

Building a Leadership Succession Planning Program

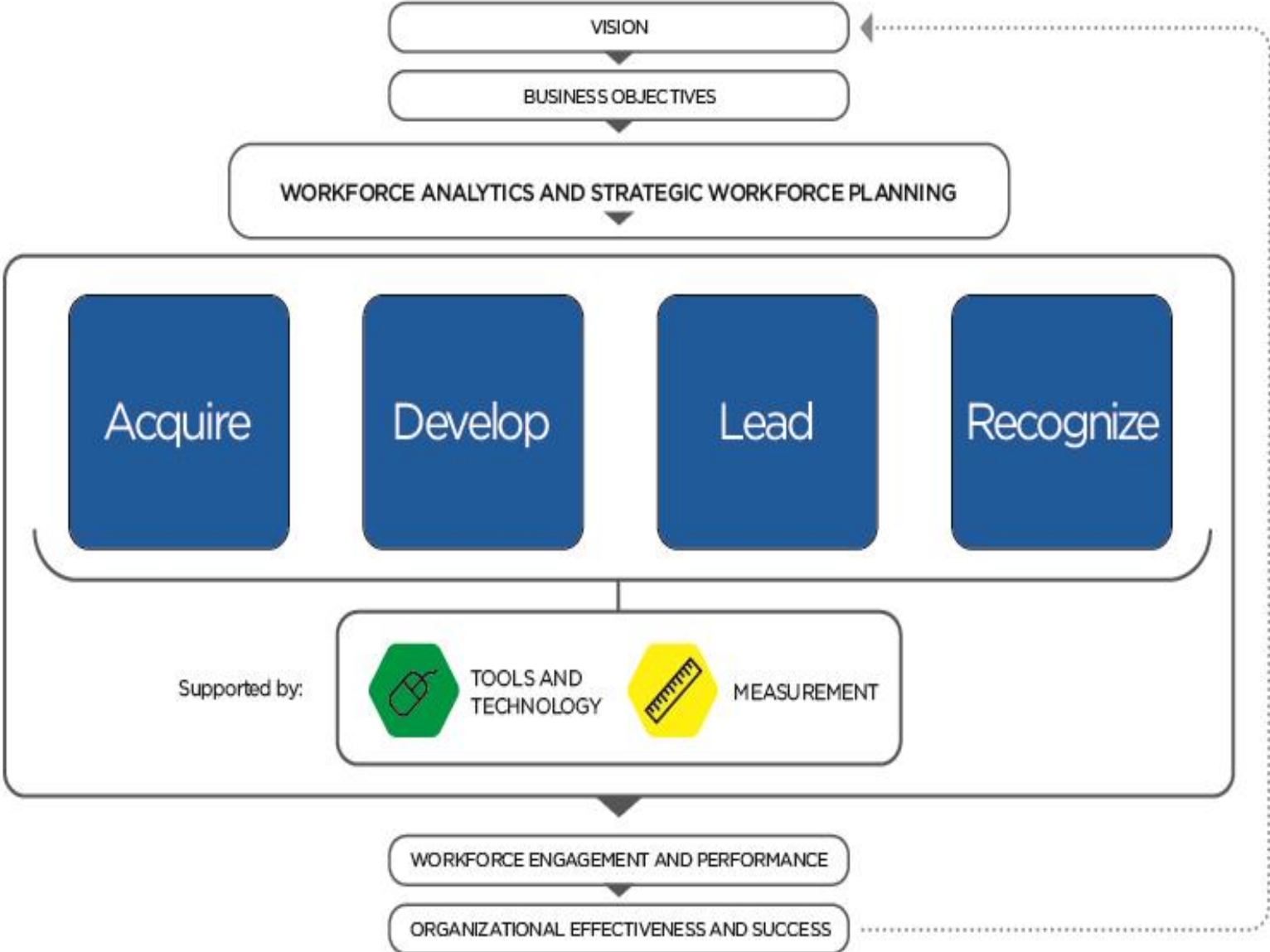
Canadian Association of Municipal Administrators
May 29, 2018



People Strategy



TALENT MANAGEMENT STRATEGY



Our Talent Management Journey

2004

Strategic Priority “Focus on Leadership”

2008

Director Succession Program launched

2009

Leadership Talent Risk Assessment completed

2010

Senior Manager Succession Program launched

Leadership Readiness Program launched

2012

People Strategy approved

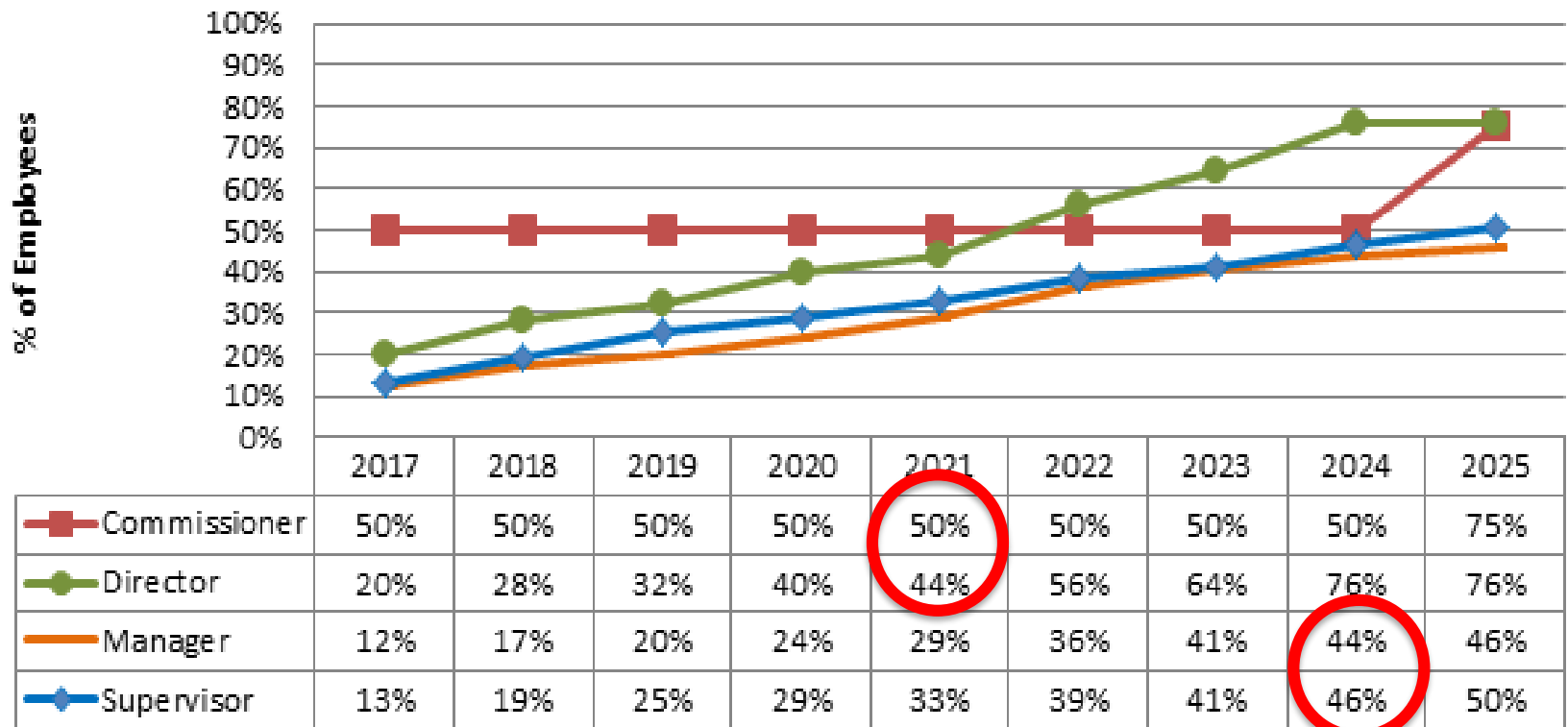
2015

Talent Management Strategy approved

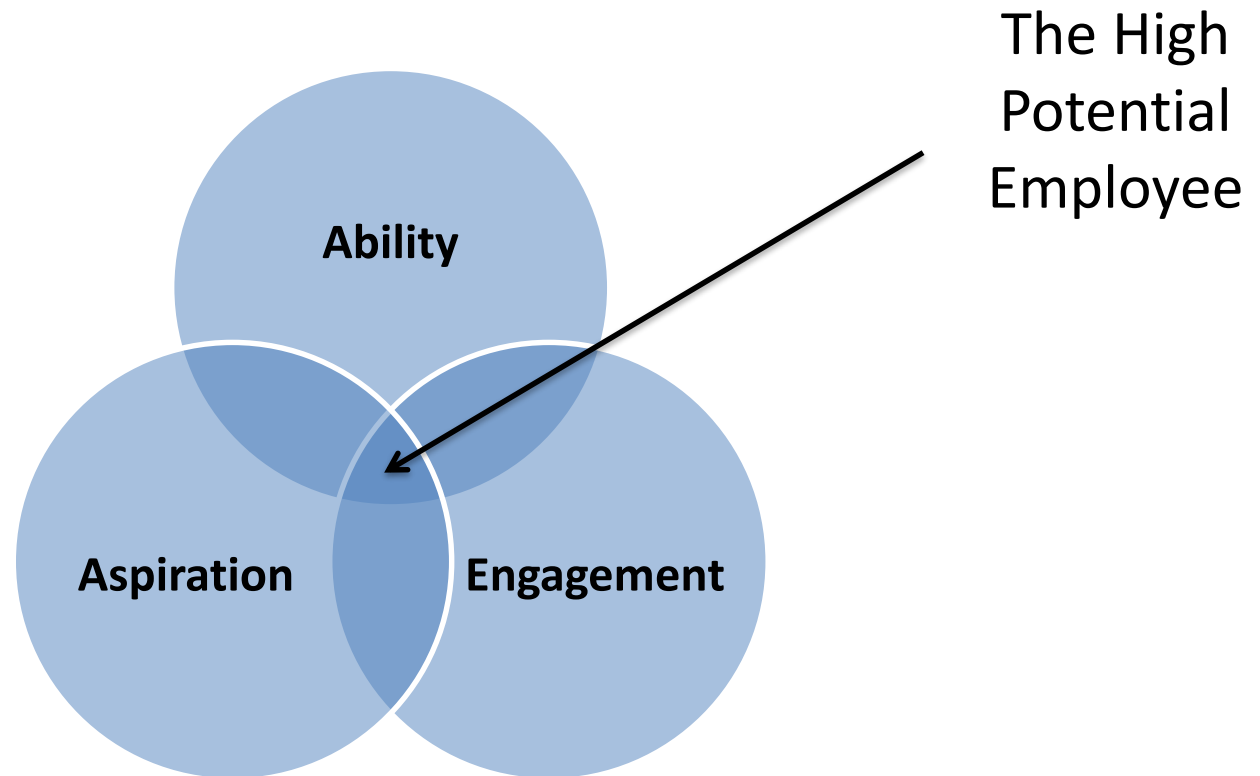
Succession Planning	Capital Infrastructure Management
<i>To have the right people with the right skills available at the right time to continue to provide excellent municipal programs and services</i>	<i>To have the right physical infrastructure to continue to provide excellent municipal programs and services that maintain and improve quality of life and economic prosperity within the community</i>
Focuses on People Infrastructure	Focuses on Physical Infrastructure
Risk Analysis and Management	Risk Analysis and Management
Planning for New Jobs/Positions	Planning for New Infrastructure
Development of Current Staff	Maintenance of Existing Infrastructure
Replacement Planning	Replacement Planning
Short Term and Long Term Plans	Short Term and Long Term Plans
Requires Financial Investment	Requires Financial Investment
Need to Prioritize	Need to Prioritize

Our Numbers

Leader Retirement Projections



Defining “High Potentials”



Program Elements

Establish pools of HiPo Leaders

- Candidate Profile
- Nomination Form
- Talent Panel Review
- Identify Placement in Performance Potential Matrix

Identify Development for HiPo

- Talent Panel Review feedback
- 360° Feedback
- Build Individual Development Plan
- Completion of Leadership Core Curriculum
- Completion of key development experiences by leadership level

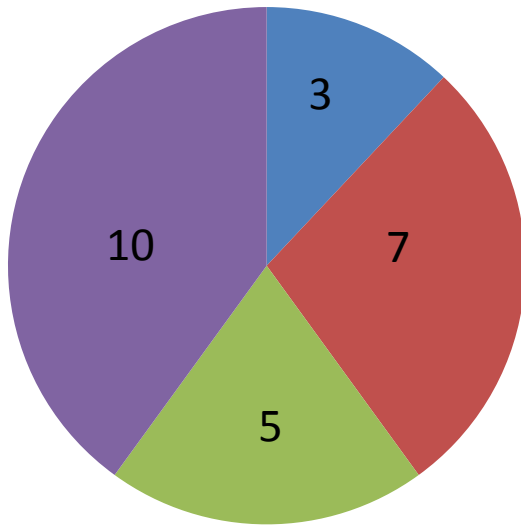
Investment in HiPo

- Quarterly Check Ins
- Formal development opportunities
- Informal development opportunities
- Annual funding for development opportunities
- Flexible recruitment policy
- Employee Engagement Survey

Transition Support for HiPo

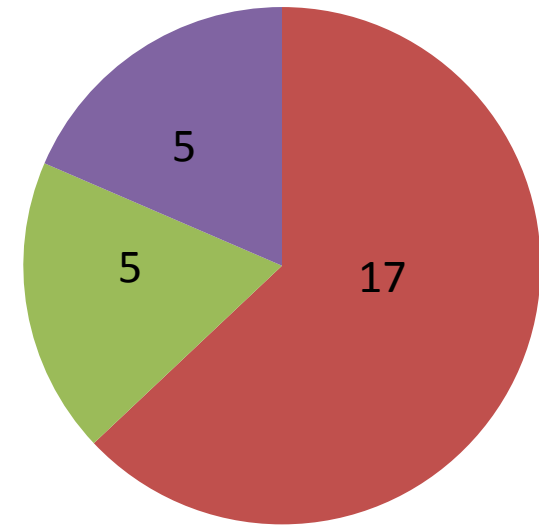
- Formal coaching
- Peer connections

2017 HiPo Internal Leader Promotions by Level vs External Leader Hires by Level



Internal Promotions by Level: 25

- Director
- Senior Manager
- Junior Manager
- Supervisor



External Hires by Level: 27

High Potential Promotional Activity since 2008

Level	Current Number of Identified HiPos	Promotions
Commissioner	6	3
Director	27	13
Senior Manager	47	12
Junior Manager	59	9
Supervisor	55	12
Totals	194	49

Here's What We Have Learned

1. We have to care about succession planning
2. Know the gaps that need to be filled, prioritize filling them and repeat
3. It's a journey
4. Be stubborn about your goals and flexible in your methods
5. Be prepared to answer "why not me?"
6. Consider measurement and technology
7. Strong leadership is required to maintain momentum