



Agenda Item: Discuss and Consider Approval of Park Board Succession Planning Process

Background: Succession planning prepares a workforce for inevitable departures, retirements, and promotions and provides a process through which the Park Board can identify and develop internal staff with the potential to fill key leadership and other critical roles. By engaging in succession planning, the Park Board better ensures business continuity as well as provides advancement opportunities for current employees.

The changed landscape of work because of the pandemic and the increased focus on social justice has brought new issues to the forefront of succession planning. The recent past shows that a greater emphasis needs to be placed on developing future leaders who are skilled in crisis management, inclusive leadership, and the ability to align a more mobile and remote workforce.

Succession planning within the Park Board will be an ongoing evolutionary process using the following steps:

- Initiate the program and create an awareness with employees
- Identify key positions and consider future needs
- Evaluate current employees against profiles for key positions
- Identify any skills or resource gaps
- Provide training and development for participants
- Evaluation of participant progress

During the last year, the Executive Team identified key positions that align with the Park Board's strategic plan for the first round of succession planning and the vital competencies for a successor. These positions include direct reports to the Board, CEO and CFO, and many of the positions reporting directly to other members of the Executive Team. The goal being to be able to fill open positions quickly, minimize gaps, provide leadership consistency, and strategically develop staff.

Once the positions were identified, the team considered potential successors to create a pipeline of employees with talents the Park Board needs. These included employees that are strong in roles that require versatility and achievement through working with others, that have expressed a desire to serve in other roles with the organization, and that exhibit leadership traits such as persistence, tolerance of ambiguity, and assertiveness and optimism. Additionally, the team looked for employees with an aptitude for logic and reasoning as well as the willingness and ability to learn from experience and apply that learning to perform successfully under new conditions.

Once these employees were identified, an analysis was completed to determine if they were ready now or what additional development was required for them to be considered a candidate for another position. This analysis has been documented and will be used to plan and measure growth. The Park Board will be using a variety of methods, such as training, job rotations, stretch assignments, mentoring and coaching to provide employees the opportunity to grow by building their capacity, skills, and experience.

The plan and the participants' progress will be evaluated semi-annually. At that time, additional roles or participants may be added. Long-term, succession or recruiting plans will be identified for all positions within the organization.

Recommendation: Staff is seeking feedback on and approval of the succession planning process. If the committee approves the process presented, staff ask that they validate the process to the Board. Then the specific planning related to positions reporting directly to the Board would be presented after the full Board is seated.

Budget: Recruitment fees budgeted FY22 GF-50-5152, FY23 GF-50-5079