

MOTION

In 2009, the Personnel Department initiated a formal Workforce Planning program to begin analyzing retirement, staffing, and demographic data in order to develop a strategy to address a “wave of potential retirements...concentrated in supervisory and management level employees” (CF 08-3148). At that time, Personnel recommended development of succession plans in all City departments.

The following year, an Early Retirement Incentive Program necessary to help address a \$405M budget deficit in 2009-10 compounded the exodus by enticing nearly 2,900 experienced employees to retire that year, taking with them invaluable experience and expertise. In the years that followed, 3,600 more civilian employees retired from City service, including many supervisors and managers.

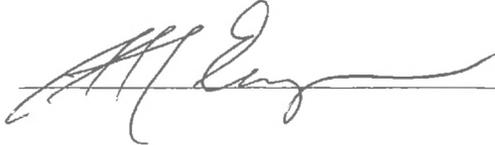
In 2016, the City Controller released an updated statistical analysis of the City’s existing workforce. This report cited the alarming statistic that 46 percent of the City’s current workforce will be eligible to retire in 2018. While statistics show that only 11 percent of employees retire as soon as they become eligible, the potential for a large number of retirements gives greater urgency to the need to complete and formalize succession plans, especially for supervisory and management positions.

The Mayor has previously instructed all City departments to submit succession plans that detail potential vacancies in key positions and plans for training successors. To ensure that the City Council is fully aware of the anticipated impact, the Personnel Department should share with the City Council summary information highlighting potential vacancies in the management ranks in key departments, as well as the potential impacts on services, and submit recommendations for preparing successors for those positions through development of a qualified candidate pool.

I THEREFORE MOVE that the City Council instruct the Personnel Department to report within 45 days with an overview of succession plans submitted to date by all City departments, and highlight areas of concern where the identification and development of successor staff will be critical, especially in to-be-vacated management positions.

I FURTHER MOVE that the Personnel Department include in its report detailed recommendations that will ensure development of a pool of qualified candidates for key positions, and recommendations to facilitate knowledge transfer from experienced employees before they retire.

PRESENTED BY: 
PAUL KORETZ
Councilmember, 5th District

SECONDED BY: 

ORIGINAL

9/26/17

