Succession Management & Leadership Development

Our future bench strength
What is Succession Planning

• a systematic approach to identifying, assessing and retaining employees for key roles within an organization in the future

• focus is on developing these employees so organization has a ‘pool of candidates’ who have the necessary skills and competencies to compete for key positions when vacancies and opportunities arise
Succession Planning is One Segment of Workforce Planning

• Workforce planning involves analysis of current workforce, determining future workforce needs, identifying gaps between present and future, and implementing solutions to close the gaps

• Succession planning focuses on leadership roles and other critical roles that have the greatest impact on business strategy
Succession Planning is not Replacement Planning

<table>
<thead>
<tr>
<th></th>
<th>Replacement Planning</th>
<th>Succession Planning</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goal</strong></td>
<td>Find best candidate available at time</td>
<td>Groom talent for the future</td>
</tr>
<tr>
<td><strong>Focus</strong></td>
<td>Fill vacancy on organization chart within department</td>
<td>Build bench strength across organization – a ‘talent pool’ for more challenging future roles</td>
</tr>
<tr>
<td><strong>Time Frame</strong></td>
<td>0 – 6 months</td>
<td>6 months – 3 years</td>
</tr>
<tr>
<td><strong>Candidates</strong></td>
<td>Evaluated on past performance</td>
<td>Evaluated for future potential</td>
</tr>
<tr>
<td><strong>Process</strong></td>
<td>Interview panel</td>
<td>Multiple approaches by multiple individuals</td>
</tr>
</tbody>
</table>
Benefits of Succession Management Program

- Improves engagement & retention of top performers
- Improves organization’s ability to achieve long-term business objectives
- Gives management a better understanding of competencies, capabilities and career interests of their employees
- Protects against corporate knowledge loss
- Builds City’s reputation as an employer that invests in its people
- Prepares City to deal with sudden loss of key people
- Over long term, leads to a more effective and efficient organization
Overview of Succession Management Process

1. Identify Future Service Needs/Strategic Directions
2. Identify Key Positions & Competencies
3. Assess & Identify High Potential Candidates
4. Measure Impact of Succession Management Program
5. Accelerate Development of Talent Pool
6. Identify Risk Areas - Gaps in Competencies & Talent Pipeline
Succession Planning Progress in 2012

• Succession Planning Policy developed
• Tools and templates developed to facilitate collection of data and talent discussions
• HR had one-on-one confidential meetings with General Managers and all Directors
• Departmental and Corporate risk profiles developed for General Manager & SMT discussion
Succession Management Risks Identified

- 15 employees in senior management intend to retire within 3 years; only 6 of these positions have internal candidate ready now or within 1 – 2 years
- In some areas, 2 levels of management are eligible to leave within same time frame
- Need to move succession planning to management and supervisory ranks
- Concern expressed that high potentials not prepared to move into management
- Critical need to transfer knowledge & experience
- Replacement and retention strategies are required now for high risk areas
- Program needs to have corporate wide scope
Succession Planning/Leadership Development Building Blocks

- Corporate Succession Planning Policy
- Corporate Leadership Pathway
- Learning and Development Framework
- Acting Assignments and Lateral Transfer Policy
- Departmental leadership programs – e.g. Public Health Services, Public Works
- Exploratory meetings with local community institutions to partner on corporate-wide leadership development
Next Steps to Advance a Corporate Succession Management & Leadership Program

• Develop a transparent, criteria-based succession management program to identify high potentials
• Take succession planning to manager and supervisor level in the organization
• Create a corporate leadership development plan to:
  – accelerate the development of identified high potentials
  – develop supervisors across the organization
  – develop those who aspire to supervisory and management roles
• Perform succession planning annually to ensure high potentials are identified & developed for key positions
Resource Requirements to Advance Succession Management & Leadership Development

• Temporary OD consultant with expertise in Succession Management to design transparent program
• Leadership Development Specialist to develop and maintain corporate development program
• Transfer of 1 FTE & funding from Community Services to Human Resources to increase complement of Staffing and Workforce Planning Specialists

* None of the above have impact on levy
“Our product is steel. Our strength is people”