



**PLANNING THE NEXT GENERATION:
SUCCEEDING AT SUCCESSION**

Jay T. Spurgin
Public Works Director
City of Thousand Oaks

WHY SUCCESSION PLAN?

47.9

Average age of PW employees

45.9

Average age of PW line staff

54%

Percentage of employees eligible for retirement within 5 years

A PORTFOLIO APPROACH

1. Internship Program
2. Tuition Reimbursement Program
3. Management Certificate Program
4. Thousand Oaks Leadership Academy
5. Mentorship Program
6. Job Shadow Program
7. Read to Lead



HELEN PUTNAM AWARD FOR EXCELLENCE

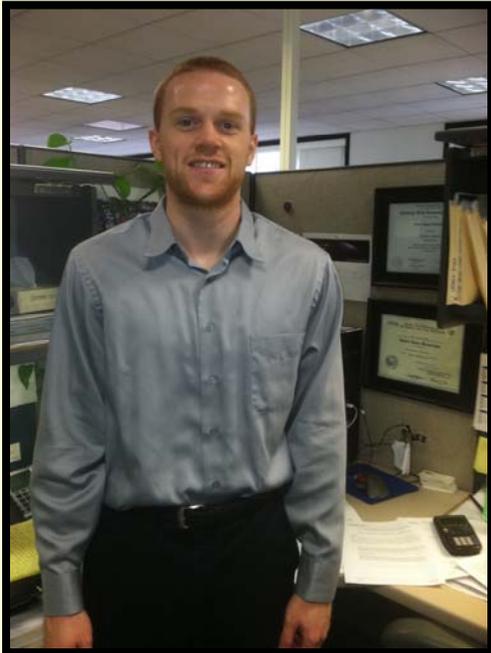


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INTERNSHIP PROGRAM

- Available internship assignments for both high school and college graduates
- Typical internship period is 3-6 months
- Interns develop on-the-job skills with direction from supervisor
- Both paid (\$15/hr.) and volunteer positions
 - Maximum of 1,000 hours per year
 - Total: \$15,000 budget for interns





Robert Richardson, *Engineering Assistant*
Bachelors of Science, Civil Engineering 2010

Intern

March 2004 – Oct 2006

Engineering Tech I

Oct 2006 – March 2011

Engineering Tech II

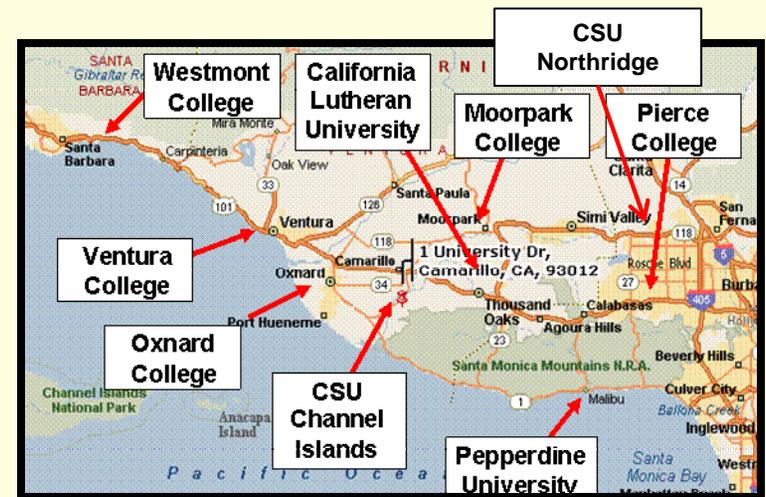
Mar 2011 – June 2011

Engineering Assistant

June 2011 – present

TUITION REIMBURSEMENT PROGRAM

- Associate Degree - 100% tuition and books/coursework up to a maximum of **\$1,000** per Fiscal Year
- Bachelors and Masters Degree - 100% tuition and books/coursework up to a maximum of **\$5,000** per Fiscal Year





TUITION REIMBURSEMENT PROGRAM

Tuition Reimbursement Budget: \$125,000

FY 2009 - \$161,000

FY 2010 - \$82,000

Instituted \$1,000 & \$5,000 cap

FY 2011 - \$31,000

Over the past three years, program has cost \$257 per FTE.

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MANAGEMENT CERTIFICATE

“The in-house degree”

- Series of classes, exercise, training programs offered by the City
- Examples:
 - Time Management
 - Supervisory Concepts
 - Influencing outcomes
 - Essential HR Administrative Policies



TUITION REIMBURSEMENT & MANAGEMENT CERTIFICATE

Rod Cordova, *Assistant Analyst*

Masters of Public Policy, 2011

Bachelors of Science, 2001

Mail Clerk

October 1997 – July 2000

Finance - Customer Service

July 2000 – October 2001

Community Development Technician

Oct 2001 – February 2008

Assistant Analyst

February 2008 - Present



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THOUSAND OAKS LEADERSHIP ACADEMY

- Annual class of 15-20 employees across all departments
- Participate in 6 full days of leadership education
- Learn how to better speak in public, develop staff reports, and understand other functions of the City





THOUSAND OAKS LEADERSHIP ACADEMY

Suzie Underwood, *Utilities Maintenance Worker II*
TOLA Graduate, 2008

Utilities Maintenance Worker I
1989 - 1991

Utilities Maintenance Worker II
1991- Present



**CAPTURE THE KNOWLEDGE BEFORE
IT WALKS OUT THE DOOR**



**ACCREDITED
AGENCY**

#63

- Offer a broad range of succession planning programs to employees
- Internships are not a community service program – it's a way to identify and retain talent without taking a gamble
- Tuition reimbursement programs might not be as costly as once thought
- Leadership/management training provides immediate benefits to employees and organization