Succession Management and Leadership Development

Chris Murray, City Manager

Audit, Finance & Administration Committee
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Public Service Value Chain

Our employees are an essential component of Service delivery.
Our Relationship
City of Hamilton Workforce Culture

High Emphasis on People

Entitled Culture

Engaged Culture

Low Emphasis on Performance

Aimless Culture

Fearful Culture

Low Emphasis on People

The Goal
Framework of Our People System

- Success Planning
- Leadership Capability
- Recruitment & Selection
- Performance Management
- Learning & Development
- Rewards & Recognition
- Organizational Culture
- Strategic Workforce Planning
- Succession Planning

High Performing Workforce
Strategic Objective 3.2

*Build organizational capacity to ensure the City has a skilled workforce that is capable and enabled to deliver its business objectives.*

Strategic Actions:

i. Implement a workforce management strategy
   - Succession planning program for leadership & critical need positions
   - Leadership and Management development plan

ii. Revise the existing performance management system and implement across organization
Today’s Focus

Succession Planning focuses on leadership & other critical roles that have greatest impact on business strategy. Purpose is to build bench strength & groom talent over 6 months – 3 years.

High performing organizations need Leadership Capability. Good leaders perform now and build for the future.
Our Challenge

• We have an aging workforce - Directors, Managers & Supervisors are aging together; average age of retirement is 61 years
• In 2012, 308 permanent employees left organization, 43% of this turnover was due to retirements
• By 2015 - projections are 387 retirements, approximately 130 per year; 65 of these will be manager & above
• Management hires are more competitive, taking longer, business continuity disrupted, on-boarding takes 6 months to 2 years
• External hires more costly than internal hires
• Barriers for current talent pool to advance
Making it work

OPS Succession Management

Talent demand & supply analysis

Corporate leadership development initiatives

Ministry talent reviews and succession planning

Talent management and succession planning tools & resources

Enterprise-wide talent reviews and succession planning discussions
A key component of **OPS Talent Management** that involves:
- Prioritizing positions for attention and investment
- Identifying successors at varying levels of readiness
- Developing successors to ensure they are ready to take on the position in the future

**THE OPS SUCCESSION MANAGEMENT FRAMEWORK**

1. Prioritizing Positions for Planning
2. Naming and Updating Potential Successors
3. Communicating with Potential Successors
4. Developing Successors for Positions
5. Transitioning Successors into Incumbents
Corporate Learning

Overall Leadership Development Plan

Leaders Sessions

Executive Leadership Program
York U Masters Cert in Municipal Leadership (15 days over 3 years)
CMM Designation from OMMI, MMDP from AMCTO, or DPA/MPA (mandatory)
Supervisor Development Certificate (Non-Union)
Administrative Professionals & I.T. Certificate (Union & Non-Union)
Coaching & Mentoring Strategies (Communities of Practice)
Career Development and Mentoring Programs
Corporate Core Competency Learning Opportunities
As relevant for current position. Refer to Corporate Learning Calendar

Required Courses: [see MyPortal/Service Catalogue/Employee Resources/Corporate Learning for list] ideally taken first year on the job, in order of relevance for current position

New Employee
New Employee Corporate Orientation (NECO)
Department Orientation/On-the-job Training: first six months on the job ideally

Progressive Leadership Development

Progressive Leadership Development is supported by:
- Instructor-led courses in Corporate Learning (CL) curriculum
- Resources for self-directed learning in the CL library
- Group/team consultations upon request
- Tuition reimbursement guidelines
- Membership policy
- Attendance at external conferences policy
- Onsite DPA/MPA Program

Succession/Leadership Plan:
- Leadership Planning Inventory (LPI)
- High Potential Talent Pools

January 8, 2013
Lessons Learned – Internal Experience & Best Practices of Public Sector

• Investing in our People leads to a capable, engaged & productive workforce - results have been measurable and significant in Forestry Division, Public Works
• Talent attracts Talent - high performers want to work with top talent
• Start somewhere and build steadily; it takes time to build a Talent Management System and it requires corporate HR processes, programs and technology supports
• Succession Development Program requires support of a corporate performance management system, learning and development infrastructure, a progressive organizational culture, and leadership commitment
• High potential employees look for and stay with employers who have Succession Development programs
Future State – Succession Development Program

• A fair and transparent process, shared by management and employees, committed to performance management and continuous improvement

• Identified successors have excellent performance record in current roles and have demonstrated potential for more challenging roles

• Consistent and coordinated development opportunities for all leaders across the organization; all identified successors have learning plans

• High potential talent retained at all levels through development opportunities; prepared for increased challenges; able to adapt to continuous change
Organizational ROI – Succession Development

• City prepared for unplanned losses in key positions
• Continuous supply of qualified people to fill key positions
• Talent available to tackle emerging critical projects
• Reduced cost to hire
• Less interruption of service delivery
• Staff who see their career paths are less likely to exit
• Better retention of our talent through internal stretch assignments and growth opportunities
• Retain the people who have unique Hamilton knowledge and know how to get things done
• Strong internal candidates hit the ground running and become more effective quickly
Recommendations

That the City Manager be directed to:

– establish a corporate learning and Succession Development Program tailored to current and emerging workforce development needs

– allocate resources necessary to evolve City’s Succession Development Program over next 2 to 3 years from within existing budgets and current FTE complement

– engage professional organizations and local educational institutions as partners

– provide the Audit, Finance & Administration Committee with an annual progress report