

		POLICY
SECTION: HUMAN RESOURCES	NO: HR-SP-01 Date: October 8, 2020 Next Review Date: October 2022	
REFERENCE: SUCCESSION PLANNING		

TITLE: SUCCESSION PLANNING

1.0 Policy Statement

- 1.1 On an ongoing basis, the City of Dryden's Senior Management Team will perform succession planning to ensure that high potential employees are appropriately identified and developed for key/critical positions.

2.0 Purpose

- 2.1 The purpose of this policy is to ensure that the desired results and appropriate framework for the City's succession planning program is clearly defined. The end goal of succession planning is to:
- Identify high potential employees capable of rapid advancement to key/critical positions of higher responsibility than those they currently occupy.
 - Ensure a systematic and long term development of high potential employees to replace incumbents in key/critical positions as the need arises due to retirement, resignations, attrition, and other unexpected absences (which may vary in length).
 - Provide a continuous flow of talented high potential employees ready to move into key/critical positions that are available to enable success of the City's strategic direction, goals and objectives.

3.0 Scope

- 3.1 This policy applies to all permanent employees of the City of Dryden. Succession planning will be performed for key positions only – while talent development applies to all job levels.

4.0 Definitions

- 4.1 **Succession Planning**: A systematic process to support the achievement of strategic goals and to ensure the continued effective performance of the organization by planning and supporting the development and replacement of key people and positions over time. Succession planning involves creating and executing a career development plan for high potentials, so they are ready to move into key/critical positions when there is an opening. This is necessary to ensure business continuity, operational readiness and to promote individual career development.
- 4.2 **Key/Critical Positions**: Positions that have significant impact on the strategic and operations decisions that affect the City's success. Key positions are involved in mission critical projects which have significant impact or expose the City to significant risk. Senior positions include, but may not be limited to the following:
- Chief Administrative Officer
 - City Clerk
 - Fire Chief
 - Health and Safety Coordinator
 - Manager of Human Resources
 - Chief Building Official
 - Manager of Public Works
 - IT Manager
 - Economic Development Manager
 - Treasurer

Key positions may also include identified special positions that require hard to find and/or fill skill sets, knowledge base, etc. (i.e. Airport Manager, Manager of Children's Services, Manager of POA, etc.).

- 4.3 **Talent Development**: Formal and informal learning and development opportunities available to all employees to develop their existing role and grow into their next position. Continuous learning and development is important to

stay current with the changing trends, technical knowledge, technology, and constant changes in the day to day operations.

- 4.4 **High Potential:** Identified potential successors for key/critical positions at the City. This is identified based on having the necessary competency levels, performance ratings, learning ability, leadership potential, and demonstrated corporate values. These employees are identified by the senior management team as capable of advancing from their existing position and are employees who have not yet reached their career plateau. Confidence exists that these employees can move into a more senior leadership position, supported by performance assessments, development plans, and organizational commitment.
- 4.5 **Workforce Planning:** This ensures that the City has a workforce capable of delivering on its strategic business objectives today as well as in the future. It is particularly important for key/critical positions but applies to positions at all levels within the organization.
- 4.6 **Individual Development Plan:** The document completed by an employee with his/her manager or supervisor that outlines what competencies require improvement or further development, actions taken to acquire and target completion date(s). It may also include what future roles the employee would like to move into in the future. The overall career goals will guide the parts of the individual development plan as needed.
- 4.7 **Principles of Effective Succession Planning:** Recognizes the following:
- The importance of the Senior Management Team support and leading of succession planning to prepare the City for the future
 - Career paths do not always move up the specialized ladder, but across the organization
 - Employee development and monetary investment are aligned with strategic objectives
 - Demonstrates commitment to the integration of succession planning with overall workforce planning, performance management, learning and development and the business planning process.
- 4.8 **Budgeting:** Any related costs for training, development, certifications, etc. will be identified and planned for during the budget process. This may include identification of funding for special projects allowing for growth opportunities as aligned with the strategic business objectives keeping in mind, that not all developmental activities will require additional budget dollars.

5.0 Roles and Responsibilities

5.1 **Employees:**

- Express interest in pursuing opportunities to their manager/supervisors.
- Actively participate in creating and progressing career development plans.
- Work with their managers/supervisors to identify development opportunities.
- Be open to, act upon and achieve performance management goals.
- Model behaviours which demonstrate organizational commitment.

5.2 **Managers:**

- Regularly coach, mentor, and provide growth opportunities and career development of direct reports.
- Conduct fair and objective performance reviews.
- Actively participate and provide input into talent review meetings on such details as competency levels, leadership, etc. on employees who have career aspirations to move into key/critical positions, or career paths in general.
- Have courageous and constructive conversations with employees when needed.
- Answer questions related to succession planning, so employees understand the process.
- Seek support from HR staff.
- Ensure employees understand that if they are identified as high potentials, this does not guarantee that they will be selected for a key/critical position should there be an opening.

5.3 **Senior Management Team:**

- Conduct formalized annual talent review meetings to identify high potential employees as potential successors.
- Identify and maximize growth opportunities aligned with strategic direction.
- Provide timely and honest feedback to high potential performers.
- Create a culture that supports the investment and development of employees.

5.4 **Human Resources will:**

- Manage and coordinate the program in consultation with the Senior Management Team and Department Managers.
- Develop and maintain records for tracking high potentials development plans, performance assessments, etc.

- Support the movement of high potentials to development plans and opportunities.
- Assist in the attraction and retention of candidates for possible promotions and/or assignments.
- Support the creation of career development and training plans.
- Assist in prioritizing departments in need of succession planning most urgent positions.
- Develop the necessary tools and training to assist in the preparation and implementation of the program.
- Develop other policies in relation to this process when required.

5.5 **Council:**

- Responsible for the succession planning of the Chief Administrative Officer. The planning must begin with the CAO level, with Council taking accountability and ownership of the process.
- Communicate strategic direction and changes as required.
- Hold the CAO responsible for succession planning throughout the organization
- Be open to and support considerations for budgetary requirements that sustain succession planning across the organization.

History			
Approval Date:	March 20, 2017	Approved by:	By-law 4460-2017
Amendment Date:	October 8, 2020	Approved by:	CAO
Amendment Date:		Approved by:	
Amendment Date:		Approved by:	