

2018 CAMA CONFERENCE

*EVOLVING SUCCESSION MANAGEMENT
AT THE CITY OF OTTAWA*



May 30, 2018

2017-2018 City Strategic Plan

SERVICE EXCELLENCE

The ultimate goal and our approach to serving our residents.

Our People

Putting Our People First

- Develop Our People
- Back to Basics
- Engage & Communicate

Our Service

Continuous Improvement

Digital Service Enhancements

Our City

Celebrate 2017

City Building

Confederation Line and LRT
Stage 2

Social Infrastructure

Financial Sustainability

One City, One Team

A culture where our people proudly identify themselves as City employees first and work collectively to deliver excellent service to our residents.

Servant Leadership

A mindset and set of behaviours where leaders serve and empower our people so that they can deliver excellent service to our residents.

Ultimate
Goal

Collective
Priorities

Culture
Shift

Leadership
Behaviours

May 30, 2018

Developing our People Strategy



**Performance
Management**

**Learning and
Development**

**Leadership
Development**

**Succession
Management**

New Approach to Succession Management driven by ...



Our One City One Team vision

Leaders have open dialogue and communicate about succession and development planning as One City One Team – becoming aware and learning about talent across the organization.

Calibrating talent using consistent assessment tools and data to ensure we have the right leaders in the right positions.



Data to make decisions



A focus on Leadership and Employee Development

New Approach to Succession Management driven by ...



Our *One City One Team* vision

Data to make decisions

A focus on Leadership and Employee Development

New tools to collect consistent information about our talent, and to help our leaders assess employee potential.

Predictive Index® (PI®)
Behavioural Assessment tool
to understand the behavioural traits to be successful in the positions and to help identify individual behavioural gaps and build the employees' Individual Development Plans.

New Approach to Succession Management driven by ...



Our One City One Team vision

Data to make decisions

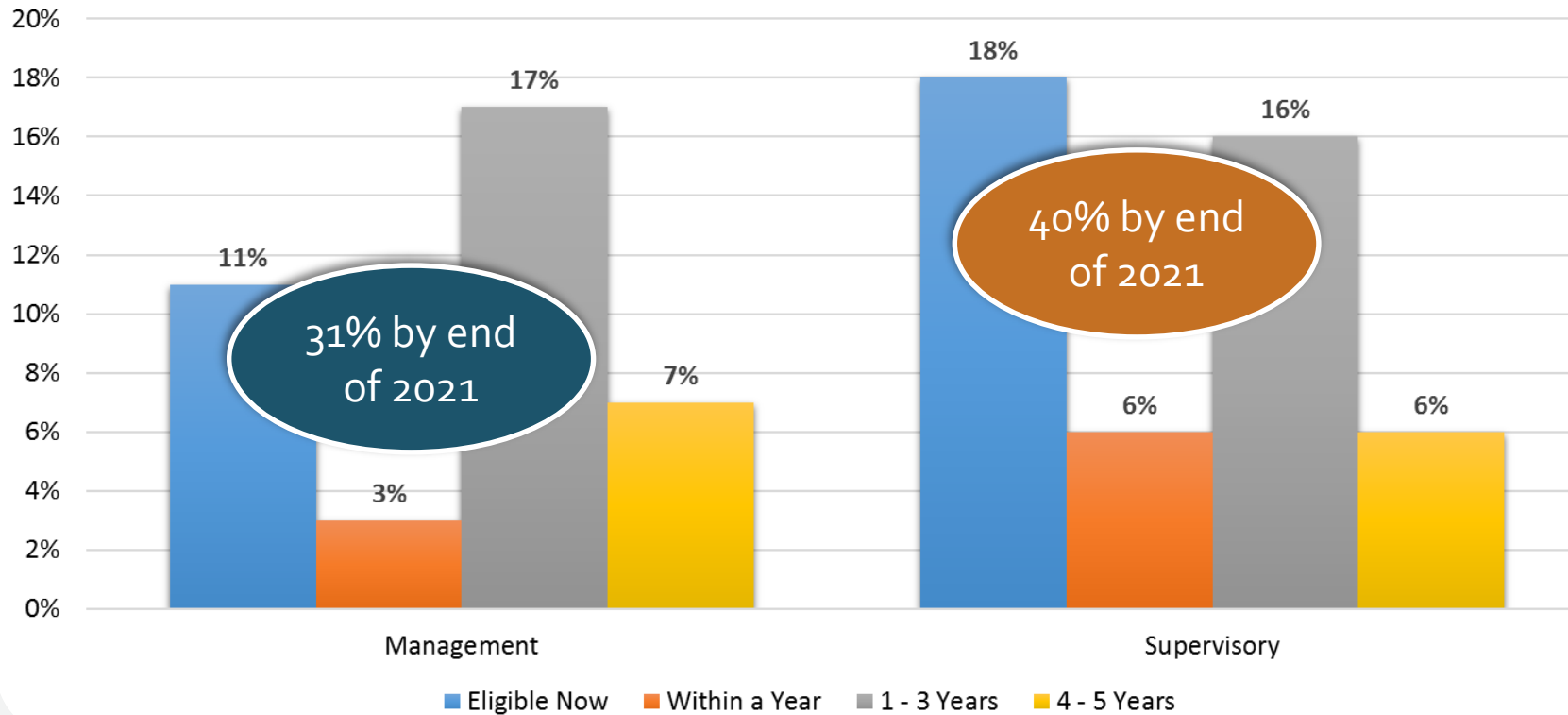
A focus on Leadership and Employee Development

Create talent pools for key leadership positions that require similar competencies, knowledge and skills rather than identifying one or two specific potential successors.

Foster and promote continual development of employees.

Workforce demographics changing

Retirement Eligibility of Management and Supervisory Staff
as of end of 2017



Leadership Shift is happening ...

Identifying and preparing our millennials as early as possible for leadership roles is critical to ensure the organization has the right leadership talent, with the right skills at the right time.

Eligible Now Within a Year 1 - 3 Years 4 - 5 Years

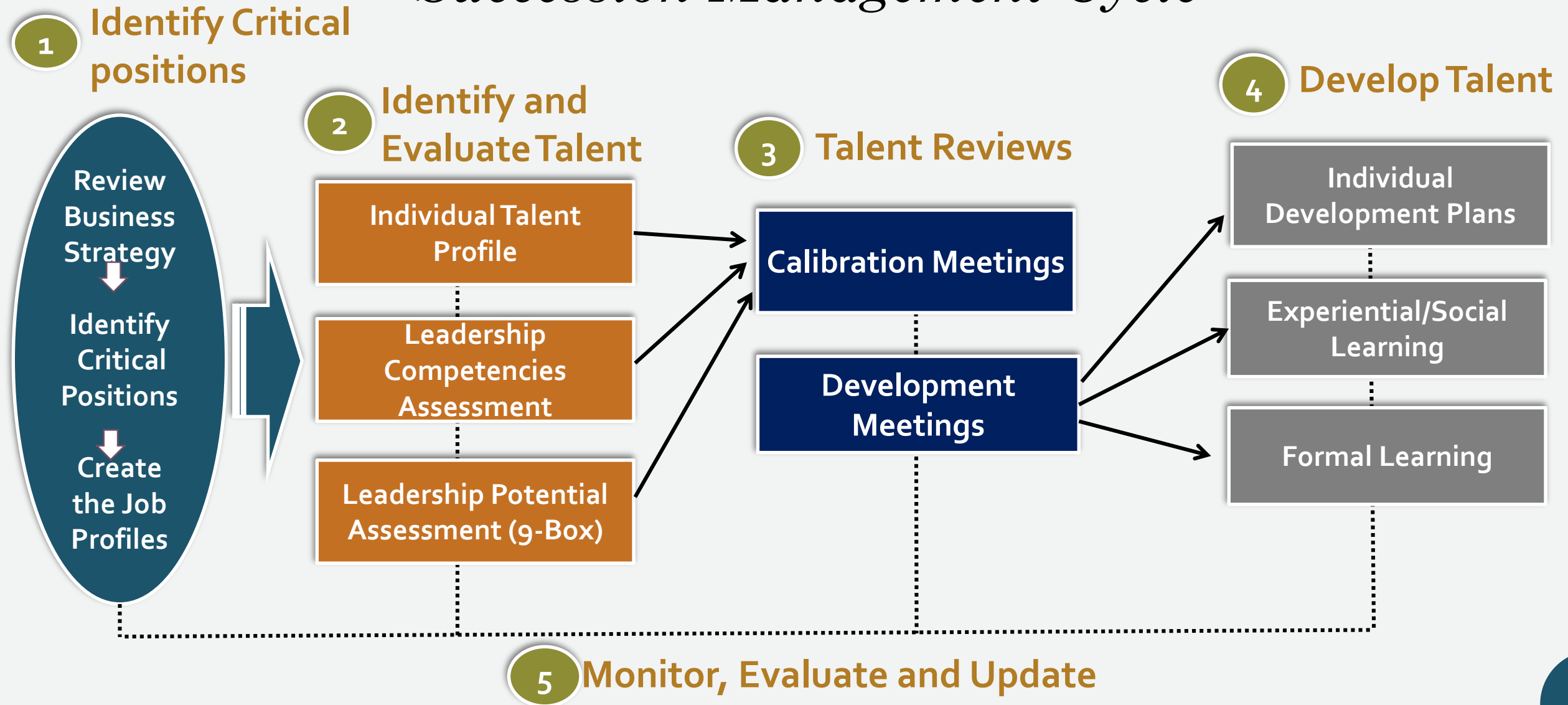
Management

Supervisory

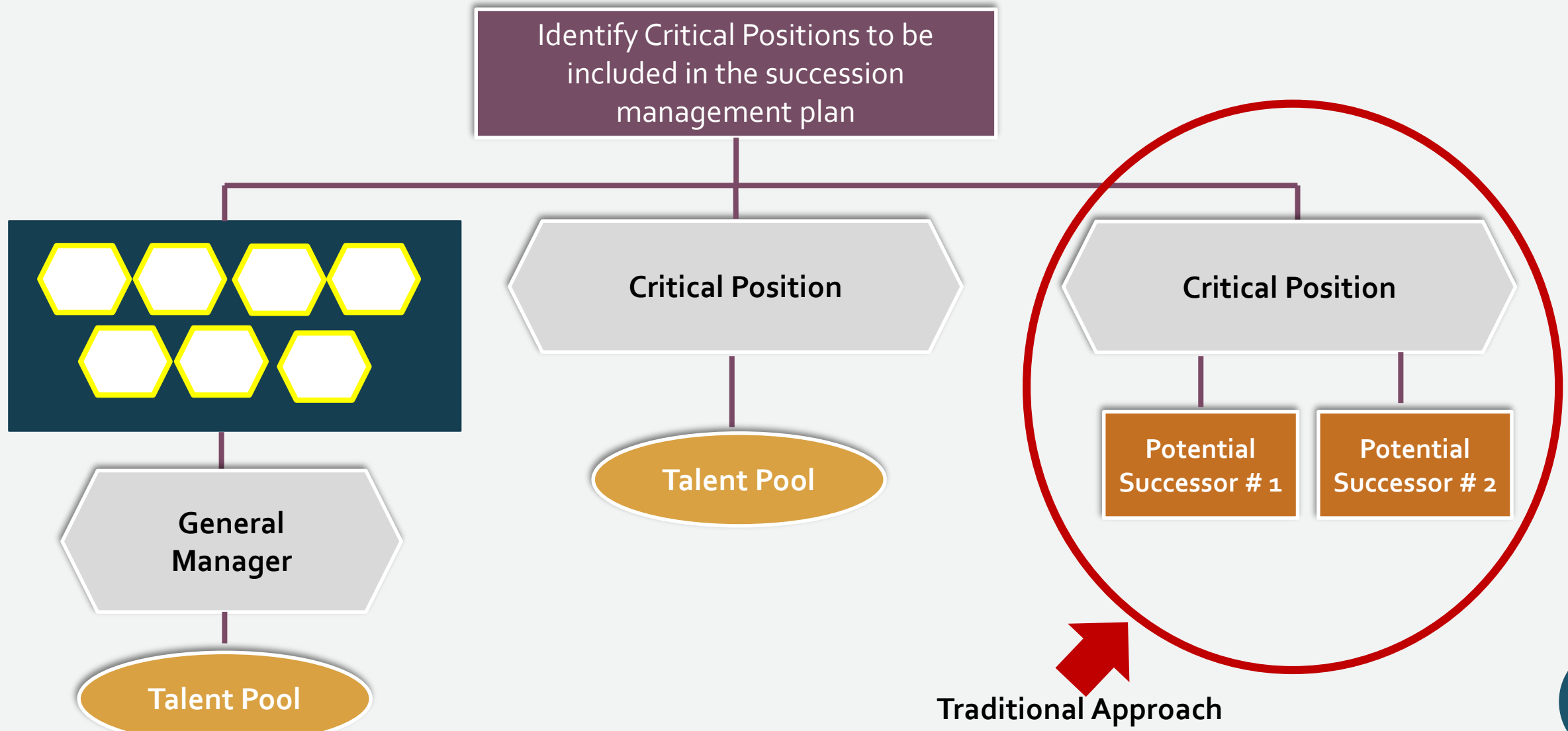
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May 30, 2018

Succession Management Cycle



Evolving Succession Management with Talent Pools



May 30, 2018

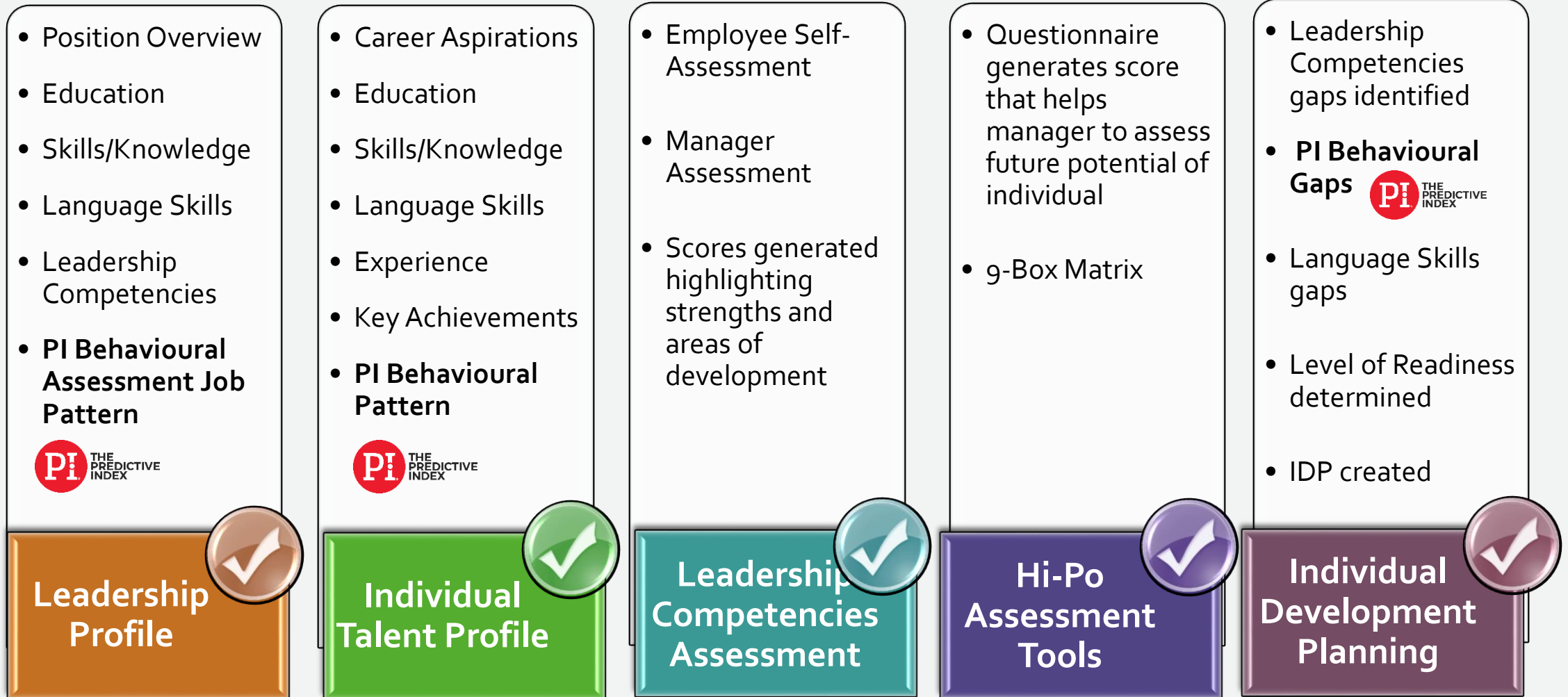
Adapted from MacLean and Company, Talent Management Cycle

Evolving Succession Management with Talent Reviews

- ❖ Align to future business requirements and agree on critical position groupings as a leadership team.
- ❖ Openly discuss talent using data and agree on the talent pool of potential successors.
- ❖ Brainstorm cross- departmental development opportunities.



Evolving Succession Management To be Data Driven



Introducing the Predictive Index (PI®)



Leadership Profiles

Individual Talent Profiles

Facilitate open dialogue and
communication

Identify behavioural gaps and build
Individual Development Plans

Looking Ahead ...



- ❖ Expand succession management across all of our leadership positions as well as mission critical positions.
- ❖ Implement a technology solution to efficiently manage the data/information, increase reporting capabilities and improve user experience.
- ❖ Create dashboard to monitor and evaluate progress.

Thank You



May 30, 2018