The Executive Summary should be interpreted within the context of the complete engagement report.

October 2019

BACKGROUND

Planning and Development Services (PDS) has experienced high turnover in the last year.

According to Human Resources data, in 2018 the Planning turnover rate was 24.3% including retirees. The citywide turnover rate including retirees for the same period was 11.33%.

We issued a culture survey to all Planning and Development employees to establish a culture status baseline and will issue a follow up survey in 2020.

PLANNING AND DEVELOPMENT SERVICES CULTURE SURVEY ASSESSMENT

SCOPE
Our scope included all the Planning and Development Services staff as of our survey date, August 12, 2019.

OBJECTIVE
Establish a benchmark for the state of the culture in Planning and Development Services

CONCLUSION
It is our opinion—based on the survey results, interview comments, and review of other materials—that there are pervasive undercurrents operating within Planning and Development Services that are leading to a less then desirable department culture. It is our opinion that the culture's current state can be righted with proper time and attention.

KEY RECOMMENDATIONS AND RESPONSE

RECOMMENDATION HIGHLIGHT
We recommend that the Director take direct responsibility for addressing the issues, drawing upon resources from Human Resources, Internal Audit, and outside consultants.

MANAGEMENT RESPONSE
We appreciate the department culture survey undertaken by the Auditor's Office. While I [George Adams, Director] do not agree with all of the conclusions found in the PDS Culture Survey, I do support the recommendations and see this as an opportunity to improve the services we provide and create a more productive and fulfilling culture within the department.

We will strive to implement all of the auditor's recommendations. Some of these are completely within our ability to address while others require coordination with executive management or other departments. In general, we believe the timeline for implementation is reasonable, however, we may try to achieve some of the recommendations sooner if possible.

View complete audit report: Link