



ADMINISTRATIVE DIRECTIVE

<b>STRATEGIC WORKFORCE PLAN</b>	NUMBER <b>1.03-1</b>	PAGE <b>1 of 1</b>
	EFFECTIVE DATE <b>February 1, 2014</b>	

**I. PURPOSE**

This directive establishes the City’s Strategic Workforce Plan, a comprehensive approach to workforce development that addresses recruitment and hiring, employee retention, employee recognition, training and career development, and post promotion support. The Strategic Workforce Plan will be implemented in conjunction with the City’s Diversity Recruitment Plan.

**II. POLICY**

Implementation of the Strategic Workforce Plan will improve employee retention and professional growth by providing tools for the recognition, advancement and support of City employees. The City is committed to providing public service with integrity and a vision for the future. City employees are expected to provide excellent service in a rapidly changing environment. City management is expected to provide resources and opportunities to enable City employees to perform excellent work and reach their short – and long-term career goals.

**III. RESPONSIBILITY**

All Department Directors are responsible for the successful implementation of and adherence to the Strategic Workforce Plan. All employees are encouraged to participate in Strategic Workforce Plan programs.

**Appendices**                      None.

**References**                      City Manager Memorandum (December 13, 2013) – Strategic Workforce Plan.

**Review Responsibility and Frequency**      The City Manager’s Office will review this directive as needed.

**Authorized**

  
\_\_\_\_\_  
City Manager

2-26-14  
\_\_\_\_\_  
Date



# MEMORANDUM

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**DATE:** December 13, 2013

**TO:** Honorable Mayor  
and Council Members

**FROM:** Richard Miranda  
City Manager

**SUBJECT:** Strategic Workforce Plan

The mission for the City of Tucson organization is to provide quality government services to our community and it is paramount to acknowledge that our goals are achieved by a committed and dedicated workforce. Because of the global economic crisis, we have had to reconfigure our organization and provide innovation to continue to meet the expectations of our citizenry. Therefore, our workforce has been reduced to levels experienced in the mid 1990's. However, at the same time the demands for service delivery have not been reduced at corresponding levels. These two facts can be considered the new normal for our organization. Therefore, I believe that it is important to develop strategies for providing our current and future workforce the resources and support to meet the expectations of our community.

A sound strategic workforce plan that enhances the abilities of our workforce must include a foundation direction from Mayor and Council. Respective to our workforce, Mayor and Council have made it clear that we as an organization must have a solid understanding of our community's priorities through interactions that builds trust and confidence in each other. A corner stone in the construct of these interactions is to demonstrate and make it observable that diversity in our workforce is an organizational value. As we build on enhancing the strengths of our workforce, this organizational value, diversity, will be inclusive in our strategies.

The strategic workforce plan will be constructed from a framework that includes the following: innovations in hiring and recruiting, retention of employees, acknowledgement of our workforce, preparation for promotion opportunity, examination of promotional processes and post-promotional support. The strategic workforce plan will be implemented in tandem with the recruitment diversity plan being developed by the Human Resources Department.

## **Recruiting and Hiring**

As we move forward there must a defined and observable effort to recruit and hire quality individuals who at the onset demonstrate that they will enhance our service delivery systems by becoming members of this organization. To meet the evolution of future community expectations, it is essential to have recruiting and hiring strategies that are innovative and hold to our organizational values.

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### **Retention of Employees**

It is imperative that we do everything we can to retain employees who excel in our workforce and not lose them to other entities. That we are in a competitive environment for individuals who possess skills and abilities that are significant to our organization must be understood. Therefore, strategies must be developed that keep exceptional employees employed with the City of Tucson.

### **Acknowledgement of our Workforce**

On a daily basis the commitment and dedication of our employees is observable. The acknowledgement of this commitment must be a priority for City leadership. Demonstrations of appreciation and an organizational environment that openly values effort is becoming more necessary as we adjust to lower staffing levels and increasing service delivery demands. Employees have to do more with less and it is paramount that we acknowledge our workforce.

### **Preparation for Promotion**

We must have strategies that enhance each individual's chances to advance professionally. Training and education are basic components of any pre-promotion plan. However, I believe that we must be innovative in these pre-promotional activities. Programs that include job shadowing, internal internships and interaction with community members must be included in our portfolio of pre-promotional opportunities. This period of discovery provides a bedrock of thought when one is preparing for advancement.

### **Promotional Processes**

I have charged Assistant City Manager Martha Durkin to conduct a review of all promotional processes and provide recommendations to me on the analysis to assure fairness and consistency within our promotional processes.

### **Post –Promotion Support**

Although some departments have a program that guides newly promoted individuals in their new assignment, there must be organizationally defined efforts that ensure the success of our investment in newly promoted individuals. In addition, formal mentoring and coaching programs need to be developed as part of our plan.

### **Conclusion**

The creation and implementation of the strategic workforce plan will be an organizational team effort headed by Assistant City Manager Martha Durkin. Included in her team will be individuals from all ranks within the organization. Ideas of innovation have come forward from our Supervisory Core Capstone Projects and these individuals will be included within this group.

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I have met with our department heads and have communicated to them directly that the development of this plan is crucial. Their full commitment to its development and implementation is an expectation. The entire Executive Leadership Team is aware that I have placed this matter as a priority therefore; the dialogue on these issues will be immediate. Certainly, your feedback or commentary is welcomed. Please feel free to contact me or Assistant City Manager Durkin on the matter.

Thank you.

RM/yle

C: Martha Durkin, Assistant City Manager  
Kelly Gottschalk, Assistant City Manager/Chief Financial Officer  
Albert Elias, Assistant City Manager  
Executive Leadership Team  
Mayor and Council Aides