

AUDIT REPORT TRACKING SYSTEM (ARTS)

SECTION I: SUMMARY INFORMATION			
Audit Title:	City Could Strengthen Succession Planning Policy	Audit Release Date:	12/09/2015
Department:	Human Resources	Last Report Date:	1 st ARTS Report
Department Director:	Gary O'Bannon	This Report Date:	12/14/2016
Contact Person/Phone:	Gary O'Bannon/Tom Briggs	Expected Presentation Date:	02/01/2017
SECTION II: RECORD OF IMPLEMENTED RECOMMENDATIONS			
1. Implemented - 01/29/2016		3. Implemented - 01/29/2016	
2. Implemented - 01/29/2016		4. Implemented - 02/17/2016 and on-going as needed	
SECTION III: SUMMARY OF IMPLEMENTATION EFFORTS			
<p>Recommendation 1: The director of human resources should include in the succession planning policy a requirement that departments compare current workforce staffing and skills to what the departments will need in the future.</p>			
<p><i>Status of Recommendation: Implemented</i></p>			
<p>The Workforce Advancement Model (WAM), developed by the Department of Human Resources, was codified in an Administrative Regulation (AR No. 1-28) and became effective January 29, 2016. Sections 5.1, 5.2 and 5.3 of the latter document contains requirements that departments are responsible for as it relates to current workforce staffing requirements based on trend analysis and workforce staffing and skills that departments anticipate needing in the future.</p>			
<p>The Department of Human Resources' Annual Workforce Report [The Report] is an extremely useful tool to assist departments in the above requirements. A presentation summary of the Report's key data sets was presented at the City Manager/Department Director meeting on October 28, 2016. In addition, departments were encouraged to review the full Report and request department-specific data as necessary. Major highlights of the Report includes, but is not limited to: Workforce Demographics, Talent Acquisition, Compensation, Benefits/Wellness, Employee Development, Performance Management, EEO/Diversity, Retirements and Separations.</p>			
<p>Recommendation 2: The director of human resources should expand how critical positions are defined and identify risk factors for critical positions in the succession planning policy.</p>			
<p><i>Status of Recommendation: Implemented</i></p>			
<p>Administrative Regulation (AR No. 1-28) provides a definition for <i>Critical Positions</i> as "...positions essential to the daily operations of departments or positions responsible for making key departmental decisions and/or positions with highly specialized knowledge and expertise and/or positions with high turnover that are essential to the operation of the department and/or positions within the department that will be hit by the retirement bubble" (see Annual Workforce Report).</p>			
<p>Recommendation 3: The director of human resources should include a performance measurement requirement in the succession planning policy.</p>			
<p><i>Status of Recommendation: Implemented</i></p>			
<p>The Workforce Advancement Model (WAM) and Administrative Regulation (AR No. 1-28), under <i>procedures for</i>, indicates departments shall be responsible for "developing a performance measurement requirement based on trend analysis and tracking of departmental metrics, business goals and objectives, top priorities, KSA's needed to execute departmental strategies, identify critical jobs, timely and comprehensive use of performance reviews, comment to providing training opportunities and to systematically using the Knowledge Transfer Tool to retain institutional knowledge."</p>			

Recommendation 4: The director of human resources should include in the succession planning policy a requirement for training managers in succession planning.

Status of Recommendation: Implemented

Department Directors were informed of AR No. 1-28 during a City Manager/Department Director meeting and on February 17, 2016, and additional training was provided to departmental liaisons. In addition, the following departments requested specific training sessions with managers from February 2016 – September 2016: General Services, City Planning, Public Works, Municipal Court, Neighborhood and Housing, Finance and several other WAM draft reviews from the other departments.

SECTION IV: ADDITIONAL OUTCOMES

These are the positive outcomes of the City of Kansas City's Workforce Advancement Model:

The City of Kansas City Missouri Succession Plan (Workforce Advancement Model) has received both a regional and national award from the largest public employer professional organization for human resources in the country, the International Public Management Association, (IPMA).

Regional Award – Best Practice

National Award – Agency Award for Innovative Excellence

In addition, the Workforce Advancement Model is currently being used as part of the national associations training on succession planning.

It is a proactive and future-focused process that enables departments to identify necessary competencies and then work to assess, evaluate and develop a talent pool of employees to ensure a continuity of leadership for critical positions and help preserve information and knowledge that otherwise would be lost due to retirement, promotion and normal attrition;

It serves not only to bolster the skills of employees, but also works as a retention tool by providing a clearly defined promotional path for motivated employees willing and able to learn and occupy higher positions;

The WAM is a specific developmental strategy that spells out the particular steps to be followed to achieve the department, division or unit mission, goals and initiatives;

It is a plan customized and implemented to meet the business needs of department(s), is department-driven and is a flexible, living document that is inclusive to most job class hierarchies; and

It is a tool to help justify the cost of training devoted to employee leadership development.