



April 21, 2021

To the Honorable City Council President, Nick Mosby
and Members of the Baltimore City Council
City Hall, 100 N. Holliday Street, Room 409
Baltimore, Maryland 21202

Re: City Council Bill 21-0059 – Study and Report – Succession Planning

Dear President and City Council Members,

The Department of Human Resources (DHR) has reviewed City Council Bill 21-0059 – Study and Report – Succession Planning. This Study and Report - Succession Planning Bill requires that the Department of Human Resources, in consultation with certain other agencies, submit a report to the Mayor and City Council examining the short and long term sustainability of the City’s internal workforce to ensure that we are able to provide and maintain appropriate service delivery standards for our constituents.

DHR has reviewed the above-referenced Bill and **supports with amendment**.

DHR remains committed to the high performance of City agencies by attracting, developing, and retaining a prepared, highly skilled, and diverse workforce. The realities of our unique and aging population make the succession planning proposal an especially critical study. These are issues that have been discussed in DHR and within the HR Leaders Program, especially in terms of identifying talent gaps and staffing needs; ensuring the growth of new leaders within our workforce; and developing internship and fellowship programs. This proposal will require the implementation of a new strategy across several HR divisions and the integration of data between the Retirement Systems and Human Resources. It will include the leadership of Shared Services, Recruiting, Learning and Development, and our external partners from the Employees' Retirement System (“ERS”) and the Mayor’s Office of Employee Development. In light of the comprehensive nature of the Bill, DHR offers the following amendment:

- On page 1, line 9, replace “120 days” with “180 days.”

DHR embraces this forward-looking proposal as it aligns with current objectives to address both long-standing and emerging staffing needs. For the reasons stated above, we **support with amendment**. If you have questions or concerns, please contact me by email at Quinton.Herbert@baltimorecity.gov or by phone at 410-396-1563.

Sincerely,

Quinton Herbert

**CITY OF BALTIMORE
COUNCIL BILL 21-0059
(First Reader)**

Introduced by: Councilmembers Stokes, McCray, Middleton, Porter, Ramos, Conway, Glover,
Costello, Cohen, Torrence, Burnett

Introduced and read first time: March 22, 2021

Assigned to: Public Safety and Government Operations Committee

REFERRED TO THE FOLLOWING AGENCIES: City Solicitor, Department of Human Resources,
Employees' Retirement System, Baltimore City Public School System, Mayor's Office of
Employment Development, Department of Finance

A BILL ENTITLED

1 AN ORDINANCE concerning

2 **Study and Report – Succession Planning**

3 FOR the purpose of requiring that the Department of Human Resources, in consultation with
4 certain other agencies, submit a report to the Mayor and City Council examining the short
5 and long term sustainability of the City's internal workforce, to ensure that we are able to
6 provide and maintain appropriate service delivery standards for our constituents; and
7 providing for a special effective date.

8 **SECTION 1. BE IT ORDAINED BY THE MAYOR AND CITY COUNCIL OF BALTIMORE, That:**

9 (a) No later than 120 days from the enactment of this Ordinance, the Department of
10 Human Resources, in consultation with the Baltimore City Employees' Retirement
11 System, the Bureau of Budget and Management Research, the Baltimore City Public
12 School System – Career and Technology Education, and the Office of Employment
13 Development, shall submit a report to the Mayor and City Council forecasting the
14 workforce needs of Baltimore City government over the next 5 years.

15 (b) The report required by this Section shall include:

16 (1) a statistical analysis of the total number of individuals employed by each
17 Baltimore City agency, and the number of those employees who are City
18 residents;

19 (2) an assessment of the total number of employees currently eligible to retire in each
20 agency, and a 5-year projection of potential staff turnover;

21 (3) a comprehensive analysis of the current recruitment programs or initiatives each
22 agency has in place to hire local residents when positions become vacant;

23 (4) a survey of the pathways in the School System's Career and Technology
24 Education program, a review of how the program links students to City
25 employment, and a description of the direct hiring programs that are in place or
26 should be created to hire eligible graduates;

EXPLANATION: CAPITALS indicate matter added to existing law.
[Brackets] indicate matter deleted from existing law.

Council Bill 21-0059

1 (5) for each agency with 250 employees or more, a numerical projection of staff in
2 supervisory and management positions who will be eligible for retirement in the
3 next 3 years, and the succession plans in place to ensure staff that are next-in-line
4 for these positions are prepared to take over; and

5 (6) strategies to hire and retain local residents as City employees and to promote
6 current City employees to supervisory and management positions.

7 **SECTION 2. AND BE IT FURTHER ORDAINED,** That this Ordinance takes effect on the date it is
8 enacted.