

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

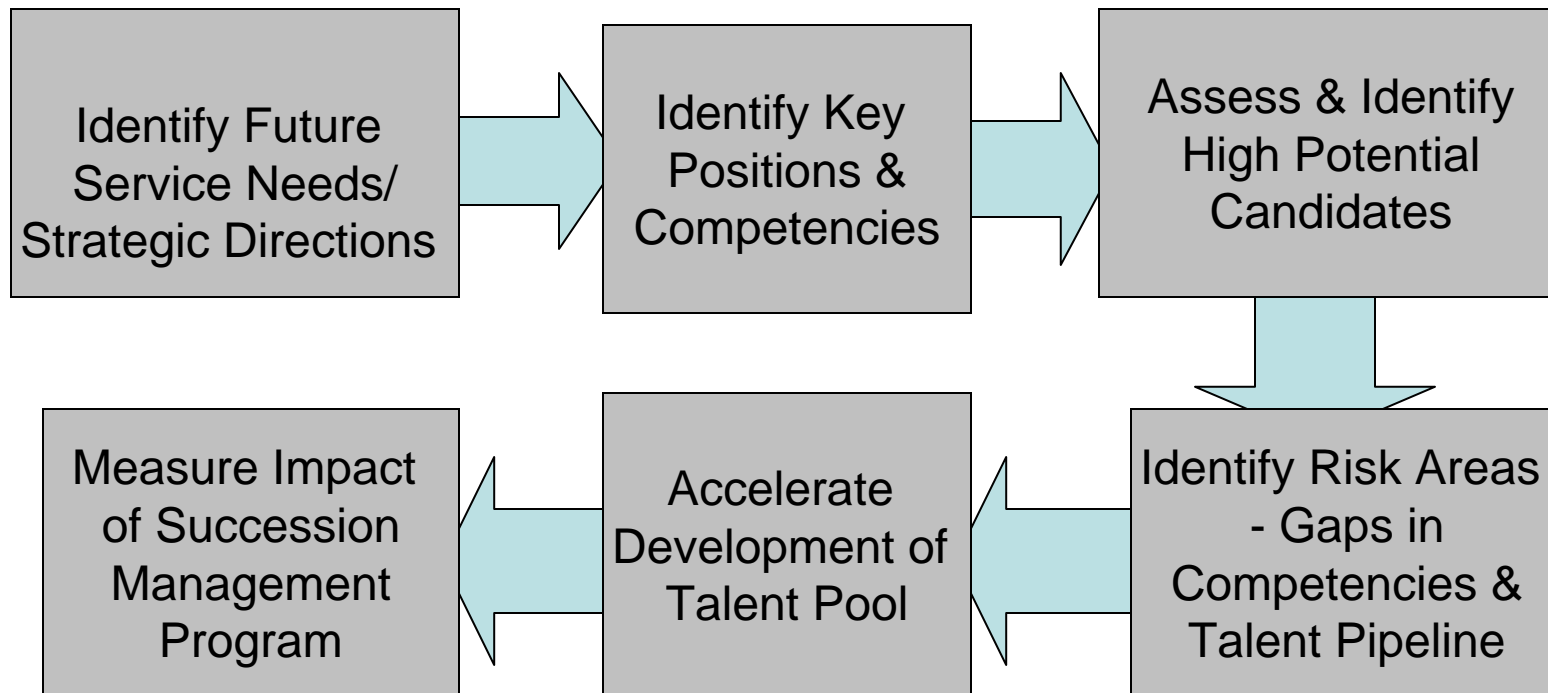
Succession Planning is not Replacement Planning

	Replacement Planning	Succession Planning
Goal	Find best candidate available at time	Groom talent for the future
Focus	Fill vacancy on organization chart within department	Build bench strength across organization – a ‘talent pool’ for more challenging future roles
Time Frame	0 – 6 months	6 months – 3 years
Candidates	Evaluated on past performance	Evaluated for future potential
Process	Interview panel	Multiple approaches by multiple individuals

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



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”

