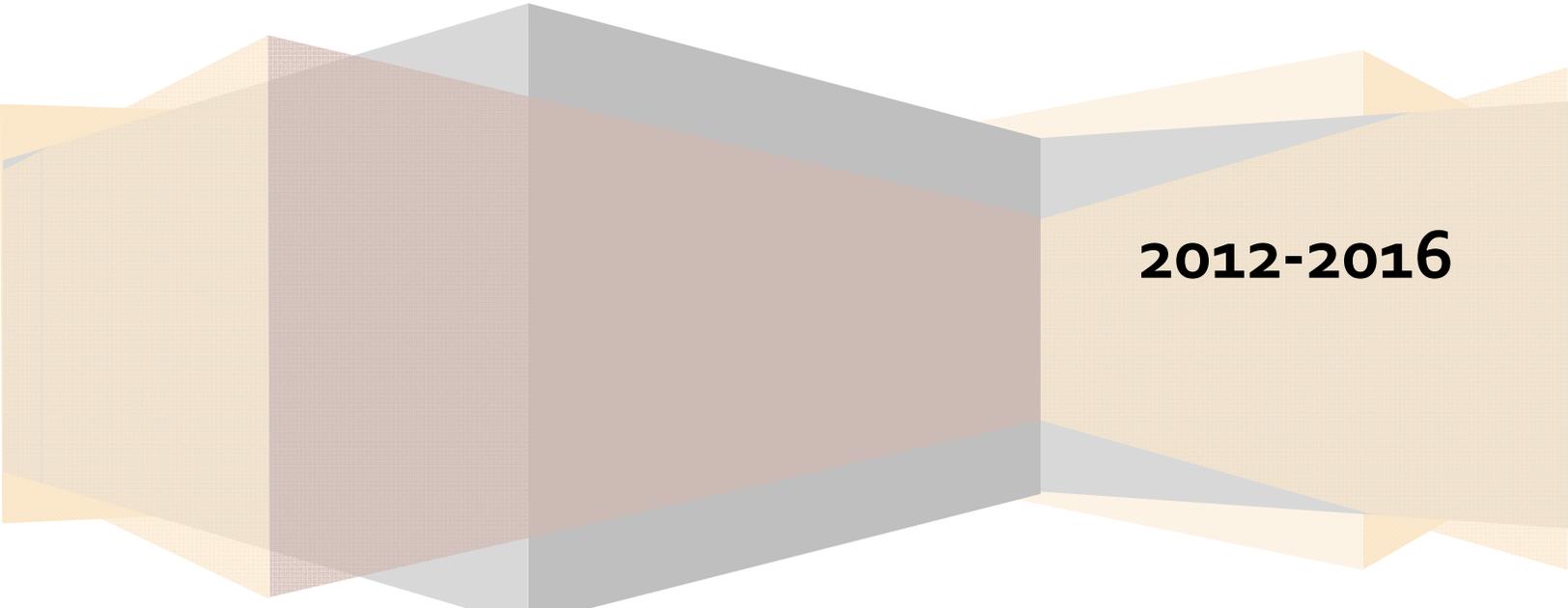




Snohomish County Planning and Development Services

**Workforce Plan:
Recruiting and Retaining a Skilled Workforce**



2012-2016

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INTRODUCTION

In 2011, Snohomish County Planning and Development Services (PDS) developed and implemented its first Workforce Plan. The primary driver for the original Plan was to stabilize our workforce by avoiding staff lay-offs or panic hiring and to assure we had the right number of people with the right skills sets in the right places at the right time.

As a department and a leadership team, we recognize that workforce planning is one of the most important issues for PDS to consider as we prepare for the future. Failures of national, state, and local financial institutions and the tightening of bank credit since 2008 have severely impacted Snohomish County's commercial and residential development industry. Resultant and sustained decreases in permit volumes necessitated a historic reduction in PDS staff. In addition, annexations may reduce the share of countywide permitted units occurring within unincorporated Snohomish County each year through 2015. This department, more than any other, has been a part of a painful boom-and-bust cycle of budget cuts, rapid growth, followed by more budget cuts. What we now seek is departmental stability.

We engaged in a deliberate process of analyzing our business needs, evaluating our existing talent pool, and assessing the likelihood of attrition through lay-offs, resignations, transfers, retirements, and other staff changes. An update of essential functions, job descriptions, and hiring practices is expected to reduce the quantitative and qualitative costs of staff turnover.

The PDS Workforce Plan is intended to be a living document, updated on a yearly basis. Meeting tomorrow's business challenges requires new skills and different qualities, as well as fresh models for retaining, developing, and engaging our current and new staff members. The annual update process will allow PDS to:

- Stay on top of changes, trends, and new developments--ensuring the Plan evolves as PDS evolves,
- Identify projects and programs which will further the intent of the plan,
- Enhance our culture of employee engagement,
- Analyze past and future data to make data driven decisions,
- Proactively communicate workforce needs for budgeting and operating performance purposes,
- Generate cost savings by planning for and reducing employee turnover,
- Sustain the longer term context within which the most effective near-term staffing decisions can be made,
- Provide deeper insights into department business needs.

The Plan will be updated in the fall of each year for the subsequent five-year period. Updating the Plan will launch the development of detailed division work plans for the following year. While the basic elements of the 2011 Workforce Plan remain, the 2012-2016 Plan reports 2011 actual results, updates targets, and outlines the goals and objectives necessary to set the next phases of our plan in motion. PDS is proud to present its 2012-2016 PDS Workforce Plan.

THE WORKFORCE PLANNING MODEL – REASONS TO IMPLEMENT

“Achieving results in government, probably more than any other business, is highly dependent upon the quality, judgment, and motivation of its workforce. Maintaining that workforce today requires careful management planning to be an attractive competitive employer.” *State of Washington*

In testimony before the Congressional Subcommittee on Oversight of Government Management, the U.S. Government Accountability Office (GAO) noted “We have found that leading organizations go beyond a succession planning approach that focuses on simply replacing individuals; instead, agencies should consider their future mission requirements and the knowledge, skills and abilities needed to meet those requirements.” *GAO*

Workforce planning is defined as “a systematic, fully integrated organizational process that involves proactively planning ahead to avoid talent surpluses or shortages. It is based on the premise that a company can be staffed more efficiently if it forecasts its talent needs as well as the actual supply of talent that is or will be available.” *Sullivan 2002*

Reasons to implement workforce planning will change over the years in concert with changing business needs and staff composition. Should economic factors relating to development improve, staff attrition will increase through transfers and/or resignations as other opportunities become available. The economic downturn and related impacts on commercial and residential permit activity caused PDS to lay off approximately 57% of its workforce and resulted in retention of staff with the most seniority. GAO states “For example, an agency’s strategic human capital plan should address the demographic trends that the agency faces with its workforce, especially pending retirements.”

The need to actively plan for the future has never been more important for PDS. Based on analyses of staff years of experience by job family, it appears approximately 23% of PDS staff may be eligible to retire within the next five years. As employees leave the department, they leave behind critical gaps in leadership and institutional knowledge, further illustrating the importance of workforce planning for PDS.

2012				
Age Range	Number of FTEs	Staff Percentage	Years of Experience	Percentage Years of Experience
60 - 69	31	30.7%	539	34.0%
50 - 59	41	40.6%	785	49.5%
40 - 49	19	18.8%	188	11.9%
30 - 39	10	9.9%	73	4.6%
20 - 29	0	0.0%	0	0.0%
	101		1,585	

Staff turnover is costly. Employee attrition costs the department time, money and other resources. These costs can be categorized into four primary categories: separation processing costs, replacement hiring costs, training new hire costs, and lost productivity or business costs. *Society for Human Resource Management 2002* Consider Table 1 on following page:

TURNOVER COSTS	
Financial	HR and department staff time (exit interview, payroll administration, benefits)
	Manager's time (retention efforts, exit interview)
	Accrued paid time off (vacation, sick leave, PERS I retirement contingencies)
	Temporary coverage (contingent employee, overtime for remaining employees)
	Increase in unemployment compensation related to departures
Replacement Costs	Job requisition authorization/approval
	Advertising (distribution and posting)
	Hiring manager and unit/department interview time
	Aptitude, skill, background, and credit checks
	Orientation program time and materials
	Staff induction costs (payroll, benefits enrollment, proximity cards, union, parking/CTR)
Training Costs	Formal training (trainee and instruction time, materials and equipment)
	On-the-job training (supervisor and employee time)
	Mentoring (mentor's time)
	Productivity loss until replacement has mastered the job
Other Costs	Delays in production and customer service; decreases in product quality or levels of service
	Stiffer competition for staff talent
	Disruptions to team-based work
	Loss of workforce diversity
	Increase in County liability risk

Table 1

Research suggests that direct replacement costs can reach as high as 50% – 60% of an employee's annual salary, with total costs associated with turnover ranging from 90% to 200% of annual salary. ^{Allen 2008} For 2012, the average staff salary for PDS is approximately \$71,930 and the average cost of benefits is \$26,475. Based on these averages, annual direct replacement costs could approximate \$35,965 - \$43,160 per FTE, with total per FTE costs associated with expected turnover ranging from \$88,565 - \$196,810. Knowing this information now provides an opportunity to actively plan to reduce turnover costs and to budget for this transition.

To continue moving forward and based on changing business needs, PDS has updated the specific reasons for implementing this program:

- Create an organizational structure that promotes openness about PDS' direction and which is responsive to business needs
- A strategic staffing vision will provide a comprehensive set of directions for staffing over a broader time horizon instead of focusing solely on short-term needs.
- Retain existing employees by offering well-defined career paths and opportunities for job enrichment and professional development.
- Prepare for the coming waves of attrition (e.g., lay-offs, resignations, transfers, retirements, and other staff changes.)
- Reduce risk and County liability through development of a program for knowledge transfer.
- Develop a plan for possible future hiring (knowledge, skills, abilities) which links the department's strategic plan, program management, human resources and budget decisions

- Assist managers in creating a high quality workforce capable of continually growing and changing by successfully competing for talented employees.
- Increase the visibility of PDS in job fairs, professional associations, business networks, and internship and apprenticeship programs.
- Prepare for anticipated changes in activity due to annexations, economic cycles, and the impact of Boeing hiring on commercial and residential building permits
- Quantify turnover cost savings and/ or the return on workforce investments

Through workforce planning, we are shifting from being reactive to proactive. As an example, the chart below illustrates past reactions taken to address permit volume volatility, and demonstrates that annual staffing decisions lagged behind permit demand by six to nine months (the corresponding adverse impacts to customer service levels are not shown). By implementing some of the ideas mentioned above, we better match workforce levels with workload activity (right number of people with the right skills sets in the right places at the right time).

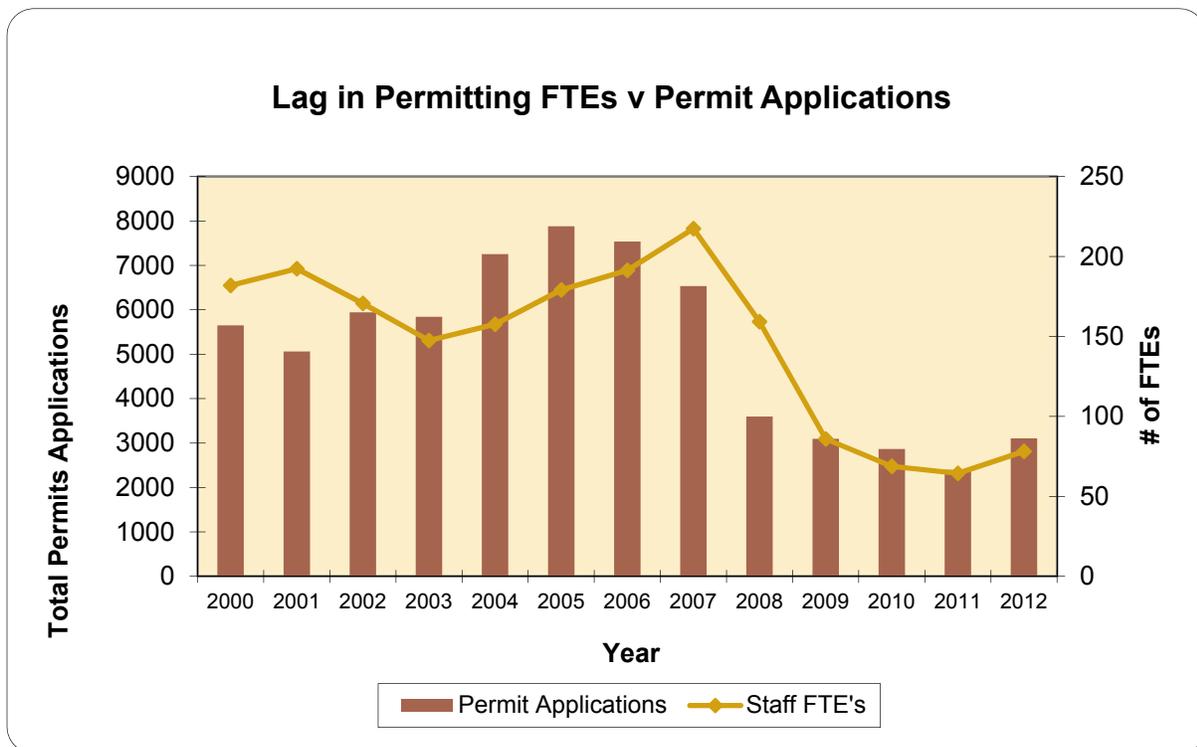


Table 2

BENCH STRENGTH AND RETENTION

Bench strength is defined as the current employee population. ^{Gross 2009} Assessing the bench strength of PDS staff allows recognition of the knowledge, skills and abilities of our current workforce *vis-a-vis* future departmental needs (see [Appendix 1](#)). In assessing bench strength, we identified several key positions within the department where the depth of the necessary skills or abilities may make PDS vulnerable in the future. We are especially susceptible where there is an unfilled key position, a key position with a single employee, where attrition rates are predicted to be high in the next five years (see [Appendix 2](#)), or where only a small number of subject matter experts (SME) exist throughout the department. PDS identified current key positions where we were the most vulnerable to attrition.

PDS BENCH STRENGTH – 2012-16 OUTLOOK		
Key positions with one employee or where the position is currently not filled	▶	Business Process Analyst Director/Managers Chief Engineering Officer Principal Demographer Human Resource Generalist (currently no position) Surveyor (currently not filled as a stand-alone position)
Key positions where we are vulnerable to high attrition rates (see Appendix 2)	▶	Director/Managers Building Inspectors Site Inspectors Senior Fire Inspectors
Key position with a small number of SME in various positions	▶	Biologists Fire Investigators Flood Hazard Specialist Finance and Accounting Engineers

Table 3

Using this information to guide decision-making, PDS has mitigated or reduced some of our bench strength vulnerabilities by implementing such items as succession planning, professional development and training. Actions taken include:

- a second System Administrator was hired to provide assistance and back-up for AMANDA, the department’s mission critical permit tracking system,
- Senior Planner staff have been assigned lead responsibilities for some demographic projects, with mentoring provided by the Principal Demographer,
- the Chief Planning Officer (CPO) position was eliminated (through reclassification) and more Principal and Senior Planners are now provided expanded opportunities to develop code and issue code interpretations,
- a Supervisor position (reclassified CPO) oversees the PDS Technology/GIS group, and institutional knowledge about AMANDA is being transferred,
- vacant Building and Fire Inspector positions have been filled, and average years of experience for this job group has dropped from 20.5 to 17.4,

- a replacement for a retiring Supervisor was hired prior to the Supervisor’s departure to ensure critical position knowledge was transferred to the new employee,
- Engineering II positions, with well-defined career paths, were added and are being filled.

One of the pivotal aspects to improving bench strength was the implementation of an Employee Replacement Policy (see *Appendix 3*). If we know the direction of the development industry will go from point A to point B over the next five years, how do we decide which positions to rehire and when to hire them? Further, how do we ensure consistency in decision making between and among department divisions? PDS hires internally where strategically and practically feasible. Additionally, the following steps are taken into consideration:

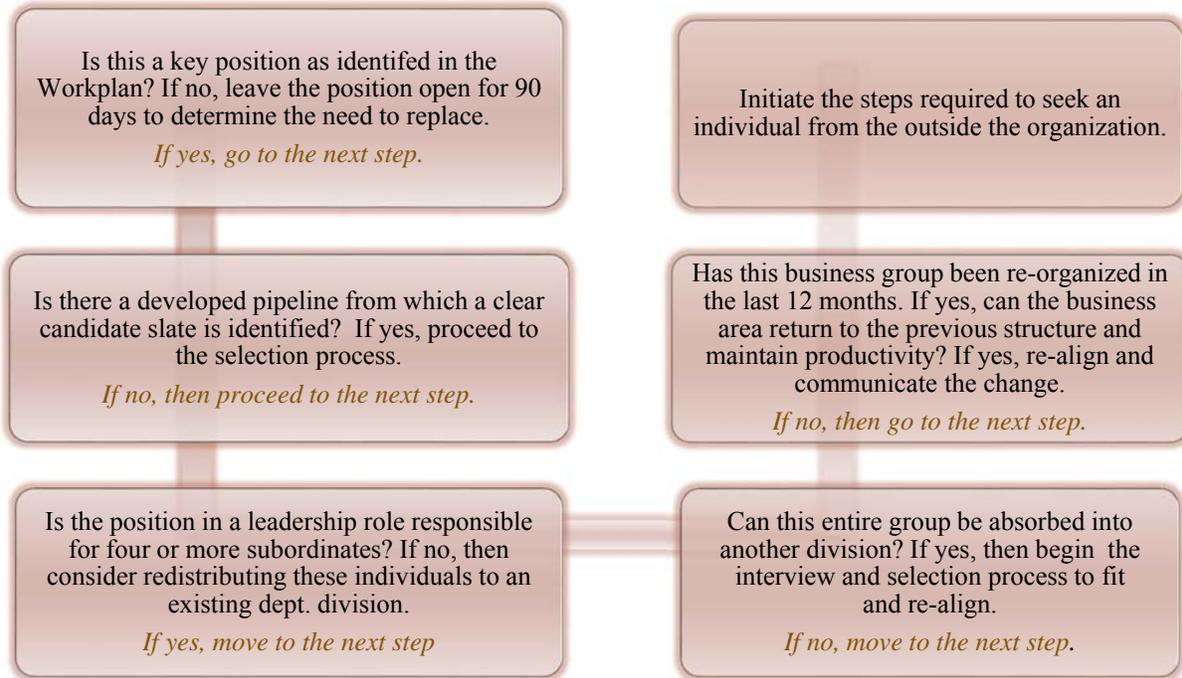


Table 4

In addition to the employee replacement policy, PDS and the Department of Public Works (DPW) coordinated with AFSCME Union 109-E to create the Max Ops program. Max Ops is particularly important during those times when we are trying to assess whether an increase in permit activity is a short-term increase or the new standard for permit levels. This program allows the short term use of DPW employees to reduce the number of permits or other applications in queue that require interdisciplinary review such as engineering, traffic, and/or environmental issues. By utilizing available and existing county resources, we will be able to maintain our level of service to our customers and save the county money.

Goals of the Max Ops program are to:

- maximize available staffing resources in both DPW and PDS,
- provide opportunities for employee skill-building and advancement,
- maximize allocated budget resources,
- maintain department levels of service, and
- enhance department stability.

In 2011-2012, PDS utilized the services of six DPW staff for engineering, building inspections, environmental review, and permit support.

ADAPTING TO CHANGE – PDS ORGANIZATIONAL STRUCTURE 2012-2016 OUTLOOK

In assessing the need to adapt to future change, it was imperative that we define our optimal department organizational structure to allow PDS to budget properly and hire efficiently and effectively. As an example, if PDS is working towards having greater versatility and skill sets within its core staff, that goal will certainly impact how certain positions are replaced when employee attrition occurs.

PDS adopted some five-year organizational assumptions to provide a baseline:

- like-size department (80-120 employees – a balance between increased permit activity and annexations),
- similar lines of business (Planning, Permitting, Code Enforcement, etc., barring any political decisions about reporting),
- the need for greater staff versatility and broader skill sets,
- greater use of technology and improved technological integration,
- attrition rate of 27-36% over the next five years (staff separations from lay-offs, resignations, transfers, retirements, and other staff changes).

PDS ATTRITION RATE - 2011-2016		
Year	Forecast	Actual
2011	3 – 5%	4.78%
2012	4 – 6%	5.61%
2013	6 – 8%	
2014	6 – 8%	
2015	7 – 9%	
2016	3 – 5%	

Table 5

(Note: 2012 attrition rate through August, 2012.) To implement the assumptions above and prepare for attrition, PDS developed suggestions for future department structure and what competencies are needed to realize this goal.

STRUCTURE RECOMMENDATIONS	
Continue an organizational shift which keys off greater versatility and flexibility	 <ul style="list-style-type: none"> • in both the Permitting and Planning divisions, planners must have a broad spectrum of skills and possess cross divisional abilities, • Inspectors/Enforcement – establish broader job groupings/ classifications which include commercial and residential building, fire, and/or code enforcement inspections, • Administrative/Technical – cross train employees in critical functions, • consider hiring at lower level positions within job groupings to provide employee career paths, • provide a separate career path (aside from management and supervision) for high performing, technical employees who take on several functions, • add/update job descriptions to reflect increased versatility and to meet our future organization needs, • ensure existing and future employees are technology literate, • develop programs to encourage employees to stay with the county rather than seeking other employment, • continue programs (like Max Ops) which focus on sharing and maximizing existing County resources among various county departments, • continue to review division and job groupings (by function, process, and geography—urban versus rural) to enhance knowledge and productivity.

Table 6

In June, 2012, PDS reorganized to optimize spans of control, to provide career paths, and to promote the transfer of institutional knowledge for some of its key positions. (See *Appendix 4* for revisions to the department organization and managerial spans of control.)

KNOWLEDGE, SKILLS, AND ABILITIES

Competencies are the knowledge, skills, and abilities (KSAs) needed for the department to be successful. KSAs are different for each job grouping or family. If related to the sport of baseball, it would be defined as the talent needed to build a winning team. In order to sustain a “winning organization”, PDS must have the right balance of people with the right skills. The following are examples of the general types of KSAs needed to sustain PDS as a great department (*see Appendix 5*).

- | | |
|--|--|
| <ul style="list-style-type: none"> ▪ superior customer service skills ▪ problem-solving skills ▪ willingness to accept challenges ▪ commitment to delivering quality products ▪ positive attitude ▪ excited about change and learning ▪ team player ▪ multi-tasking skills ▪ effective communication skills | <ul style="list-style-type: none"> ▪ managing meetings and conversations ▪ group presentation skills ▪ flexibility; willingness to adapt ▪ decision making skills ▪ risk assessment skills ▪ imagination/vision ▪ passion for public service ▪ proficient in keyboarding and use of current technology |
|--|--|

Branding

To position itself for successfully managing any periods of high attrition, PDS must also successfully brand itself as a desirable place to work. It is important to have a competitive advantage when trying to attract and retain top talent. PDS branding will have a huge impact on the type of employees who will actively compete for a career in our department. Table 7 below illustrates a few ideas of how we can market ourselves more effectively.

STEPS TO IMPROVE OUR ABILITY TO HIRE TOP TALENT		
Branding ▼	Marketing ▼	Recruiting ▼
<ul style="list-style-type: none"> • enhance county and department websites • revise job announcements • provide clear communication about the department's values and culture • actively participate in job fairs • create a PDS Logo 	<ul style="list-style-type: none"> • a steady job with a clear or multiple career path(s) • excellent benefits (paid personal time off; retirement, deferred compensation, medical, dental, etc.) • work environment (i.e. flexible schedules, open door policy, teams, mentoring, on-the-job training, etc.) • highlight how we stand out from the competition • opportunity for additional training and advancement beyond what 'top talent' might receive in another department 	<ul style="list-style-type: none"> • enhance talent sources for potential candidates • add/revise job descriptions • provide realistic information about the job and the department • enhance interview techniques to assess job and organizational fit

Table 7

PDS has executed a number of projects to brand and market the department. These projects are noted below, and specific objectives accomplished are included in [Appendix 6](#).

Branding ▼	Marketing ▼	Recruiting ▼
<ul style="list-style-type: none"> ✓ updated mission statement ✓ updated department philosophy ✓ department values 	<ul style="list-style-type: none"> ✓ training and assignment flexibility 	<ul style="list-style-type: none"> ✓ interview tools for job and organizational fit
<ul style="list-style-type: none"> ✓ Job Description Update Project Appendix 7 	<ul style="list-style-type: none"> ✓ Job Description Update Project Appendix 7 	<ul style="list-style-type: none"> ✓ Job Description Update Project Appendix 7
<ul style="list-style-type: none"> ✓ PDS motto – <i>Focused Forward!</i> 	<ul style="list-style-type: none"> ✓ employee engagement special events 	<ul style="list-style-type: none"> ✓ NEOGOV implementation
		<ul style="list-style-type: none"> ✓ on-boarding checklist

Implementing these projects has already enabled PDS to attract top talent with the values, knowledge, skills, and abilities that contribute to our department culture. Along with an emphasis on employee retention, we will continue to have a department that stands out above our competition.

WORKFORCE ANALYTICS – SHOWING OUR WORK

We often state that employees are our most valuable asset, and yet few of us can provide meaningful information on the effectiveness of our workforce or workforce programs. “The challenge in measuring our “human capital” is that workforce data is multi-dimensional and constantly changing. The complexity of human capital is compounded by the fluid and rapidly changing nature of job roles, structure, movement, hiring, terminations, and ultimately cost.” *HCMI LLC* We know that training increases productivity and improves business results. We know that workforce attrition creates a material cost and has substantial business impacts. In a service-oriented department like PDS, our focus should be on *returns on talent*. PDS is developing key indicators for evaluating performance and performance improvements in divisions. The metrics will provide necessary data for analysis and decision making. Metrics that will be considered include:



SUMMARY AND RECOMMENDATIONS

A number of factors contributed to the success of workforce planning at PDS. The single greatest catalyst to implementing the 2011 Workforce Plan was support from the County Executive and County Council in taking a phased approach to the Plan and collaboratively working towards the same outcomes for the department. Appendix #6 contains the goals and objectives outlined in the 2011 Workforce Plan and the status of each. With some experience under our belts, we redefined or re-scoped a few of the objectives which were carried forward (noted in green) to the 2012 Workforce Plan. New goals and objectives for the next phase of the Plan are listed below.

GOAL 1 RETENTION	GOAL 2 RECRUITMENT	
		Objective 1: Organizational Design
✓	✓	Refine the roles and responsibilities of the department management team
✓	✓	Hire HR Generalist in 2014 to focus on staff retention and employee career paths
		Objective 2: Bench Strength and Retention
✓	✓	Develop and implement new performance appraisal system focusing on performance management and development
✓	✓	<ul style="list-style-type: none"> develop a matrix of KSAs for each position incorporate department values, culture and position KSA into annual performance evaluations
✓	✓	Improve integration of field staff into department culture and activities
✓	✓	Provide enhanced technology training for all employees
✓	✓	Develop and implement department-wide diversity and inclusion best practices
✓	✓	Develop and implement a program for knowledge transfer for separating employees <ul style="list-style-type: none"> documentation of key/critical functions transfer plan for key/critical positions/functions
✓	✓	Establish an employee mentorship program
		Objective 3: Recruiting, Branding and Marketing
	✓	Enhance PDS website
✓	✓	Develop and implement a comprehensive on-boarding program for new recruits
	✓	Develop PDS branding materials to disseminate at conferences, job fairs, educational institutions, etc.
		Objective 4: Workforce Analytics
✓	✓	Develop and report on key indicators which measure <i>returns on talent</i> <ul style="list-style-type: none"> Prepare value/ROI for new positions
✓	✓	Develop a universal comparison group of Planning Departments against whom workforce plan performance is assessed
✓	✓	Develop and implement a workload forecasting model

We know that a department that performs at its highest levels is internally efficient, produces higher quality work with fewer resources, has less staff turnover, and saves money on several levels for the county and our customers. By implementing these recommendations, PDS will have a proactive plan that positions the department to carry out its mission. Significant positive and measurable results will be achieved for the county and the customers we are dedicated to serve.

APPENDIX 1

PDS evaluated the roles that are critical to driving the long-term strategic success of the department. The roles were broken down into four levels:

ROLES CRITICAL TO DRIVING THE LONG-TERM STRATEGIC SUCCESS OF PDS			
Level I ▼	Level II ▼	Level III ▼	Level IV ▼
<ul style="list-style-type: none"> • spokesperson • relationship building • vision communication • alignment of codes with work program • quality assurance of information 	<ul style="list-style-type: none"> • mentoring and motivating • troubleshooting • providing tools and resources • advocating • inspiring • resolving conflicts • implementing work plans 	<ul style="list-style-type: none"> • subject matter experts • competency 	<ul style="list-style-type: none"> • Max Ops Program with Public Works • Inspections (when there is a spike) • Code enforcement (when there is a spike) • large code writing projects

Table 8

It was noted that:

- *Level I Implementers* have a significant impact on the department’s growth/stability, either positive or negative. Whenever possible, these positions should be filled internally when PDS has the employees with the right skills, abilities, and desire although it was noted that new ideas and creativity can come from hiring externally,
- It will be to our advantage to be proactive in training existing employees to move up to *Level II Sustainers* and we should be focusing on employees whom the staff respects. These will also need to be individuals who are willing to make the peer adjustment,
- *Level III Essentials* are critical to our future success as a department and we must focus on professional development and career pathing in order to retain those employees who want to be here,
- Level IV temporary, flexible, and contract employees, are an important asset to this department—especially when we are short staffed. This segment of our staff can be used to fill in gaps. The proposed Max Ops program is a good example of how this can work. This program will enable PDS to respond when the number of projects in queue exceeds our project output capacity at any given time.

As an example, Max Ops will be particularly important during those times when we are trying to assess whether an increase in permit activity is a short-term increase or a new standard for permit levels. By utilizing available and existing county resources, we will be able to maintain our Level of Service (LOS) to our customers and save the county money. We may also be able to use retired employees who are interested in coming back full- or part-time for a specific project where they have expertise.

APPENDIX 2

The table below displays data upon which the five-year forecast attrition rates is based. (Approximately 23% of the PDS workforce has 25 or more years of experience. This is a conservative estimate as only county experience is considered, not experience in other industries or qualifying jurisdictions.)

Staff Demographics		
	FTE	%
FTEs with Experience > 25.0 Years	23	23%
FTEs with Experience < 25.0 Years	78	77%
Total Count	101	
Attrition Range		
	FTE	Attrition Rate
Attrition range for separations other than retirements (lay-offs, transfers, resignations, other staff changes)	3.90	5%
	5.46	7%
	7.80	10%
	9.36	12%
	11.70	15%

APPENDIX 2 (CONTINUED)

The table below displays the average length of service in the County for specific job groupings. Job groupings with average years of experience greater than 20-25 years are determined to be particularly vulnerable to attrition.

Job Grouping	Years of Experience
Accountants and Financial Analysts	2.5
Administrative Support	11.0
Director	2.0
Division Manager	27.0
Engineers	20.5
Inspectors:	
Fire Inspector	20.0
Building Inspector	17.4
Site Inspector	20.0
Code Enforcement Officer	21.0
Fire Investigator	15.5
GIS Analysts	22.8
Permit Technicians	16.6
Planners:	
Demographer	24.0
Land Development Specialist	13.5
Planner	14.2
Environmental Planner	14.0
Zoning Specialist	15.0
Plans Examiner	17.8
Records Specialist	17.5
Supervisor	10.2
Systems Administrator and Analyst	7.7

APPENDIX 3

1501
Page 1 of 1

ADMINISTRATION

Employee Replacement Policy

This policy applies to the conditions under which a position recently vacated may be refilled. Its purpose is to support the continuous evaluation of the department's workforce composition and skill sets, to ensure staff skill sets are linked to the department's business needs, and to ensure consistent replacement practices across all divisions and programs.

1. Key positions shall be identified in the department's Workforce Plan, which Plan shall be updated on an annual basis. Key positions are defined as those positions with one employee, positions that are vulnerable to high attrition rates, positions with a small number of subject matter experts, and positions essential to providing service levels established by the department.
2. The department employee designated to handle human resources activities shall develop recruiting resources or pipelines from which qualified candidate lists may be identified for each key position.
3. Where possible, the replacement of a key position should occur at least ninety (90) days prior to the departure of the current position holder to ensure the transfer of critical institutional and technical knowledge.
4. If vacant positions are not identified as key, the position shall be left vacant for ninety (90) days to determine the need to replace or to shift the position to another area.
5. If the vacancy is a leadership position with four or less subordinates:
 - a. The position shall be left vacant until a determination is made whether the remaining group can be absorbed into another division or program.
 - b. If recently re-organized, the department may determine the group will return to the previous structure if group productivity levels can be maintained.
 - c. If the group is returned to the previous structure, the leadership position shall be considered for utilization in another area.
6. Replacement positions should be advertised at the lowest possible level within a job family to ensure each potential employee has a well-defined career path unless the Director determines that a higher level position is needed to maintain a specific level of service.
7. Through the recruitment process, eligibility lists for all positions shall be established and maintained for one-year by the department employee designated to handle human resources.

Legal Reference:

Adoption Date: September 7, 2012

Revision Date:

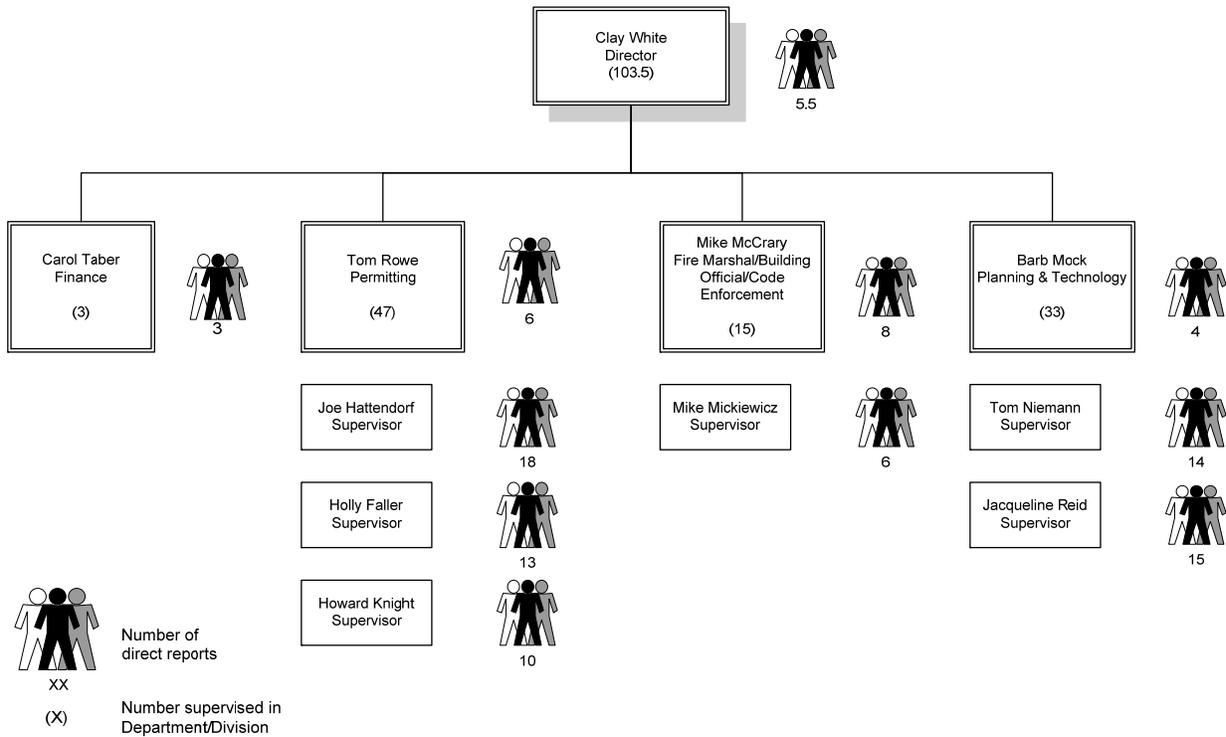
Director of Planning and Development Services

Date

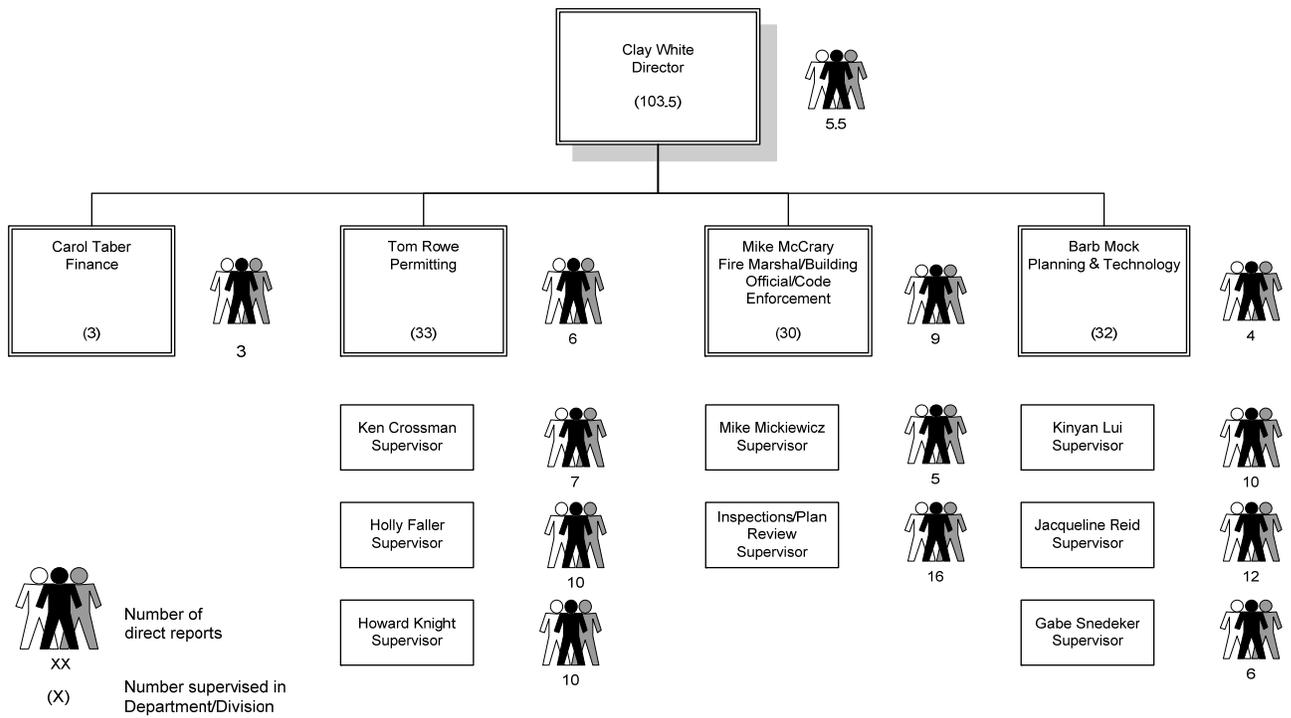
APPENDIX 4

The following pages illustrate the organizational structures of PDS before and after its restructure on June 1, 2012.

Planning and Development Services
As of April 11, 2012



Planning and Development Services
As of September 7, 2012



APPENDIX 5

The table below illustrates the importance of particular knowledge, skills, and attributes (KSAs) that are needed for PDS to continue its success. While some KSAs are more critical for certain divisions, overall, the following are general findings for the department:

Execution Section I						
Future KSA	Low (1)	Low to Mod. (2)	Moderate (3)	Mod. to High (4)	High (5)	Average
Analytical Thinking				✓✓✓		4.0
Decision Making			✓		✓✓	4.3
Financial Management				✓	✓✓	4.6
Resource Management				✓✓	✓	4.3
Continuous Improvement				✓✓✓		4.0
Creativity			✓	✓	✓	4.0
Collaboration					✓✓✓	5.0
Strategic Section II						
Future KSA	Low (1)	Low to Mod. (2)	Moderate (3)	Mod. to High (4)	High (5)	Average
Strategic and global mindset			✓	✓✓		3.6
Create a vision for the future of a work group				✓✓✓		4.0
Building partnerships				✓	✓✓	4.6
Strategic Analysis				✓	✓✓	4.6
Interpersonal Section III						
Future KSA	Low (1)	Low to Mod. (2)	Moderate (3)	Mod. to High (4)	High (5)	Average
Accountability					✓✓✓	5.0
Adaptability				✓	✓✓	4.6
Resilience				✓	✓✓	4.6
Communication					✓✓✓	5.0
Stress Tolerance				✓	✓✓	4.6
Valuing Diversity				✓✓	✓	4.3
Leadership Section IV						
Future KSA	Low (1)	Low to Mod. (2)	Moderate (3)	Mod. to High (4)	High (5)	Average
Initiative					✓✓✓	5.0
Integrity					✓✓✓	5.0
Judgment					✓✓✓	5.0
Implement Plans					✓✓✓	5.0
Managing Conflict					✓✓✓	5.0
Consult/Advise				✓	✓✓	4.6
Developing Talent				✓	✓✓	4.6
Technical Section V						
Future KSA	Low (1)	Low to Mod. (2)	Moderate (3)	Mod. to High (4)	High (5)	Average
Technical Solution Development				✓	✓✓	4.6
Technology Management					✓✓✓	5.0

✓ = level of importance by committee vote

Table 9

APPENDIX 6

The table below details the goals and objectives from the 2011-2015 PDS Work Plan, and notes the status of each task.

GOAL 1 Retention	GOAL 2 Recruitment		
		Objective 1: Organizational Design	Status
✓	✓	Review/revise organizational structure to meet expected business needs	Complete
✓	✓	Create an organizational shift which keys off greater versatility and moves toward a collaborative networked department	Complete – organization restructure and Job Description Update Project (JDUP)
✓	✓	Develop clear career path(s) for each position	Complete - JDUP
✓	✓	Provide alternative career paths—separate from management—for high performing, technical employees	Complete - JDUP
✓	✓	Hire HR Generalist in 2013 to focus on staff retention and employee career pathing	Deferred to 2014
✓	✓	Identify key positions that are or will be required	Complete - JDUP
		Objective 2: Policies, Procedures and Practices	
	✓	Develop and adopt employee replacement policy	Complete
✓	✓	Develop processes to quickly diagnose competency needs and prepare value/ROI for new positions	Diagnostics complete; Value/ROI carried forward to 2013
✓	✓	Develop standardized job announcements that provide clear communication about the department's values and culture	Complete – JDUP and implementation of NEOGOV
✓	✓	Develop new, broader job groupings that provide cross-divisional opportunities	Complete - JDUP
✓	✓	Revitalize, repeal and/or add new job descriptions to incorporate needed knowledge, skills, and attributes	Complete - JDUP
✓	✓	Develop a matrix of KSAs for each position	Carried forward to 2013
	✓	Increase PDS visibility at local colleges and universities through participation in curriculum development, job fairs, apprenticeships, and internships	Complete – Young planners mentorship program developed through APA; established contacts with colleges and universities to mentor graduating planners
	✓	Enhance PDS website to include video clips of spot interviews with staff	Carried forward to 2013

APPENDIX 6 (CONTINUED)

	✓	Enhance talent sources for potential candidates	Complete
	✓	Enhance interview techniques to assess job and organizational fit	Complete <i>Fit</i> tools for interviews developed
✓	✓	Coordinate with Union to ensure clear and accurate communications about Plan activities	Complete – Updates are communicated as needed
Objective 3: Succession Planning			
✓	✓	Incorporate department values, culture and position KSA into annual performance evaluations	Carried forward to 2013
✓	✓	Offer opportunities for job enrichment, from broader base job duties to taking over a key position when it's known someone is leaving	Complete – Practice of assignment flexibility across Long Range Planning, Permitting, Code Enforcement and Fire Marshal's Office; Providing in-house training to broaden job skills
✓		Hire internally where strategically and practically feasible	Complete – Hired internally for 1 of 3 Supervisor positions; 1 Plans Examiner; and 1 Sr. Permit Technician
Objective 4: Training and Professional Development			
✓	✓	Develop and maintain database of employee certifications/licenses, expiration dates, required CEUs, and training sessions completed	To be completed by end of the year
✓	✓	Establish an employee mentorship program	Carried forward to 2013
✓	✓	Cross-train administrative and technical staff to provide functional depth and process efficiencies	Complete
✓	✓	Provide on-going technology training for all employees	Complete – AMANDA training for all new recruits; AMANDA/GIS overlay training
Objective 5: Performance Management			
✓	✓	Define levels of service in relationship to positions	Complete – Established level of service metrics for core functions

APPENDIX 7

The following was taken from the Project Charter of the Job Description Update Project (JDUP).

Problem Statement

The current job descriptions are antiquated and no longer provide PDS with the flexibility to react proactively to changes in technology, market conditions, or modification to organizational design. In the next five years PDS will be faced with multiple annexations and retirement of approximately 25% of its existing workforce. These factors necessitate the need to develop job descriptions that will provide greater stability, flexibility, and efficiency.

Moving Forward

Planning and Development Services (PDS) has never completed a comprehensive review and update of its job descriptions. Most of the department descriptions have been written and modified at different times and for different reasons over the past thirty years.

In order for the department to meet our goals, PDS job descriptions must align with both our current and future department needs. This is a foundational piece of our *Workforce Plan* and the basis for the future success of our department.

Project Goal

The goal of the *Job Description Update project (JDUP)* is to complete a comprehensive update of PDS job descriptions to:

- ensure job descriptions align with our department mission, values, philosophy and strategy goals,
- ensure they align with the current and future workforce needs of the department,
- ensure consistency between job descriptions,
- ensure job descriptions provide clear career paths for employees,
- provide current and future PDS employees with job descriptions that support development of skills applicable in PDS and other agencies,
- eliminate unused or old job descriptions that are not being used or those unlikely to be used in the future,
- add new job descriptions where needed,
- update essential functions,
- include the necessary competencies needed by the department to be successful as identified in the *Workforce Plan*.

Project Exclusions and Caveats

- The scope does not include an analysis and/or review of position compensation levels. No salary actions are anticipated as a result of the revised job descriptions unless a new job description is created.

APPENDIX 7 (continued)

- Although minimum qualifications may change for some jobs, no one will be removed from their job because of a change in minimum qualifications. Employees will be *grandfathered-in* to the job title they currently hold. All employees, including those who are *grandfathered-in*, will be required to meet the minimum qualifications if they apply for other jobs.
- Staffing in the department will be based on the needs of the department to deliver services. Attainment of knowledge, skills and abilities (KSAs) and other competencies within each job description should not result in an assumption of promotion.

Project Parameters

The workgroups are encouraged to be creative. Supporting a flexible approach is likely to foster innovation and development of a superior product. For ease of communication, and to support clarity and consistency the following parameters should be considered by the workgroups in completing their tasks:

- workgroups are encouraged to use the PDS mission, philosophy and values statements for guidance in completing all tasks and products in this job description project,
- the *2011 PDS Workforce Planning Report* is a reference that should be reviewed in completion of tasks as it identifies the future challenges and opportunities facing the department,
- PDS is a customer service oriented department whose staff members are accountable for their contributions and who seek to attain a high level of performance. Our job descriptions should be clearly state these are the qualities expected in our staff,
- initial data collection should seek input from staff when. Data collection can be comprised of various methods. Specific methodologies shall be decided by the individual charter work groups,
- necessary tasks and skills should be identified on the basis of organizational structure, products, process technology and philosophy,
- ensure that quality responsibilities and performance standards are addressed in job descriptions,
- job descriptions should seek to retain existing employees by emphasizing opportunities for growth and professional development,
- career paths should include advancement opportunities for both job enrichment as well as leadership progression into supervisory positions.

Expected Outcomes

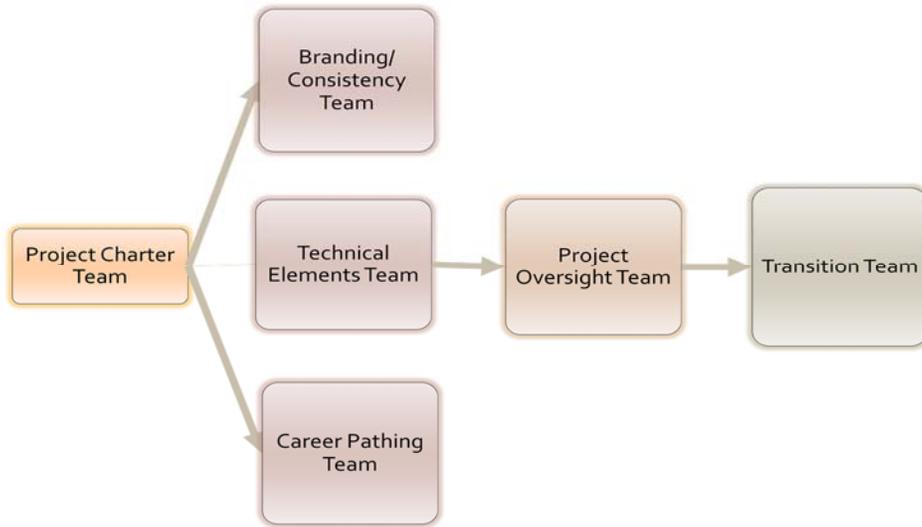
The final product will be a comprehensive set of job descriptions which are up to date and consistent with the needs of the department. They will be designed to meet our current and future needs and will be a foundational piece for our department's future successes.

The project will be considered to be successful if the following are achieved:

- job descriptions are prepared that meet the project goal,
- staff from across the department are involved in its development,
- staff in PDS are aware of the existence of the project and its intent, and
- staff feel engaged and listened to during the development of the project.

APPENDIX 7 (Continued)

Project Workgroups



Group	Responsibilities
Technical Elements	<ul style="list-style-type: none"> • create technical description elements • ensure internal consistency between descriptions • bring full description together (including information from Career Pathing and Branding Teams) • collaborative data collection and analysis • summary report
Branding	<ul style="list-style-type: none"> • develop common vision statement for descriptions • develop common format for all descriptions • collaborative data collection and analysis • summary report
Career Pathing	<ul style="list-style-type: none"> • recommend what descriptions need to be updated, deleted, or added • ensure link is made between descriptions Workforce Planning (KSAs) career pathing, and applicability beyond PDS • collaborative data collection and analysis • summary report
Project Oversight	<ul style="list-style-type: none"> • provides final product review and approval • summary report
Transition	<ul style="list-style-type: none"> • ensures job descriptions are properly implemented after project conclusion • summary report

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