

# Succession Planning for the New Government Workforce

Patrick Ibarra, The Mejorando Group



# Today's Presenter



**Patrick Ibarra**

Former City Manager and HR Director

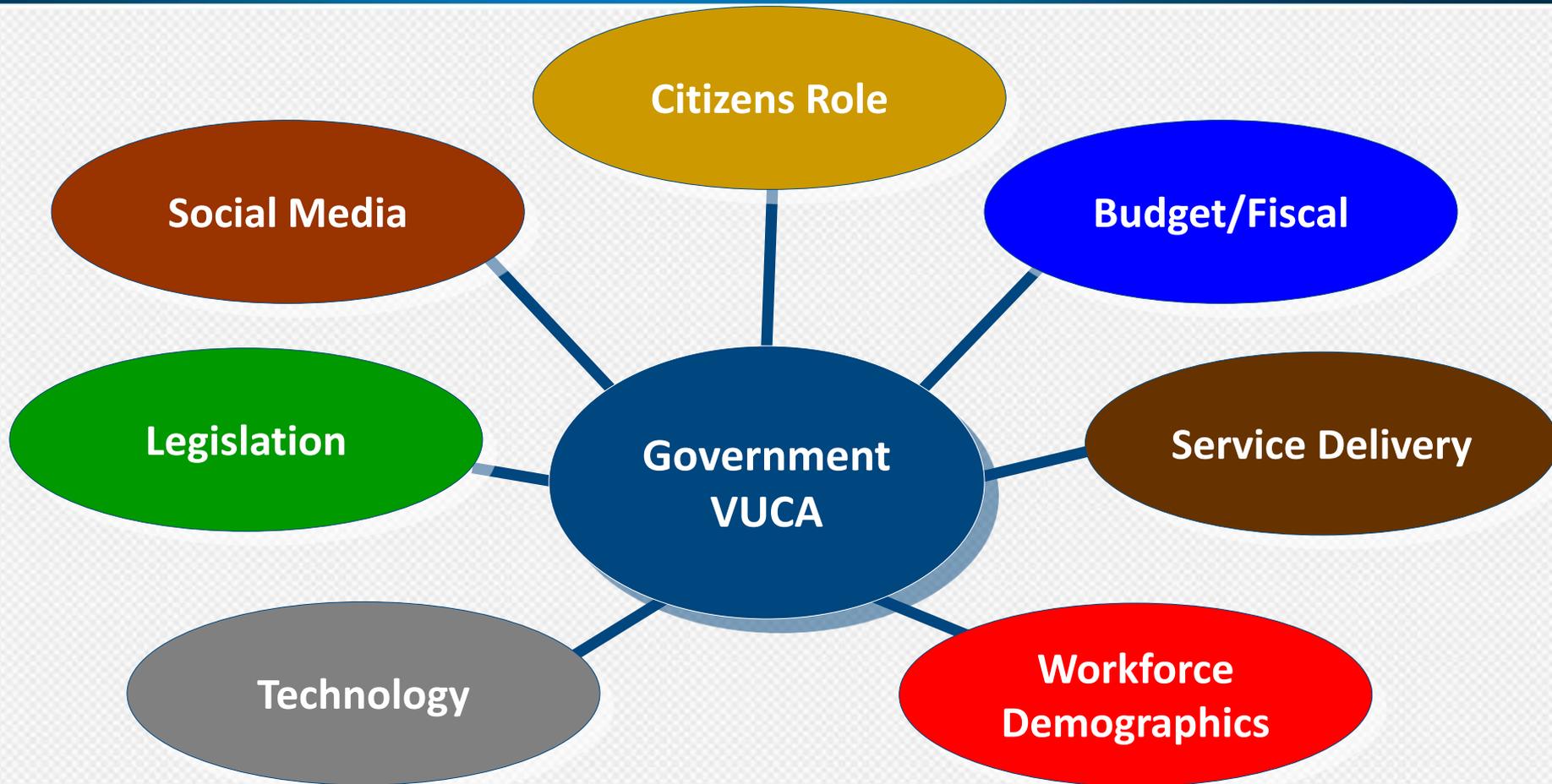
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# Future Factors



# Employee-Employer Compact

- Stable employment
- Steady pay
- Good benefits



***Lather,  
Rinse,  
Repeat***

# Talent Management

Mentoring

Career  
Pathing

Learning/  
Training

Succession  
Planning

Retention  
of High  
Performers

On-  
Boarding

Knowledge  
Transfer

Recruiting  
&  
Selection

Performance  
Management

# What is Succession Planning?

*...ensures the continued effective performance of your organization by establishing a process to develop and replace key staff over time.”*

**Synchronized Strategy**

**Optimize Talent**

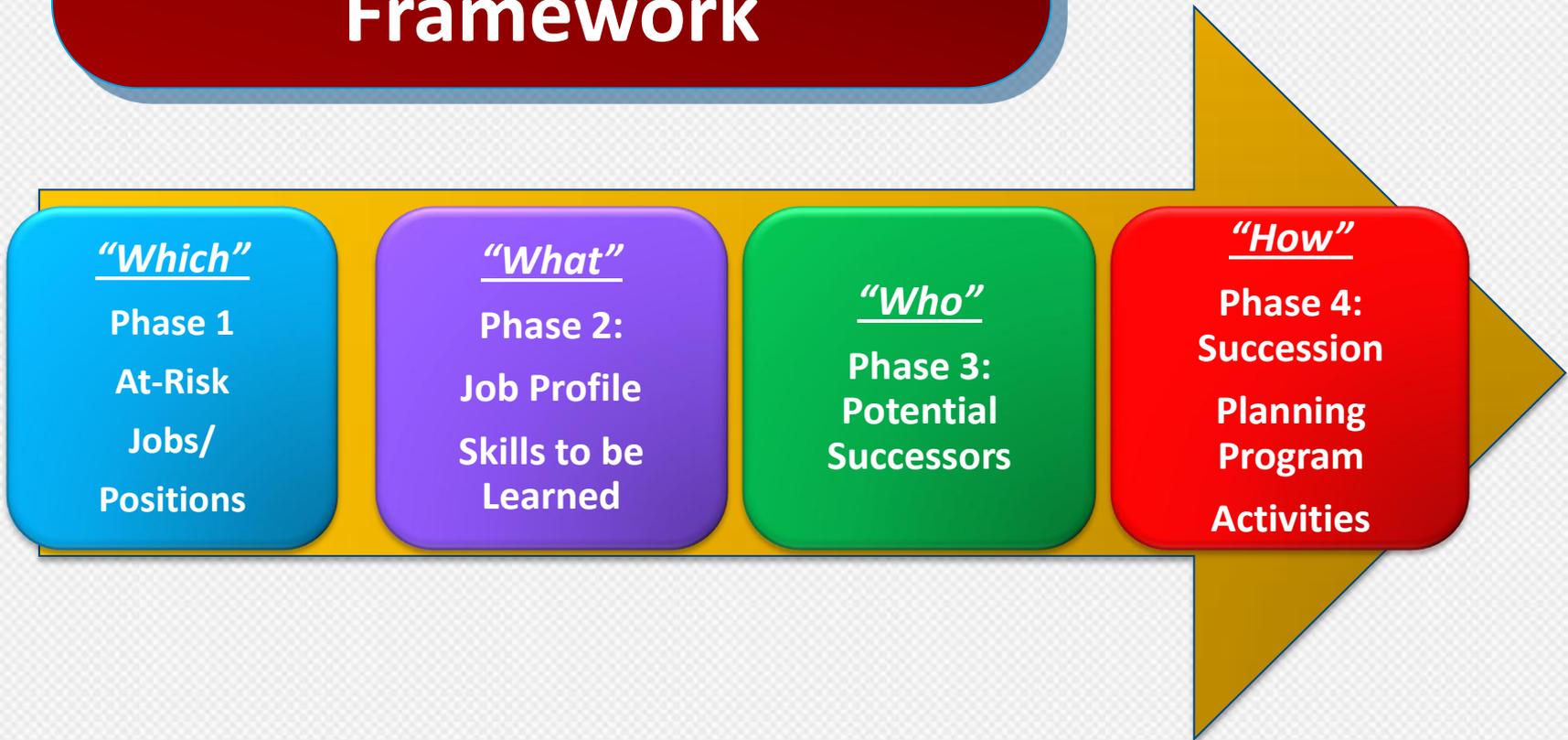
**Robust Leadership Bench**

**Stronger Employer Brand**

**Improved Service Delivery**

**Succession Planning**

# Succession Planning Framework



# Recruitment



# Yesterday's Ad

Job Qualifications: The primary function of this employee is to plan, develop, and implement neighborhood preservation, code enforcement, and citizen participation programs to improve the quality of neighborhoods in the City. This position performs all duties in accordance with the City Charter, City ordinances, the City's personnel rules, and Federal and State regulations. The work is performed under the general direction of an Assistant City Manager, but considerable leeway is granted for the exercise of independent judgment and initiative. Supervision is exercised over the work of Neighborhood Programs and Code Enforcement.

Some examples of position responsibilities will be to perform duties including, but not limited to, direct, implement, manage and supervise the programs, operations, activities, budget and employees of the Neighborhood Resources Division charged with developing a vision and approach to facilitate improvements; oversee administration of Code Enforcement, and Neighborhood Programs Office; plan and implement improvement to enhance Division's operational effectiveness; develop partnerships with other departments, governments or agencies to work on joint projects and address neighborhood initiatives, code enforcement and remediation by establishing interdepartmental or intergovernmental agreements; implement and evaluate the City's policies and objectives for community outreach and volunteerism developing new and revised program policies, processes, and procedures; act as a liaison with other City departments, City Council, neighborhood groups, public and private agencies, and other communities and conducts meetings and presentations with such groups as needed; and manage resources related to compliance efforts associated with City codes such as nuisances, habitability and maintenance standards, and related codes and abatement procedures, determines priorities for compliance and enforcement in these areas, and monitors the status of such efforts.

Six (6) or more years of progressive management experience in directing neighborhood improvement programs;

A bachelor's degree in public relations, business administration, management, communications or related field;



THE THRILL OF  
VICTORY



THE AGONY OF  
DEFEAT

CHENEY

# *Adventurers Wanted!*

# Recruitment Improvements

1. Job Opportunities on web site and home page for all departments.
2. New name for job openings – **[www.citynamejobs.com](http://www.citynamejobs.com)**
3. Testimonials from current employees
4. Mobile strategy.
5. Starting salaries on job announcements

# Recruitment Improvements

6. Social Media strategy
7. Supplemental Questionnaires - revise
8. Seasonal employees – gather information
9. Promotional processes documented

# City of Toronto

Browser interface showing the URL <http://content.eluta.ca/top-employer-city-of-toronto> and the page title "Top Employer: Toronto, City of". The browser includes a Norton security bar, search bar, and navigation links for Home, Gmail, Google, Well, Facebook, UK p..., and Webm... The page navigation menu includes HOME, TOP 100, DIVERSITY, and NEW GRADS.

## RECOGNIZED AS ONE OF CANADA'S TOP 100 EMPLOYERS (2017)

By Richard Yerema and Kristina Leung, *Mediacorp Canada Inc.* staff editors (Nov 6, 2016)

Here are some of the reasons why **Toronto, City of** was selected as one of *Canada's Top 100 Employers (2017)* and *Greater Toronto's Top Employers (2017)*:



- City of Toronto offers exceptional family-friendly benefits, including a full year of paid leave for new mothers, parental leave top-up for fathers and adoptive parents (up to 37 weeks) and onsite daycare
- City of Toronto encourages ongoing employee development through in-house and online training programs, apprenticeship opportunities and tuition subsidies for courses both related and unrelated to an employees' current position
- City of Toronto helps students and new grads gain valuable work experience through paid internships, co-op programs and summer student roles – the City also created the Partnership to Advance Youth Employment program, a joint initiative between the City and private sector employers to connect youth from diverse neighbourhoods (ages 18 to 29) to job opportunities



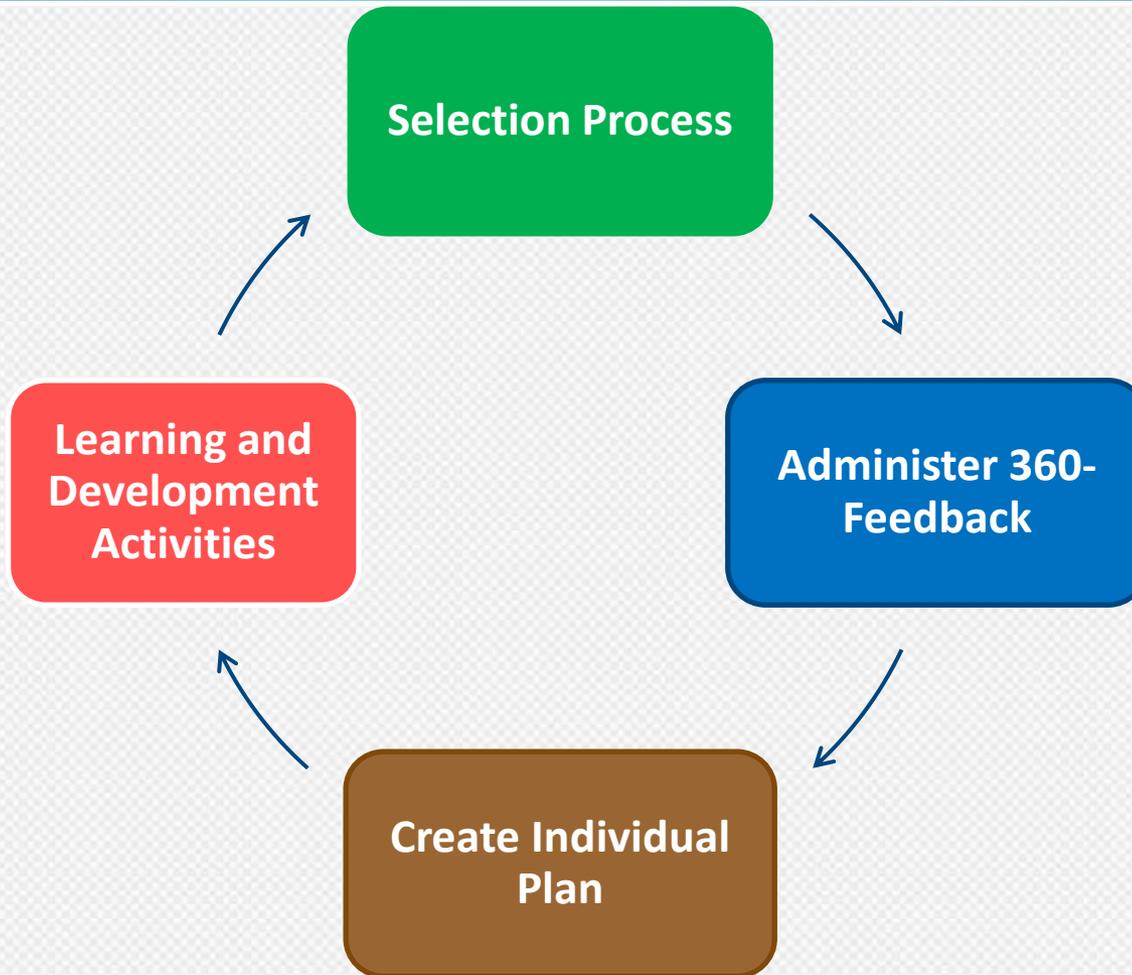
City of Toronto urban forestry employee

Windows taskbar showing various application icons including Internet Explorer, File Explorer, Microsoft Office, and Chrome. The system tray on the right shows the time as 8:43 PM on 5/24/2017.

# Selection Improvements

1. Skip the Personality Profiles
2. Interview Panels – include co-workers and opportunity for supervisor-in-waiting
3. Interview Questions – Behavioral Interviewing
4. Timeliness

# Pilot Development Program



# Succession Planning: Three Groups of Employees

1. Replacement Planning: Potential Successors to At-Risk Positions - *Selected for Pilot Development Program*

2. Replacement Planning: Potential Successors to At-Risk Positions - Not Selected for Pilot Development Program

3. Succession Planning: Potential Successors interested in advancing his/her capabilities

# Employee Development Techniques

**Job  
Assignments**

**On-the-  
Job  
Coaching**

**Mentoring  
Program**

**Special  
Projects**

**“Acting”  
Role**

**Job  
Rotation**

**Conference  
Leader**

**Shadowing**

**Task Force  
Assignments**

# Learning/Training Opportunities

## Executives

- Creative Problem Solving
- Leading Change
- Managing Employee Performance

## Mid-Mgrs

- Building Great Work Teams
- Effective Delegation
- Project Management

## Frontline

- New Supervisor
- Providing Effective Feedback
- Time Management

# C.L.E.A.R.



# The Mejorando Group

*Who are we?* **A Change and Organizational Effectiveness Consulting Practice.**

*What do we do?* **Partner with organizations and implement solutions to improve organizational performance.**

*How do we do that?* **We provide expertise in:**

- **Succession Planning & Talent Management**
- **Organizational Effectiveness Services**
- **Strategic Planning Facilitation Services**
- **Leadership and Management Skills Training**

*How do you contact us?* **Patrick Ibarra, 925-518-0187 or [patrick@gettingbetterallthetime.com](mailto:patrick@gettingbetterallthetime.com)**

*Web address:* **[www.gettingbetterallthetime.com](http://www.gettingbetterallthetime.com)**

***Our mission is to help organizations and their members “get better all the time”***