

City of Modesto

Team for Tomorrow

May 6, 2008

INTRODUCTION:

Team for Tomorrow/Workforce Planning Program.

In the Management Partners Final Report on our Organizational Health Assessment (dated February 2007) several key issues were identified, specific to this document it was recommended the City of Modesto develop a succession and workforce planning program.

This report identified the root cause of concern being the significant turnover of key management positions in the last several years and the difficulty of filling these positions in addition, demographers are predicting a "perfect storm" of an aging workforce that cannot be replenished by the less populous generations behind them, especially without a formal human resources development program.

The implementation of a succession and workforce planning program will increase the City of Modesto's ability to replace experienced managers with quality leaders and provide a trained workforce to continue providing quality and uninterrupted service to the Citizens of Modesto. It also will decrease the City's vulnerability of worker shortages and competition for employees from the private sector and other local government agencies.

The direct impact on the City of Modesto will be seen in the next three to five years. The City of Modesto will be faced with the largest wave of retirements in its history. This situation will first be seen at the senior to middle leadership levels but will ultimately affect all levels. It is predicted that the City of Modesto will not have the required worker pool to recruit from to replace the departing workforce. This concern is not only a local or national issue but a world wide issue of a shortage of workers for current and future positions.

To address this unprecedented drain of human capital, the City of Modesto will establish a succession and workforce planning program that will serve to develop, train, educate, mentor, and will include the establishment of an internship program and a retiree workforce program. We must focus our efforts to this process and support it from all levels of the organization and must consider this a vital issue that warrants proper funding and continuous monitoring and management. It must also support the City of Modesto's Strategic Plan wherever applicable.

I am confident this program will prepare us for the challenges we will face in selecting, replacing, and managing not only our leaders but our entire workforce.

DEFINITIONS:

Succession planning: is the process of developing all employees (on a voluntary basis) who wish to progress in their respective careers to both leadership and/or non-leadership positions requiring additional skills and responsibilities.

Workforce planning: is the process of reviewing and updating organizational structure (organizational charts) and job descriptions (classifications) at both the department level as well as citywide to increase and maximize efficiency of the entire City of Modesto workforce.

Team for Tomorrow (TFT): is the official title of the City of Modesto Succession and Workforce planning program.

Career Progression Road Map: The Career Progression Road Map is the actual individual succession plan. It is a graphic/visual plan that identifies what employees must accomplish to progress in their career to their desired goal. It also establishes a timeline for the completion of the listed tasks; however, this time line is for guidance only and will not affect the employee in anyway if the time table is not met. Roadmaps are working documents that can and will be adjusted as required throughout the employees' participation in the TFT program; however, the employee must accomplish all tasks as required on the road map before advancement, promotion or selection is approved. *Refer to Attachment #1 (Sample Career Progression Roadmap)*

Developmental Assignments: Developmental assignments can be either internal to the department or external to the department. Both internal and external developmental assignments are described as temporary assignments not to exceed 6 months and may be on a part-time basis. For example: An employee is allowed to work in another area in their department or in another department in any combination of days, times, or duration as agreed upon by the employee, supervisor and the Directors of Departments concerned. The purpose for this assignment is to allow employees the opportunity to gain experience in other areas that will benefit them and the City in future assignments. *Refer to Attachment #2 (Developmental Assignments)*

TFT Steering Committee (Steering Committee): The Steering Committee consists of Senior Representatives from each department.

TFT Department Workgroups (Workgroups): Workgroups consist of representatives from each division, section or office of each department. Workgroups may vary in size from department to department.

University Modesto: University Modesto is the educational component of the TFT program and consists of the Corporate Training Program and the Formal Education Program. *Refer to Attachment #3 (University Modesto)*

Corporate Training: Corporate training is the internal training program that supports the three levels of training for the TFT program. The three levels of training are the Supervisor, Manager and Senior Manager. This training will be conducted during normal work hours with all cost incurred by the City of Modesto.

Formal Education: Formal education is the external training program coordinated with local Colleges and Universities to provide onsite (TSP) Degree programs. These programs will be provided after work hours and all costs will be the individual's responsibility. The Educational Partnership Program can be used by the individual for this program.

Mentorship: The mentorship program is designed to provide mentors to those individuals in the TFT program to help them develop in their careers by providing profession guidance, support and transfer of knowledge from seasoned mentors. *Refer to Attachment #4 (Mentorship Program)*

Performance Evaluation: The current performance evaluation process will be utilized in direct support of this program. *Refer to Attachment #5 (Performance Evaluations)*

Internship: This program is designed to provide direct support to the Workforce Planning Program by providing opportunities for individuals from local Colleges and Universities to learn about local government, specifically the City of Modesto with the end result of creating a pool of qualified candidates to fill entry level positions. *Refer to Attachment #6 (Internship program)*

Retiree program: This program is designed to provide direct support to the Workforce Planning Program by retaining the valuable institutional knowledge the retiring workforce will take with them. This program will attempt to bring retirees back to the workplace in a part-time (960 hours) status to fill in any workforce gaps and to retain and provide a transfer of institutional knowledge to current employees. *Refer to Attachment #7 (Retiree Program)*

Succession Wizard: Is the computer program that will be used to manage the TFT program. *Refer to Attachment #8 (Succession Wizard)*

RESPONSIBILITIES:

Personnel Department:

The City Personnel Department will maintain overall responsibility for this program. This is a city wide program; however the program must take into consideration the diversity of each department and will be managed through a three level process as follows:

Level one: Organizational Development Specialist (ODS)

1. The ODS will develop, implement, and manage the TFT program and act as the TFT program manager.
2. The ODS will manage the Succession Wizard program. Develop and conduct training for Supervisors and Managers on a quarterly basis.

3. The ODS will develop and conduct training for all employees in the TFT program. During the initial program implementation period (the first 60-90 days) the ODS will schedule training for all employees. Training on the TFT program will also be conducted on a quarterly basis and a brief overview of the TFT program will be provided at all New Employee Orientations. *Refer to Attachment #9, Implementation Process.*
4. The ODS will be available to all employees, steering committee, and workgroups for any and all TFT questions or concerns.
5. The ODS will schedule and facilitate all Steering Committee meetings.

Level two: Steering Committee.

Succession planning: The Steering Committee will develop, establish and implement the following actions:

1. Establish policy and procedures for the city-wide program.
2. Develop and maintain the process that will allow employees to transfer, cross train and be promoted on a city wide basis to the extent possible by their respective Knowledge, Skills and Abilities (KSA), classification and other parameters established by this committee.
3. Develop career progression road maps for those classifications identified by the workgroups that can cross department lines.
4. Establish policy and procedures for the Developmental Assignment Program.
5. Establish policy and procedures for the Corporate and Formal Education programs.
6. Establish policy and procedures on how the current Performance Evaluation Process will be used to support this program.
7. Develop policy and procedures for the Mentorship program.
8. Develop policy and procedures for the Retiree (retainment and transfer of institutional knowledge) Program.

Workforce Planning: The Steering Committee will develop, establish and implement the following actions:

1. Review and update organizational structure (organizational charts)
2. Review and update Job descriptions (classifications) at both the department level as well as citywide in order to bridge any gaps/shortages in the workforce and to ultimately increase and maximize the efficiency of all City of Modesto employees.

Level three: Workgroups.

Workgroups will be chaired by the respective steering committee member or his/her designee. Workgroup chair will be responsible for scheduling and facilitating all meetings. The following process will allow each department the ability to manage employees who are unique to their department e.g. Police Officers at the Police Department, Firefighters at the Fire Department or skilled workers such as maintenance personnel.

Succession Planning: The Workgroups will complete the following actions:

1. Review all department classifications (Refer to wall to wall study results).
2. Create career progression road maps for each classification.
3. Complete other tasks as directed by the steering committee.
4. Provide completed career progression roads maps to the TFT Steering Committee.
5. Provide career progression road maps for those classifications that can cross department lines to the TFT Steering Committee.
6. Establish Developmental Assignments within their respective Departments.
7. Complete other tasks as directed by the TFT Steering Committee

Workforce Planning: The workgroups will accomplish tasks as directed by the Steering Committee.

Employee:

1. Each individual employee is responsible for notifying their respective supervisor of their desire to participate in the TFT program.
2. Make continued and satisfactory progress in the program as required by their career progression road map.
3. Keep their Supervisor informed of their status during participation in the TFT Program

Note: It must be remembered and acknowledged in writing that participation in the Team for Tomorrow program will not and does not guarantee advancement or promotion, however, completion of tasks as identified on the individual career progression roadmap and in conjunction with satisfactory performance evaluations will make the respective employee more competitive for future advancement and/or positions. *Refer to Attachment #10 (TFT Participation Agreement)*

Supervisor/Manager:

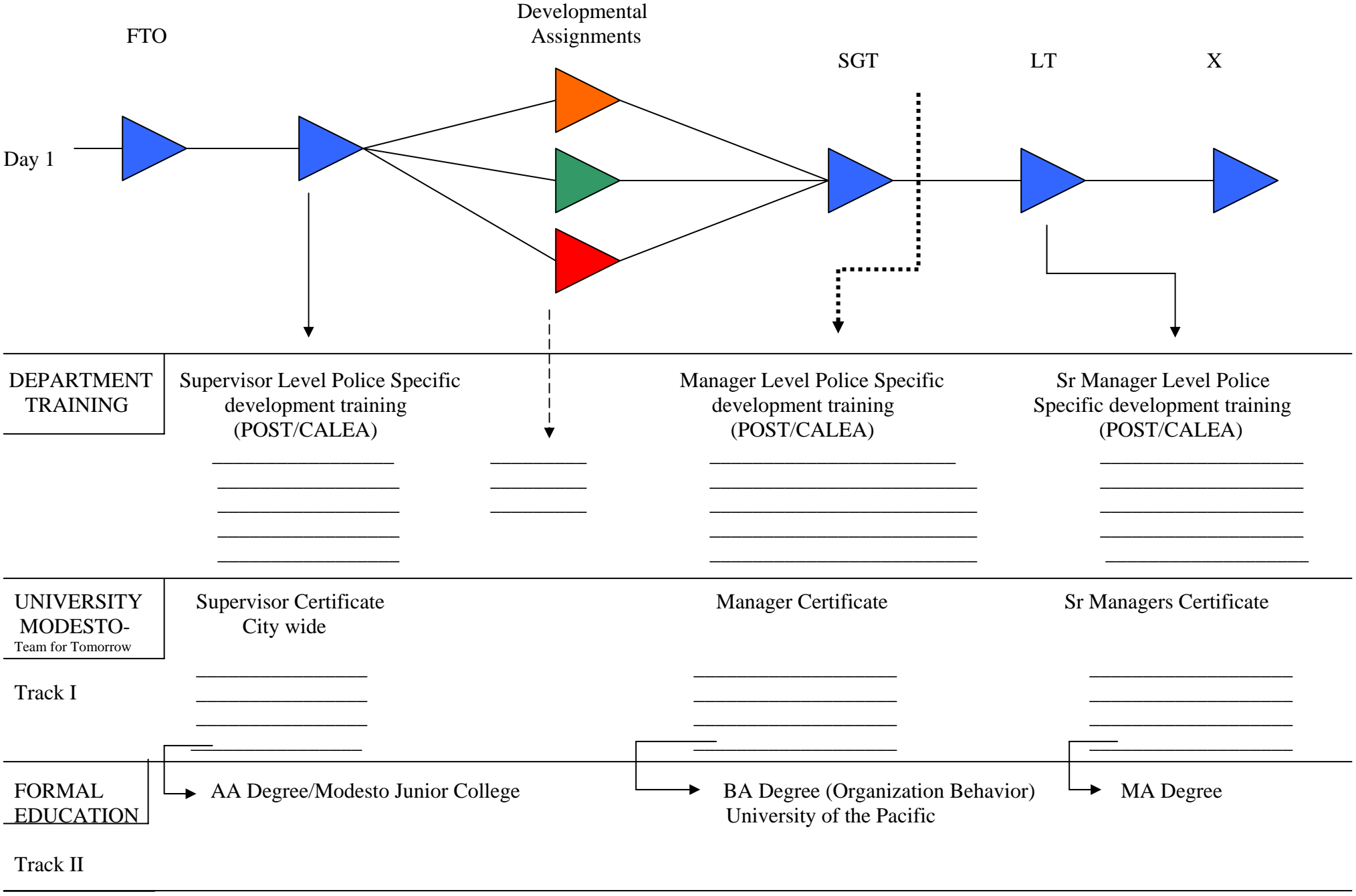
1. The supervisor in coordination with the employee will create a career progression roadmap.
2. Assist the employee in the completion of roadmap requirements.
3. Supervisors will at a minimum review with the employee their respective career progression roadmaps on an annual basis during the employees' annual performance evaluation.
4. The supervisor will enter the information from the roadmap and other respective information into the succession wizard program.

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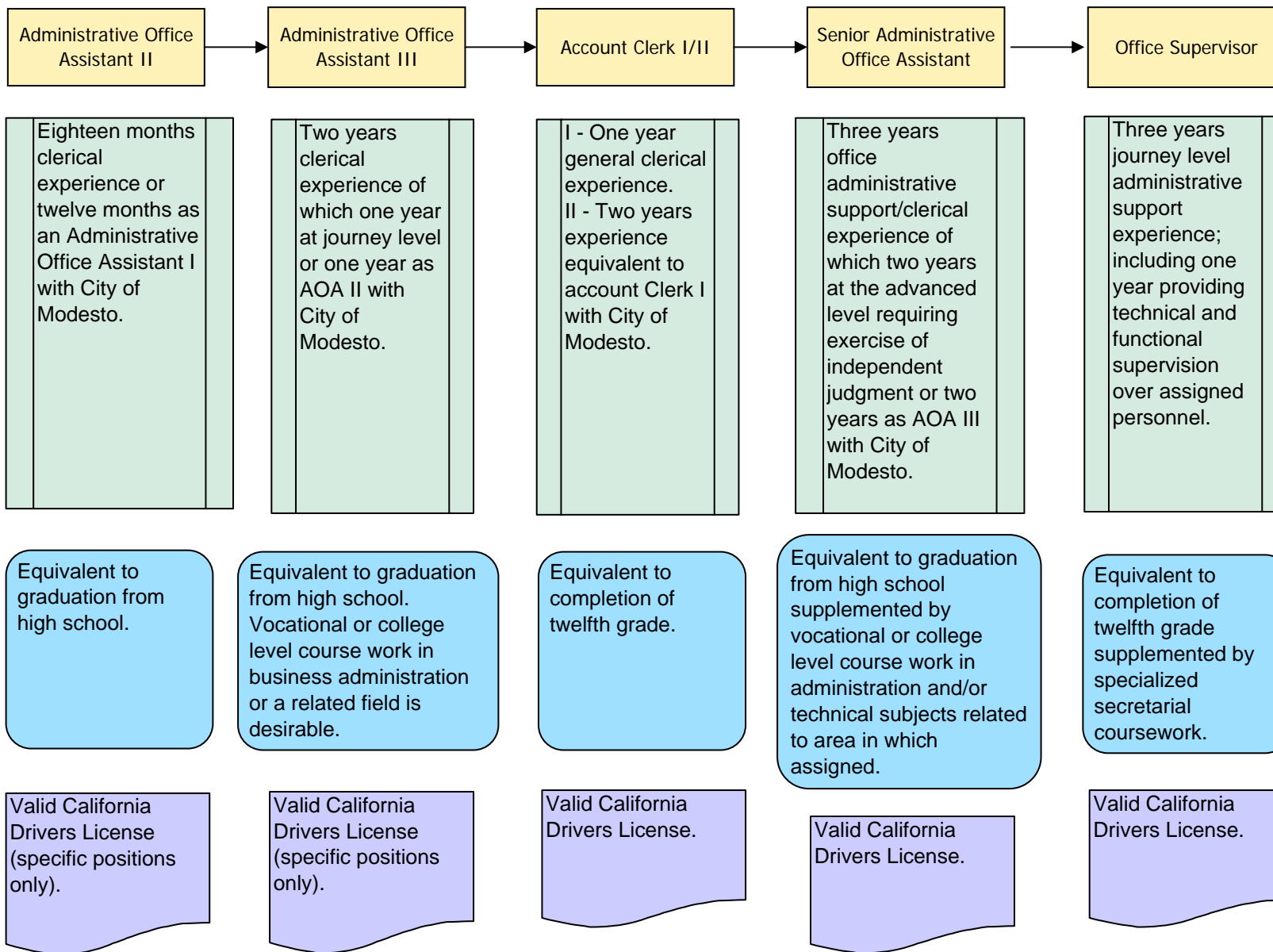
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Attachment #1, Sample Career Progression Road Map



Administrative Career Progression Road Map



Attachment #2, Developmental Assignments

Developmental Assignment Program

Developmental assignments can be either internal to the department or external to the department. Both internal and external developmental assignments are described as temporary assignments not to exceed 6 months and may be on a part-time basis. For example: An employee is allowed to work in another area in their department or in another department in any combination of days, times, or duration (not to exceed 6 months) as agreed upon by the employee, supervisor and the Directors of the Departments concerned. The purpose for this assignment is to allow employees the opportunity to gain experience in other areas that will benefit them personally and the City as a whole in future assignments.

When the initial Career Progression Roadmap is prepared, the supervisor and employee will agree upon the type of assignment, location, duration and schedule to be adopted.

The type of assignment will be determined by what the desired future goals of the employee are. There are no minimum or maximum number of required assignments. The intent is to provide the employee opportunities to experience and learn in other areas in either the same department or another department. The supervisor is responsible for coordinating assignments for the employee as required.

Supervisors will monitor the progress of assignments to insure that proper learning environments are established and the desired learning objectives are accomplished. The succession wizard program will be used to record successful developmental assignment information.

Problems in coordinating developmental assignments will be addressed with the Personnel Office (Attention ODS). The ODS will work with the respective departments to resolve issues.

Attachment #3, University Modesto

Introduction:

University Modesto

The primary goal of University - Modesto is to have the highest trained employees providing the highest quality of service to the Citizens of Modesto. The name “University – Modesto” is significant because we want employees to know The City of Modesto has made employee training a priority and is taking it to a level not seen before by any city or local government.

University Modesto has two separate but intertwined components to the program. Component one (University Modesto - Team for Tomorrow) will be in direct support of the Team for Tomorrow succession planning program and Component two (University Modesto – Yearly Training) will consist of general training subjects conducted for all employees at all levels and will include mandated training requirements as well as general training subjects to be taught throughout the year.

The Personnel Department will manage University - Modesto and is responsible for coordinating college courses, developing, class curriculum, recruiting (internal/external) instructors, training (internal/external) instructors, scheduling training, and coordinating classrooms. These training programs will be continuously updated to meet the needs of the employees and will be flexible to allow training ranging from one time subjects to annual training requirements.

Modesto Junior College and the University of the Pacific have agreed to work with the City of Modesto in establishing training certificates and Associate of Science (AS) and Bachelor of Science (BS) Degree programs respectively. This courses/training will be conducted at 1010 10th Street.

University Modesto - Team for Tomorrow

This program will include training specific to City of Modesto employees and in coordination with Modesto Junior College and The University of Pacific. Certificate Programs will be provided in direct support of the Team for Tomorrow Program and if the employees chooses to do so; these certificate programs will provide 9 units of college credits that can lead into a degree at the AS and BS degree levels respectively. We will also provide a Masters Degree program on site offered by the University of the Pacific.

University- Modesto will be an all inclusive employee development program. This program will consist of separate Academies that will provide tailored training for employees who choose to participate in the Team for Tomorrow program at three specific levels within the City of Modesto as follows:

Level 1 - Supervisor Academy

Level 2 – Managers Academy

Level 3 – Senior Managers Academy

Academies:

Supervisor Academy (Level I):

Level I will provide a certificate program to be taught during work hours “weekly, hour class meetings”. Completion of a certificate will meet the educational component of the Team for Tomorrow Career Development Roadmap. If an employee chooses to pursue an Associate of Science Degree they will have the opportunity to attend evening classes (at their own expense in addition to using Educational Partnership Program funding “if available”) at Tenth Street Place conducted by Modesto Junior College. This degree program will recognize and accept the 9 units earned in the Supervisor Academy Certificate Program.

Supervisor Certificate will be awarded by the City of Modesto and Modesto Junior College.

Course #	Course Title	Units	City of Modesto Class	Title
SUPR 106	Organizational Communication [Required course]	3 units	TBD	TBD
SUPR 351	Elements of Supervision (Non-Transfer) [Required course]	3 units	TBD	TBD
BUSAD 240	Principles of Management [Elective]	3 units		
Total units for Certificate		9 units	These courses may be developed by the Training Committee and will be part of the certificate program but will not award college credits.	

AS Degree in Supervision Management will be awarded by Modesto Junior College.

Core courses required for degree completion:		
Course #	Course Title	Units
BUSAD 248	Introduction to Business [Elective]	3 units
BUSAD 274	Human Resource Management [Required course]	3 units
SUPR 364	Total Quality Management [Required course]	3 units
BUSAD 210	Business Communication [Elective]	3 units
Total units for Core Courses		12 units

General Education Requirements: (page 62-63 of MJC Catalog)		
Course #	Course Title	Units
Guidance requirement	Guide 110	.5 unit
Activities Requirement	English 108, Creative Writing, Autobiography	3 units
Natural Sciences	Complete 3 units	3 units
Social & Behavior and Sciences	Complete 3 units	3 units
Humanities	Complete 3 units	3 units
Language and Rationality	Complete 6 units	6 units
Health Education	Complete 3 units	3 units
General subject classes	Complete 27.5 units	27.5 units
Total units for General Education		49 units
Grand Total for AS Degree		70 units

Managers Academy (Level II):

Level II will provide a certificate program to be taught during work hours “weekly, hour class meetings”. Completion of a certificate will meet the educational component of the Team for Tomorrow Career Development Roadmap. If an employee chooses to pursue a Bachelor of Science Degree they will have the opportunity to attend evening classes (at their own expense in addition to using Educational Partnership Program funding “if available”) at Tenth Street Place conducted by The University of the Pacific. This degree program will recognize and accept the 9 units earned in the Managers Academy Certificate Program.

Managers Certificate awarded by the City of Modesto and The University of the Pacific.

Course #	Course Title	Units	City of Modesto Class	Title
	Introduction to Organizational Communication	3 units	TBD	TBD
	Advanced Professional Writing	3 units	TBD	TBD
	Accounting and Financial Statement Analysis	3 units	These courses may be developed by the Training Committee and will be part of the certificate program but will not award college credits.	
		9 units		

BS Degree in Organizational Behavior will be awarded by The University of the Pacific.

Course #	Course Title	Units
	Introduction to Ethical Theories	3 unit
	Organizational Structure and Design	3 unit
	Public Relations: Principles and Marketing	3 unit
	Applied Research	3 unit
	Issues in Decision Making	3 unit
	Introduction to Organizational Behavior	3 unit
	Social Psychology	3 unit
	Computer Applications Software	3 unit
	Economic Principles and Problems	3 unit
	Organizational Social Psychology	3 unit
	Organizational and Managerial Development	3 unit
	Semantics and Critical Thinking for Adults	3 unit
	Research Methods: Quantitative and Qualitative	3 unit
	Issues in Human Resource Management	3 unit
	Professional Communication	3 unit
	Total Units	45 units

Grand Total for BS Degree **54 units**

Seniors Managers Academy (Level III):

Level III will provide a certificate program to be taught during work hours “weekly, hour class meetings”. Completion of a certificate will meet the educational component of the Team for Tomorrow Career Development Roadmap.

This certificate program will be developed internally by the City of Modesto Training Committee and will not award college credits.

City of Modesto Class	Title	City of Modesto Class	Title
TBD	TBD	TBD	TBD
TBD	TBD	TBD	TBD

Employees who are interested in pursuing a Master of Arts/Master of Science Degree through the University of the Pacific will have the opportunity to attend evening classes (at their own expense in addition to using Educational Partnership Program funding “if available”) at Tenth Street Place.

This Masters Degree program is offered as a separate opportunity for our employees and does not have any connection with the Senior Managers Certificate or Team for Tomorrow Program.

Attachment #4, Mentorship Program

Mentorship Program

The mentorship program is a voluntary program for those employees interested in having and working with a mentor.

RESPONSIBILITIES:

The Organizational Development Specialist:

1. The ODS will develop and establish a list of those individuals who would be willing to be mentors.
2. The ODS will develop, schedule and conduct classes on the duties and responsibilities for mentors.
3. The ODS will develop, schedule and conduct classes for employees on what to expect from the mentor and the mentorship program

Supervisor and Employee:

Mentors will be assigned in one of two ways:

1. The supervisor may assign a mentor from within the employees respective department or from another department utilizing the list of volunteer mentors developed and published by the ODS.
2. The employee may select a mentor from within their respective department or from another department utilizing the list of volunteer mentors developed and published by the ODS.

Mentors will be available to assist employees with work related problems, concerns and/or processes. It is a program to transfer valuable knowledge and experience from the mentor on ethical, professional and procedural processes to the employees in the continued career progression.

The employee or mentor may terminate from the mentorship program at any time by notifying their supervisor. The supervisor will notify the mentor of the termination.

Attachment #5, Performance Evaluations

Performance Evaluations

Performance evaluations will be a vital and intricate part of the TFT Program. We will continue to use our current performance evaluation system.

Performance code of D – Does not meet expectations: This level of performance does not support the performance level required for continued participation in the TFT program. Employees in this situation will be required to correct work performance issues before returning to participation in the TFT Program.

Performance code M – Meets Expectations: This level of performance is an acceptable performance level for continued participation in the TFT program.

Performance code E – Exceed Expectations: This level of performance is an acceptable performance level for continued participation in the TFT program.

Only the final performance code of D, M, or E will be recorded in the succession wizard program (Assessments Tab). No other comments or notes will be entered into this tab. Specific information on performance comments/notes will be reviewed in the employees personnel file.

Attachment #6, Internship Program

Internship Program

This program is designed to provide direct support to the Workforce Planning Program by providing opportunities for individuals from local High Schools, Colleges and Universities to learn about local government, specifically the City of Modesto with the end result of creating a pool of qualified candidates to fill entry level positions.

The ODS will develop partnerships with local High Schools, Colleges and Universities to provide an ongoing program to have non paid interns in all departments. Interns will be trained in the respective department duties and responsibilities. Interns will have performance evaluations completed on them in the same manner as full time employees. These evaluations will be used to determine if the intern is trained and qualified should a fulltime position become open.

Interns will not be promised or guaranteed employment, however, this experience combined with satisfactory performance evaluations will make the intern more competitive during the selection process.

ODS will coordinate with Departments on their specific intern needs.

Attachment #7, Retiree Program

Retiree Program

This program is designed to provide direct support to the Workforce Planning Program by retaining the valuable institutional knowledge the retiring workforce will take with them. This program will attempt to bring retirees back to the workplace in a part-time (960 hours) status to fill in any workforce gaps and to retain and provide a transfer of institutional knowledge to current employees.

Select Retirees will be contacted and asked if they would like to participate in this program. Those who chose to do so will be put on a list and as funding and opportunities become available will be contacted to participate.

The ODS in coordination with the respective Department will create tasks and goals for the returning retirees.

Supervision of Retirees will be the responsibility of respective departments.

The Personnel Department/ODS will have overall responsibility for the Retiree program.

Attachment #8 Succession Wizard

Succession Wizard is the computer program that will be used to electronically manage the TFT program. Succession Wizard training will be part of the TFT training program.

The ODS will develop and conduct training for all employees on the TFT program. During the initial program implementation period (the first 90 days) the ODS will schedule training for all employees. Training on the TFT program will also be conducted on a quarterly basis and a brief overview of the TFT program will be provided at all New Employee Orientations.

Attachment #9, Implementation Process

Implementation

The plan for implementation is as follows:

Step	Action (✓ indicates action is complete)	Responsible Individual (s)	Date (s)
1	Present plan to Robin/Barbara for their review ✓	Larry	Jan 11, 2008
2	Review/provide comments/recommendations ✓	Robin/Barbara	Jan 11-28, 2008
3	Present to Steering Committee for review/comments ✓	Larry	Feb 20, 2008
4	Review provide comments/recommendations ✓	Steering Committee	Feb 20-27, 2008
5	Present to SET ✓	Robin/Barbara/Larry	May 2008
6	Meet with Employee Associations	Barbara/Larry	Nov 2008
7	Complete classification roadmaps	Workgroups	Nov 2008
8	Conduct TFT Introduction Classes (Supervisors/Managers)	Larry	Dec 2008
9	Conduct TFT Introduction Classes (Employees)	Larry	Dec 2008
10	Implement program per department**	Respective workgroup	Jane/Feb 2009