

Succession Planning for the New Government Workforce

Patrick Ibarra, The Mejorando Group



Today's Presenter



Patrick Ibarra

Former City Manager and HR Director

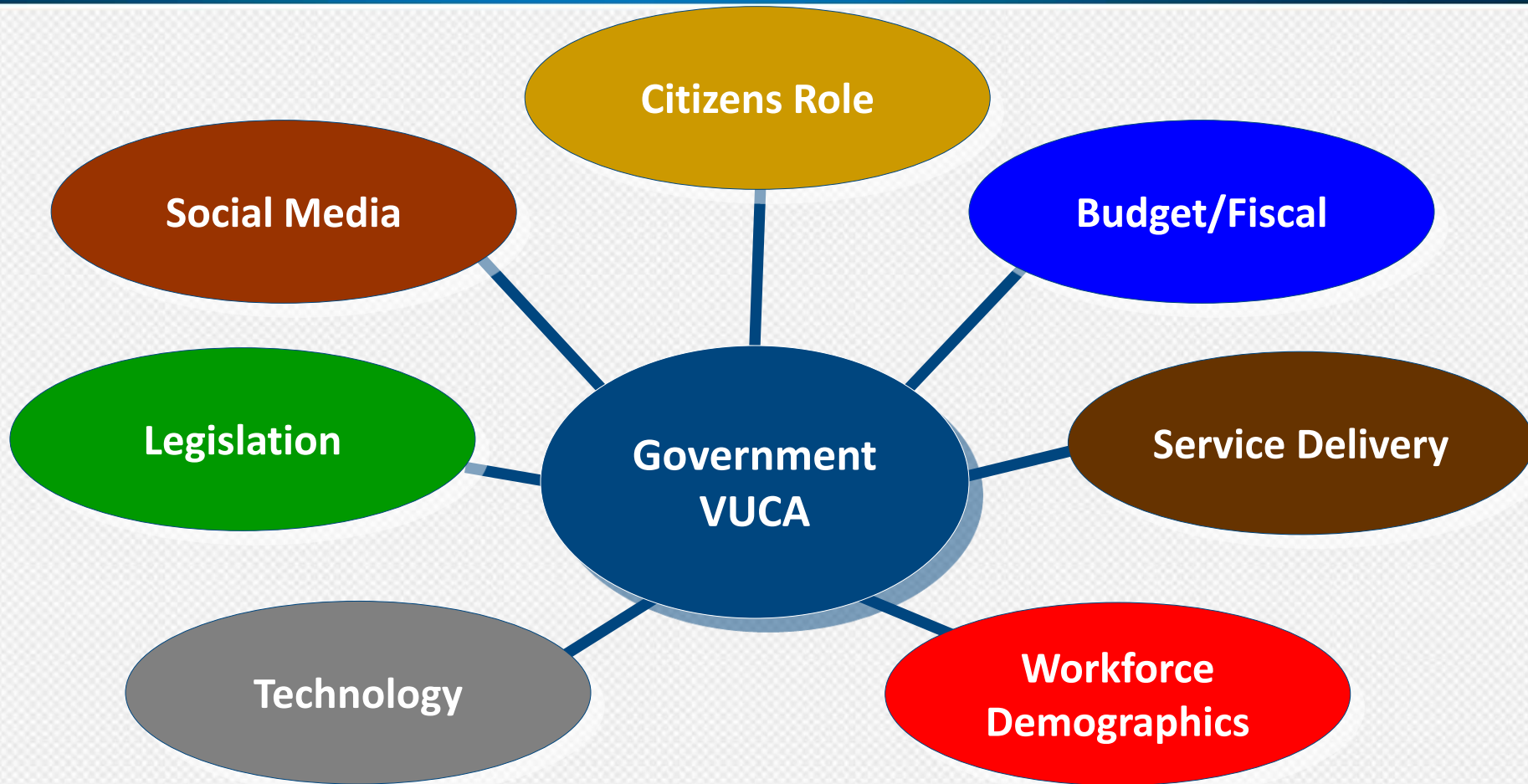
Founder of the Mejorando Group

(925)518-0187

patrick@gettingbetterallthetime.com



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

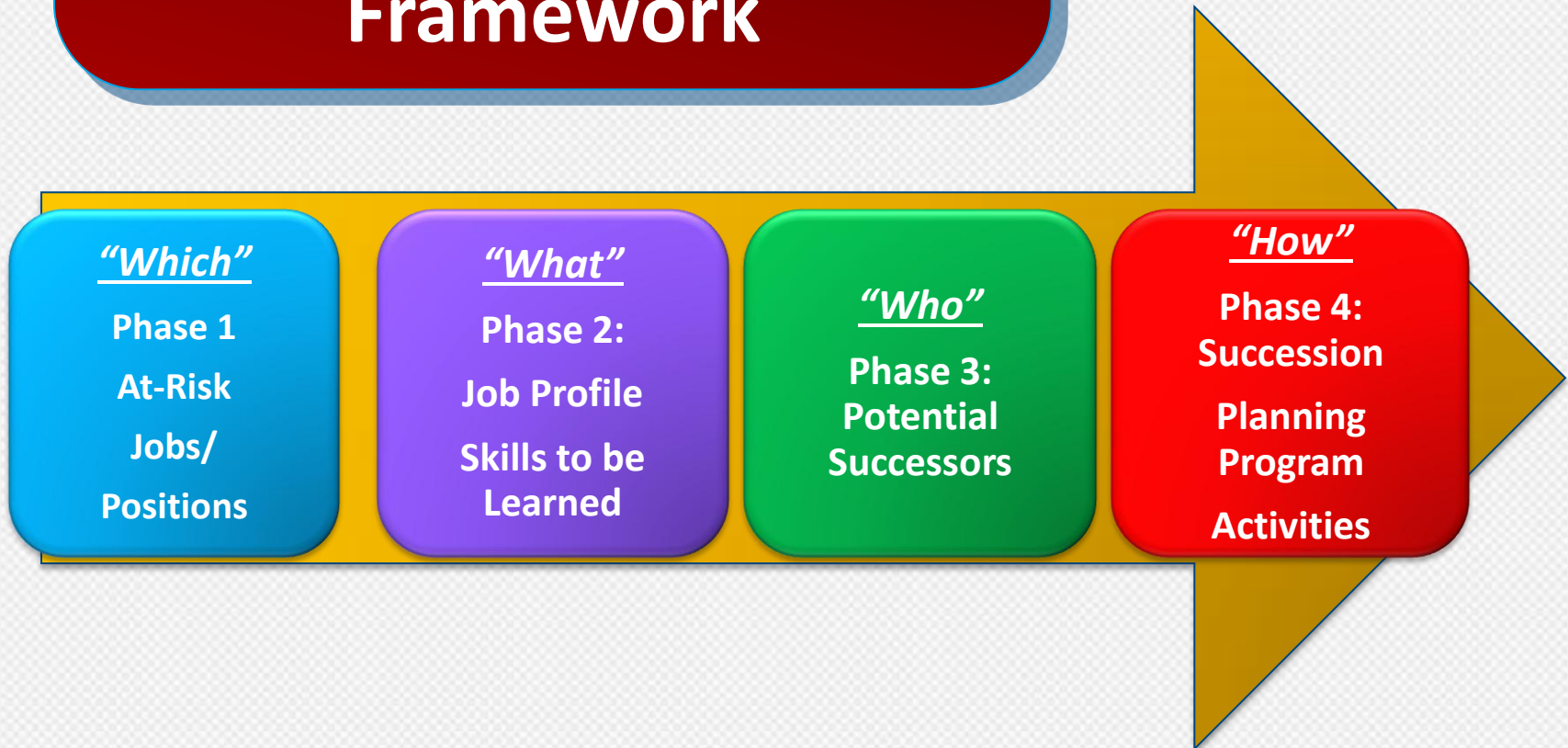
Robust Leadership Bench

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**
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>. The page title is "Top Employer: Toronto, City of". The browser includes a Norton security bar, a search bar, and various navigation links like Home, Gmail, Google, Well, Facebook, The, UK p..., and Webm... The page content area shows a "2017 WINNER" badge and navigation links: HOME, TOP 100, DIVERSITY, 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

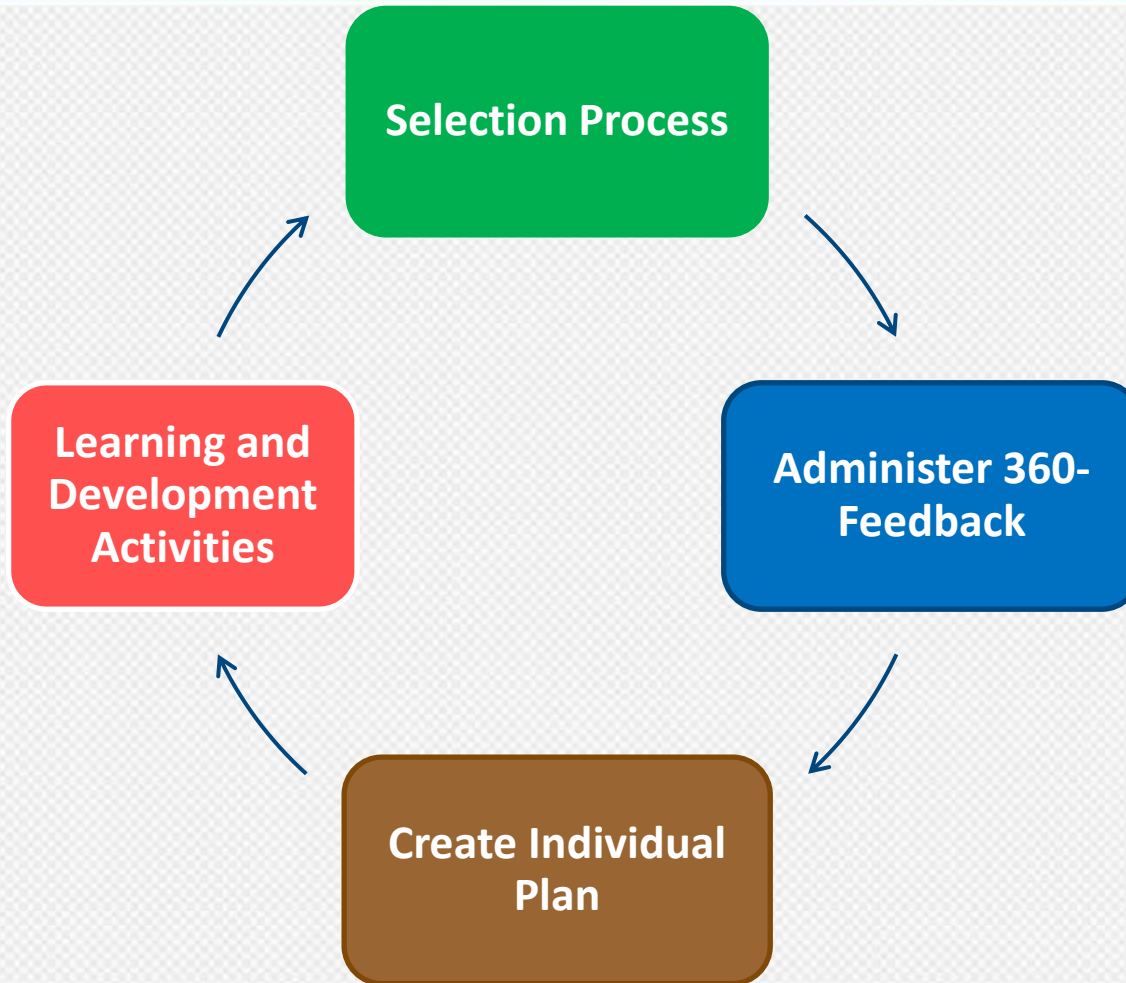


City of Toronto urban forestry employee

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**

Web address: **www.gettingbetterallthetime.com**

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