County Succession Plan Audit
4th Follow-Up Assessment
July 2026

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

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

Assessment: The County is still in progress on implementing six recommendations. The status has not changed in the past three years. The County is hiring a new Chief Human Resources Officer and plans to discuss a succession planning policy with their new team in 2027. The Auditors' Office will follow-up on the status of the in-progress recommendations in July 2027.

Audit Recommendations	Status
1. The Chief Human Resources Officer should review and update the Human Resources 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 Human Resources strategic plan should include ongoing monitoring of the succession planning initiative to measure progress toward desired outcomes.	In Progress
3. The Chief Human Resources 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 County Administrative Office, Human Resources, and department management in the succession planning process and a process for the capture and transfer of institutional knowledge.	In Progress
5. Once developed, the Chief Human Resources 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 County Administrative Office should develop a new Washington County Strategic Plan for Board approval.	In Progress

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