



## CITY OF MOUNTAIN VIEW

### MEMORANDUM

City Manager's Office

**DATE:** May 1, 2018

**TO:** City Council

**FROM:** Audrey Seymour Ramberg, Assistant City Manager  
Sue C. Rush, Human Resources Manager

**VIA:** Daniel H. Rich, City Manager

**SUBJECT:** City of Mountain View Succession Planning

The City Manager's Office conducted a demographic analysis of the workforce which shows almost 60 percent of key positions and more than 30 percent of the total City workforce will be eligible to retire by the end of 2020. Key positions include department directors, assistant directors, division managers, and a few other essential and difficult-to-fill management-level positions.

The Department Head team and Human Resources staff have spent considerable time discussing this issue. To address this situation, we have developed a Succession Plan, a draft of which is included as an attachment to this memo. The Plan will be finalized following a process of review and input by City employees from across the organization.

The goals of the Succession Plan are to ensure continued excellence and smooth transitions in the City's leadership positions and provide leadership development opportunities across the organization. The Plan seeks to accomplish this by anticipating critical vacancies, providing a range of training and development opportunities to prepare our talent pool, maximizing the effectiveness of both our promotional and recruitment processes, and implementing strategies to capture critical areas of institutional knowledge. Some strategies are already under way, such as the City's internal Leadership Development Program launched in February with an inaugural class of 19 managers in the City.

The request for \$160,000 in Fiscal Year 2018-19 will provide the resources needed to accomplish many of the goals of the Succession Plan. The requested funding will support continued implementation of the City's Leadership Development Program, creation of new programs to enhance and address gaps in our training program,

executive recruiters and relocation expenses for key positions, individual executive coaching for new leaders, and continuation of the City's current contract with LinkedIn, which helps to innovate and streamline the City's outreach efforts and establish the City of Mountain View as an employer of choice. The City also has existing programs budgeted that support succession planning, such as a comprehensive training program, participation in a regional leadership academy, tuition reimbursement and professional development funds, and the funding of overhire positions in anticipation of vacancies.

ASR-SCR/TS/2/HRD

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Exhibit: A. Succession Plan Draft

# **CITY OF MOUNTAIN VIEW SUCCESSION PLAN**

## **For the Future of Our City Workforce and Leadership**

**April 2018**

### **Background**

Demographic analysis of the City of Mountain View's workforce shows that nearly 60% of key positions (department heads, assistant directors, division heads and other critical difficult to fill positions) and over 30% of all employees will be eligible to retire by the end of 2020. The number of retirements in the City increased 75% between 2014-15 and 2016-17, spurred by the aging of Baby Boomer employees, who have traditionally made up a large segment of our workforce, and the improvement in the economy, among other factors. Mountain View is not facing this challenge alone; preparing the "next generation" of leaders has been a major focus for the local government profession for the past several years.

Our City has been active in regional collaborations that strive to promote the local government profession and provide a range of development opportunities for different levels of the organization. Of course, we also have many internal programs to support learning and development, including an annual training curriculum, a tuition reimbursement benefit and a strong record of promoting from within (in 2016-17, more than one-third of vacant positions were filled through promotion).

Despite these efforts, there are several challenges that can increase the difficulty of attracting and retaining the talented and engaged employees that make Mountain View such a great organization. We face competition from other agencies that are also experiencing an aging workforce and increased retirements. With the thinning of mid-level management positions during prior budget cuts, there are fewer candidates with the experience to take the next step into executive positions. And the high cost of living and long commutes can make candidates, as well as current employees, look for opportunities closer to home.

To address these challenges and plan for the future of the City's workforce and leadership requires a thoughtful Succession Plan. This document outlines the goals, objectives, key elements and action steps of the City of Mountain View's Succession Plan.

## **Succession Planning Goals**

- ❖ Continued excellence in the City's workforce and leadership
- ❖ Smooth transitions in key positions
- ❖ Leadership development throughout the organization

## **Plan Objectives**

- ❖ Identify critical vacancies anticipated to occur during 2018-20 and implement strategies to develop or recruit successors in a timely manner
- ❖ Create and implement a range of development opportunities that prepare potential successors as well as potential leaders throughout the organization to attain the skills and demonstrate the values and cultural ideals essential to job success and career growth
- ❖ Enhance the promotion/recruitment process to establish the City of Mountain View as the employer of choice, effectively assess candidate qualifications and fit and make appointments in an efficient manner

## **Key Elements of Effective Succession Plans**

### Effective Succession Plans:

- ❖ Are forward looking
- ❖ Build competency in both technical and soft skills
- ❖ Support potential successors as well as emerging leaders throughout the organization
- ❖ Recognize the value of workforce diversity to meet the needs of our diverse community
- ❖ Expect individual accountability for self-development
- ❖ Provide a variety of development methods and learning opportunities
- ❖ Allow hands-on experience, responsibility, opportunity for impact, risk-taking and mistakes
- ❖ Recognize and support the role of the direct supervisor
- ❖ Are supported with adequate resources for training, development and recruitment
- ❖ Invite continuous feedback and improvement

## Action Steps

### 1. Needs Assessment

- Identify key leadership and other critical, difficult to fill positions
- Prepare departmental employee demographic reports
- Assess the potential for turnover in the identified positions between 2018 and 2020
- Anticipate potential opportunities and challenges that may impact organization staffing needs and structure (e.g. demographic changes, emerging community needs, population growth, service delivery model trends, regional issues, etc.)
- Identify potential internal successors for critical positions
- Assess recruitment opportunities/challenges where internal successors cannot be identified
- Develop a profile specifying essential job requirements (e.g. key technical and leadership competencies, knowledge, and other qualifications) and skill-building for each position
- Revise job classifications as necessary
- Conduct a gap analysis to identify development topics/objectives related to the above essential job requirements and City of Mountain View values, cultural ideals and current/future goals.
- Identify stakeholders from across the organization (different functions, departments, etc.) whose input and assistance are needed to create/implement a succession plan and identify methods for engaging them
- Identify and develop strategies to address possible succession planning obstacles
- Prepare a budget proposal for training, development and recruitment resources

### 2. Talent Development

- Review best practices in talent development and assess currently available programs to identify gaps and determine the priority training and development strategies/programs
- Develop/offer training and development programs, which may include: acting assignments, rotational assignments, job shadowing, stretch projects, overhires, cross training, same department or cross department mentoring program,

networking, executive coaching, learning forums, traditional training seminars/academies, online courses, etc.

- Develop bench strength in lower level positions to enable backfilling to support interim assignments and promotional opportunities
- Review the performance evaluation process to ensure the proper development goals and objectives are being set and to establish and support the supervisor's role as a performance and development coach

### **3. Recruitment and promotion process**

- Establish priorities and develop timelines for recruitment/promotional processes
- Review and revise, as necessary, current promotional practices to ensure fairness, consistency, efficiency and appropriate incentives
- Review and revise, as necessary, current recruitment practices to better promote the City's employment brand, increase diversity, locate/reach potential candidates, streamline the selection process and assess for essential job requirements, City values and cultural ideals
- Continue to promote City benefits (e.g., tuition reimbursement, wellness programs, commute benefits, flexible schedules, telecommuting, employee housing assistance etc.)
- Review and revise, as necessary, current onboarding practices

### **4. Knowledge transfer**

- For each identified critical position, identify essential knowledge possessed by the incumbent (project history, administrative decisions, internal procedures, key partnerships/relationships, unique, high value-added skill sets, etc.)
- Develop and implement strategies to document and provide access to this essential knowledge

### **5. Evaluation of Plan Effectiveness**

- Establish specific outcome measures to assess the success of succession planning efforts
- Evaluate and monitor efforts and make adjustments as needed
- Determine if budgeted resources are sufficient to support the plan