County Succession Plan Audit
Third Follow-Up Assessment
March 2025

The Washington County Auditor's Office published this audit in May 2021.

Purpose: To determine whether exiting County policies and practices and the Human Resources (HR) strategic plan incorporated best practices for succession planning, including retention of institutional knowledge.

Assessment: The County's implementation of the six recommendations is still in progress. The Auditors' Office will follow-up on the status of the in-progress recommendations in July 2026. The County Administrator's Office has requested a delay in future status updates due to capacity constraints stemming from the budget process.

Audit Recommendations	Status
1. The Chief HR Officer should review and update the HR strategic plan to more fully incorporate best practices of succession planning and should implement the succession planning initiative with all deliberate speed.	In Progress
2. The HR strategic plan should include ongoing monitoring of the succession planning initiative to measure progress toward desired outcomes.	In Progress
3. The Chief HR Officer should propose an Administrative Policy for adoption by the Board that directs the County Administrator to plan for succession in the County workforce.	In Progress
4. The County Administrator should implement that policy through an Administrative Procedure that defines the roles and responsibilities of the CAO, HR and department management in the succession planning process and a process for the capture and transfer of institutional knowledge.	In Progress

Audit Recommendations	Status
5. Once developed, the Chief HR Officer should submit the succession plan to the County Administrator for implementation or Board adoption.	In Progress
6. To better guide succession planning efforts going forward, the CAO should develop a new Washington County Strategic Plan for BCC approval.	In Progress

For more information about the original 2021 report, please visit the Washington County Auditor's Office website.