



BOARD UPDATE:

Workforce Development & Succession Planning:

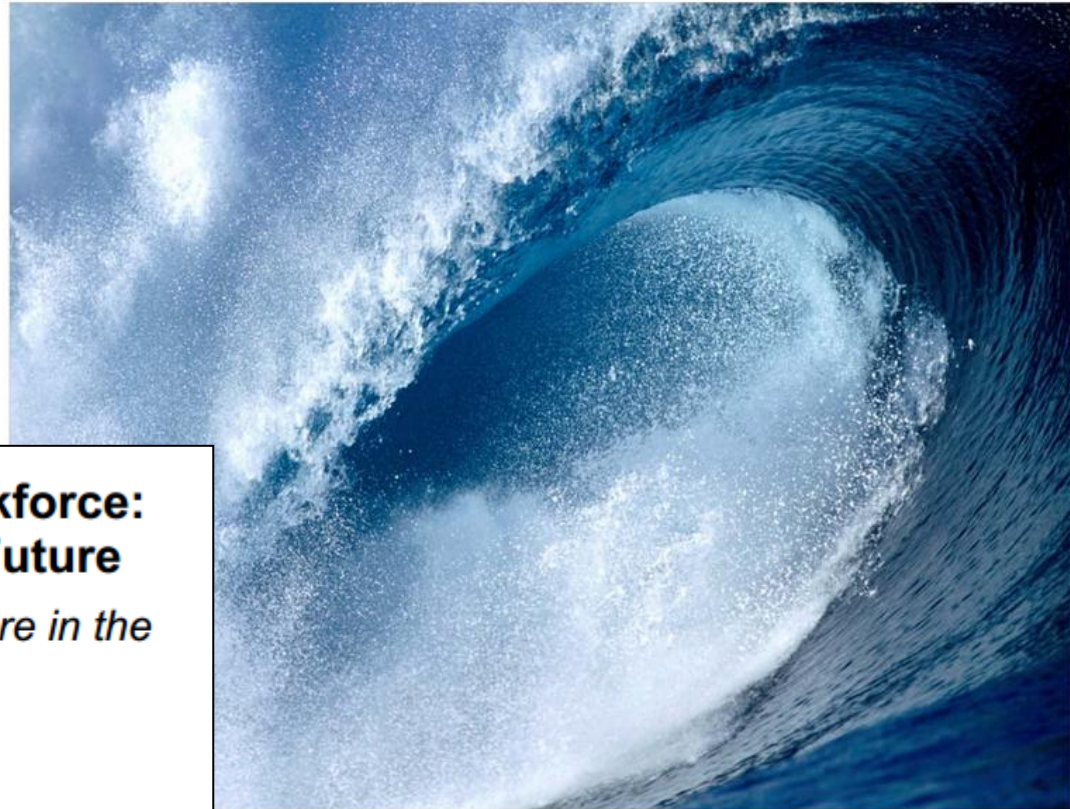
Central Human Resources

Succession Planning



What is the challenge?





The Changing Workforce: Transition to the Future

*How Will the County Fare in the
Years Ahead?*

May 2013

Prepared by
Carla Gonzales
Central Human Resources



**MULTNOMAH
COUNTY**



The Future

U.S. Live Births 1905-2006



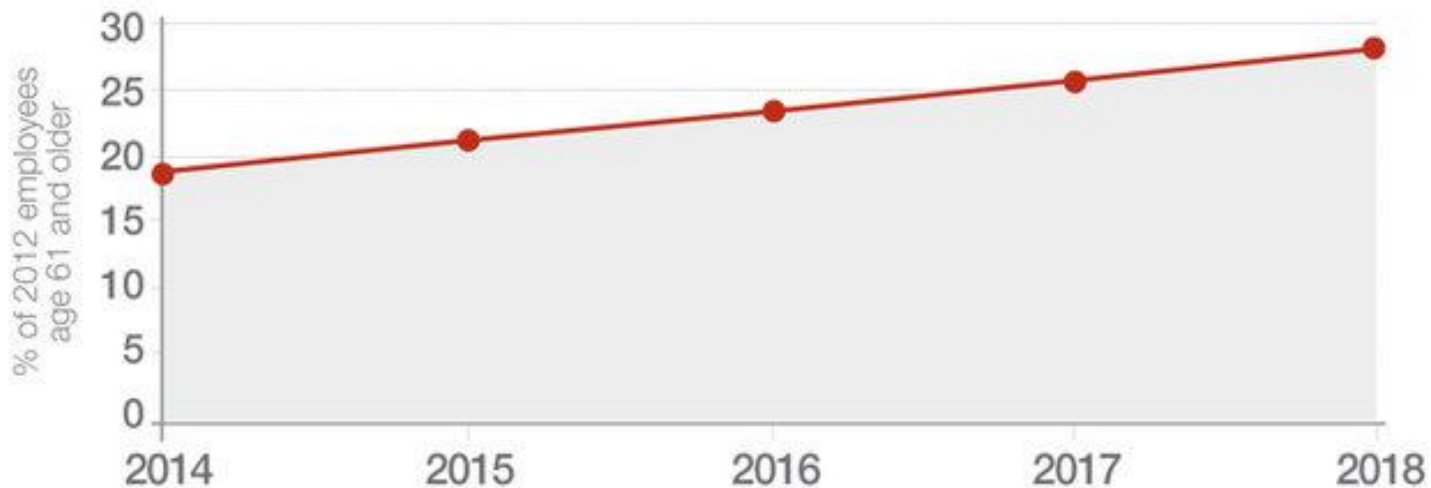
Source: The Age Curve - How to Profit from the Coming Demographic Storm by Kenneth W. Gronbach



It's a challenge nationally.

Projected Public-Sector Retirements

In 2014, 19 percent of the 2012 public administration workforce will have reached age 61, the average retirement age. By 2018, this figure rises to 28 percent of those working in 2012.

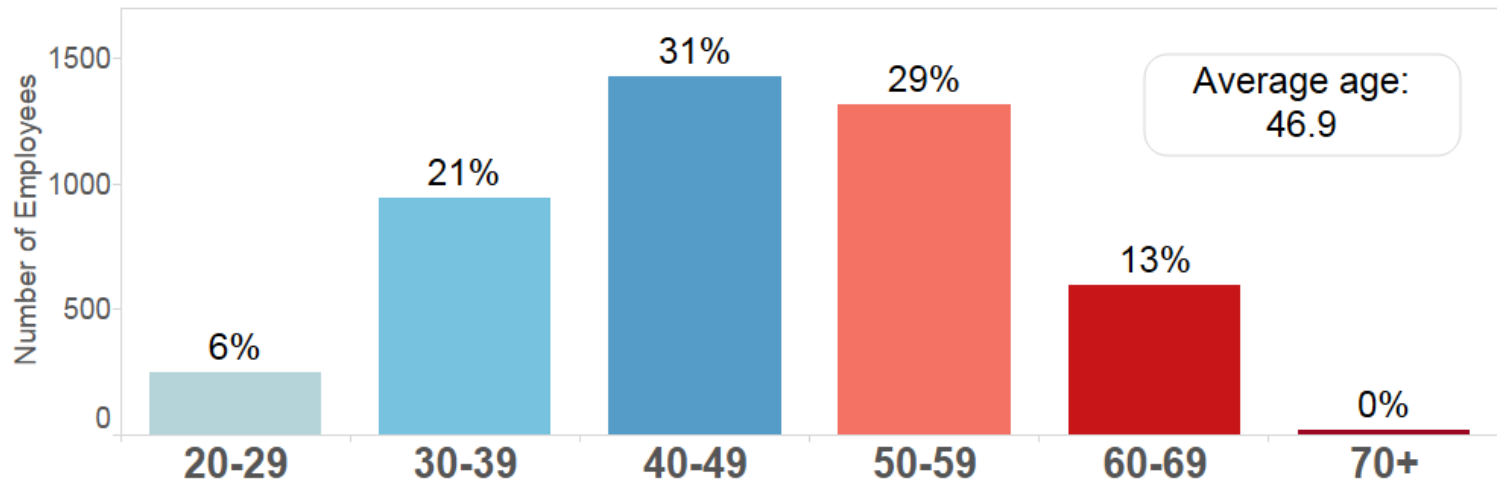


SOURCE: ADP RESEARCH INSTITUTE

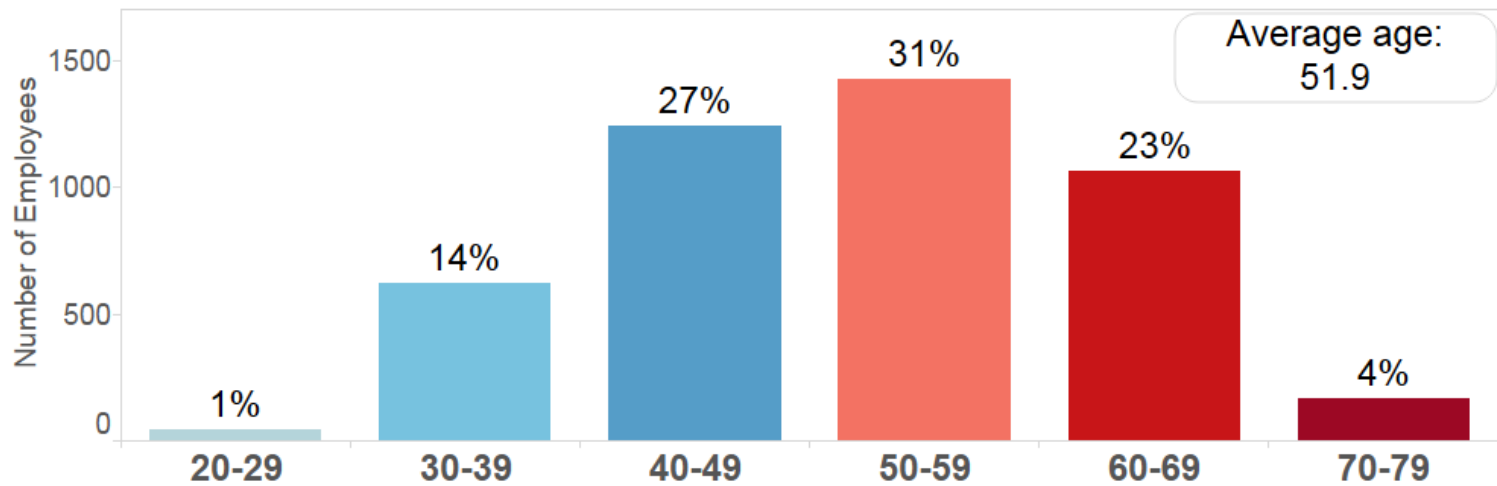


Projected employee age ranges Based on snapshot of all regular employees ages on 6/30/2014

FY 2015



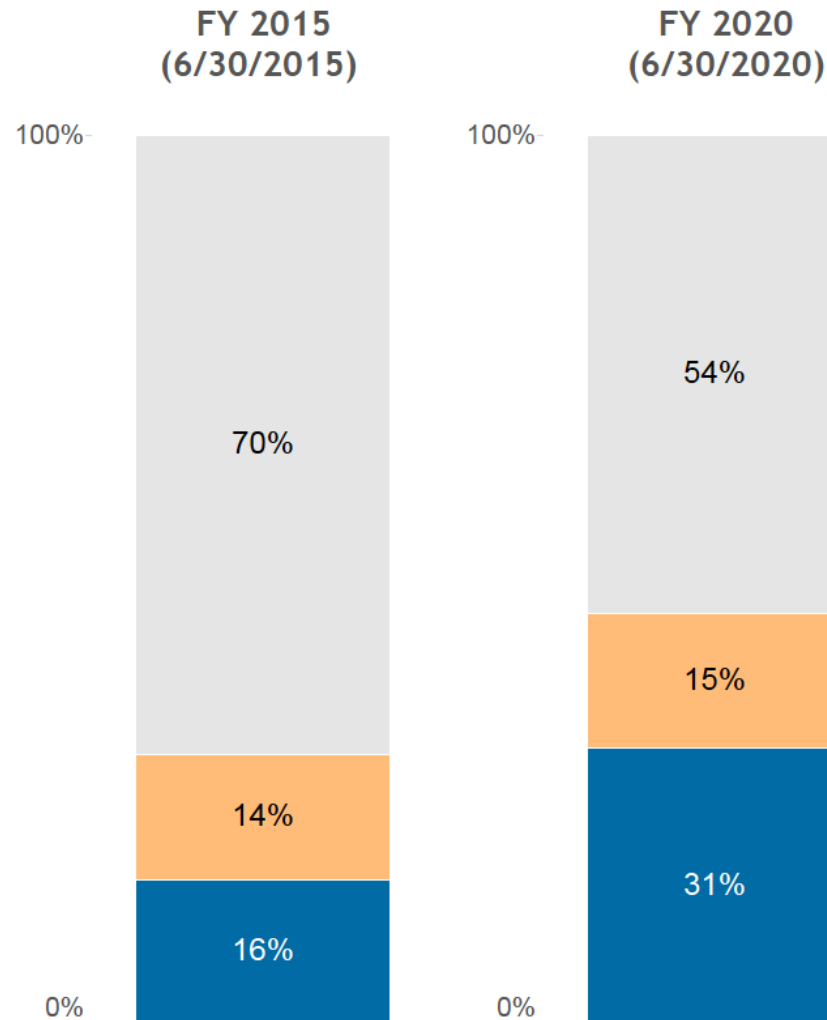
FY 2020



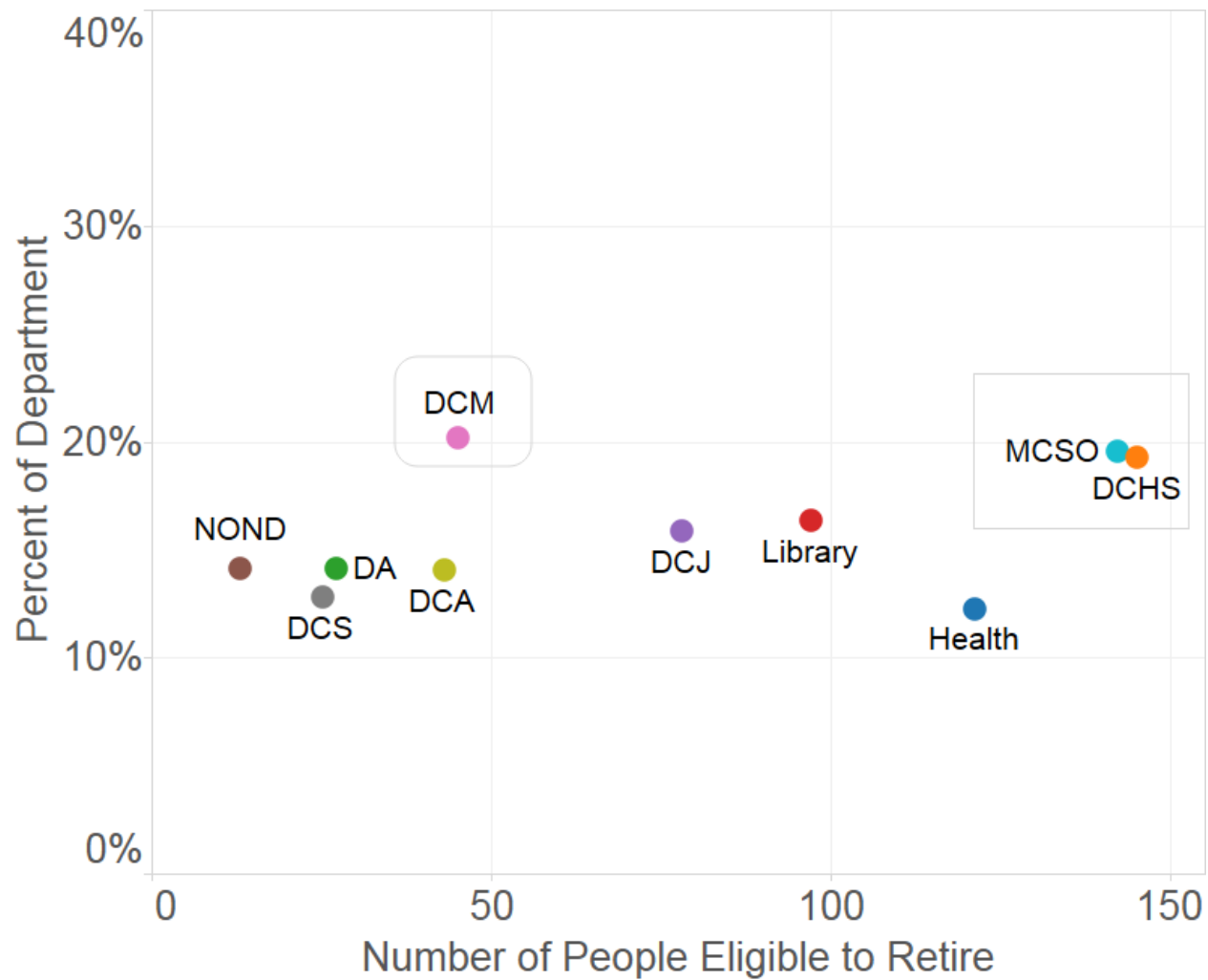
County Employees Eligible to Retire

Sixteen percent
of regular
employees
eligible for
retirement at
the end of this
fiscal year

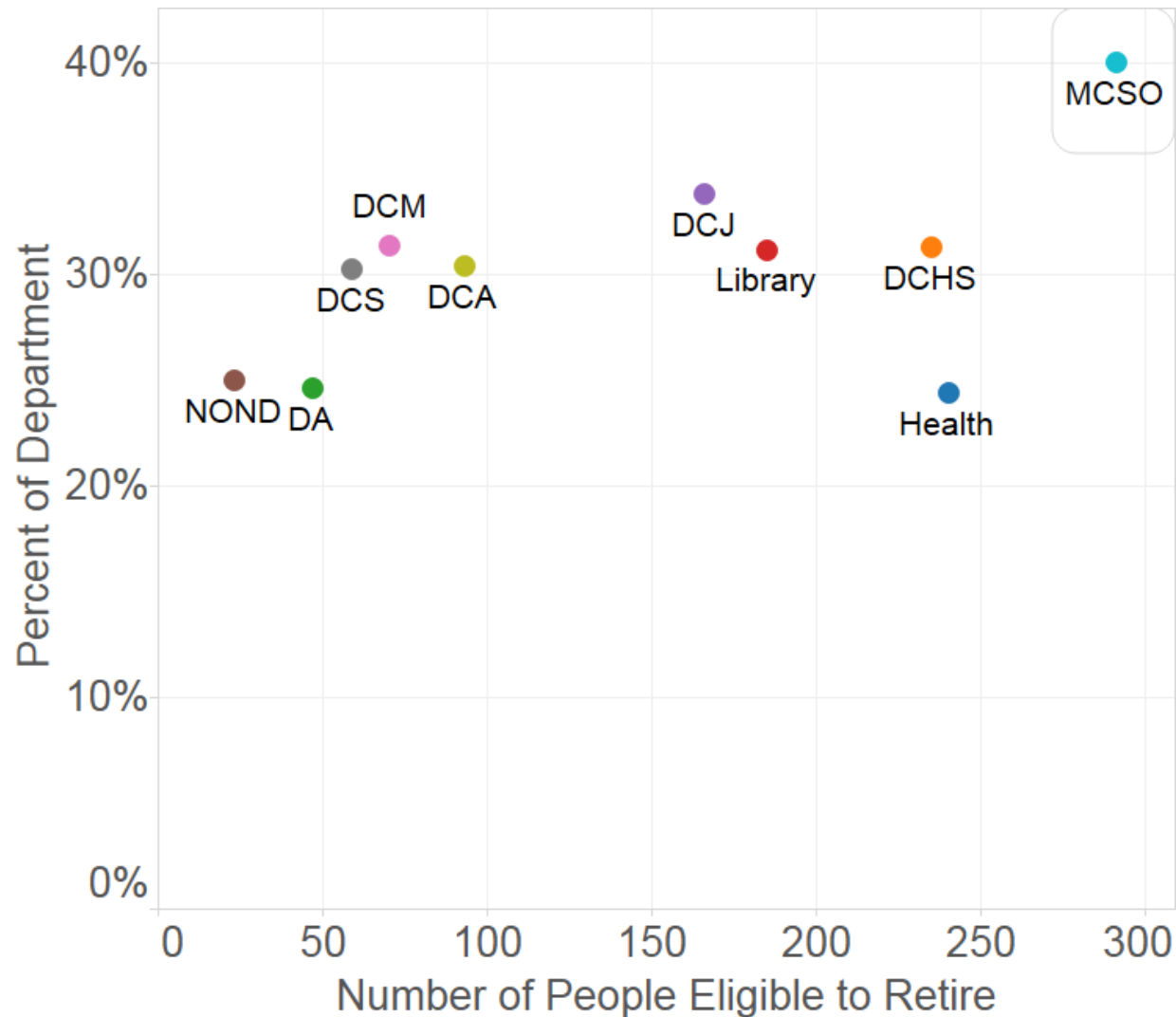
- Not Retirement Eligible
- Early Retirement Eligible
- Regular Retirement Eligible



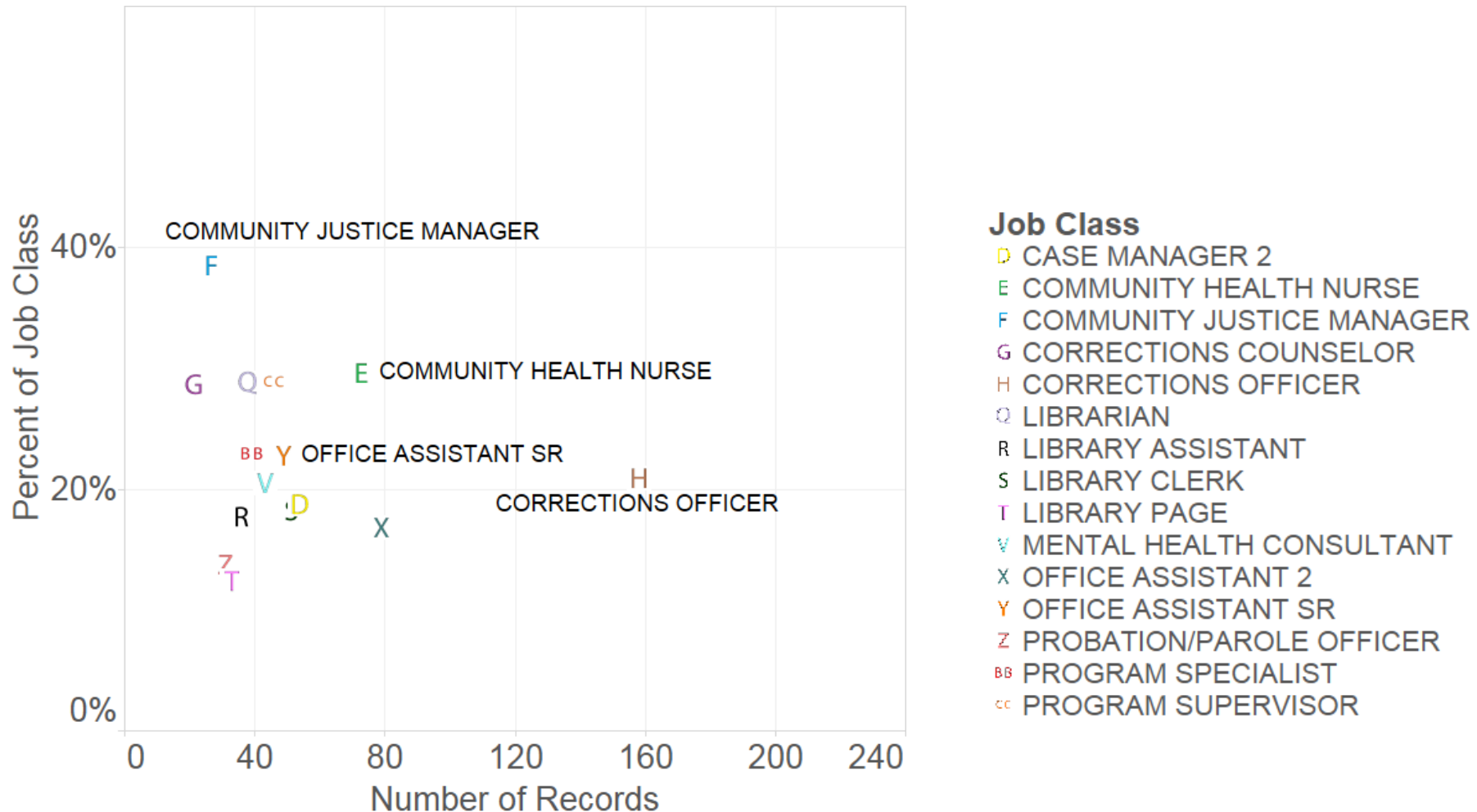
FY 2015 Retirement Eligibility



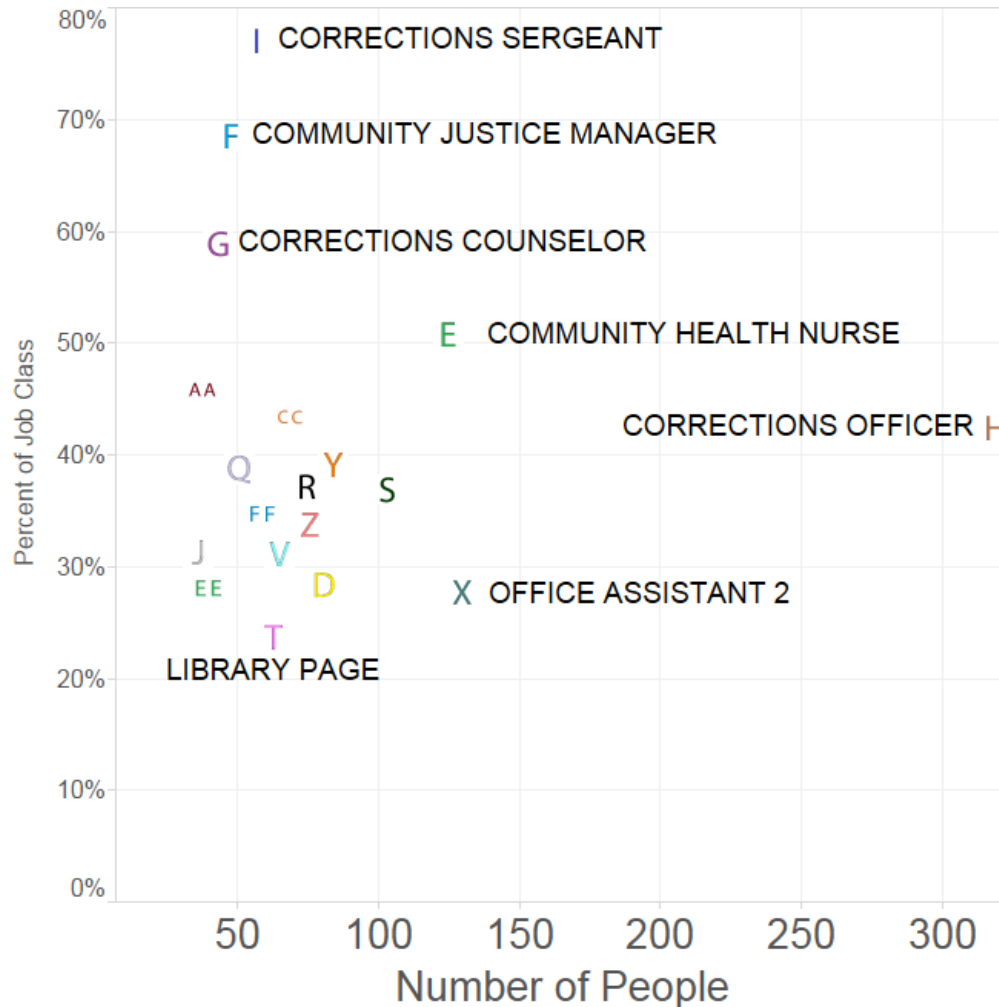
FY 2020 Retirement Eligibility



FY 2015 Regular Retirement Eligibility by Job Class



FY 2020 Regular Retirement Eligibility by Job Class



Job Class

- D CASE MANAGER 2
- E COMMUNITY HEALTH NURSE
- F COMMUNITY JUSTICE MANAGER
- G CORRECTIONS COUNSELOR
- H CORRECTIONS OFFICER
- I CORRECTIONS SERGEANT
- J CORRECTIONS TECHNICIAN
- EE DEPUTY SHERIFF
- Q LIBRARIAN
- R LIBRARY ASSISTANT
- S LIBRARY CLERK
- T LIBRARY PAGE
- V MENTAL HEALTH CONSULTANT
- X OFFICE ASSISTANT 2
- Y OFFICE ASSISTANT SR.
- Z PROBATION/PAROLE OFFICER
- FF PROGRAM DVLPT SPEC.
- AA PROGRAM MANAGER 1
- CC PROGRAM SUPERVISOR



What is Succession Planning?



Succession Planning at Multnomah County, Oregon

in under 5 1/2 easy minutes



The Good News

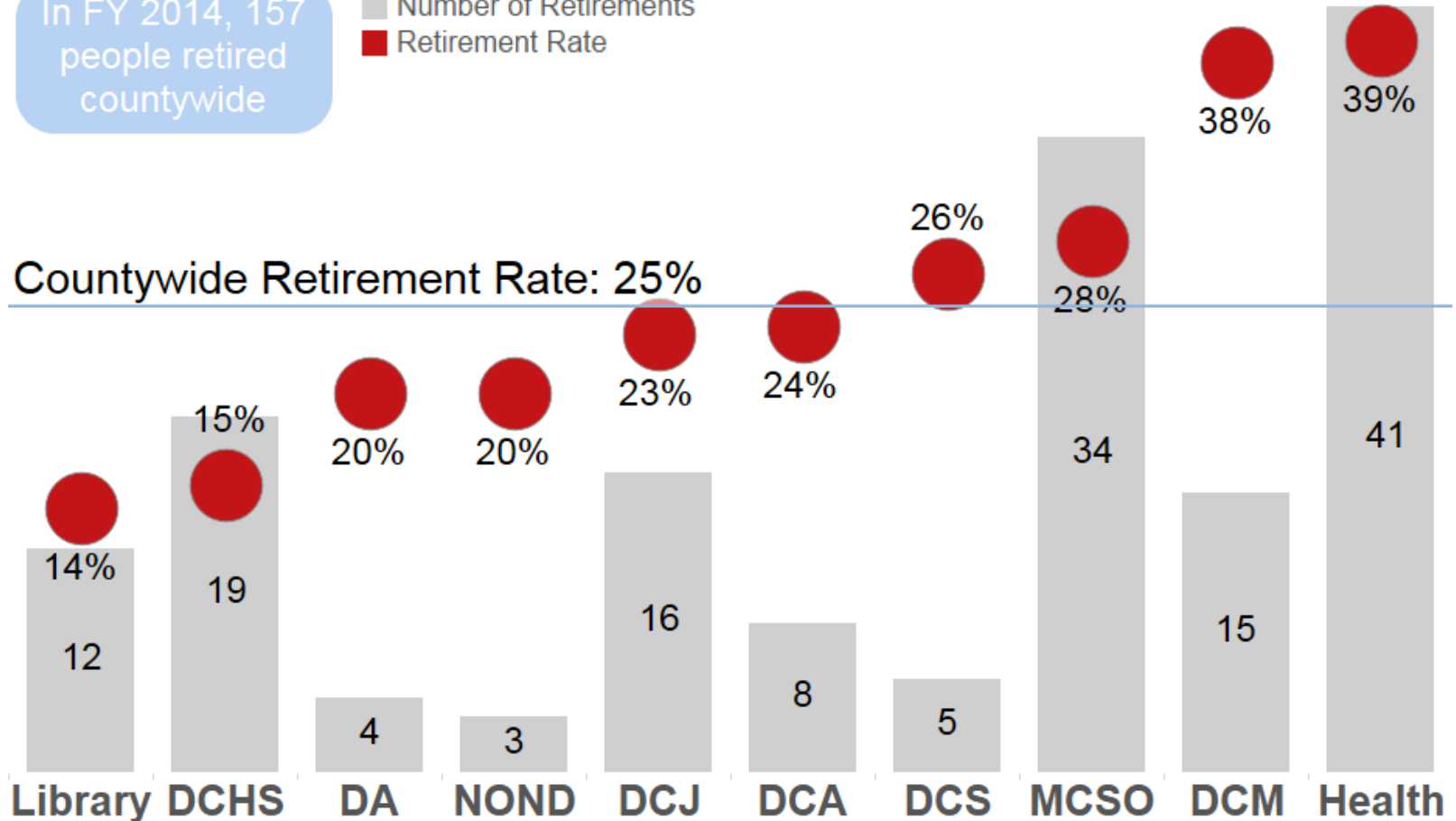


Recent retirement rate was 25%

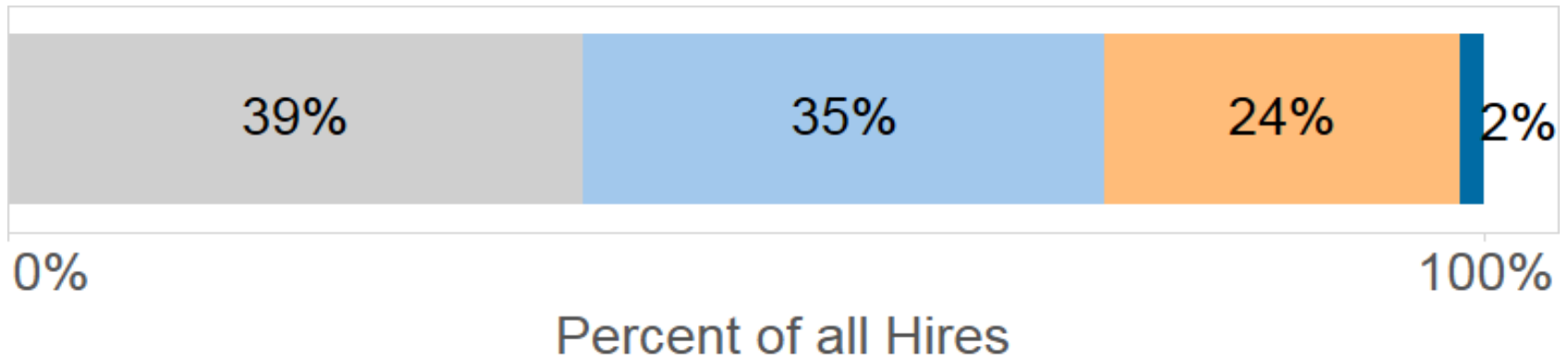
In FY 2014, 157 people retired countywide

■ Number of Retirements
■ Retirement Rate

Countywide Retirement Rate: 25%



The county is hiring many younger employees.



Generation

- Traditionalist
- Baby Boomer
- Generation X
- Millennial



Younger employees are moving up in the organization.

- ✓ Millennials were more likely than Baby Boomers to:
 - Convert from temporary to regular status;
 - Work out of class;
 - Be promoted.
- ✓ Some evidence that some people of color are also converting from temporary to regular status more readily.



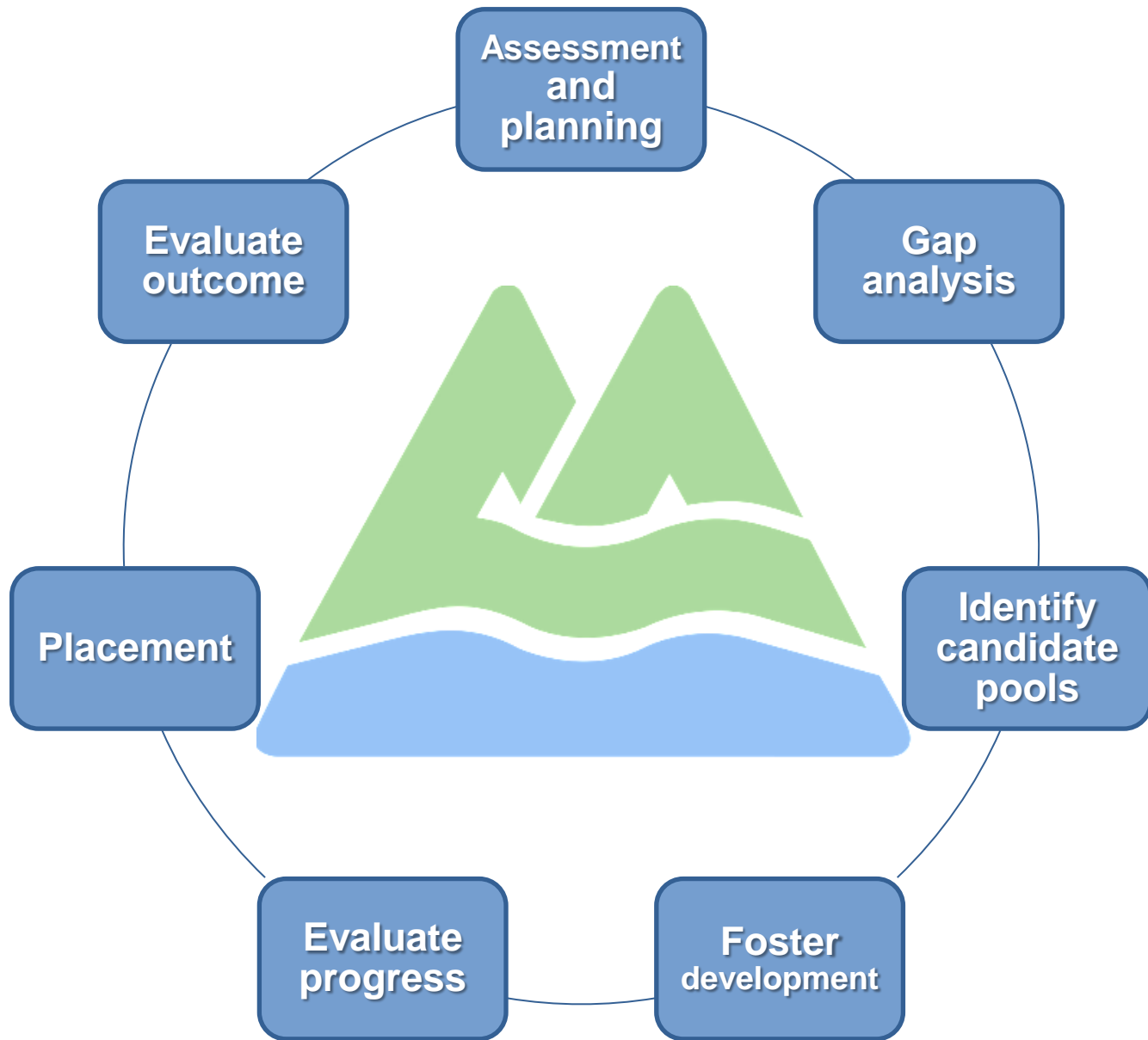


- ✓ 78% employees have performance reviews.
- ✓ Over 80% have opportunities for professional growth – 20% increase since 2011.
- ✓ 73% of employees say supervisors help them with professional development – a 6% increase.

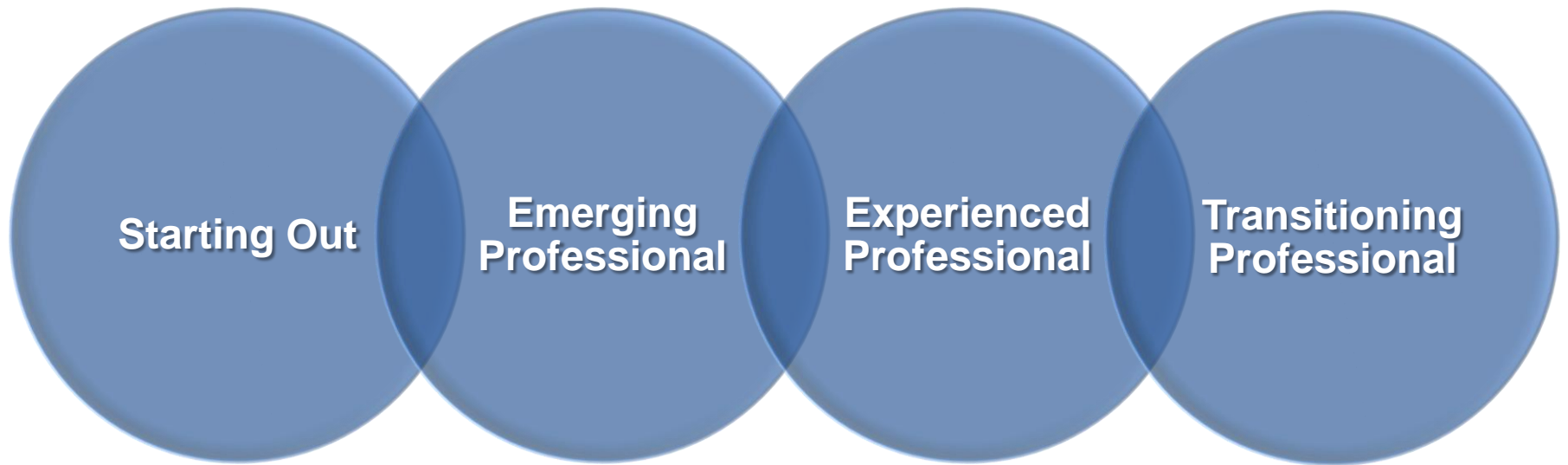


What are we doing?





The Career Continuum



Creating a Talent Pipeline



WORKFORCE DEVELOPMENT & SUCCESSION PLANNING

CAREER AND EMPLOYEE DEVELOPMENT

Provides employees with professional growth; meaningful performance planning; classroom based teaching; communities of practice; technology instruction; and web-based learning.

Expanded Mentoring

All Employees



SUPERVISORY LEARNING SERIES

Offers key, competency driven classes so anyone who supervises can fulfill their role effectively. Includes Lead Worker Development Series.

Coaching and Team-Building Program

All Supervisors

MULTNOMAH LEADERSHIP ACADEMY

Ensures Multnomah County has a diverse pool of prepared candidates to fill mission-critical positions and key leadership gaps.

Emerging Leaders

EXECUTIVE LEARNING SERIES

Empowers Executive teams to create a countywide culture of continuous learning and adaptability.

County Executives

ORGANIZATIONAL DEVELOPMENT

Facilitates organizational growth through strategic planning; mission, vision, and culture building; coaching; team-building; and mediation.

All Departments



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**Given that this is a long term
problem, what is the most
meaningful metric for
success?**



Questions?

