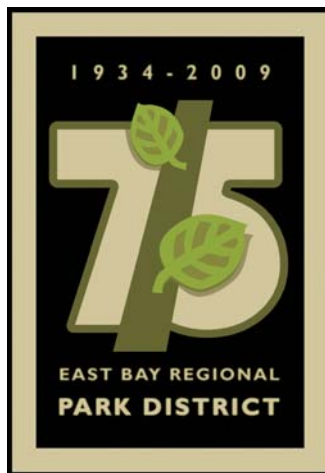


East Bay Regional Park District

Workforce Planning

2010 Update



January 29, 2010

Acknowledgement of Work

This plan was developed at the direction of Pat O'Brien, General Manager, who recognized that a number of key managers would be leaving the organization and that it was important to plan for the impending "baby boomer" turnover. By examining data and subsequently monitoring progress, it is hoped District staff can use this information to improve workforce capabilities, enhance the long-term growth of District staff, and ultimately accelerate the availability of experienced personnel.

The original text of this document was the work of Allison Koch, Human Resources' Intern for the summer of 2004. Her document provided possible initiatives, recommendations and conclusions which are still appropriate today.

All updated figures, charts, tables, and additional clarification are the work of Erika Del Rio, Human Resources' Senior Office Specialist.

The original 2004 document is available in Human Resources for additional comparison.



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I. Identification of Issue

As the nation's 78 million baby boomers are now reaching the general age of retirement, there is a shortage of entry-level workers to take their places due to the subsequent decline in birthrates. This indicates that companies everywhere will be facing a shortage of skilled workers.

According to the California Employment and Development Department, the public sector appears to be even more vulnerable than other industries because of their older than average workforce as well as a more traditional retirement system that encourages early retirement.

To prepare for the impending labor shortage, companies are incorporating succession planning initiatives.

Preparation for the imminent series of retirements is also the purpose of the East Bay Regional Park District's Workforce Planning project.

The issues that are addressed in this project include:

- Assessing the current District employee demographics
- Discovering which unplanned vacancies would disrupt the continuity of the organization and create a loss of business knowledge.
- Providing information that relates to the District's circumstances.
- Identifying possible initiatives that could be implemented to manage upcoming workforce changes.
- Recommendations for the next steps in the District's workforce planning process.

This report assesses the District's workforce in general, indicating positions where succession planning is required as well as areas where normal succession patterns look to be sufficient.

The information included in this document is specific to employees in their positions as of January 29, 2010. Ages and years of service reflect a future snapshot of the workforce as of December 31, 2010, assuming all employees remain in employed their current classifications and work locations.

II. District Demographics

This is how the current regular workforce at the District breaks up:

	2010	2004
Number of Work Units	121	110
Number of Current Permanent Employees	632	557

Table 1

The table below shows five year age brackets, the number of employees in each bracket, and the percentage of the District's current regular workforce that those employees compose.

Age Ranges	2010		2004	
	Number of Employees	% of EBRPD Workforce	Number of Employees	% of EBRPD Workforce
Age 65+	17	2.69%	6	1.08%
Age 60-64	51	8.07%	21	3.77%
Age 55-59	118	18.67%	66	11.85%
Age 50-54	106	16.77%	123	22.08%
Age 45-49	105	16.61%	114	20.47%
Age 40-44	86	13.61%	95	17.06%
Age 35-39	55	8.7%	58	10.41%
Age 30-34	57	9.02%	46	8.26%
Age < 30	37	5.85%	28	5.03%

Table 2

Based on the possibility of retirement at the age of 50 with five years of service, the table below shows the current and future eligibility of the District's workforce and the overall percentage of the current workforce that they occupy.

Retirement Eligibility (Based on Age & Years of Service)	2010		2004	
Currently eligible for retirement	243	38.45%	187	33.6%
Will be eligible in the next 5 years	154	24.37%	143	25.7%
Will be eligible in the next 6 - 10 years	86	13.61%	95	17.1%
Remainder of employees	149	23.5%	132	23.7%

Table 3

This indicates that the majority of the District's current workforce could feasibly be depleted within the next five years.

Now it is important to focus on the areas that are most susceptible to retirement. Below is a table listing the work units in the District that have met the following criteria:

- Employees in the work unit have an average of 12 or more years of service, **and**
- The work unit is comprised of **only** employees who are eligible to retire now and/or will be eligible to retire in five years

-OR-

- 75% or more of the employees in the work unit are eligible to retire now and/or will be eligible within the next five years, regardless of the department's average years of service

DIVISION / DEPARTMENT	DEPT TOTAL	ELIGIBILITY TO RETIRE (2010)				AVG. YEARS OF SERVICE	% ELIGIBLE TO RETIRE NOW OR W/IN 5 YRS
		Now: Ages 50+ and 5 yrs service	Within 5 yrs: Ages 45-49, or 50+ with <5 yrs of service	Within the next 6-10 yrs: Ages 40-44	Under 40		
■ ALAMEDA COUNTY TRAILS	4	2	1	1		14.00	75.00%
■ BIG BREAK	2		2			4.50	100.00%
■ BLACK DIAMOND	3	1	2			16.67	100.00%
■ BOTANIC GARDEN	7	4	2		1	17.43	85.71%
■ BRIONES	4	2	1	1		20.75	75.00%
■ CALAVERAS RIDGE	1		1			7.00	100.00%
■ CLERK OF THE BOARD	2	2				16.00	100.00%
■ COMMUNITY/VOLUNTEERS	1	1				25.00	100.00%
■ CONSTRUCTION MANAGEMENT	12	8	3	1		11.42	91.67%
■ COYOTE HILLS CENTER	5	2	2	1		12.40	80.00%
■ CROCKETT HILL (C & H)	1		1			9.00	100.00%
■ DISTRICT COUNSEL	2	1	1			11.50	100.00%
■ EAST CONTRA COSTA TRAILS	4	1	2	1		17.00	75.00%
■ EXHIBIT LABS	3	3				13.67	100.00%
■ FACILITIES	5	1	3		1	7.20	80.00%
■ FINANCE	19	9	7	1	2	9.05	84.21%
■ GARIN	4	2	1		1	19.75	75.00%
■ GRAZING	3	2	1			7.33	100.00%
■ HAYWARD SHORELINE	3	2	1			15.67	100.00%
■ INTERPRETIVE PARKS UNIT	1	1				9.00	100.00%
■ KENNEDY GROVE	3	2	1			7.33	100.00%
■ LAKE CHABOT	8	4	2		2	10.50	75.00%
■ LAKE UNIT MANAGER	2	2				26.50	100.00%
■ LAND ACQUISITION	6	5		1		13.67	83.33%

DIVISION / DEPARTMENT	DEPT TOTAL	ELIGIBILITY TO RETIRE (2010)				AVG. YEARS OF SERVICE	% ELIGIBLE TO RETIRE NOW OR W/IN 5 YRS
		Now: Ages 50+ and 5 yrs service	Within 5 yrs: Ages 45-49, or 50+ with <5 yrs of service	Within the next 6-10 yrs: Ages 40-44	Under 40		
■ LAS TRAMPAS	3	3				24.00	100.00%
■ MARTINEZ SHORELINE	3	3				25.00	100.00%
■ MIDDLE HARBOR SHORELINE PARK	6	3	2	1		14.33	83.33%
■ MINING OPERATIONS	3		3			6.00	100.00%
■ MISSION PEAK	1	1				14.00	100.00%
■ OFFICE OF THE CHIEF	2	1	1			18.33	100.00%
■ OPERATIONS ADMINISTRATION	8	3	3	1	1	11.25	75.00%
■ OYSTER BAY	2		2			15.00	100.00%
■ PARK GROUP ADMINISTRATION	3	3				17.00	100.00%
■ PARKLAND UNIT MANAGER	2	2				27.00	100.00%
■ PARKS EXPRESS	2		2			5.50	100.00%
■ PLEASANTON RIDGE	3	3				25.00	100.00%
■ PUBLIC SAFETY/HELICOPTER	5	4	1			14.00	100.00%
■ REC AREA UNIT MANAGER	2	1	1			21.50	100.00%
■ REDWOOD	5	3	1	1		19.40	80.00%
■ REG TRAILS UNIT MANAGER	1	1				31.00	100.00%
■ RISK MANAGEMENT	4	1	2		1	11.25	75.00%
■ SANITATION	5	2	3			13.00	100.00%
■ SHADOW CLIFFS	9	4	3		2	10.56	77.78%
■ SHORELINE UNIT MANAGER	2	2				27.00	100.00%
■ SUNOL CENTER	5	2	2		1	13.00	80.00%
■ SUNOL/OHLONE	5	2	2	1		16.20	80.00%
■ SYCAMORE VALLEY	1	1				25.00	100.00%
■ TRADES	27	11	13		3	11.56	88.89%
■ VOLUNTEER RESOURCES	1		1			2.00	100.00%
■ WILDCAT CANYON	5	3	1	1		22.00	80.00%
■ WILDLIFE MANAGEMENT	2	1	1			13.50	100.00%

Table 4

It is important to focus on these work units because of the amount of service that has been established in them. Service becomes intrinsic knowledge and experience, which improves the fluidity and growth of an organization, or in this case, a work unit. Loss of business knowledge, expertise, and history translates into a negative impact on these units as well as a turnover expense. It will be important to establish ways to maintain progression in each particular unit rather than starting from scratch once an employee leaves.

Next is a table of job classifications with high levels of service and retirement eligibility. The same criteria were used to establish this table. Take a closer look at which positions have gained large amounts of organizational experience.

Note: Management classifications are in bold.

CLASSIFICATION	CLASS TOTAL	ELIGIBILITY TO RETIRE (2010)				AVG. YEARS OF SERVICE	% ELIGIBLE TO RETIRE NOW OR W/IN 5 YRS
		Now: Ages 50+ and 5 yrs service	Within 5 yrs: Ages 45-49, or 50+ with <5 yrs of service	Within the next 6-10 yrs: Ages 40-44	Under 40		
ACCOUNT CLERK	9	4	4		1	6.33	88.89%
ACCOUNTANT	1		1			5.00	100.00%
ADMINISTRATIVE ANALYST II	9	3	4	1	1	12.33	77.78%
AQUATIC MANAGER	1		1			21.00	100.00%
ARCHITECT	1	1				20.00	100.00%
ASSISTANT DISTRICT COUNSEL	1		1			3.00	100.00%
ASSISTANT FIRE CHIEF	1		1			3.00	100.00%
ASSISTANT GENERAL MGR I	2	2				24.00	100.00%
ASSISTANT GENERAL MGR II	4	3	1			26.00	100.00%
ASSISTANT GENERAL MGR III	1	1				7.00	100.00%
AUDIT MANAGER	1	1				9.00	100.00%
BENEFITS MANAGER	1	1				5.00	100.00%
BOTANIC GARDEN SUPERVISOR	1	1				33.00	100.00%
BOTANIST	1	1				15.00	100.00%
CARPENTER	9	4	5			10.56	100.00%
CHIEF	5	4	1			22.20	100.00%
CFO /CONTROLLER	1		1			2.00	100.00%
CIVIL ENGINEER	2	2				5.50	100.00%
CLERK OF THE BOARD	1	1				13.00	100.00%
COMMUNICATIONS RECORDS MGR	1	1				28.00	100.00%
COMMUNITY RELATIONS MGR	1		1			8.00	100.00%
CONSTRUCTION MANAGER	1		1			0.00	100.00%
CONTRACT/ENCROACHMENT SUPEVISR	1		1			15.00	100.00%
DESIGN MANAGER	1	1				23.00	100.00%
DEVELOPMENT OFFICER	1		1			8.00	100.00%
DRAFTING TECHNICIAN - SURVEY	1	1				5.00	100.00%
ECOLOGICAL SVCS COORDINATOR	1	1				15.00	100.00%
ELECTRICIAN	2	1	1			12.00	100.00%
ENV GRAPHICS/MM SUPERVISOR	1		1			7.00	100.00%
ENVIRONMENTAL PROGRAM MGR	1	1				14.00	100.00%
EXECUTIVE SECRETARY	1		1			2.00	100.00%
EXHIBIT SUPERVISOR	1	1				16.00	100.00%
EXHIBIT TECHNICIAN	2	2				12.50	100.00%
FACILITIES MANAGER	1	1				29.00	100.00%
FACILITIES SUPERVISOR	1		1			2.00	100.00%
FARM TECHNICIAN II	1	1				7.00	100.00%
FIELD/OFFICE SURVEYOR	1	1				16.00	100.00%

CLASSIFICATION	CLASS TOTAL	ELIGIBILITY TO RETIRE (2010)				AVG. YEARS OF SERVICE	% ELIGIBLE TO RETIRE NOW OR W/IN 5 YRS
		Now: Ages 50+ and 5 yrs service	Within 5 yrs: Ages 45-49, or 50+ with <5 yrs of service	Within the next 6-10 yrs: Ages 40-44	Under 40		
■ FINANCE ANALYST/BUDGET MGR	1	1				9.00	100.00%
■ FIRE CAPTAIN	4	2	2			20.75	100.00%
■ FIRE CHIEF	1	1				7.00	100.00%
■ FISHERIES PROGRAM MANAGER	1	1				30.00	100.00%
■ GARDENER	12	6	4	1	1	12.33	83.33%
■ GENERAL MANAGER	1	1				22.00	100.00%
■ GIS ANALYST	1	1				23.00	100.00%
■ GRANTS MANAGER	1		1			24.00	100.00%
■ GRAPHIC DESIGNER	1		1			7.00	100.00%
■ HEAVY EQUIPMENT OPERATOR	3	2	1			21.67	100.00%
■ HUMAN RESOURCES MANAGER	1	1				11.00	100.00%
■ I S SYSTEMS ANALYST	1		1			3.00	100.00%
■ INFO SERVICES NETWORK MGR	1	1				7.00	100.00%
■ INFORMATION SERVICES MGR	1	1				30.00	100.00%
■ INTEGRATED PEST MGMT SPECIALST	1	1				23.00	100.00%
■ INTERAGENCY PLANNING MGR	1	1				10.00	100.00%
■ INTERPRETIVE SERVICES MGR	1		1			2.00	100.00%
■ LAND ACQUISITION MANAGER	1	1				10.00	100.00%
■ LIEUTENANT	3	1	2			25.33	100.00%
■ MAINT/SKILLED TRADES SUPERVISOR	2	2				22.50	100.00%
■ MAINTENANCE SUPERINTENDENT	1	1				36.00	100.00%
■ MAPPING GRAPHICS TECHNICIAN	1	1				9.00	100.00%
■ MESSENGER	1		1			2.00	100.00%
■ MINE MANAGER	1		1			4.00	100.00%
■ MINING OPERATIONS SUPERVISOR	1		1			2.00	100.00%
■ MINING TECHNICIAN	1		1			12.00	100.00%
■ OFFICE SERVICES ASSISTANT	1	1				23.00	100.00%
■ OFFICE SPECIALIST	2	1	1			4.00	100.00%
■ PAINTER	3		3			4.67	100.00%
■ PARK CRAFT SPECIALIST	12	5	5	2		15.33	83.33%
■ PARK SUPERVISOR II	18	14	1	1	2	23.94	83.33%
■ PARK SUPERVISOR III	13	7	5	1		20.77	92.31%
■ PARK SUPERVISOR IV	2	1	1			28.50	100.00%
■ PARK SUPERVISOR/HORT SPECIALST	1		1			21.00	100.00%
■ PARK UNIT MANAGER	5	5				30.00	100.00%
■ PLUMBER	3	2	1			10.33	100.00%
■ POLICE CAPTAIN	1		1			2.00	100.00%
■ POLICE OFFICER/HELICOPTER PILOT	3	2	1			10.00	100.00%
■ POLICE SERGEANT/HELICOPTER PILOT	1	1				31.00	100.00%
■ PROPERTY & EVIDENCE SPECIALIST	1	1				10.00	100.00%

CLASSIFICATION	CLASS TOTAL	ELIGIBILITY TO RETIRE (2010)				AVG. YEARS OF SERVICE	% ELIGIBLE TO RETIRE NOW OR W/IN 5 YRS
		Now: Ages 50+ and 5 yrs service	Within 5 yrs: Ages 45-49, or 50+ with <5 yrs of service	Within the next 6-10 yrs: Ages 40-44	Under 40		
■ PUBLIC INFORMATION SUPERVISOR	1		1			7.00	100.00%
■ PUBLICATIONS COORDINATOR	1	1				21.00	100.00%
■ RESERVATIONS COORDINATOR	1	1				26.00	100.00%
■ REVENUE ANALYST II	1	1				23.00	100.00%
■ REVENUE MANAGER	1		1			19.00	100.00%
■ RISK & SAFETY MANAGER	1	1				12.00	100.00%
■ ROADS & TRAILS SUPERVISOR	1		1			1.00	100.00%
■ SANITATION TRUCK DRIVER	4	1	3			7.75	100.00%
■ SANITATION/RECYCLING SUPERVISOR	1	1				34.00	100.00%
■ SR. CHIEF OF SURVEY PARTY	1	1				5.00	100.00%
■ SR. CONSTRUCTION INSPECTOR	1	1				26.00	100.00%
■ SR. RIGHT OF WAY AGENT	1	1				15.00	100.00%
■ SR.CIVIL ENGINEERING TECHNICIAN	2	1	1			11.00	100.00%
■ STEWARDSHIP MANAGER	1		1			25.00	100.00%
■ STORES SUPERVISOR	1		1			16.00	100.00%
■ SUPERVISING NATURALIST II	4	4				19.25	100.00%
■ SUPERVISING NATURALIST III	1	1				23.00	100.00%
■ SUPERVISING NATURALIST IV	1	1				30.00	100.00%
■ SURVEY TECHNICIAN	2	2				24.50	100.00%
■ TRADES MANAGER	1	1				34.00	100.00%
■ TRAILS COORDINATOR	1	1				23.00	100.00%
■ TRAILS DEVELOP PROGRAM MGR	1	1				10.00	100.00%
■ WATER UTILITIES MAINT SUPERVISOR	1					7.00	100.00%
■ WATER UTILITIES MAINT TECHNICIAN	1		1			5.00	100.00%
■ WEBSITE DESIGNER	1		1			2.00	100.00%
■ WILDLAND VEG PROGRAM MGR	1	1				5.00	100.00%
■ WILDLIFE PROGRAM MANAGER	1	1				5.00	100.00%

Table 5

These specific job classifications are being pointed out because they are held by individuals who have gained a wealth of experience and organizational knowledge with the District. It would be ideal to find a way to transfer or share this knowledge to their replacements.

A. Management Level Age Demographics

Range	2010				2004			
	50 +	45 – 49	40 - 44	< 40	50 +	45 – 49	40 - 44	< 40
MG00	0	0	0	0	n/a	n/a	n/a	n/a
MG01	4	2	2	1	6	2	3	0
MG02	9	3	0	1	6	1	5	0
MG03	4	3	0	0	8	1	0	0
MG04	8	3	1	1	5	1	2	1
MG05	5	1	0	0	7	0	0	0
MG06	2	2	0	0	0	0	1	0
MG07	3	1	0	0	3	1	1	0
MG08	3	1	0	0	3	0	0	0
MG09	1	0	0	0	1	0	0	0
MG10	1	0	0	0	1	0	0	0
Totals:	40	16	3	3	40	6	12	1

Table 6

It is important to note these are not true numerical comparisons. Since 2004 there has been both addition and movement within the management classifications, including:

- New Assistant District Counsel classification in MG06
- New Interpretive Services Manager classification in MG03
- New Human Resources Officer I classification in MG00
- New AGM II - Finance and Management Services classification in MG08, previously AGM I - Management Services in MG07
- Fire Chief in MG06 (previously MG04)
- Park Unit Manager in MG04 (previously MG03)
- Design Manager in MG03 (previously MG02)
- Facilities Manager in MG03 (previously MG02)
- Trades Manager in MG03 (previously MG02)

When taking management into consideration, it is important to remember that the majority of management staff have promoted and worked their way up to the positions they now hold. This progression is one reason that the majority of District management is closer to retirement.

To deal with the large number of management employees that can and will soon retire, it is necessary to look at specific job titles and the “bench strength” behind them.

B. Police Association Demographics

The Police Association appears to have a healthy range of ages within their job levels. This will be beneficial for future retirement and possible in-house promotions.

Classification	2010				2004			
	50+	45-49	40-44	<40	50+	45-49	40-44	<40
Police Officer	1	5	7	23	3	3	5	26
Fire Captain, Sergeant	4	3	3	6	3	4	2	4
PO / Helicopter Pilot	2	1	0	0	0	0	1	0
PS / Helicopter Pilot	1	0	0	0	0	3	0	0
Totals	8	9	10	29	6	10	8	30

Table 7

III. Retirement Facts

This section provides additional information that should be taken into account when deciding on workforce planning for the District.

Below are some facts to keep in mind when looking at the retirement potential of the District's workforce.

- Not everyone will retire when they are eligible. Retirement decisions are based on individual circumstances.
- According to statistics from the CalPERS website up until June 30, 2009, retired members had an average 20.1 years of service, up from 18.7 years in 2004, and the average age of retirement was still 60.
- Below are the results of a 2009 Retirement Confidence Survey. Note the dramatic increase in employees who feel they will be retiring at age 66 or older.

Expected Retirement Age	2009	2002
Age 66 or older	31%	18%
Age 65	23%	29%
Between the ages of 60 - 64	17%	22%
Age 59 or younger	9%	17%
Expect to never retire	10%	n/a
Unsure about retirement age	6%	n/a

Table 8

- According to the same survey, 72% of employees expect to work for pay after retiring, up from 66% in 2002.
 - In 2009, 34% of retirees worked after they retired, up from 24% in 2002. Some of the reasons cited included enjoyment of work and wanting to stay involved, the ability to keep benefits, extra money, and to try a different career.

The Social Security impact:

- Because of longer life expectancies, the Social Security law changed in 1983 to increase the full retirement age in gradual steps until it reaches age 67. This change began in the year 2003, and affects people born in 1938 and later. The earliest a person can start receiving Social Security retirement benefits still remains at age 62.

East Bay Labor Market Information:

- According to the December 2009 California Labor Review provided by the State of California Labor and Workforce Development Agency's Employment Development Department, the Alameda and Contra Costa Labor Force greatly exceeds the amount of employment by approximately 140,800 workers. The unemployment rate for the combined counties is 10.9%.

IV. Possible Initiatives

A. Retention of Older Employees

“Skills, knowledge, experience, and relationships walk out the door every time somebody retires – and they take time and money to replace” (Dychtwald, Erickson, and Morison, 2004).

An idea that many companies are now incorporating into their work arrangements is flexibility. Companies are realizing the value of their experienced employees and trying to retain them longer. There are a few different methods that have sprouted from this idea:

Phased Retirement and Flexible Scheduling

According to a 2001 Watson Wyatt survey, phased retirement has taken many forms, including:

- Reduced workdays or workweeks
- Job transfers
- Extended leaves of absence
- Job sharing
- Hiring retirees as part-time/temporary employees

Offering phased retirement options gives employers advantages:

- Retention of institutional knowledge and specialized skills
- Savings on the costs of hiring and training new employees
- Ability to create a transition plan for retirees to mentor their replacement

Employees are fond of phased retirement because:

- It allows them to ease out of their jobs by reducing hours of full-time work and move gradually into retirement
- It allows them to continue to earn an income under more flexible terms
- “Many retirement-eligible workers, financially unprepared for full retirement, need to continue earning an income”(Wyatt, *Phased Retirement*)

Mentorship/Coaching Programs

An older employee that is working part-time would be perfect for a mentorship. A mentorship refers to an experienced, senior leader or manager who develops younger, less experienced workers and aids in their development to become future leaders.

A mentorship would enable an older worker to share their knowledge and instruct advancing workers in technical, leadership, and management skills.

B. Know Employee Intentions

Knowing where each employee is in his/her own development and where they would like to head is beneficial to workforce planning.

Meeting individually or surveying employees are two ways of addressing this issue and assessing individuals.

Advantages of knowing employee intentions:

- Allows for the planning of employee development to meet future vacancies
- Enables personal feedback and advice for helping employees in their career directions
- Creates job satisfaction for employees

C. Train and Prepare for Advancement

“Companies that realize talent must be developed through work experiences and a developmental process are more likely to keep talented employees in the organization” (Orellano and Miller, 2002).

Organizations are often faced with the need to replace key management. The best idea is to develop workers through different methods in order to prepare them to step into these key management positions.

There is always a need for competent, well-trained employees who are able to step into new roles. Creating internal development programs for current staff to move into vacated supervisory and managerial positions will help to make promotions go smoothly.

Employee Development processes:

- On-the-Job Training
- Training Seminars and Workshops
- Job Rotation
- Mentorship Programs/One-on-One Training
- 360 Degree Employee Performance Appraisals

D. Promotional Preference Awareness

Supervisors have first hand knowledge of an employee's abilities, weaknesses, strengths, skills and dedication. They are an important asset in finding the right person for a position.

During employee evaluations, supervisors have an opportunity to survey their 'bench strength' for workers that are able to fill higher level positions. Utilizing employee evaluations in this way will allow a supervisor's suggestions for promotion to be as current and accurate as possible.

In addition, have supervisors give written recommendations during in-house promotional examinations.

E. Competitive Recruitment

At the District, many of the potential replacements for supervisory and managerial jobs are also eligible to retire now or soon. This means that these positions need to be filled by the best candidates. The best way to do this is to make recruitment efforts competitive.

- The public sector must be able to compete with the private sector and other public agencies to attract and retain the best candidates for vacant positions.
 - Look for quality versus quantity of candidates
 - Establish targeted recruitments: build relationships with specialized schools (can also help with training sessions)
 - Enhance the District's employer image: show what a great work opportunity it offers
 - Find ways to attract and retain employees of all ages

It is important to see the benefits of two different age groups that can be recruited; the older age group and the younger age group. Recruitment of older workers can offer the District workers with more experience. Recruitment of younger workers

can provide the District with a newer energy and fresh ideas. Both of these groups offer advantages.

F. *Apprentice Programs*

When it is difficult to find candidates with the skills or experience to fill a position, establish an original training program to help them get the knowledge, skills, and abilities that they need to be successful. Hire them at an apprentice-level of the position that is available, and after the training/probationary period, promote them into the full position.

G. *Retirement Statement Systems/Retirement Survey*

Establish a system for people to announce their retirement date a year in advance. This would allow for proper assessment of each position and allow Human Resources to come up with a strategy for replacement. It would also allow for a mentorship program to take place when possible.

Another possible way to pinpoint when employees actually plan to retire or believe they will retire would be to send out a retirement survey. (See Appendix A for the “Workforce and Succession Planning Survey Template” designed by the County of Sonoma.) Using surveys would give feedback and additional information helpful for choosing and implementing processes as well as allowing for employee involvement and readiness to help with future succession planning steps.

Retirement, however, is a very personal decision. The appropriateness of a questionnaire and/or survey should be discussed further with management and other employee groups before implementing these initiatives.

V. *Recommendations*

A. *Find the areas where career planning and development is necessary.*

One of the best ways to plan for workforce changes will be to prepare the workforce itself. Assessment of the current workforce’s knowledge, skills, abilities, and interests will help lead the District’s preparation for change. This can be accomplished through reviews and questionnaires and will also help with developing a Replacement Strategy and deciding what types of training and career development are needed and where.

B. *Develop a Replacement Plan with strategies for key positions that will be able to retire shortly and in the future.*

This report has given a preliminary analysis of job classifications, ages, and years of service. The following positions should be individually addressed for more detailed analysis and succession planning.

These following classifications were identified in Section II as being those where 100% of the employees are eligible to retire now or within five years, and who have an average of 20 years of service or more. Again, management classifications are in bold.

- **AQUATIC MANAGER**
- ARCHITECT
- **ASSISTANT GENERAL MANAGER I**
- **ASSISTANT GENERAL MANAGER II**
- BOTANIC GARDEN SUPERVISOR
- **CHIEF**
- **COMMUNICATIONS AND RECORDS MGR**
- **DESIGN MANAGER**
- **FACILITIES MANAGER**
- FIRE CAPTAIN
- **FISHERIES PROGRAM MANAGER**
- **GENERAL MANAGER**
- GIS ANALYST
- **GRANTS MANAGER**
- HEAVY EQUIPMENT OPERATOR
- **INFORMATION SERVICES MANAGER**
- INTEGRATED PEST MGMT SPECIALST
- **LIEUTENANT**
- MAINT/SKILLED TRADES SUPERVISOR
- **MAINTENANCE SUPERINTENDENT**
- OFFICE SERVICES ASSISTANT
- PARK SUPERVISOR IV
- PARK SUPERVISOR/HORT SPECIALST
- **PARK UNIT MANAGER**
- POLICE SERGEANT/HELICOPTER PILOT
- PUBLICATIONS COORDINATOR
- RESERVATIONS COORDINATOR
- REVENUE ANALYST II
- SANITATION/RECYCLING SUPERVISR
- SENIOR CONSTRUCTION INSPECTOR
- **STEWARDSHIP MANAGER**
- SUPERVISING NATURALIST III
- SUPERVISING NATURALIST IV
- SURVEY TECHNICIAN
- **TRADES MANAGER**
- TRAILS COORDINATOR

C. Implement initiatives to prepare workforce for future changes.

Having addressed the individual positions, work units, and how to efficiently and strategically deal with specific replacements will lead to pinpointing which initiatives would be beneficial to the District's workforce planning process. It is also important to look to the future to make sure the initiatives chosen will help in the long-run and not just the short-term.

VI. Conclusion

This report is a continuation of the General Manager's program in preparing for workforce changes. For the last few years the District has been confronted with significant change, and with large numbers of upcoming retirements imminent, it is obvious that the District will continue to face many changes. It is imperative to move forward quickly with the next workforce planning steps.

Ideally, each individual retirement will be addressed and planned for as much in advance as possible. However, there are some challenges ahead:

- A possible barrier for smooth and successful workforce planning is the current budget situation. The budget cuts have already affected the District by requiring a hiring freeze. It is possible that some positions will be eliminated or that duties will have to be reassigned. It is also possible that more training and other initiatives that could be implemented to support workforce planning may be considered too costly and, therefore, not approved.
- Another problem could be the workforce's lack of adapting to change. It will be important to work with employees by keeping them well informed, preparing them for working with new people, and addressing any changes.

One thing to keep in mind while moving forward is that history tends to repeat itself. After the decline of birthrates from the 'Baby Boom', there was another increase in birthrates called the 'Echo Boom'. It is essential to realize that problems with large numbers of retirements could arise again in decades to come. Having a huge segment of the workforce so homogeneous in age is problematic and should be avoided if possible.

This is a good reason why workforce planning should not just end after this surge of retirements. Workforce planning keeps organizations from being hurt by retirement and turnover. It is an ongoing way to acknowledge the needs of the District and allow for preparation to meet those needs rather than struggling to catch up later. Continuing with workforce planning will help to enhance the growth of the East Bay Regional Park District.

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Appendix A:

Workforce and Succession Planning Survey Template

Originally Produced by the County of Sonoma

Please complete and retire in sealed envelope marked confidential through _____ no later than _____. Thank you for your cooperation is helping us plan ahead.

Name _____ **Job Title** _____

1. What is your retirement timeline? *Please circle one of the fiscal years below.*

FY 09 - 10 FY 10 - 11 FY 11 - 12 FY 12 - 13 Later

2. What might persuade you to postpone your retirement by a year or two?

(Examples: financial incentive, reduced work hours, flexible schedule, reduced responsibilities, managing special projects)

3. Would you be interested in working for EBRPD after retirement? *Please circle.*

As extra help	YES	NO
On contract	YES	NO
In your current department	YES	NO
On a different department/assignment	YES	NO
In what job class _____		

4. Given the skills required to be successful in your position, do you think there is staff in your department who could be successful in your job?

Please circle and comment.

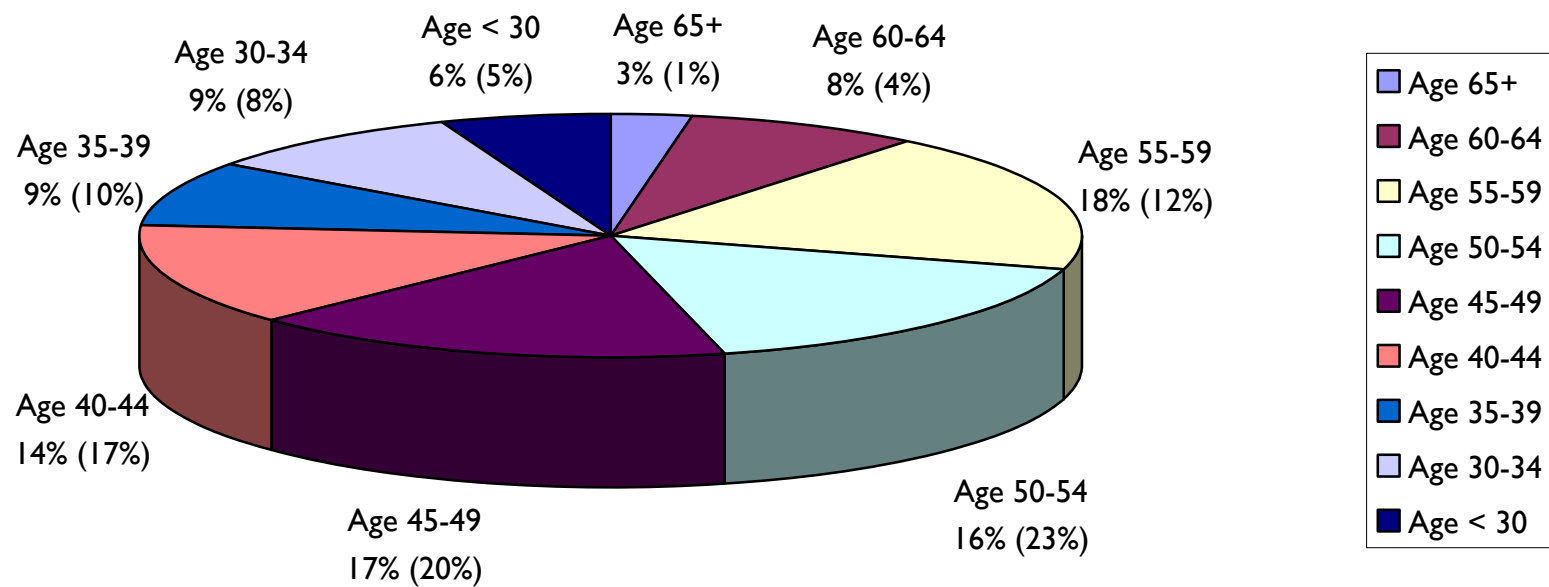
YES NO

5. Please describe briefly what you think should be done to prepare your department for the transition of your retirement.

Appendix B:

Overall Age Breakdown

2010 Update

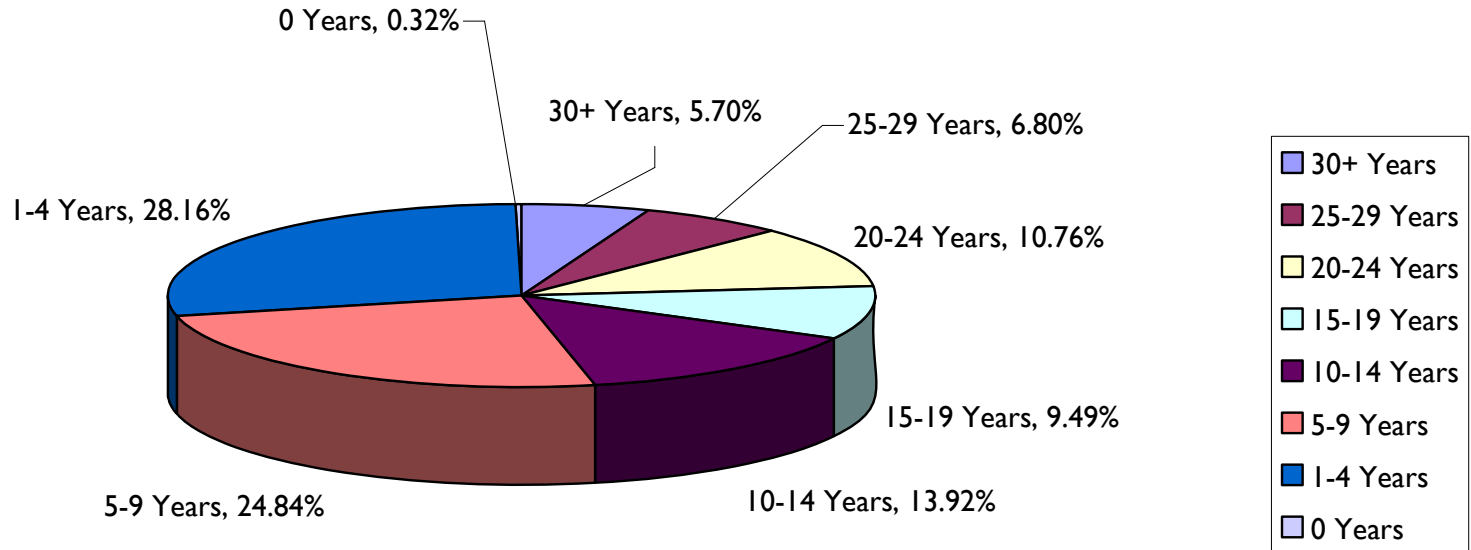


Note: Percentages in parenthesis are from 2004 - included for comparison.

Appendix C:

Years of Service Breakdown

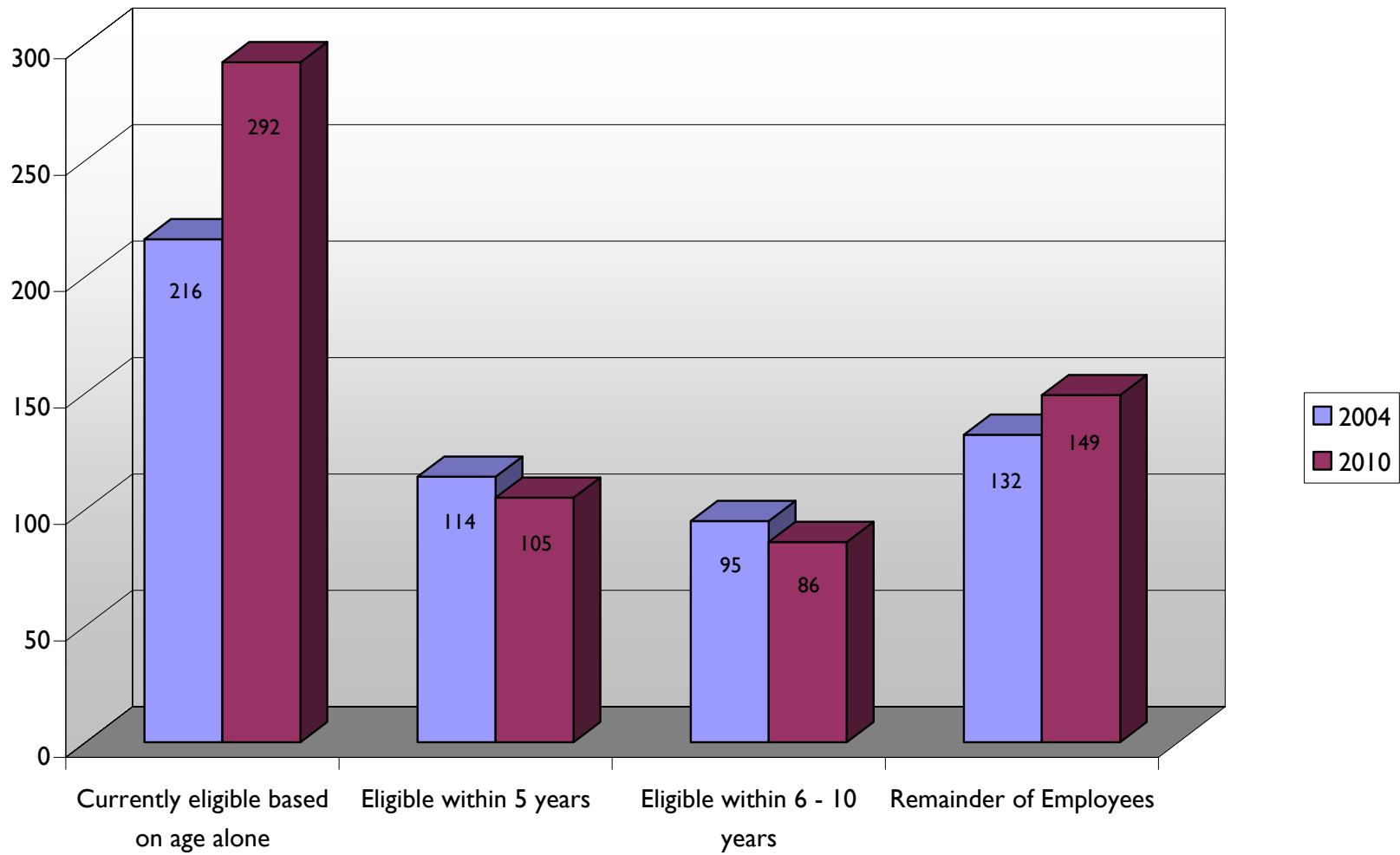
2010



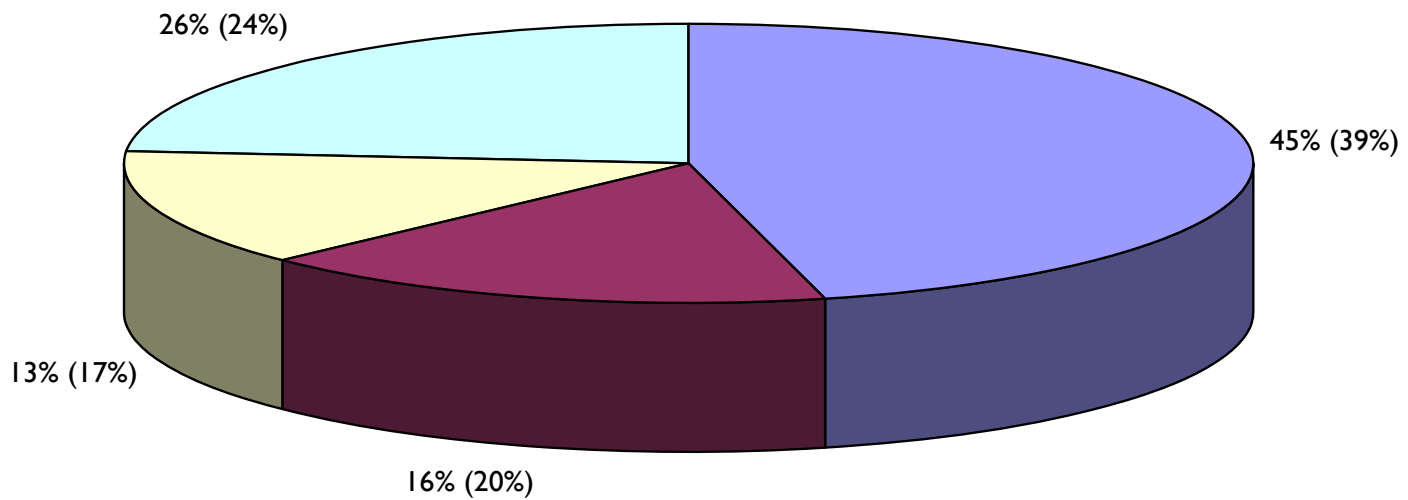
Appendix D:

Retirement Possibilities

2010 Update



Appendix E:
Retirement Forecast
2010 Update



Note: Percentages in parenthesis are from 2004 - included for comparison.

■ Currently eligible based on age alone ■ Eligible within 5 years ■ Eligible within 6 - 10 years ■ Remainder of Employees

Appendix F:

Division/Department Demographic Details

DIVISION / DEPARTMENT	DEPT TOTAL	ELIGIBILITY TO RETIRE (2010)				AVG. YEARS OF SERVICE	% ELIGIBLE TO RETIRE NOW OR W/IN 5 YRS
		Now: Ages 50+ and 5 yrs service	Within 5 yrs: Ages 45-49, or 50+ with <5 yrs of service	Within the next 6-10 yrs: Ages 40-44	Under 40		
ADVANCE PLANNING	3	2	0	0	1	14.33	66.67%
ALAMEDA COUNTY TRAILS	4	2	1	1	0	14.00	75.00%
ANTHONY CHABOT	9	3	3	2	1	8.33	66.67%
ANTIOCH OAKLEY	1	0	0	1	0	7.00	0.00%
ARDENWOOD	13	6	1	3	3	13.38	53.85%
BAY POINT SHORELINE	1	0	0	1	0	9.00	0.00%
BIG BREAK	2	0	2	0	0	4.50	100.00%
BLACK DIAMOND	3	1	2	0	0	16.67	100.00%
BLACK DIAMOND CENTER	7	3	1	1	2	13.14	57.14%
BOTANIC GARDEN	7	4	2	0	1	17.43	85.71%
BRIONES	4	2	1	1	0	20.75	75.00%
BRUSHY PEAK	1	0	0	0	1	9.00	0.00%
CALAVERAS RIDGE	1	0	1	0	0	7.00	100.00%
CARQUINEZ STRAIT	3	2	0	1	0	11.67	66.67%
CENTRAL STORES	3	1	1	0	1	11.67	66.67%
CLERK OF THE BOARD	2	2	0	0	0	16.00	100.00%
COMMUNICATION/RECORDS/EVIDENCE	15	1	2	7	5	8.93	20.00%
COMMUNITY/VOLUNTEERS	1	1	0	0	0	25.00	100.00%
CONSTRUCTION MGMT	12	8	3	1	0	11.42	91.67%
CONTRA COSTA TRAILS	9	3	3	1	2	11.11	66.67%
CONTRA LOMA	10	2	4	2	2	8.90	60.00%
COYOTE HILLS	3	2	0	0	1	8.00	66.67%
COYOTE HILLS CENTER	5	2	2	1	0	12.40	80.00%
CRAB COVE CENTER	5	1	1	2	1	9.40	40.00%
CROCKETT HILL (C & H)	1	0	1	0	0	9.00	100.00%
CROWN BEACH	9	4	2	0	3	13.22	66.67%
CULL CANYON	5	1	0	2	2	10.20	20.00%
DEL VALLE	13	1	8	1	3	9.00	69.23%
DESIGN	12	6	2	1	3	9.17	66.67%
DETECTIVES UNIT	7	1	3	2	1	10.57	57.14%
DIABLO FOOTHILLS	3	1	0	1	1	13.33	33.33%
DISTRICT COUNSEL	2	1	1	0	0	11.50	100.00%
DON CASTRO	5	1	2	1	1	9.40	60.00%
DRY CREEK/PIONEER	2	1	0	0	1	15.00	50.00%
EAST CONTRA COSTA TRAILS	4	1	2	1	0	17.00	75.00%

