

DENVER BOARD OF WATER COMMISSIONERS

Meeting Date: 11/9/11

Board Item: V-E-3

Personnel Policy 14-34 Succession Planning

Action by Consent

Action

Information

Denver Water's Executive Guideline E-16 establishes a goal to maintain needed knowledge, talent and skills in its workforce, and encourages succession planning. Two important elements of succession planning are mentoring and knowledge transfer by long-term employees. Many of Denver Water's most knowledgeable long-term employees are eligible for retirement; 50% of all employees will be eligible to retire in the next five years.

To mitigate the impacts of this potential "brain drain" on Denver Water, the Executive Team has developed the attached proposed personnel policy for transition to retirement. Under this policy, the CEO/Manager may approve pre-retirement part-time employment for no more than two years, under circumstances where such employment would benefit Denver Water. Permitting a prospective retiree to work part-time will not increase the number of employees by adding to the number of "TO" slots. Each transitional employment will be subject to a succession planning agreement that will implement the goals of mentoring, knowledge transfer and an orderly succession.

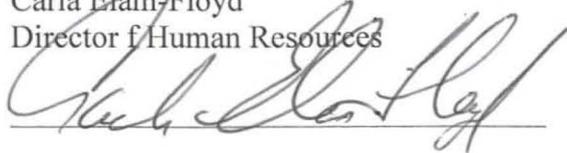
The advantages to Denver Water are knowing in advance when employees with important knowledge and experience will be leaving and being able to plan for transition directly and cooperatively with those employees and their co-workers. Denver Water will also save money because the transitional employees' salary and the cost of some other benefits will be reduced. The advantages to the employee are paying for medical and dental plans at the same rate as full-time employees; working a more flexible schedule in transitioning to retirement; and being recognized for the value they have contributed to Denver Water over a long working career.

Recommendation:

It is recommended that the Board approve the attached new section 14-34 Succession Planning – Pre-Retirement Part-Time Employment.

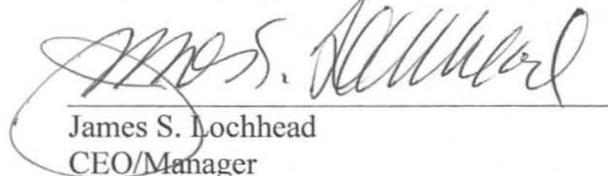
Approvals:

Carla Elam-Floyd
Director of Human Resources



Respectfully submitted,

James S. Lochhead
CEO/Manager



Patti Wells
General Counsel

