

Staffing Patterns Subject Guide

By the IAAO Library

IAAO has published benchmarks on staffing patterns in various materials. This bibliography was compiled to help assessors locate survey data and internal analysis tools. Materials that are listed in the Books section can be purchased in the IAAO Marketplace.

Books

Assessment Administration, IAAO, 2003. In particular, chapter 3, p. 75, Overview of Leadership and Management, and chapter 6, p. 137, Personnel Management. Includes sections over valuing staff, testing of employees, organization charts and employee development.

Assessment Industry Compensation Survey, IAAO, 2016. Includes standardization of job descriptions and analysis of compensation levels for assessment professionals.

Assessment practices self-evaluation guide, 4th edition, IAAO, 2013. Includes a table of typical production rates for typical appraisal tasks by property type and a discussion of formulas for calculating appropriate production standards by property type and complexity.

IAAO Course 400 assessment administration student resource manual, IAAO, 2008, p. SRM 2-11 to 2-13. Includes typical production rates for typical appraisal tasks by property type and formulas for calculating appropriate production standards by property type.

Staffing in assessment offices in the United States and Canada: results of 2013 survey, IAAO, 2014. Includes staffing benchmarks such as parcels per appraiser, agency budget benchmarks, and the impact of technology. (Free to members in the marketplace or library catalog.)

Articles in *LibraryLink* (login to the IAAO web site to download the full text from *LibraryLink*)

Analysis of staffing levels in the assessor's office, by Denise Steiskal, Nancy Anders & the Colorado Division of Property Taxation. Presentation at the 66th Annual International Conference on Assessment Administration, 2011.

Appraisal staffing needs analysis for the assessing function, by Julie Roisen. *Minnesota Equal Eyes*, Fall 2011, 22 (84), 10-18, 25.

Budgeting blues & staffing woes, by Alex Hepp & Tony W. Lindauer. Presentation at the 80th Annual International Conference on Assessment Administration, 2014.

Building excellence and surpassing the performance plateau, by Richard Petree. *Fair & Equitable*, August 2008, 6 (8), 3-5.

Changing of the guard, by Dawyne Hines II. *Fair & Equitable*, October 2006, 4 (10), 6-7.

Changing of the guard revisited, by Chris Bennett. *Fair & Equitable*, April 2017, 14 (4), 26-35.

Data collection production rates, Memorandum by Pete Davis, January 2009.

Governments can attract millennials...by rethinking recruitment practices, by Kevin Prine. *Fair & Equitable*, August 2017, 15 (8), 12-17.

How to do more with less today: Revaluation cycle options and staffing implications, by John Petosky. Presentation at the 69th Annual International Conference on Assessment Administration, 2003.

How do you compare with other assessing organizations? By P. Charley Colatruglio. Presentation at the 68th Annual International Conference on Assessment Administration, 2002. Contains charts of data on staffing benchmarks for Canada.

IAAO staffing benchmark survey, by Lawrence C. Walters & the IAAO Research Committee. Presentation at the 79th Annual International Conference on Assessment Administration, 2013.

Managerial experience and organizational performance: a 15-year panel study of local assessors, by Geoffrey Propheter. *Public Administration Review*, 2015.

Professional trends among U40s in the assessment industry: insight from the 2016 IAAO salary survey, by Paul Bidanset. *Fair & Equitable*, April 2017, 14 (4), 23-25.

Recruiting and retaining good people – It's more than money!, by Clara Woodmansee, Tiffany Burns, & Lori Schlotter. Presentation at the 74th Annual International Conference on Assessment Administration, 2008.

Retaining new public servants, by Jonathan Fisk. *Fair & Equitable*, June 2009, 7 (6), 8-11.

Selection, operation, and support of an independent sales team, by Patrick Alesandrini & Opal Hudson. Presentation at the 81st Annual International Conference on Assessment Administration, 2015.

Staffing and costs in organizations conducting mass appraisal of real estate in the Netherlands: a comparative study, by Adrienne Rietbergen. *Journal of Property Tax Assessment & Administration*, 2016, 13 (1), 37-48.

Unraveling the mystery of strategic workforce planning, by Kim Ashizawa. Presentation at the 80th Annual International Conference on Assessment Administration, 2014.

Online Reports & Articles

[Recruiting millennials for local government employment](#), CivicHR White paper, 2017.

[State and local government workforce: 2016 trends](#), survey by Center for State & Local Government Excellence, 2016.

Web Sites

[Appraisers and Assessors of Real Estate](#), Bureau of Labor Statistics. Includes pay, job outlook, and state data.

[A Comparison of County Assessor Statistics](#), Washington Department of Revenue, Property Tax Division, published annually. Includes assessor staffing levels, workloads, budgets, and comparisons with previous years.

[Municipal Options for More Efficient Assessment Administration](#), New York State, Department of Taxation and Finance.

[Report on Budgets, Workloads, and Assessment Appeals Activities in California Assessors' Offices](#), The State Board of Equalization, published annually.