PLANNING FOR THE FUTURE: MONTGOMERY COUNTY PARKS

Prepared for course #BUM0785K
Under the supervision of Dr. Nicole Coomber

The University of Maryland – College Park
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PALS - Partnership for Action Learning in Sustainability
An initiative of the National Center for Smart Growth

Gerrit Knaap, NCSG Executive Director
Uri Avin, PALS Director
AGENDA

01
Introductions

02
Project Overview & Methodology

03
Key Insights & Recommendations
INTRODUCTIONS

JACK CLAUFF
Commercial Real Estate Agent, Long and Foster Commercial Division
I am the President of a local Nebraskan nonprofit

JOY CUENCA
Regional Director, Operations DECO
I am currently in the Army Reserves

MELISSA FARZIN
Manager of Operations and Administration, Massachusetts General Hospital
I’m a fitness junkie and avid soccer player of 18 years

ANGELA VAUGHN
Director of Career Services, Robert H. Smith School of Business
I was a former professional athlete, ranked 3rd in the world.

JEREMY WALDRON
Research Fellow, Lockheed Martin
I edited columns for WSJ and WaPo
<table>
<thead>
<tr>
<th>AGENDA</th>
</tr>
</thead>
<tbody>
<tr>
<td>01</td>
</tr>
<tr>
<td>Introductions</td>
</tr>
</tbody>
</table>
THE OPPORTUNITY

CURRENT STATE
Large portion of the current workforce eligible to retire in next 5 years
- 1/3 of the Commission workforce
- 70% of leadership will be eligible to retire
- No strategic succession plan to fill these positions
- Lean workforce provides little overlap

DISRUPTION
Employees in critical roles leaving the workforce

CONSTRAINTS
- Inconsistency in definitions of “at risk” populations across divisions
- Accuracy/availability of information
- Limited time to work with staff

DESIRED RESULT
- Better understanding of at-risk roles
- Prepare pipeline for roles that will be left vacant by retiring employees
MULTI-PHASED APPROACH

Current State Analysis
- Vacancy Risk

Forecasting Tool
- Identification of at-risk positions
- Forecast of recruiting need

Recruitment Strategy
- Identification of talent pools
- Recruitment areas of concentration
METHODOLOGY

MoCo INPUTS
- Termination report
- Vacancy report
- Personnel report
- Organizational charts
- Working title documents
- Performance evaluations

SMITH ACTIVITIES
- Retirement forecasting tool
- Survey
  - Skills mapping, inventory, and lifespan
- Interviews
  - 11 employees
  - 3 divisions

SMITH OUTPUTS
- Projections of vacancies
- Skill turnover by division
- Recruitment recommendations
AGENDA

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RECOMMENDATIONS

1 ENHANCE RECRUITMENT PROCESS

- Maintain database of role descriptions
- Enhance online application to help to vet candidates more efficiently
- Introduce phone screens
- Plan recruitment efforts using forecasting model

FORECASTING MODEL

VISUALIZATION OF FUTURE RECRUITMENT NEEDS FOR 3 DIVISIONS BASED ON RETIREMENT AGE AND VESTMENT

SUMMARIZATION OF RISK POSITIONS BY DIVISION

COMBINE RISK POSITIONS WITH SKILLS REPORT TO PROJECT NEEDS

FURTHER INCORPORATE PREDICTIVE ATTRIBUTES WITH REGRESSIONAL ANALYSIS ON FACTORS AFFECTING RETIREMENT AGE AND VESTED INTERESTS
RECOMMENDATIONS: INTERVIEWS

1. ENHANCE RECRUITMENT PROCESS
   - Maintain database of role descriptions
   - Enhance online application to vet candidates more efficiently
   - Introduce phone screens
   - Plan recruitment with forecasting model

2. REFRESH INTERVIEW QUESTIONS
   - Introduce formal interview questions to better evaluate soft skills (behavioral/case)

3. IMPROVE OPERATIONAL EXCELLENCE
   - Create SOPs and transition documents
   - Streamline offer and hiring process
   - Conduct network analysis to identify “true” critical roles

4. ESTABLISH TALENT DEVELOPMENT PROGRAMS
   - Introduce rotational programs
   - Host informal networking opportunities for employees to learn about other teams outside of their area (ex. Lunch & Learns)
OBJECTIVE:
Determine what skills need to be targeted due to projected turnover and risk

SURVEY DETAILS:
● 437 skills presented to employees
● Asked to rate degree skill relevant to job
● Additionally, asked how long planned on working
## SURVEY RESPONSE

<table>
<thead>
<tr>
<th>Department</th>
<th>Invitees</th>
<th>Respondents</th>
<th>Percent of Invitees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enterprise</td>
<td>39</td>
<td>19</td>
<td>49%</td>
</tr>
<tr>
<td>Facilities Management</td>
<td>96</td>
<td>22</td>
<td>23%</td>
</tr>
<tr>
<td>Horticulture Forestry &amp; Environmental Education</td>
<td>135</td>
<td>22</td>
<td>16%</td>
</tr>
<tr>
<td>Information Technology and Innovation</td>
<td>11</td>
<td>2</td>
<td>18%</td>
</tr>
<tr>
<td>Management Services</td>
<td>16</td>
<td>2</td>
<td>13%</td>
</tr>
<tr>
<td>Northern Parks</td>
<td>82</td>
<td>34</td>
<td>41%</td>
</tr>
<tr>
<td>Office of the Director of Parks</td>
<td>16</td>
<td>2</td>
<td>13%</td>
</tr>
<tr>
<td>Park Development</td>
<td>51</td>
<td>19</td>
<td>37%</td>
</tr>
<tr>
<td>Park Planning and Stewardship</td>
<td>54</td>
<td>22</td>
<td>41%</td>
</tr>
<tr>
<td>Public Affairs &amp; Community Partnerships</td>
<td>24</td>
<td>13</td>
<td>54%</td>
</tr>
<tr>
<td>Southern Parks</td>
<td>81</td>
<td>17</td>
<td>21%</td>
</tr>
<tr>
<td><strong>Overall</strong></td>
<td><strong>605</strong></td>
<td><strong>174</strong></td>
<td><strong>29%</strong></td>
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</tbody>
</table>
## TURNOVER RATE: SURVEY

### Projected Percent of Total Workforce Lost Over Time

<table>
<thead>
<tr>
<th>Department</th>
<th>End of 6 Months</th>
<th>End of 1 Year</th>
<th>End of 3 Years</th>
<th>End of 5 Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enterprise</td>
<td>--</td>
<td>--</td>
<td>7%</td>
<td>33%</td>
</tr>
<tr>
<td>Facilities Management</td>
<td>--</td>
<td>--</td>
<td>6%</td>
<td>18%</td>
</tr>
<tr>
<td>Horticulture Forestry &amp; Environmental Education</td>
<td>--</td>
<td>--</td>
<td>10%</td>
<td>14%</td>
</tr>
<tr>
<td>Information Technology and Innovation</td>
<td></td>
<td></td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Management Services</td>
<td></td>
<td></td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Northern Parks</td>
<td>3%</td>
<td>3%</td>
<td>17%</td>
<td>23%</td>
</tr>
<tr>
<td>Office of the Director of Parks</td>
<td></td>
<td></td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Park Development</td>
<td>--</td>
<td>--</td>
<td>12%</td>
<td>24%</td>
</tr>
<tr>
<td>Park Planning and Stewardship</td>
<td>5%</td>
<td>10%</td>
<td>30%</td>
<td>30%</td>
</tr>
<tr>
<td>Public Affairs &amp; Community Partnerships</td>
<td>10%</td>
<td>10%</td>
<td>10%</td>
<td>30%</td>
</tr>
<tr>
<td>Southern Parks</td>
<td>--</td>
<td>15%</td>
<td>31%</td>
<td>46%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2%</strong></td>
<td><strong>4%</strong></td>
<td><strong>16%</strong></td>
<td><strong>27%</strong></td>
</tr>
</tbody>
</table>
## SKILLS FRAMEWORK

<table>
<thead>
<tr>
<th>Average Competency (Quality)</th>
<th>Specialist Risk</th>
<th>Mastered Skill</th>
<th>Auxiliary Skill</th>
<th>Pipelined Skill</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td></td>
<td></td>
<td>● A skill that is not core to operations.</td>
<td>● Many employees with skill.</td>
</tr>
<tr>
<td>High</td>
<td>● Few employees with skill.</td>
<td>● Many employees with high level of skill.</td>
<td>● Low risk but integral to routine operations.</td>
<td>● Lower average.</td>
</tr>
<tr>
<td></td>
<td>● High skill among them.</td>
<td>● Turnover of any easy to replace.</td>
<td></td>
<td>● Indication of many being trained.</td>
</tr>
<tr>
<td></td>
<td>● Specialists without pipeline for development.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Percent of Workforce (Quantity)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
</tr>
<tr>
<td>High</td>
</tr>
</tbody>
</table>
SKILL TYPOGRAPHY

Results

- Specialist Risk
  - 120 Skills
  - 28%

- Pipelined
  - 49 Skills
  - 12%
Goal:
Move from Specialist Risk to Pipelined
# SPECIALIST RISK SKILLS

## Top 5 Specialist Risk Skills

<table>
<thead>
<tr>
<th>Department Wide</th>
<th>Horticulture Forestry &amp; Environmental Education</th>
<th>Park Development</th>
<th>Southern Parks</th>
</tr>
</thead>
<tbody>
<tr>
<td>3. CDL</td>
<td>3. Equipment Inspection</td>
<td>3. IT Support</td>
<td>3. CDL</td>
</tr>
<tr>
<td>5. Citations and Enforcement</td>
<td>5. Citations and Enforcement</td>
<td>5. ePlans</td>
<td>5. Inventory Management</td>
</tr>
</tbody>
</table>
The project will provide Montgomery County Parks with intelligent data to more accurately prepare for the future.

**Objectives Achieved**

- Identified inefficiencies in the hiring process.
- Discovered employee development opportunities.
- Provided a forecasting interface to visualize future needs in personnel and skills, by department.
- Used insights from interviews, forecasting tools, and surveys to inform recommendations.

**Benefits**

- Reduces “time in need” hires and length of time for vacant positions.
- Provides consistency across department(s).
- Create real time snapshots and a reusable framework to make insightful recommendations and business decisions.
- Assists in focusing recruitment and retention efforts.