

# 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

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Introductions

02

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Project Overview &  
Methodology

03

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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

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# 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

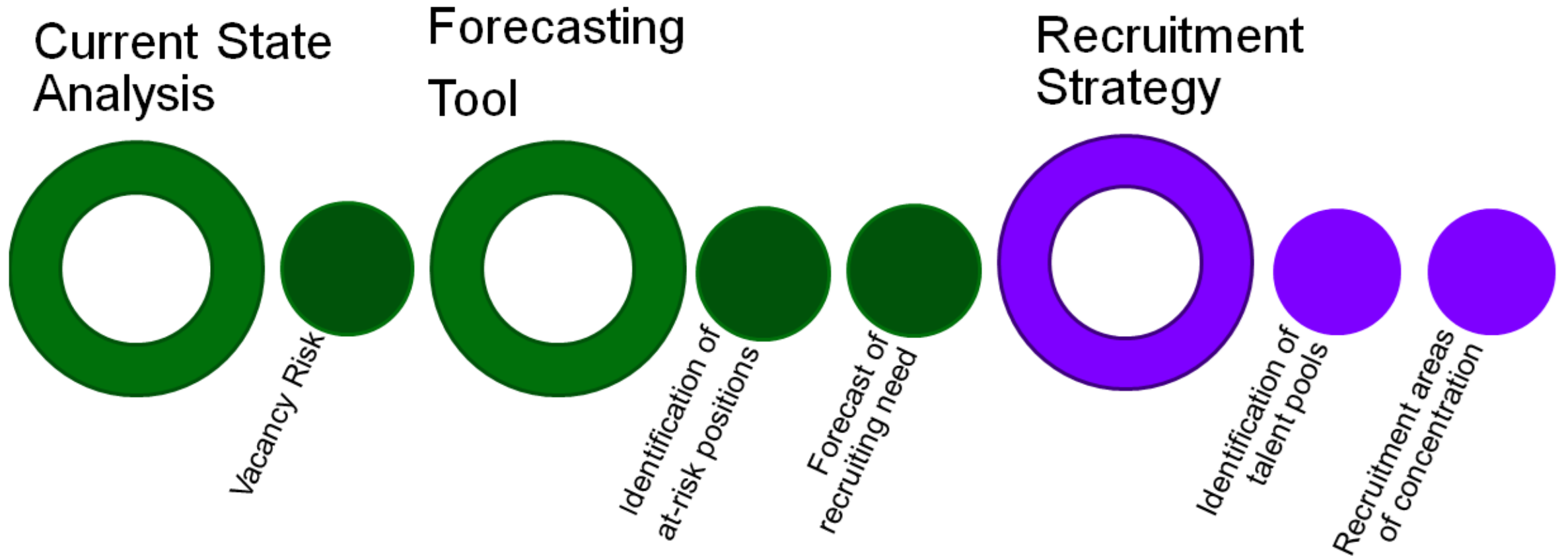
## CONSTRAINTS

- 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



# 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

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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)

# SURVEY OVERVIEW

## 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

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

# TURNOVER RATE: SURVEY

Projected Percent of Total Workforce Lost Over Time				
Department	End of 6 Months	End of 1 Year	End of 3 Years	End of 5 Years
Enterprise	--	--	7%	33%
Facilities Management	--	--	6%	18%
Horticulture Forestry & Environmental Education	--	--	10%	14%
Information Technology and Innovation	N/A			
Management Services	N/A			
Northern Parks	3%	3%	17%	23%
Office of the Director of Parks	N/A			
Park Development	--	--	12%	24%
Park Planning and Stewardship	5%	10%	30%	30%
Public Affairs & Community Partnerships	10%	10%	10%	30%
Southern Parks	--	15%	31%	46%
<b>Total</b>	<b>2%</b>	<b>4%</b>	<b>16%</b>	<b>27%</b>

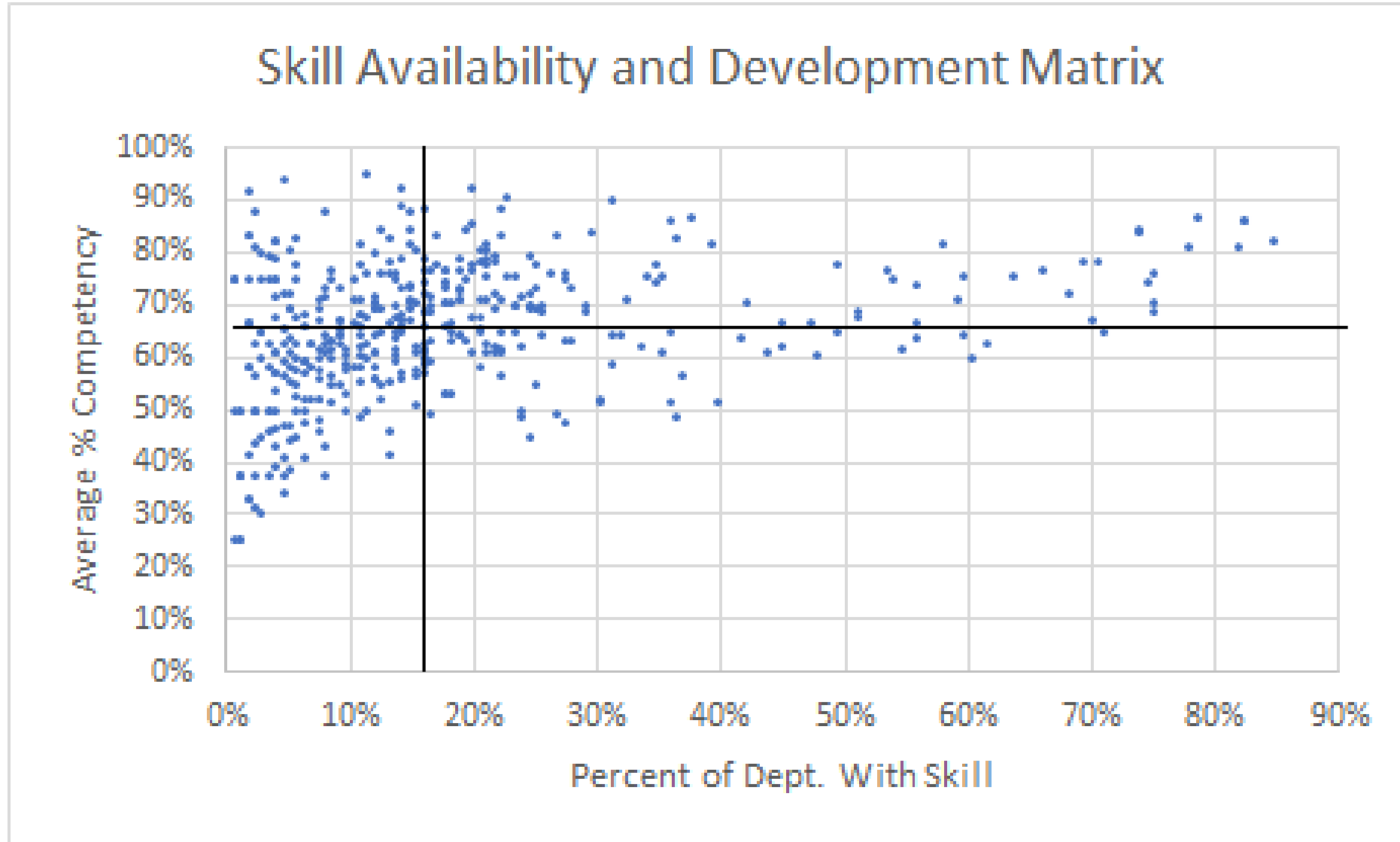
# SKILLS FRAMEWORK

<b>Average Competency (Quality)</b>	High	<b>Specialist Risk</b> <ul style="list-style-type: none"><li>● Few employees with skill.</li><li>● High skill among them.</li><li>● Specialists without pipeline for development.</li></ul>	<b>Mastered Skill</b> <ul style="list-style-type: none"><li>● Many employees with high level of skill.</li><li>● Turnover of any easy to replace.</li><li>● Low risk but integral to routine operations.</li></ul>
	Low	<b>Auxiliary Skill</b> <ul style="list-style-type: none"><li>● A skill that is not core to operations.</li></ul>	<b>Pipelined Skill</b> <ul style="list-style-type: none"><li>● Many employees with skill.</li><li>● Lower average.</li><li>● Indication of many being trained.</li></ul>
		Low	High
		<b>Percent of Workforce (Quantity)</b>	

# SKILL TYPOGRAPHY

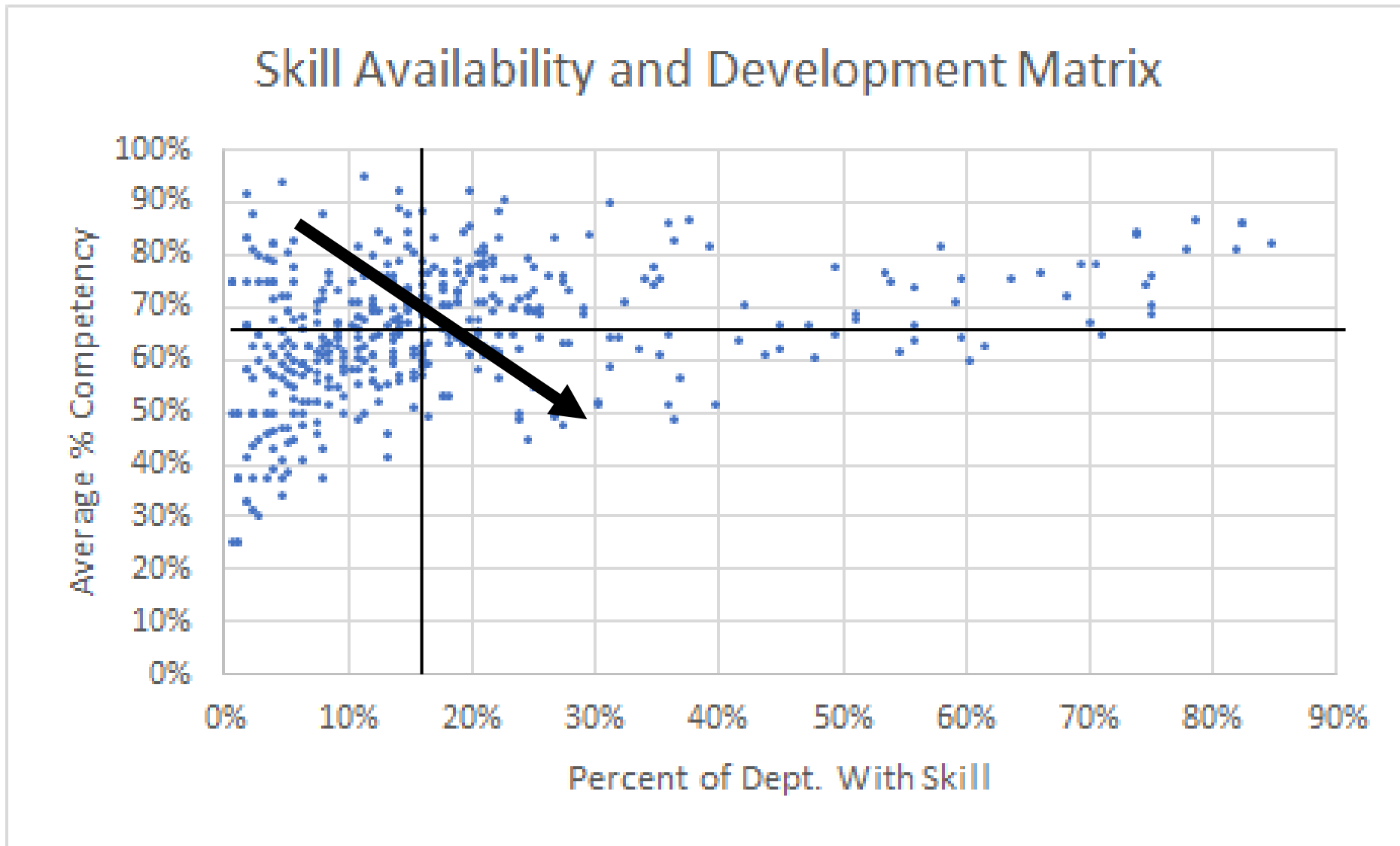
## Results

- Specialist Risk
  - 120 Skills
  - 28%
- Pipelined
  - 49 Skills
  - 12%



# SKILL TYPOGRAPHY GOAL

Goal:  
Move from Specialist  
Risk to Pipelined





# SPECIALIST RISK SKILLS

<b>Top 5 Specialist Risk Skills</b>			
<b>Department Wide</b>	<b>Horticulture Forestry &amp; Environmental Education</b>	<b>Park Development</b>	<b>Southern Parks</b>
<ol style="list-style-type: none"> <li>1. Yield Analysis</li> <li>2. Plumbing/ Water Works</li> <li>3. CDL</li> <li>4. Quarantine Procedure</li> <li>5. Citations and Enforcement</li> </ol>	<ol style="list-style-type: none"> <li>1. Contract Administration and Management</li> <li>2. Affirmative Action and EEO Compliance</li> <li>3. Equipment Inspection</li> <li>4. Job Safety Briefings and Training</li> <li>5. Citations and Enforcement</li> </ol>	<ol style="list-style-type: none"> <li>1. Sports Equipment Procurement, Management, and Maintenance</li> <li>2. Maintenance Plans and Standards Development</li> <li>3. IT Support</li> <li>4. Microsoft Excel / Spreadsheets</li> <li>5. ePlans</li> </ol>	<ol style="list-style-type: none"> <li>1. Logistics Management</li> <li>2. Data Analysis</li> <li>3. CDL</li> <li>4. Park Management</li> <li>5. Inventory Management</li> </ol>

# PROJECT RECAP

**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.

# QUESTIONS

