

Succession Planning Policy



Section	Date	By-Law Number	Page	Of
Human Resources	November 21, 2017	134-2017	1	3
Subsection	Repeals By-Law Number		Policy Number	
General	174-2008		HR-1-6	

Purpose

Recognizing that changes in management are inevitable, the City of Kenora has established a succession plan to provide continuity in leadership and avoid extended and costly vacancies in key positions. The City of Kenora's succession plan is designed to identify and prepare candidates for high-level management positions that become vacant due to retirement, resignation etc. The succession plan is also designed to identify key individuals within the organization that have potential to move within the City to key positions for which early exposure to the nature of the business would be beneficial. A well thought out succession plan allows for the preservation and transfer of knowledge and expertise, and permits the sharing of experiences and lessons learned on the job with the next generation of employees.

Policy

It is the policy of the City of Kenora to assess the leadership needs of the City to ensure the selection of qualified leaders that are diverse and a good fit for the City's mission, vision and goals. Leaders that have the necessary skills for the organization. Further, having in place a process which can provide a framework for anticipating future staffing needs in the short term, mid and long term, and provide the methodology for meeting those staffing needs.

Procedure

Undertaking a succession planning program can offer a number of benefits to the City. In addition to the development of a pool of skilled workers, it can provide a coordinated strategy for identifying key personnel who can be helped to maximize their potential by means of a well thought out career planning process.

It also encourages current employees and potential employees that there is the opportunity to progress within the municipality. It is an initiative that has added benefits of keeping valuable, skilled, ambitious and career orientated individuals by providing growth and advancement. It provides

Succession Planning Policy

Policy Number	Page	Of
HR-1-6	2	3

empowering and rewarding career possibilities and an opportunity to develop the skills and qualifications they might need to develop and allow them to move into more senior administration positions.

In many cases potential candidates may not have all the necessary skills or training to fill in for supervisors, or to assume vacancies in senior management. With a well thought out career development plan, including mentoring, support and encouragement from more senior personnel, we can nurture these people to eventually play a more senior role.

The Human Resources Strategist is responsible for the City of Kenora's Succession Plan. The Succession Plan will be discussed and reviewed annually with the HR Committee.

- 1) Each January a meeting will take place, wherein members of the Senior Leadership team will:
 - a. Identify key positions and incumbents targeted for succession planning. This should include an analysis of planned retirements, potential turnover etc.
 - b. Identify individuals who show the potential needed for progression into the targeted positions and leadership within the City. Once these individuals have been identified, they may be placed in an acting role, as appropriate.
 - c. Outline the actions taken in the previous six months to prepare identified individuals to assume a greater role of responsibility and any future or potential cross training that may be available.
- 2) By the end of February each year, the HR Committee will approve targeted candidates.
- 3) By the end of March each year, the HR Committee will approve an outline of actions that will be taken in the following six months to prepare individuals to assume a greater role of responsibility in the future. Along with a skills and development plan.

Succession Planning Policy

Policy Number	Page	Of
HR-1-6	3	3

- 4) The Chief Administrative Officer will periodically request updates from the Senior Leadership Team on the development process of each targeted candidate.
- 5) The Chief Administrative Officer will have the authority to access succession planning and/or contingency funds to offset the cost related to individual development plans, as well as the costs of horizontal or vertical training of employees or during a transition period while a vacating employee is preparing for departure.

The HR Committee establishes a succession plan that identifies critical management positions, forecasts future vacancies in those positions and identifies potential managers who would fill vacancies. Vacancies may be filled from within or filled through an external recruitment process.

Accountability

Municipal Council

Corporate governance role to ensure leadership continuity for at least the CAO and Senior Leadership Team.

CAO, Senior Leadership Team

To identify and groom one or more successors for his/her position.

To ensure that there is designated replacement for all key management, professional, technical/operational and administrative support positions

Potential candidates for Internal Promotion

Responsible for taking the required steps to prepare him/herself for advancement when vacancies occur.