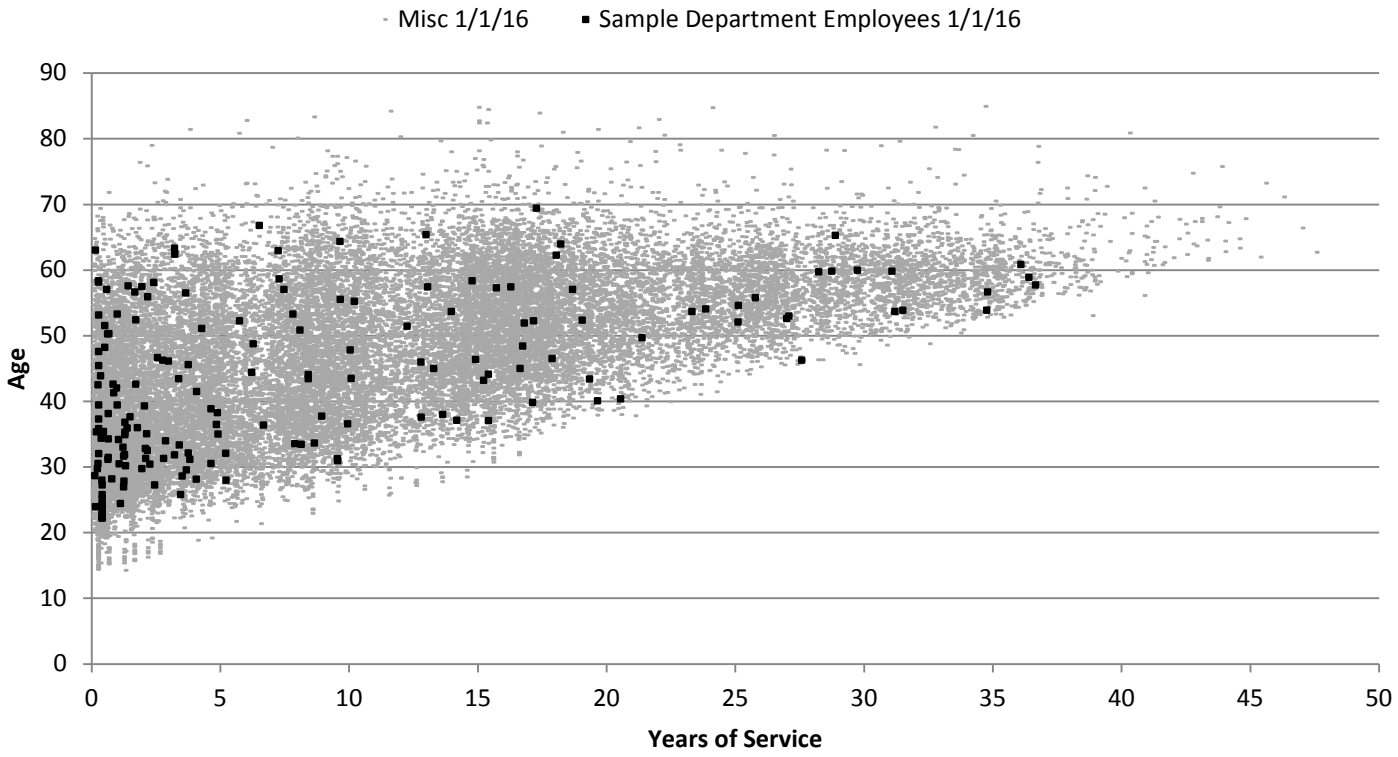
Succession Planning Analysis

SAMPLE

Analysis for [Sample Department] as of January 1, 2016

Miscellaneous City Employees and Sample Department Employees by Years of Service and Age (This chart provides a visual representation of the Sample Department's workforce relative to the rest of the City's miscellaneous workforce; each marker on the chart represents an employee.)



Workforce Demographics and Retirement Projections (This table compares the Sample Department's workforce relative to the rest of the City's miscellaneous employees.)

Category	City	Sample Department
Total Number of Employees[1]	25,670	182
Age (Average)	47.42	42.60
Age (Median)	48.52	42.28
Years of Service (Average)	11.82	8.06
Years of Service (Median)	9.93	3.49
Employees Eligible for Service Retirement[2] (Number of)	6,686	27
Employees Eligible for Service Retirement[2] (Percent of)	26.05%	14.84%
Employees Projected to Retire[3] (Number of)	743.89	2.25
Employees Projected to Retire[3] (Percent of)	2.90%	1.24%

→ The Sample Department's workforce is considerably younger and has less years of service than the rest of the City's miscellaneous employees resulting in very low, relative retirement projections.

[1] Active employees. Does not include as-needed employees.
[2] Employees that are either: a) age 50 or older with at least 20 years of service, b) age 60 or older with at least 10 years of service, or c) age 65+.
[3] Retirement projections are for Calendar 2016 based upon actual retirement rates for miscellaneous City employees for Calendar 2015.

Sample Department Employees Eligible to Retire by Actual Citywide Miscellaneous Retirements (This table compares the number of Sample Department employees eligible to retire in 2016 to actual 2015 Citywide miscellaneous employee retirements.

- Sample Department employees to the right of the bold line are eligible to retire.
- The darker shades of red represent Citywide miscellaneous employee age and years of service combinations with the largest number of actual employee retirements in 2015.)

Years of Service

Age	0-4	5-9	10-14	15-19	20-24	25-29	30-34	35-39	40+	Total
50					1					1
51	2	1								3
52	1	1	1	1						4
53	1	1		1	1	3				7
54	2	1	1		1		2	1		8
55					1	1				2
56	1		2			1				4
57	2							1		3
58	3	1	1	3				1		9
59	3	1		1				1		6
60						2	2			4
61								1		1
62										0
63	1	1		1						3
64	2			1						3
65			1							1
66			1			1				2
67		1								1
68										0
69										0
70				1						1
71										0
72										0
73										0
74										0
75+										0
Total	18	8	7	9	4	8	4	5	0	63

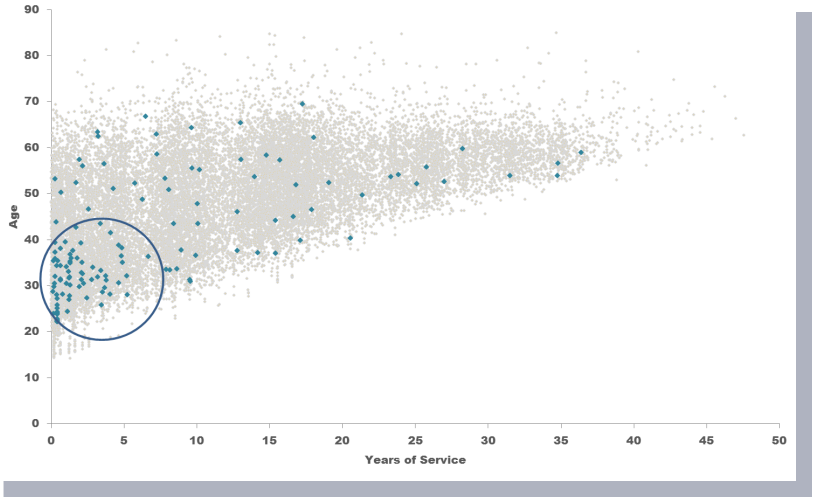
Department of Human Resources

Succession Planning

Identifying Workforce Data Patterns

Data pattern #1

This concentration indicates that this workforce is relatively new to City service and is in the beginning stages of their career.



Possible reasons for this pattern:

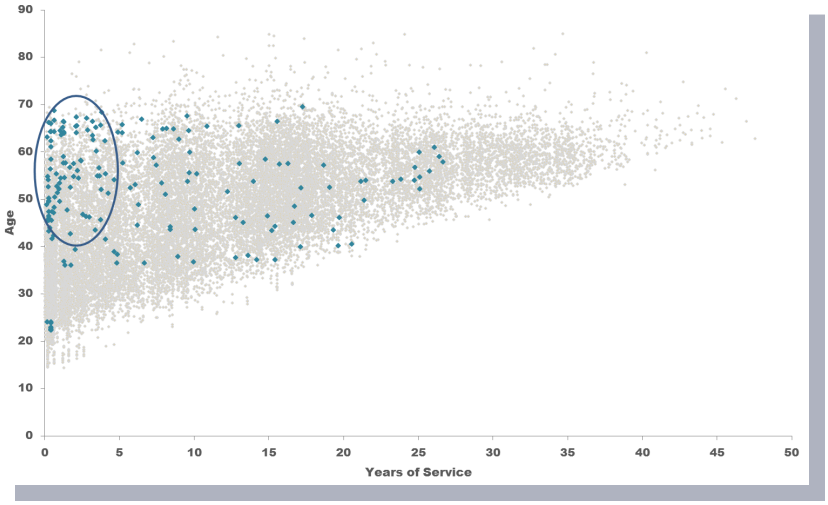
- Department or series recently hired a batch of entry level staff
- Predominately temporary or entry level positions in department or series
- If pattern is ongoing, this could also indicate that there is little room for professional growth within department

Strategy to Address this Pattern

Invest in employee engagement and/or retention programs to extend length of service and implement a professional development program for entry level staff.

Data pattern #2

This concentration indicates that this workforce may have built their careers outside of the City and joined City service later in their careers.



Possible reason for this pattern:

The department or series requires a higher skill level, special skills, or more professional experience upon entry.

Strategy to Address this Pattern

Invest in a knowledge transfer plan in anticipation of impending retirements and determine sources of talent for future hiring needs.

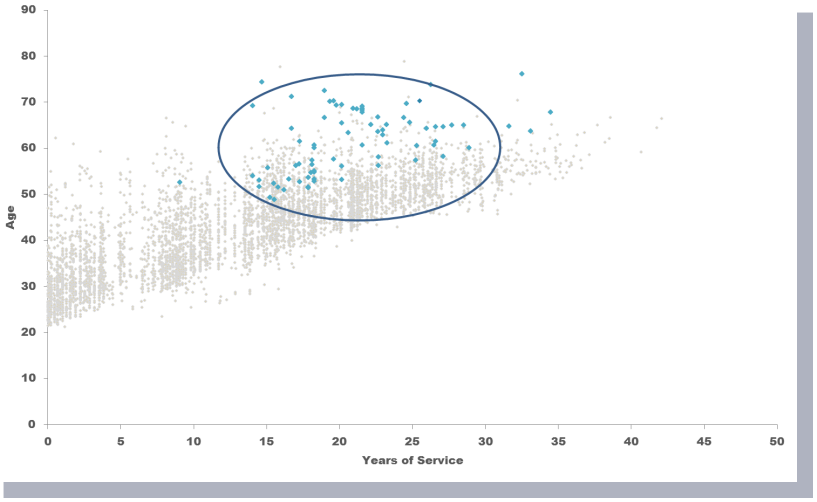
Department of Human Resources

Succession Planning

Identifying Workforce Data Patterns

Data pattern #3

This concentration indicates that this workforce is relatively mature and has been dedicated to City service for the majority of their careers.



Possible reasons for this pattern:

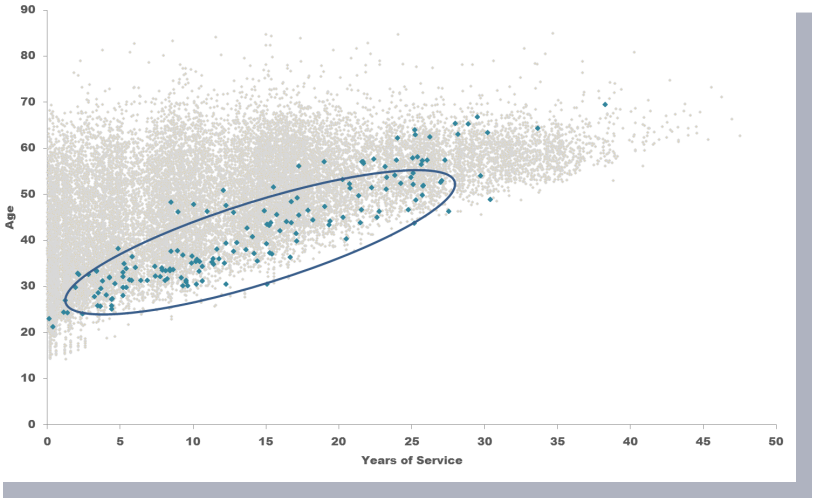
- Classification series allowed for career progression
- Department structure fostered professional development, resulting in low turnover

Strategy to Address this Pattern

Invest in a recruitment/hiring plan to address impending retirements and formulate knowledge transfer plan to begin developing successors.

Data pattern #4

This concentration indicates that this workforce entered City service early in their careers and is continuing to build their careers in City service (often seen in Safety positions)



Possible reason for this pattern:

The department or series required less professional experience upon entry, but career tracks allow for growth and professional development.

Strategy to Address this Pattern

Invest in continuing education programs to maintain the competency of the workforce and continue recruitment and hiring initiatives that feed into workforce.