



Building Operational Continuity through Strategic Workforce Planning

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Meet our presenter



Caitlin Humrickhouse

Principal, Baker Tilly Public Sector
Caitlin.Humrickhouse@bakertilly.com
+1 (312) 729 8098

Agenda

- What is workforce succession planning?
- Why think strategically about talent?
- Creating the strategic workforce plan



What is succession planning?



What is workforce succession planning?



Understanding

Systematic identification of key positions needed to support the organization's long-term goals and objectives



Identifying

Potential candidates and their respective developmental needs that align with the specific skill requirements



Prioritizing

Time and budget to improve recruitment pipelines, build external recruitment plans and invest in developing high potential internal candidates

What is workforce succession planning?

It is NOT

- Limited only to senior level positions
 - Individual contributors can be mission-critical positions
- Replacing a person
- Grooming a single person as a successor
- HR's sole responsibility

It is

- A systemic process to prioritize budget resources for recruitment and talent development toward key positions
- Planning to reduce the risk associated with a vacant position
- Integrating recruitment and talent development with targeted external pipeline development and internal talent pool coaching
- Quarterbacked by human resources and executed by people managers



Why is succession planning important?

Why is succession planning important?

- **Only 8% of government employees are under the age of 30**
- **Millennials now outnumber baby boomers in the workplace**
- **It costs on average 40% of an employee's base salary to hire a new employee with benefits**

Sources:

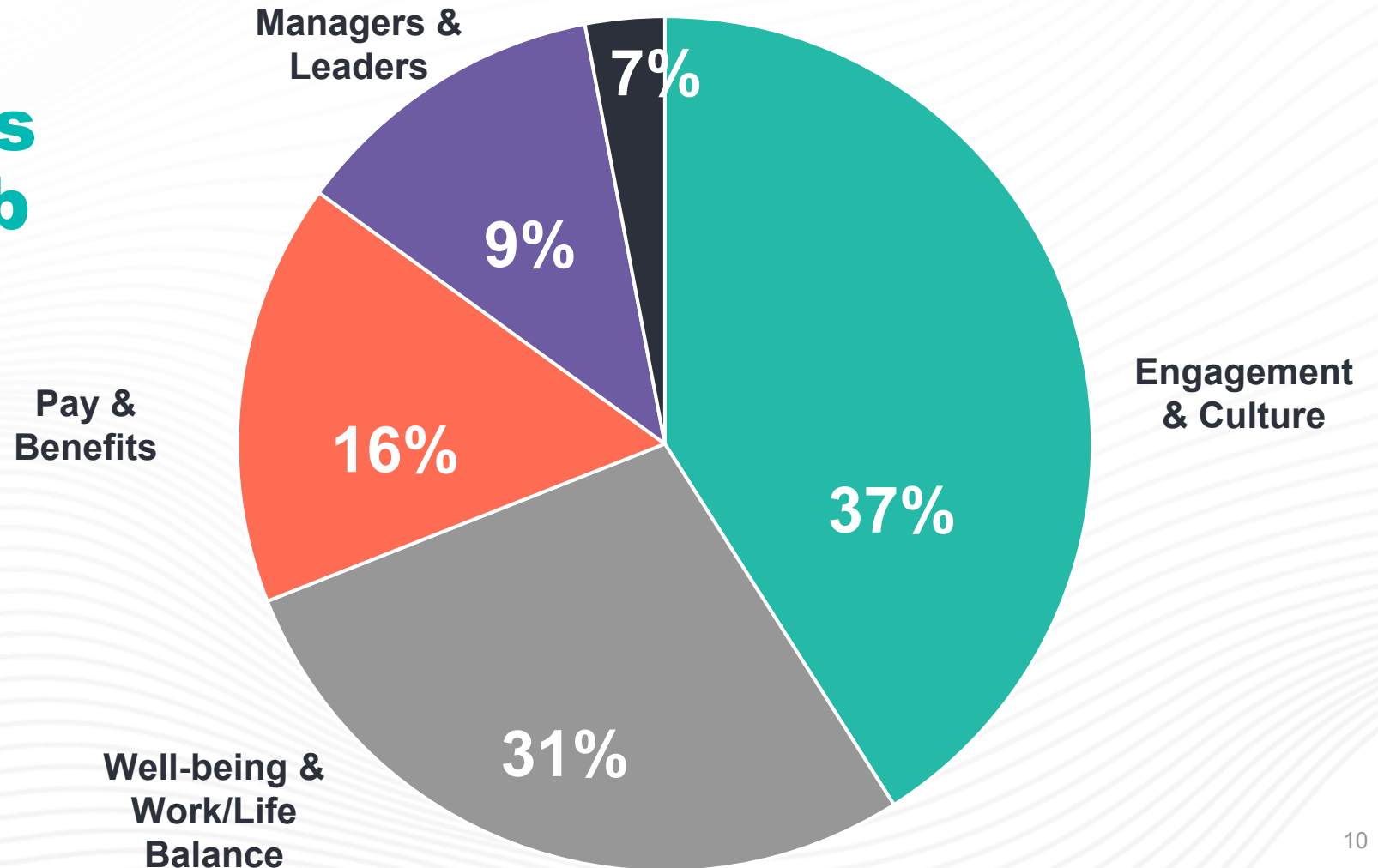
- [The comprehensive guide to local government succession planning](#)

- [Tap into Talent Retention – Driving more effective public sector resource management through stronger benefits programs](#)



Why is succession planning important?

The Four Most Common Themes for Leaving a Job in 2024



Source: Gallup — [Global Indicator: Employee Retention & Attraction](#)



Accepting Turnover as a Reality

How can we prepare?

Institutional knowledge documentation

- Policy and procedure documentation
- Job sharing / swapping
- Loom: Free screen recorder for Mac and PC
| Loom

Succession planning

- Workforce and succession planning – Part 1: getting started - Baker Tilly

Regular salary studies

Keep job descriptions up-to-date

Maintain a pipeline of candidates

- Interns
- Alumni networks
- Industry associations

Three types of employees

Go-getter



Reliable



No, thanks



**How well do you know
your own organization?**

“Half of Your Employees Are Looking to Leave”

Gallup headline, July 27, 2023

JULY
2023



“Is the Great Resignation Making a Comeback in 2025”

HCI headline on January 21, 2025

JANUARY
2024



JANUARY
2025



FEBRUARY
2026



“The Great Resignation is Over”

Society for Human Resource Management Headline on January 10, 2024

“Will 2026 be the year of the great turnover?”

Forbes articles published on January 22, 2026



Key metrics to track:

Employee Attrition Rate

- represents the rate of employee loss in positions where you won't rehire / backfill

Employee Turnover Rate

- represents the rate of employee loss in positions you want to maintain. Can drill down into voluntary vs. involuntary. Segment by department / division and employee level if meaningful.

% of Employees Eligible to Retire within 5 years

- represents the percentage of POSSIBLE retirements within a five-year time frame. Segment by department / division and employee level if meaningful.

Longevity / Tenure Average

- tracks how long employees stay at your organization, on average. Can be an indicator of the strength of retention and engagement activities

Key metrics to track:

Employee Attrition Rate = (# Employee Exits (for positions you won't refill) / Total Headcount) X 100

Employee Turnover Rate = (# of Employee Exits (for positions you will refill) / Total Headcount) X 100

% of Employees Eligible to Retire within 5 years

- calculation will vary in each organization and includes factors such as employee agreements that govern eligibility for retirement, employee data such as age, tenure with the organization, etc.

Longevity / Tenure Average = Average Years of Service / Average Employee Headcount

What Questions Would You Ask? What Decisions Would You Make as a Leader?

Public Works Department-Wide Metrics

- **25** employees in the department
- **4%** Employee Attrition over 12-month period
 - 1 employee of 25 retired, position not refilled
- **12%** Employee Turnover over 12-month period
 - 3 employees left the organization, positions refilled.
- **21%** Retirement Eligibility over the next five years
 - 5 of 24 employees eligible
- **9.1** years average tenure

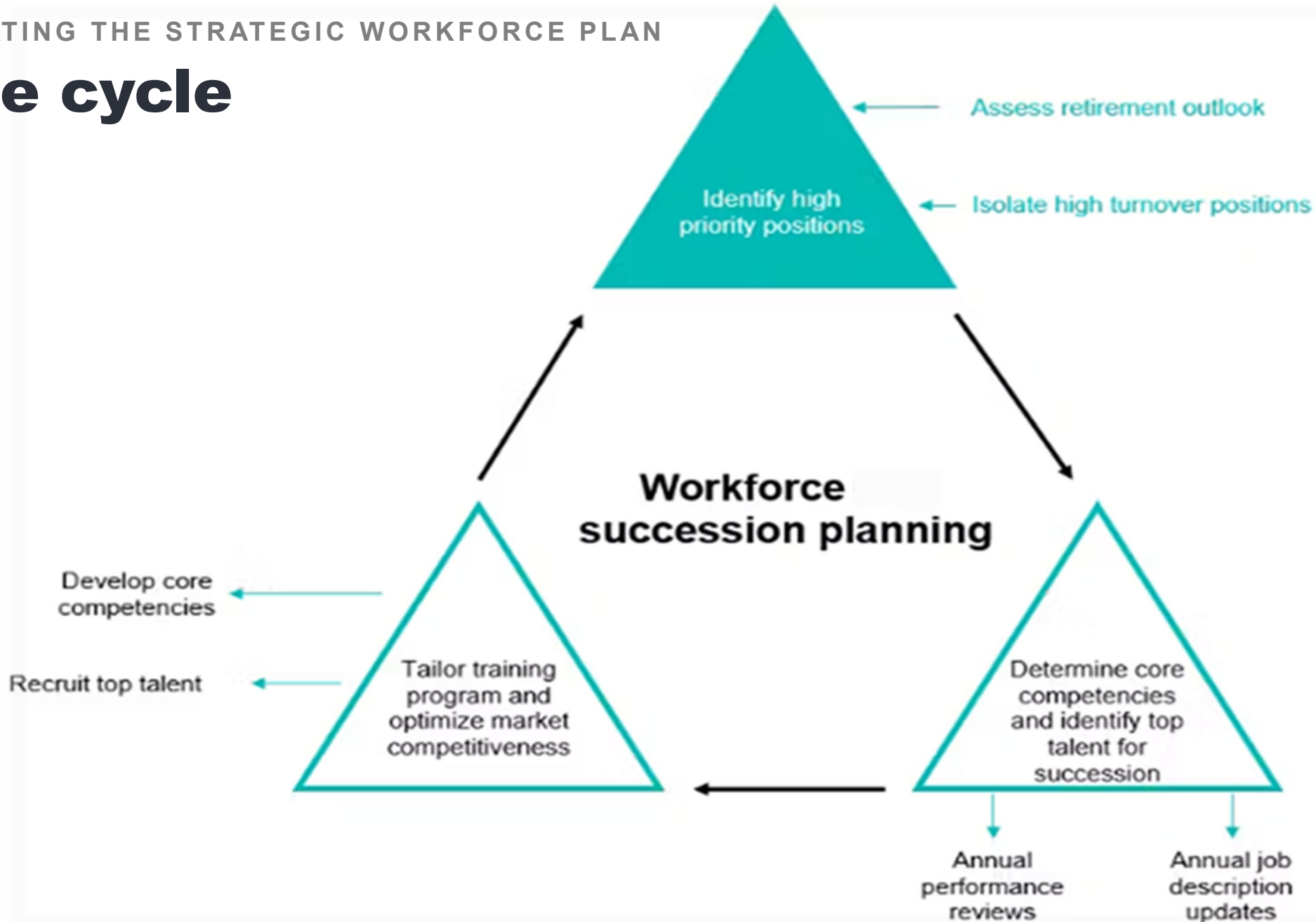
Street Signs Division Metrics

- **3** employees in the street signs division
- **0%** Employee Attrition over 12-month period
 - Retired department employee not in this department
- **67%** Employee Turnover over 12-month period
 - 2 of the 3 employees who left were in this department.
- **0%** retirement eligibility over the next five years
- **2.1** years average tenure

KEY COMPONENTS OF TALENT
MANAGEMENT

Creating the strategic workforce plan

The cycle



Step 1: Know your data

Key documents

- Retirement eligibility by position, division and department
- Turnover by position, division and department

Consider

- Time to fill / time to hire – average and by specialty / hard to fill positions
- Employee engagement surveys
- Exit and stay interview data

**Does a
1-3 month
vacancy pose a
high risk to
operations?**

Step 1: Know your data

Analysis guide

- High turnover or a large retirement eligibility in:
 - A single position with multiple people
 - A position with only one person
 - Hard to fill positions
 - A vertical hierarchy of positions
 - A key leadership position

Preliminary key positions list of 10-15% of total positions

Retirement eligibility



Retirement Eligibility Analysis

Top 10 Departments Cumulative Eligibility by Year

Department	2025	2026	2027	2028	2029	2030
Community Development Department	11%	14%	19%	20%	23%	27%
Department of Public Works	15%	17%	19%	20%	24%	30%
Finance Department	13%	14%	17%	20%	21%	23%
Fire Department	15%	17%	21%	28%	32%	35%
Information Technology Department	60%	60%	60%	60%	60%	60%
Library	19%	21%	26%	28%	28%	28%
Parks & Recreation Department	16%	21%	24%	24%	28%	31%

Value: Count Percent
 Tier: 1 2 3 4

Department:

Retirement Eligibility Totals

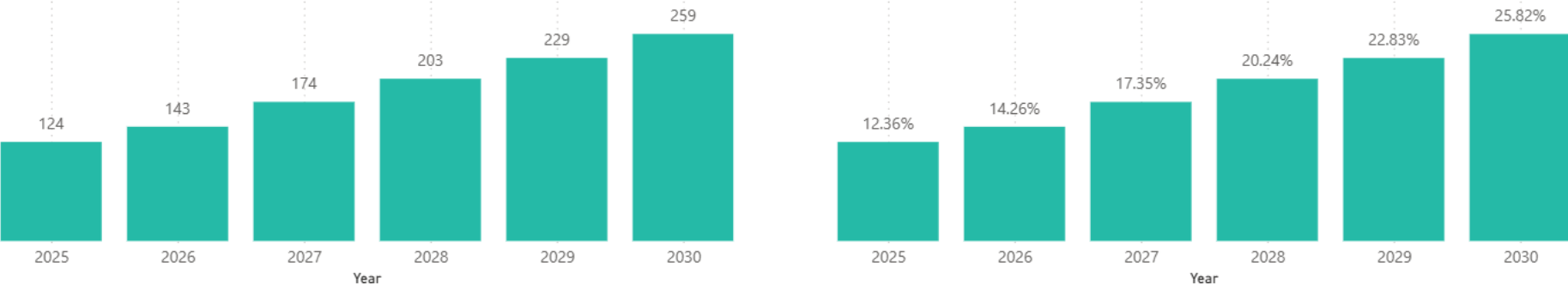
Total employees eligible in 2025

124 **12.36%**

Total employees eligible in 2030

259 **25.82%**

Total Cumulative Eligibility by Year



Retirement eligibility (cont.)

bakertilly Retirement Eligibility Analysis

Department: All | Division: All | Title: All

Department	Division	Title	Active Employees	Eligibility Current Year	Position % eligible	Eligibility Sum 5 Years From Now	Position % eligible in 5 Years	
Information Technology Department	Information Technology	Director Of Inf Technology/CIO	1	1	100.00%	1	100.00%	
		Information Technology Svc Mgr	1	1	100.00%	1	100.00%	
		Sr Information Tech Svcs Mgr	2	1	50.00%	1	50.00%	
City Auditor's Office	City Auditor	Office Specialist III	1	0	0.00%	0	0.00%	
		Management Analyst	1	0	0.00%	1	100.00%	
Fire Department	Fire Administration	Audit Manager	1	0	0.00%	0	0.00%	
		Battalion Chief	1	0	0.00%	1	100.00%	
		Deputy Fire Chief	2	2	100.00%	2	100.00%	
		Driver/Eng Training Division	1	0	0.00%	1	100.00%	
		Fire Chief	1	1	100.00%	1	100.00%	
		Fire Plan Draftsperson	1	0	0.00%	1	100.00%	
		Firefighter II Training Div	1	1	100.00%	1	100.00%	
		Fire Captain - Training	3	0	0.00%	2	66.67%	
		Staff Analyst I	2	0	0.00%	1	50.00%	
		Fire Application Data Analyst	1	0	0.00%	0	0.00%	
	Fire Protection - Shift B	Fire Protection - Shift B	Firefighter I 80 Hrs	3	0	0.00%	0	0.00%
			Management Analyst	1	0	0.00%	0	0.00%
			Office Specialist II	2	0	0.00%	0	0.00%
			Staff Aide I	1	0	0.00%	0	0.00%
			Battalion Chief 24 Hrs	1	0	0.00%	1	100.00%
			Fire Captain 24 Hrs	9	3	33.33%	7	77.78%
			Driver/Eng 24 Hrs	12	1	8.33%	6	50.00%
Firefighter II 24 Hrs	10	0	0.00%	1	10.00%			



Step 2: Conduct a workforce gap analysis

Interview department directors

- How will the state of the industry today affect the business operations for the next 1-5 years? And 5 to 10 years?
- What operations are critical to continuing operations?
- Will reengineering, process improvement or technology impact position needs in the future?
- What job functions, if any, will be consolidated?
- Will the projected workload volume increase or decrease?
- What skills and abilities will be needed to match these changes?
- Are there positions that do not exist that will be needed in the future?



Step 2: Finalize your critical position post

Combining what you've learned from your data analysis, departmental interviews and your understanding of the workforce needs to achieve your organization's strategic goals, create a matrix of findings and a final key position list.

- e.g., 40% of the finance department is eligible to retire within the next 3 years.
Potential impact to the organization: **HIGH**
- e.g., Multiple department directors expressed a lack of confidence in the “soft” skillset of direct supervisors to coach, mentor and engage employees.
Potential impact to the organization: **MEDIUM**

Review and finalize key positions to 10-15% of total positions

Step 3: Identify hard and soft skill needs

Organization Systems International Polaris competency cards	3x3x3 exercise
<ul style="list-style-type: none">• Relationship building• Problem solving and decision making• Influence• Drive and energy• Organizing and planning• Communications	<ul style="list-style-type: none">• Individual contributor, supervisor, manager, executive leadership• 3 traits of great employees• 3 traits of challenging employees• 3 critical technical skills to be successful• 1-2 minutes each

All department directors with key positions in their department with a goal of coming to consensus for the hard and soft skills. Build consensus around what is truly high risk and high urgency.



Step 4: Develop talent pools and identify skill gaps

Meet with department directors to evaluate individual employees

- Consider prior performance reviews
- Be mindful of unconscious bias
- Ask “why” employees are slotted where they are
- Look 1-2 levels down, across divisions/departments and to collaborators
- 9-box assessment is based on their performance in their current position

9-Box assessment - SAMPLE

		POTENTIAL		
		Low	Medium	High
PERFORMANCE	High	Enigma <ul style="list-style-type: none"> Consistent performer and well placed Could be difficult to replace Not considered promotable due to skill, knowledge, ability, aspiration or engagement at work 	Emerging talent <ul style="list-style-type: none"> Excellent performer but needs training/coaching to take on the position Promotable in 6-12 months Potential lateral movement to accelerate development Develop plan to grow/challenge to next level 	Promotable <ul style="list-style-type: none"> Excellent performer – High potential Has taken on more responsibility Ready NOW for the next level position Continue to develop for the next level
	Medium	Effective performer <ul style="list-style-type: none"> Consistent performer and well placed Continue to grow and challenge in plan Not considered promotable at this time Lateral move to support organization needs may be appropriate 	Core employee <ul style="list-style-type: none"> An employee who performs well and needs training/development/coaching to take on the position Could be difficult to replace Continue to grow and challenge in place Lateral move to support the organization may be appropriate 	Emerging talent <ul style="list-style-type: none"> Strong performer with high amount of potential Promotable in 6-12 months Potential lateral movement to accelerate development Develop plan to grow/challenge to next level
	Low	Under performer <ul style="list-style-type: none"> Capability insufficient for current title Typically 1 or 2 performance rating Need organization intervention (outplace or redeploy) Timeline for action/outcome is required 	Dilemma <ul style="list-style-type: none"> Inconsistent performer – typically trending toward 2 performance rating May lack knowledge, skills and abilities Not promotable – performance improvement plan in place 	Solid performer <ul style="list-style-type: none"> High potential with good prior performance Trending to a 2-3 performance rating May be new in position or in a turnaround situation Determine support required for success and if placement is appropriate

- Boxes of Emerging talent and Promotable should be the focus of the evaluation
- Employees, who would be placed in any of the low potential columns or low growth columns, would not be identified for workforce succession planning



Step 5: Identify external recruitment needs

During the meetings with department directors, identify:

- Gaps in hard and soft skills to tailor future coaching for individual employees
 - Aggregate hard and soft skill gaps to inform future training needs
- External association advertisement recommendations
- Competitors to consider for recruitment
- Former high performing employees
- External pipeline development partnerships
 - e.g., trade school apprenticeships for mechanics or facilities
- Positions with one or no internal candidates. Prioritize:
 - Cross-training
 - Process documentation and key internal/external contacts

Step 6: Build the framework

Create aligned events, programs and documentation which addresses the gaps and everything else!

- Incorporate individual development needs into coaching plans and performance goals
- Target recruitment strategy with partners and pipeline development
- Prioritize training budget based on skill gaps identified
 - Update leadership training program
 - Leadership training and executive leadership training programs
- Update diversity, equity and inclusion strategy, resources, budget and plan
- Address management training needs to retain employees
- Modify compensation strategy and market update plan
- Conduct an external workforce availability assessment
- Measuring success

Strategic workforce plan annual cycle



Once implemented, what are the benefits?

- 1** Staff planning is aligned with strategic goals and priorities
- 2** Provide meaningful training and development opportunities for employees
- 3** Foresight to address future staffing shortages before it becomes an issue
- 4** Identify gaps between future job requirements and available workforce
- 5** Proactive, targeted recruitment efforts and increased employee retention

The background is a solid teal color with several concentric circles of varying shades of teal, creating a layered, circular pattern that fades out towards the right side of the image.

Group Activity and discussion

Questions?

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