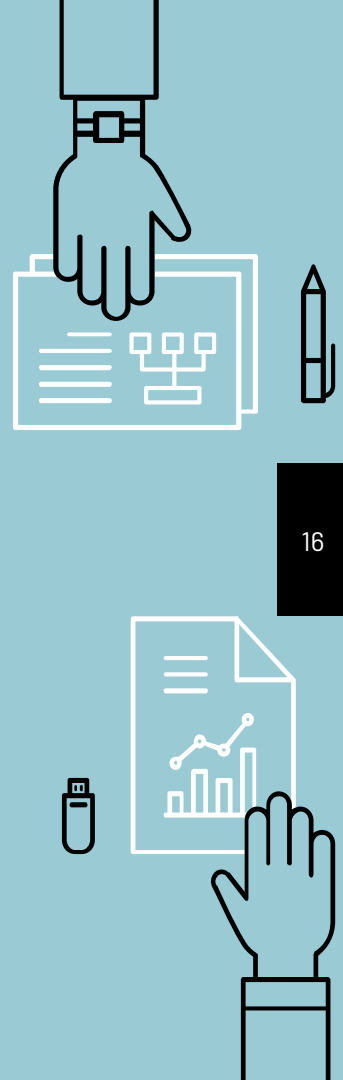
Finance

FINANCE DEPARMENT
Current Organizational Chart

Chief Financial Officer

ADMINISTRATION
Administrative Assistant (1.5)

ACCOUNTING SERVICES

Finance Manager - Accounting

GENERAL ACCOUNTING
Project Manager
Senior Accountant

ACCOUNTS PAYABLE
Senior Accounting Technician
Accounting Technician II (2)

PAYROLL
Payroll Specialist
Senior Payroll Technician (2)

BUDGET MANAGEMENT

Finance Manager - Budget
Senior Finance Analyst (4)

CASHIERING & COLLECTIONS SERVICES

Finance Manager – Treasury

Administrative Analyst (0.5)

Accounting Technician Supervisor

CASHIERING
Accounting Technician II (2)

ACCOUNTS RECEIVABLE/ COLLECTIONS
Accounting Technician II

FISCAL SERVICES

Finance Manager – Fiscal Services

MUNICIPAL SERVICES
Senior Accounting Technician
Accounting Technician II (2)

BUSINESS LICENSE
Business License Supervisor
Senior Accounting Technician
Accounting Technician II (2)
Field Service Representative

PROCUREMENT
Buyer (2)

REPROGRAPHICS

MAIL

FINANCE DEPARTMENT
Proposed Organizational Chart

Chief Financial Officer

ADMINISTRATION
Administrative Assistant

Assistant Chief Financial Officer

Finance Manager Budget

BUDGET MANAGMENT

Senior Finance Analyst (3)

PROCUREMENT

Principal Finance Analyst
Buyer (2)

REPROGRAPHICS

MAIL

Finance Manager Accounting

GENERAL ACCOUNTING

Project Manager
Senior Accountant

ACCOUNTS PAYABLE

Senior Accounting Technician
Accounting Technician II (2)

PAYROLL

Payroll Specialist
Senior Payroll Technician (2)

Finance Manager Treasury

CASHIERING & COLLECTIONS

Administrative Analyst (0.5)
Accounting Technician Supervisor
Accounting Technician II (2)

ACCOUNTS RECEIVABLE/ COLLECTIONS

Accounting Technician II

CASHIERING & COLLECTIONS

Senior Accounting Technician
Accounting Technician II (2)

ACCOUNTS RECEIVABLE/ COLLECTIONS

Business License Supervisor
Senior Accounting Technician
Accounting Technician II (2)
Field Service Representative
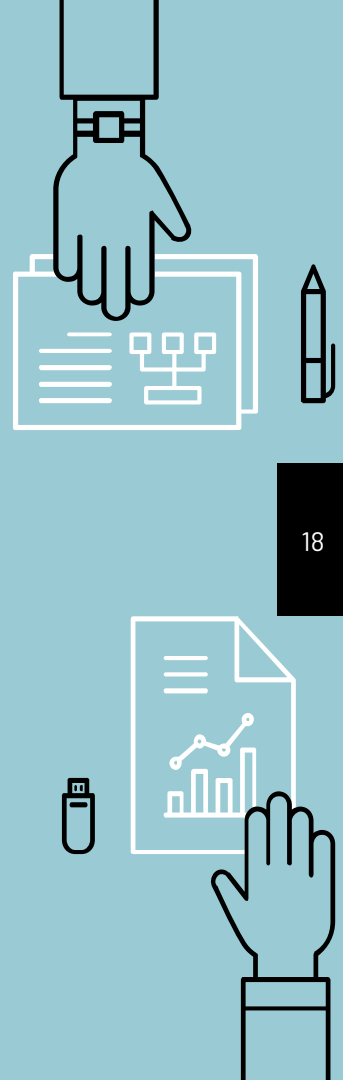
Community Development

Summary of Proposed Changes

▷ Phase I – Fill Deputy Director Position, Exchange a vacant Planning Manager position with a Senior Code Enforcement Officer, and move all planning functions (current and advance) under one Planning Manager

▷ Phase II – Realignment of Planning Manager compensation with new duties

Benefits

▷ Deputy Director's focus on internal operations allowed the Director to focus on external relationships with customers and work on strategic initiatives such as enhancing customer experience, increasing efficiencies, etc.

▷ Moving all planning functions under one manager allows for increased accountability in managing work and increased flexibility in cross training

▷ Adding a Senior Code Enforcement Officer will increase the amount and complexity of cases that the Division can handle

Comparable Cities

▷ Orange   Costa Mesa   Newport Beach   Glendale

Community Development

COMMUNITY DEVELOPMENT
Current Organizational Chart

Director of Community Development

PLANNING COMMISSION

Deputy Director of Community Development

ADMINISTRATION
Administrative Analyst Senior
Administrative Assistant
Administrative Secretary (2)
Office Assistant II

PLANNING

NEIGHBORHOOD PRESERVATION & CODE ENFORCEMENT

INSPECTION SERVICES

PERMIT & PLAN CHECK SERVICES

CURRENT PLANNING
Planning Manager
Senior Planner (1)
Associate Planner (3)
Assistant Planner

ADVANCE PLANNING
Planning Manager
Senior Planner (2)
Associate Planner (1)
Assistant Planner

Code Enforcement Supervisor
Senior Code Enforcement Officer
Code Enforcement Officer II (2)
Code Enforcement Officer I
Code Enforcement Technician

Inspection Supervisor (2)
Principal Electrical Inspector
Principal Plumbing & Mechanical Inspector
Building Inspector I/II/III (9)

Building Manager
Plan Check Engineer (2)
Permit & Plan Check Supervisor
Senior Permit Technician (3)

COMMUNITY DEVELOPMENT
Proposed Organizational Chart

PLANNING COMMISSION

Director of Community Development

Administrative Assistant

Senior Administrative Analyst

Deputy Director of Community Development

ADMINISTRATION

Administrative Secretary (2)
Office Assistant II

PLANNING MANAGER

BUILDING MANAGER

CODE ENFORCEMENT SUPERVISOR

PLANNING

PERMIT & PLAN CHECK SERVICES

INSPECTION SERVICES

PLUMBING, MECHANICAL & ELECTRICAL

CODE ENFORCEMENT NEIGHBORHOOD PRESERVATION

Planning Manager
Senior Planner (1)
Associate Planner (3)
Assistant Planner
Planning Manger
Senior Planner (2)
Associate Planner (1)
Assistant Planner

Building Manager
Plan Check Engineer (2)
Permit & Plan Check Supervisor
Senior Permit Technician (3)

Inspection Supervisor (2)
Building Inspector I/II/III (9)

Principal Plumbing & Mechanical Inspector
Principal Electrical Inspector

Senior Code Enforcement Officer
Code Enforcement Officer II (2)
Code Enforcement Officer I
Code Enforcement Technician
Addtn'l Code Enforcement Officer
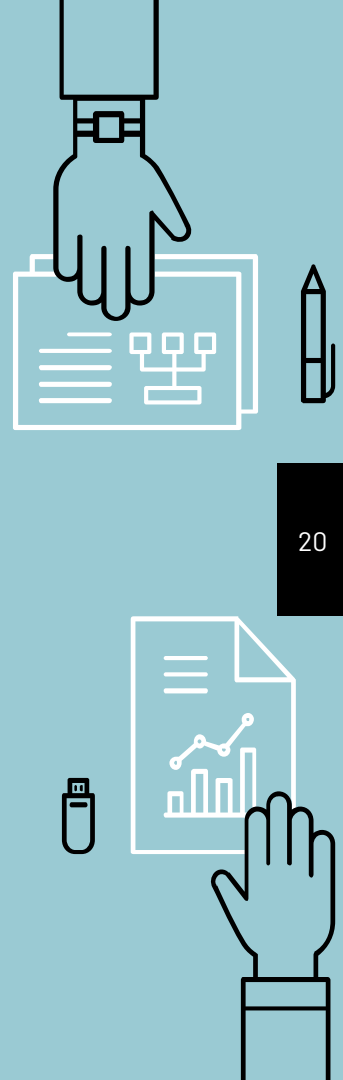
City Manager

Summary of Proposed Changes

▷ Establish a Director position for the Office of Business Development
- Transfer of park concessions/lease functions from Community Services

▷ Realign Assistant to the City Manager compensation due to transfer of former PCTA functions for HBTV, broadcasting and public education/outreach

Benefits

▷ Elevates the status of the City's business development program within the City

▷ Creates a centralized Real Estate Division to ensure best use of City assets

▷ Allows for staff to maximize City revenues

▷ Strengthens the importance of Economic Development

▷ Creates a centralized Real Estate Division to ensure best practices for the management of City assets

Comparable Cities

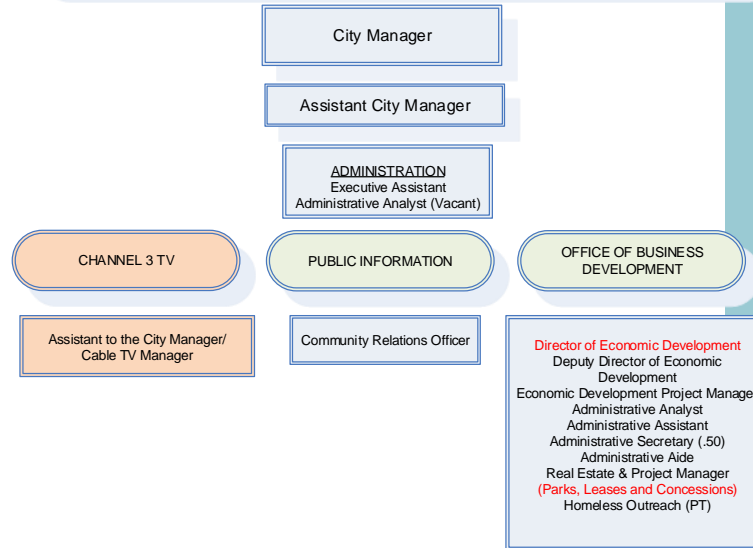▷ Tustin   Garden Grove   Santa Ana

▷ Costa Mesa   Irvine

City Manager

CITY MANAGER DEPARTMENT
Current Organizational Chart

CITY MANAGER DEPARTMENT
Proposed Organizational Chart

Current Organizational Chart

City Manager

ADMINISTRATION
Assistant City Manager
Assistant to the City Manager
Administrative Analyst
Executive Assistant

PUBLIC INFORMATION

OFFICE OF BUSINESS DEVELOPMENT

Community Relations Officer

Deputy Director of Economic Development
Economic Development Project Manager
Real Estate & Project Manager
Administrative Analyst
Administrative Assistant
Administrative Secretary (.50)
Administrative Aide

Proposed Organizational Chart

City Manager

Assistant City Manager

ADMINISTRATION
Executive Assistant
Administrative Analyst (Vacant)

CHANNEL 3 TV

PUBLIC INFORMATION

OFFICE OF BUSINESS DEVELOPMENT

Assistant to the City Manager/ Cable TV Manager

Community Relations Officer

Director of Economic Development
Deputy Director of Economic Development
Economic Development Project Manager
Administrative Analyst
Administrative Assistant
Administrative Secretary (.50)
Administrative Aide
Real Estate & Project Manager
(Parks, Leases and Concessions)
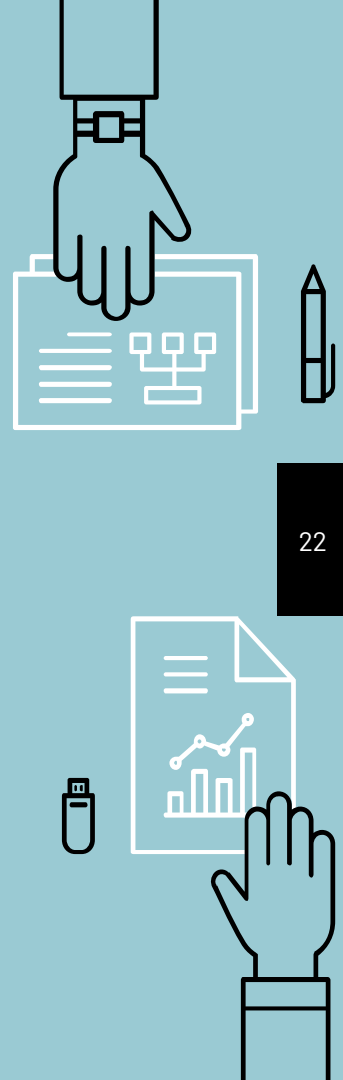Homeless Outreach (PT)

City Attorney

Summary of Proposed Changes

▷ Creation of a Chief Trial Counsel (CTC) Position

▷ Transfer of leadership and management functions to CTC – high level of demand to lead litigation/trial team

▷ Provides more efficient chain of command and recognizes the high level of expertise and performance required for strong litigation.

Benefits

▷ Enables the City to retain and attract a high quality legal team

▷ Creates promotional opportunities for high performing trial counsel

▷ Helps to ensure high quality trial management expertise

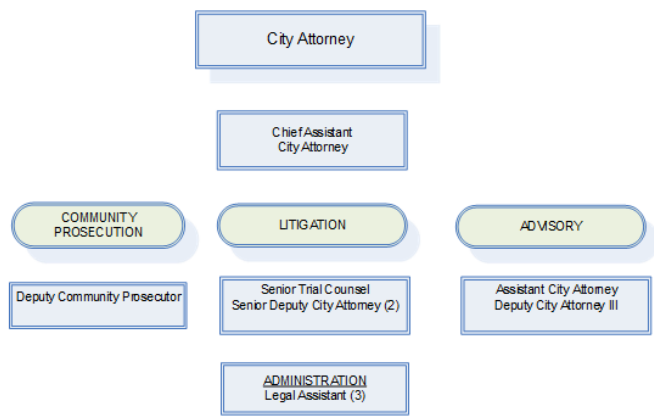▷ Provides a more equitable distribution of work
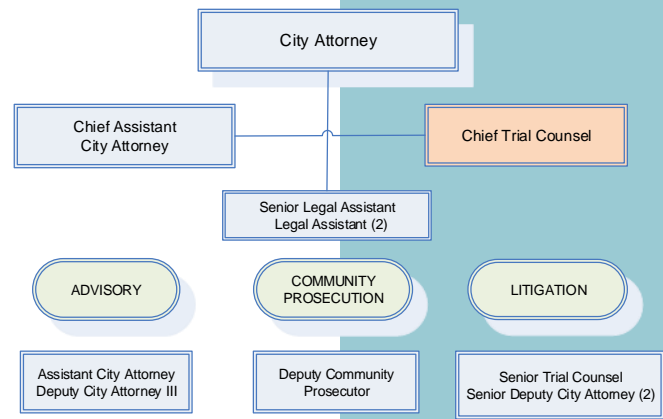
Comparable Cities

▷ Long Beach

▷ Santa Ana

▷ Oakland

# City Attorney

City Attorney
Current Organizational Chart

City Attorney

Chief Assistant
City Attorney

COMMUNITY
PROSECUTION

LITIGATION

ADVISORY

Deputy Community Prosecutor

Senior Trial Counsel
Senior Deputy City Attorney (2)

Assistant City Attorney
Deputy City Attorney III

ADMINISTRATION
Legal Assistant (3)

City Attorney
Proposed Organizational Chart

City Attorney

Chief Assistant
City Attorney

Chief Trial Counsel

Senior Legal Assistant
Legal Assistant (2)

ADVISORY

COMMUNITY
PROSECUTION

LITIGATION

Assistant City Attorney
Deputy City Attorney III

Deputy Community
Prosecutor

Senior Trial Counsel
Senior Deputy City Attorney (2)

Benefits of Succession Planning

▷ Builds a leadership pipeline/talent pool aligned to business strategy

▷ Allows an agency to be ***proactive*** instead of ***reactive*** in placing employees in key positions

▷ Identifies the best candidates for all categories of key/critical positions

▷ Concentrates resources on talent development as opposed to crisis management

▷ Reduces costs by minimizing the recruitment, onboarding, and training of all new employees
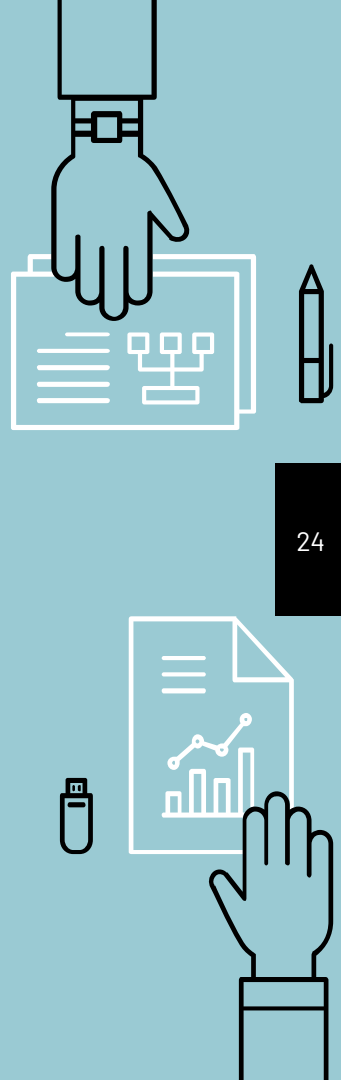
SUMMARY AND NEXT STEPS

Over the next 3-5 years, the escalating rate of retirements will create a significant challenge in retaining the City's high performing employees.

To further address this challenge, the City Manager's Office and Human Resources Department will complete a comprehensive Succession Plan.
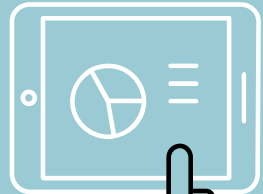
Develop recommendations for enhancements in recruitment and retention practices within all levels of the organization.

This plan will contain an evaluation of existing departments and the City's talent pool to identify opportunities for restructuring, and challenges to be addressed. The City will use the Meet and Confer process.

Department Reorganizations will be presented as part of the FY 2019/20 Proposed Budget. No proposed change to the Citywide employee count. The City will use the Meet and Confer process and competitive recruitments.

QUESTIONS?