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CITY RECORDER USE ONLY:

AGENDA ITEM #: _____

MEETING DATE: _____

FINAL ACTION: _____

CITY COUNCIL MEMORANDUM

WORK SESSION:

TO: *City Council*

FROM: *Jesse VanderZanden, City Manager*

PROJECT TEAM: *Jesse VanderZanden, City Manager
Brenda Camilli, Human Resources Director*

DATE: *April 10th*

SUBJECT TITLE: *Work Session: Organizational Structure Analysis and Succession Planning Guidelines*

Purpose and Intent:

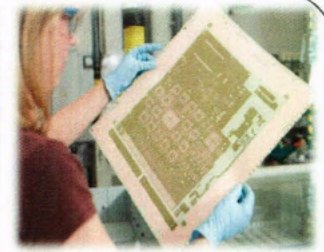
The purpose and intent of the Work Session is to brief City Council on a proposed Organizational Structural Analysis (limited to Departments, Directors and Managers) and Succession Planning Guidelines and seek feedback on the analysis' scope, processes, and expected outcomes. Staff is recommending the proposed analysis be performed by the Local Government Personnel Institute.

Background:

Structurally, the City of Forest Grove has nine Departments managed by one City Manager. It has eight Department Directors and 18 division Managers, all of whom are exempt and unrepresented. Several Directors are currently eligible for retirement and others will be within the next five years. The Director of Light and Power is vacant and the Community Development Director will be vacant at the end of August.

In an effort to prepare for this eventuality, evaluate efficiencies, guide decision making, lend stability and clarity to future recruitments at the Director and Manager levels, and accomplish Council Objective 1.7 "Staff Succession Planning: draft 1-2 page executive summary report outlining procedural guidelines for staff succession planning efforts..." staff is proposing to contract with the Local Government Personnel Institute (LGPI) to perform an Organizational Structure Analysis of the Director and Manager levels and Succession Planning Guidelines; the process, scope, and expected outcomes will be the topic of the Work Session.

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Organizational Structure Analysis and Succession Planning Guidelines

Jesse VanderZanden, City Manager

Robb Van Cleave, Executive Director, LGPI

Ruth Mattox, HR and Labor Relations Consultant, LGPI

Purpose and Intent

- Brief City Council on a proposed Organizational Structure Analysis and Succession Planning Guidelines and seek feedback on the analysis' scope, processes, and expected outcomes.
- Analysis to be conducted by Local Government Personnel Institute (LGPI).

Why Now?

- Addresses Council Objective 1.7: “Staff Succession Planning: draft staff succession planning guidelines...”
- Recent retirement of Light and Power Director.
- Pending retirement of Community Development Director.
- Several Directors currently eligible and more will be eligible for retirement within 5 years.
- This is a proactive effort to evaluate efficiencies and guide decision making on Director-level and managerial positions and departmental structures before these retirements happen.
- Lends stability and clarity to staff succession planning efforts.
- Not been done in recent history.

Introductions

- **Robb Van Cleave, Executive Director**

- 26 years of experience leading human resources, labor relations and risk management in local government.
- 15 years as an elected official in city government, serving as City Councilor, Council President and Mayor.
- Past chair of the Board for the Society for Human Resource Management (SHRM), the world's largest HR membership organization devoted to human resource management.
- BS in Psychology from Oregon State and holds SHRM-SCP, SPHR and IPMA-CP designations.

- **Ruth Mattox, Human Resources / Labor Relations Consultant**

- Over 15 years of experience as a Human Resources professional including senior level experience.
- Extensive experience in the private, public, and non-profit sectors. Public sector experience includes serving in capacity of Assistant City Manager and County HR Director. Most recent experience is with Silverton, Oregon as its Administrative Services Director.
- Started her own small business at the age of 23.
- BS in Organizational Communication from the University of Utah, and holds PHR, IPMA-CP and SHRM-SCP designations.

About LGPI

- Local Government Personnel Institute (LGPI).

<http://www.lgpi.org/>

- LGPI is a resource for Oregon Cities, Counties, and Special Districts for Labor Relations and HR Assistance.
- LGPI has performed many such analysis' for other cities and specializes in these matters in local government.
- LGPI's Board of Directors is composed of the Executive Directors of the Association of Oregon Counties and the League of Oregon Cities; three County representatives and three City Representatives.
- Forest Grove is a member of LGPI.

Proposed Scope

- Phase I
 - Hold Council Work Session to discuss project goals, expected outcomes, and solicit feedback (today)
 - Meet with Department Directors to discuss project goals and expected outcomes
 - Identify data collection items and develop data collection tools, i.e., interviews, city comparisons
 - Identify interview participants

Proposed Scope

- Phase II
 - Conduct up to 30 interviews including Directors, Managers, and Leads.
 - Perform additional research into comparable City systems, structure, and personnel.
 - Gather comparator data including organizational charts and job descriptions.

Proposed Scope

- Phase III
 - Analyze data and document findings
 - Conduct informational charrette with Directors regarding preliminary findings
 - Develop and document findings and/or recommendations
 - Review final findings and/or recommendations with City designated representatives and Department Directors

Proposed Scope

- Phase IV
 - Meet with City Council to present findings and/or recommendations
 - Prepare organizational charts reflecting findings and/or recommendations
 - Prepare final report listing findings, organizational charts, and/or recommendations
 - Prepare 1-2 page executive summary outlining staff succession guidelines

Discussion Points

- Overall Scope
 - Focus on Director-level positions
 - Interviews
 - What comparable cities to use
 - Format and expectations for Final Report
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