

Workforce/Succession Planning

FY 2007-09 Proposed Policy Budget
City Council Special Meeting
May 29, 2007

Background

- FY'04-05 City began Succession Planning
 - Goals met to date
 - Survey of "best practices"
 - Steering & Implementation Teams
 - Tool Kit for Managers & Supervisors
 - Initial discussions with unions
 - Increased training for career development
 - Testing & Recruitment strategies
 - Collaborative Supervisor/Management development program
 - Life/Work balance program development
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Key Issues & Impacts

- Majority of the workforce eligible to retire in next 12 – 20 years worldwide
- 24% gap between available employee pool and number of jobs worldwide
- Recruitment & retention competition
- Generational differences in workforce
- Social & cultural impacts on the workforce
- Cost containment
- Increasing rate and magnitude of changes

General Data for City of Oakland

- Average age of retirement is currently 57
- Average years of service is currently 23
- Approximately 40% of our workforce will be age eligible to retire within the next 5 years
- Approximately 30% of our workforce will be age eligible with 20+ years of service in the next 5 years
- Age Span of FT & PPT employees is 19 –88

Focus for 2007-2009

- Develop a comprehensive workforce succession planning strategy with input from all stakeholders including cost projections for next five years
- Continue work with our unions, employees and management to increase awareness and strategize innovative solutions
- Complete development of core competencies, career ladder/lattice models
- Work with IT to identify Workforce/Succession Planning report needs, identify gaps & develop solutions
- Develop pilot Management Academy for Winter '08 & Executive Leadership Academy for Summer '08

Focus for 2007-2009 (continued)

- Develop on-going intern and apprentice programs for junior high, senior high and college level students
- Continue recruitment & retention strategy development to become "employer of choice"
- Convene Workforce/Succession Planning Symposium to increase awareness and generate innovative solutions
- Further enhance training and skill development opportunities through training, education and brown bag forums and life/work balance options for employees