Who is Following the Leader?

Succession Planning in Public Works

As the current work force in the public works profession retires, how will the next generation of professionals be trained and ready to seamlessly fill the void?

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EXECUTIVE SUMMARY

The Emerging Leaders Academy Class VII chose to research and investigate the current state of succession planning in the public works profession. Succession planning is one of the most critical issues facing Public Works agencies today as the baby boomer generation continues to exit the workforce taking with them years of experience and institutional knowledge. Planning for this experience gap will allow agencies to more seamlessly continue operations in the short and long term future. Attendees at the 2013 American Public Works Association (APWA) Congress in Chicago expressed an interest in learning more about this topic.

The goal of this project was to support APWA in the tracking and education of municipalities, and the general public sector, in the topic of succession planning by providing relative tools and information. The class created a survey to collect information from APWA members and municipalities that can be repeated on an annual basis. Survey results showed a major lack in the area of succession planning and knowledge of the subject in general.

Survey information, along with existing succession plan information that was collected and analyzed, was used to produce a “best practice” plan. The class then created this report, educational materials, and a presentation for the 2014 APWA Congress in Toronto, Ontario in order to share the information to all interested parties. This report offers strategies for implementing successful succession plans.

Implementation tools for succession planning that are recommended include: individual or position based career plans, an investment in professional development, and mentoring programs. Formalized career plans serve as a guide to make decisions related to personal development, goal setting, and how success towards those goals will be measured.

The APWA can focus on four components to deliver succession planning education materials to its members: designated succession planning webpage on the APWA website and quick link topic search, regularly scheduled webinars, conference session at APWA national conference, and educational materials that can be utilized by members at meetings and other events. The association should explore the idea of succession planning as part of the accreditation process; by doing so it could gather sufficient materials and plans from different government agencies to be used as guides for others.

With all of these components combined to create a full comprehensive resource, APWA will be able to educate it constituents about succession planning.
INTRODUCTION

Goals

The overall goal of the project was fourfold. The initial goal was to identify the current practices amongst Public Works agencies with respect to succession policies, determine the efficacy of those policies, and the frequency in which they are being practiced. The next goal was to identify what guidance was currently available with respect to succession planning with special emphasis on information available from APWA. Thirdly, the goal was to take those policies identified as being best or model practices, with respect to succession planning, and compile them into an accessible reference document. The final goal was to identify what channels could be utilized to distribute the succession planning educational materials to APWA members and any other interested parties.

Outline and Outcomes

The Emerging Leaders Academy divided into four main groups to accomplish the outlined goals set forth. The first group would be the Survey team that would create a survey to gather information about what succession plans exist, how well they work, and what could be improved. The next group would be the Baseline Team that would research existing succession plans that APWA or other organizations have already completed and explore how APWA promotes succession planning in the future. The Formulation Team was the next group identified as being essential to the project to take all of the best practices of succession planning and organize the information into a single report. The last group, the Educational Materials Team, was created to take this information and distribute it to APWA and other interested groups in a concise and informative manner.

The members of the four groups are:

Baseline
- Carla Harvey
- Eric Petersen
- Frank Marinaccio
- Rob Kline

Survey
- Julia Bailey
- Jennifer Nicholson
- Nick Colucci
- Joe Phur

Formulation
- James Michel
- Brian Schadt
- Jacob Gilliland
- Holly Powell
- Tom Audley
- Eric MacLamore

Education
- Fred Lopez
- Lily Colon
- Rob Kline
- Steven Ireland
BASELINE INFORMATION

The purpose of the baseline team was to establish what material is readily available and what was currently underway by APWA to help members establish a succession plan. Information in the form of articles within the APWA Reporter magazine, webinars, APWA Congress presentations, and other materials from the APWA Member Library were examined by the group. David Dancy, APWA’s Director of Marketing, worked with the group to discuss the information contained within the available resources to ensure that the reviewed materials would adequately cover APWA’s current work on succession planning. These assets were used to determine a baseline for the project.

Recurring themes were identified from the articles, webinars, and previous presentations pertaining to succession planning. Each article stresses the importance of succession planning and the average age of the public works employee. For an organization to start a succession plan, they first must identify the critical positions and develop a program to keep the employees currently in those positions. This program could include tuition reimbursement, leadership training opportunities, etc., things to motivate them and keeping them growing. An organization must also identify protégés and create a work plan. Once the plan is in place, the organization must mentor, train, and review the plan and the employees on a regular basis.

Summaries of the reviewed material are organized in outline form and can be found in Appendix A: Baseline Material Summaries.
SURVEY

Basic Survey Outline

This group created a survey which contained questions developed to gage effectiveness of current policies and awareness information provided by APWA. The survey was sent to general members and APWA accredited agencies. It was posted on the Accreditation infoNOW Community which has 148 subscribers and 11 responded to the survey. The survey was also distributed to APWA members as a link through a weekly email communication called “In the Works.” There were a total of 56 responses from the APWA membership survey. The summaries and charts below represent the combined results from both surveys.

Survey respondents were located throughout the United States and three respondents were located in Canada. A total of 96% of participants were from government agencies. The necessity for succession planning was validated when 60% of the survey respondents indicated that they were over 45 and 30% were over 55. Also, of importance was that 60% of the respondents worked in upper management.

Almost 20% of the 56 responding agencies indicated that they had viable succession planning policies currently in place. Only 42% indicated that their agencies were working to formulate such policies and nearly 40% indicated that they had no succession policies and were not actively working towards implementing them.
Amongst the agencies that have implemented succession policies there was an evenly mixed opinion of those plans. Most agencies indicated they were not entirely confident that the policies in place would be effective. Only two agencies felt that they were able to replace staff with a virtually seamless transition process. When asked what formal plans are in place, two agencies named specific plans: “Thousand Oaks Leadership Academy Mentoring Program APWA Accreditation” and “Public Works Succession Plan.” A majority, 98% of the responding agencies indicated that they had not utilized any of the APWA resources related to succession planning, with 55% indicating that they were unaware of those resources.

**Formulation of a Succession Plan**

Agencies that indicated they had succession policies in place and rated them with a seven or higher were selected for further questioning. The group wanted to get a sense of what those policies involved and what made them beneficial. The group found that the most worthwhile succession planning policies were
not a formal set of rules or structure for advancement. However, it was most effective when staff was managed with a set of ideals centered on the concept that all staff should be groomed for advancement within the organization and encouraged to pursue opportunities for training and personal development. The various policies and programs being utilized will be discussed in more depth later in this report.
FORMULATION OF A SUCCESSION PLAN

Components of the Succession Planning Process

Succession planning is a process that requires modifications that are specific to every organization. There is not a “one size fits all” plan when it comes to successful succession planning. The components listed in this segment are presented as an outline to help create a plan which will need to be modified for each position and each organization. The following section discusses the importance of organizational commitment and the roles of personnel involved in planning for succession in a public organization; however, the concepts and responsibilities can be interpreted for businesses of different sizes and structures.

Commitment of the Organization

In order to be successful, it takes the commitment of the entire organization from the Chief Elected/Administrative Official, Human Resources Department, Union Representatives (if applicable) to the Department Head of the position you are looking to replace. Each level of the organization will have differing roles in the process. These roles include: financial support, organizational restructuring, recruiting or identifying a staff member, coaching, training (including leadership training), and placement of the employee in the position.

Prior to starting the process of succession planning, the Department Head should meet with the Chief Elected/Administrative Official, the Human Resources Director, and representatives from any unions involved in the position. The Department Head should present the purpose of the succession plan process. The benefits of doing a succession planning process include: limiting the loss of good employees, minimizing the loss of institutional knowledge and local community insight, and maintaining familiarity with the organizational structure and the local contacts which ultimately affords a better transition.

The key role of the Chief Elected/Administrative Official is to be on board with the full process. They will need to support the Department Head in the event that Human Resources or the Union believe the process does not fit the current organizational guidelines. In addition, the Chief Elected/Administrative Official will be needed to ensure funding availability for the process: which includes training, recruiting, and employee overlap during transition is provided. The Chief Elected/Administrative Official authorizes staff time to obtain training needed to move into a position.

Human Resources play a more active role in the process. This department may be responsible for assisting the Department Head in identifying possible candidates, either internally or externally. In addition, the descriptions of many of the positions within the organization may need to be modified or re-written to ensure that the position can be a direct promotion rather than a full application. Many organizations have difficulty creating this structure because additional skills, education requirements, or certifications may be required for higher level positions that were not required for entry level positions.

If your organization is a union environment, Human Resources will be required to work with the union representatives to ensure that the modifications to the job descriptions are acceptable. Experience has shown that this can be easier than many may expect; as some of the key factors in a union are maintaining employment, promoting employees and gaining higher pay. Succession planning processes commonly align with union goals. Special attention should also be paid to situations where promotions
either add or remove the employee to/from a union.

Finally, the Department Head has the largest responsibility for the succession planning process. The Department Head must communicate to the Chief Elected/Administrative Official and Human Resources, the requirements to adequately fill the position. The Department Head is responsible to ensure he/she provides the necessary resources to the employee that has been selected for the position. Such resources could include double staffing a position while one person is mentoring another. In addition, they may need to assign certain tasks or duties to other individuals or reduce the amount of project time to allow for training in the office and in the field. The Department Head should allocate and schedule additional resources and training as unanticipated needs may arise. Therefore, the ability to be flexible and to adjust accordingly is very important.

The organization needs a firm commitment to creating a succession plan and providing the necessary staff and resources to make the plan a reality. This commitment has been shown to have significant benefits to both the organization and the employees involved in the process.

**Career Path**

The main objective of succession planning is to competently transition roles in the organization when key personnel leave. It is important to consider how to ensure there will be a source to fill those voids. The ability to hire an employee at entry level with the intent of educating and training them to take over a higher level role is an efficient hiring process. A documented career path is an important tool for communicating goals and expectations.

The first benefit of establishing a career path is that realistic expectations are set for both the employee and the supervisor. It is mutually agreed upon and serves as a guide to make decisions related to personal development, goal setting, and how success towards those goals will be measured. The career path ensures the employee and the supervisor are on the same page and serves as a benchmark when having conversations about future plans and intents.

The next benefit of an established career path is that it reveals a commitment from the top. As a new employee, there is stability and comfort in hearing a supervisor discuss the steps and actions needed to progress and move up in the organization. There are components of servant based leadership, where the supervisor has the opportunity to show some vulnerability and recognize their own success is dependent on the success of the employee. This immediate focus on the success of the employee can translate to a commitment to longevity from the employee in return.

The third benefit is that a career path demonstrates long term value. An employee may be hired with a certain task or job in mind, but the career path establishes a method to discuss the vision for that person in the long run. An operations maintenance worker might be hired to patch potholes, but with the right training and focus on improvement, they can move into a supervisory position, and eventually into management. Long term value is of great benefit to the organization, to the employee, and to the citizens being served.

This focus on long term value can also alleviate some stress around the frequent question of pay and raises. When a well-defined path is in place, the expectations to succeed in a current position, advance to the next level, or achieve a pay increase are much more apparent. It is important to ensure that the candidate for promotion is willing to have a career path that might involve supervisory status.
Ultimately, this mindset will filter down to newer employees in the organization, and there will be an inherent “succession” stage in the career path, granted that the organization is committed to moving forward after an employee leaves. There are a few key steps which will help to implement a formal career path.

The easiest way to begin implementing a career path is to attract and recruit quality employees. Developing an organization’s reputation for promoting staff and looking first to hire from within will attract high value employees to apply at the organization. It demonstrates cost effective marketing when employees spread the word to their friends, colleagues, and professional associations regarding the efforts from management to establish paths for advancement. In order to attract high achieving applicants who will enhance the organization, solve problems, and empower others around them, it is necessary to illustrate a plan for their career development. When interviewing potential new hires, begin the discussion with a question such as “Where do you see yourself in 5 years?” Then, make an effort to identify ways in which their plans might fit into the roles of the organization.

Next, develop core competencies related to the requirements of various positions. Traditional competencies should be evaluated as part of this path years of experience, technical skills gained, etc. It is also important, however, to consider the unique interests, capabilities, and strengths of individuals and incorporate those into their career path.

These “elective” competencies may not have a direct relationship to the specific position the employee is in at the time, however, recognizing the benefit in the long term is incredibly valuable. A great example is introducing maintenance workers to the concepts and capabilities of Geographical Information Systems (GIS). Their day-to-day job can be done with very little knowledge and understanding of this technology, but when they can grasp the concepts associated with this type of system, they can then begin to see the relationships between other tasks and processes across the organization. This awareness will make them better employees and more valuable to retain.

Finally, ensure there are opportunities for frequent and honest feedback about the process. The career path follows a baseline which needs to be met, but it also needs to be flexible enough to make adjustments for different people who fill the same positions. An annual review is certainly a time to discuss progress in the career path, but it should not be the only time. More frequent get-togethers, even if informal over a cup of coffee once a month, should take place so there are no surprises at the annual review. Honesty and straightforward feedback is incredibly important in these conversations. In order for this process to be effective, both parties need to be on the same page. The employee should feel confident the supervisor is providing the opportunities needed for the employee to successfully reach benchmarks for advancement and achieving personal goals. The supervisor needs to see evidence that the employee is dedicated to the path and goals set before them.

The effectiveness of formal career mapping is well worth the effort when employees realize the accomplishments they have made, the impact their actions have had on the organization, and their influence on those around them in achieving similar goals.

**Analyzing/Recruiting Personnel**

When analyzing and recruiting personnel for succession planning, the very first step in the program should be identification of the essential skills required for the position in question. These skills could be technical, personal, emotional, etc. Each Full Time Employee (FTE) position should have a matrix developed indicating job skill requirements that can be quantified. In addition to quantifiable skills, the
matrix should take into account other competencies and proficiency levels necessary to fill the position. Special attention should be placed on leadership characteristics and other critical competencies necessary for each FTE position. As an example, the Skills Matrix provided by the City of Lenexa, Kansas is provided in Appendix B: Municipal Services Skills Requirements - Operations Level II.

Once a Skills Matrix is in place, management and human resources need to begin the identification process within the talent pool. Various procedures can be utilized to compile a skills inventory of staff including: testing, interviews, personality assessments, documented experience, and other instruments. As this portion of the process develops, an employer will begin to get a real time assessment of their bench strength. This is also a time to assess all of the strengths and weaknesses in the organization and the opportunities and threats to growth and improvement. An entity may find it is lacking skills in key areas or identify under-utilized talent. Conversely, it is also possible that external sources of talent may be identified through temporary positions or consultants working with the municipality.

After an entity has established its essential skills matrix and identified talent within the organization, it can begin a recruitment program for its employees. There are three different approaches: self-nomination, peer nomination, or nomination by senior management. With various managerial positions, a senior management based nomination is most common.

A trial performance with additional responsibilities will help to steer employees toward advancement. The assessment period can take different forms including work skills training or assumption of duties and responsibilities. The end goal is to both gauge and expand employee abilities. In essence, an employer should be building depth-of-skills charts throughout the organization. It should be noted that it is unwise to rely on one person for potentially backfilling multiple positions. In today’s world, a large percentage of public employees are at, or near, retirement age. While unlikely, it is imaginable for multiple positions to become vacant simultaneously. While there is a relatively low risk of an employee leaving an agency with an established career path in place, it is a possibility. Another potential scenario to keep in mind is that even with planning, support, and personal development, a career path employee may not meet the baseline requirements for advancement at the time of demand.

A guaranteed advancement strategy based on longevity, i.e. seniority, is present in a number of agencies. It is as important in these instances to identify talent and competencies in the upcoming workforce. Deficiencies noted in skills and training should be identified and utilized to develop training programs for the workforce. Attention must be focused on employees and their constant training and development. Management needs to be proactive to work with employees and strengthen their skill sets before an imminent seniority based promotion becomes available.

**Training Personnel**

While each specific divisional position differs in function and purpose, the knowledge transfer is rooted in training. Once the career path is understood by both the manager and the identified employee, a specific training program can be established.

Training is directly related to the skills, knowledge, and strategies necessary to do a particular job. It can include teaching staff members new skills, exposing them to unfamiliar ideas, giving them the chance to practice and get feedback on particular techniques or styles of working with people, or simply encouraging them to discuss their work with one another. It can, and should, be ongoing throughout a staff member's employment.
A comprehensive training program might include the following:

- Training for entry level positions with zero experience
- Skills training such as typing and word processing
- Knowledge of new techniques, developments, theories, policies, laws, etc.
- Training on particular business processes inherent to the organization
- Training on unique software or systems in use by the organization
- College or graduate courses
- Attendance at conferences
- Study circles can meet regularly to discuss readings or research topics of interest. Office-wide or departmental workshops
- Institute courses run by non-academic institutions, often involving observation and hands-on practice and lectures, discussion, and reading

Staff and professional development require support from supervisors and management. At the very least, ongoing training and professional development need to be viewed as part of every staff member's job description. Reasonable blocks of paid time and financial resources should be allocated specifically for training.

Anticipate training costs such as:

- Work hours devoted to training
- Partial or full tuition reimbursement
- Registration and travel reimbursement for conference attendees
- Training materials such as texts or tutorial workbooks
- Fees for professionally hosted office-wide workshops

Staff attitudes toward training may vary. To get the maximum benefit from training it is important to foster the understanding that exposure to new ideas and techniques is an important part of any profession. Improving skills and knowledge could help to improve process efficiencies regardless of a career path. An agency that invests in training for its work force, is an agency that values employees and believes the investment will pay off long term. Employees should be presented with training opportunities in a way that communicates a message that they are valued and their growth as individuals is mutually beneficial for everyone. This understanding could lead employees to become more comfortable in identifying weaknesses and seek growth opportunities.

Furthermore, involve staff members in the planning and implementation of training programs. Take a step back and ask what aspects of the profession they feel the least confident. The people who do the work are in the best position to identify some of most immediate training needs. New staff should be involved right away, ask what aspects of the job they feel least prepared for or in what areas are they most unsure about achieving high performance. The answers to these questions can help to structure a useful and effective environment. In addition, staff participation in planning and conducting a training program gives staff ownership of the program, making it far more likely that they will take it seriously and profit from it.

Some organizations approach staff training needs through the use of an individual training contract with
each staff member. In this case, each person in the organization, often in consultation with supervisors, other staff, etc. plans his own training program for the year. A program may include courses, workshops, conferences, and study circles, observations at other organizations, research, self-directed reading, tutorials, or any activity that will enhance his skills or knowledge. Still, the training program should be assessed and evolved over time to improve its effectiveness and meet the progressive needs of the organization.

There are simple ways to determine the effectiveness of a training program.

- Feedback survey from staff
- Informal one-on-one discussions with staff
- Observation and supervision of staff
- Assess performance of specific skills and techniques where instruction has been provided

A good staff training program has a structure and is built with logic that make sense for your organization. It should continue to be an important aspect of progressive business processes throughout the life of the organization and include initial training for new staff, staff development (ongoing training for all staff), and professional development (the opportunity to gain new knowledge or skills, or to move to the next level of expertise). The development of a training program requires evaluating critical methodology, logistics, and assessment.

**Mentoring**

There are many proven strategies that can and must be followed so that successful transition can occur. Mentoring allows organizations to preserve the knowledge base of the people they have invested in. This allows companies to maintain consistency and sustainability that is vital to the success of the organization. Mentors can use assessments to help organizations find individuals that are best able to facilitate the coaching process. Succession planning, like any business insight, is an art and a science. Choosing the leaders that understand the importance of coaching others for succession is vital. Some in a position of power may find discomfort in succession planning. Any plan for succession is a blueprint for the inevitable transition of power, control, and prestige they worked so long and hard to achieve.

A mentor is a valuable resource that can help a candidate focus their short and long-term career goals while providing support in a new role or environment. An effective succession plan should make mentors readily available to candidates that are interested. This ensures you can provide candidates with a network of potential mentors that are willing and interested in growing tomorrow’s leaders. This benefits the mentor and candidate in your organization. Mentors come in many forms and may be from a different department. If your organization provides a pool of potential mentors, encourage staff to find value their truthful experiences both good and bad. The mentor should be able to identify when their “protégé” is ready for new responsibilities and challenges. A worthy mentor is flexible and tolerant of mistakes for the sake of growth and development.

This process is most successful when the candidate has input on choosing a mentor who has similar values and is a good listener, and who views the candidate as a good role model and someone from whom they have much to learn. This person may possess a specific trait that they admire or wish to embody. Over time, the mentor and candidate will learn a great deal about each other and eventually be able to openly discuss difficult topics they might not be comfortable discussing with a supervisor. The job title does not need to be of higher rank, age or even someone from within the same department.
This can be an opportunity to branch out of the candidate’s comfort zone and diversify their knowledge of the organization.

The mentoring component of a succession plan is not necessarily quantifiable but rather a resource to help your organization grow for both the mentor, and candidate’s benefit. A mentor is not there to tell a candidate how to be successful but rather to provide their perspective from experience. It may be the less quantifiable aspects that provide the support your employees need to become stronger leaders and more clearly define their career goals.

Another key component is for the candidate to participate in job shadowing or “coaching” with the current employee that they may be replacing. This allows the outgoing employee (“the coach”) to provide some instruction on the techniques they utilize to accomplish their initiatives and daily responsibilities. In addition, it allows the coach to advise against processes that may have been less successful in the past and discussing changes that were made to create a positive outcome. Allowing the candidate to walk in the footsteps of the coach for a period of 3-6 months (minimum depending on the level of responsibility) has shown great benefits while allowing the coach to feel more comfortable that the position they are vacating will be left in good hands.

**Evaluating and Refining the Process**

Evaluating and refining the succession plan process is paramount to the success of any program but even more critical when it comes to the long term staffing of an organization. Each of the above steps will require review during the process to ensure that it is meeting the needs of the position, accomplishing the goal of the process, and being modified if it is not meeting the benchmark goals. Evaluation involves a progress check as to whether goals are clearly met by the candidate; if not, a solution to reach a goal must be identified. The process needs to be evaluated for success as the goal of the initial implementation is to create a framework for future succession planning within the organization. Evaluation of the employee’s readiness to move to the next step is critical throughout the process to ensure that the proper skills are being learned and that the career path is in line with the employee’s potential. If at any point in the process the candidate or the Department Head feel they have not accomplished the goal, review of the information should be completed. It is not beneficial to either the candidate or the Department Head to move on strictly based on pre-established timeframes.

Refinement is an on-going necessity for a succession plan. As you evaluate the candidate and determine their strengths and weaknesses, additional training needs may be identified that should be addressed. The timing of each step may need to be modified depending on the accomplishments of the candidate. Additionally, advancement will be different based upon prior experiences and the learning speed or capacity of the candidate.

Refining the process includes making minor changes to the approach to accomplish the goals of the program. This step is primarily used for future implementations of the succession plan. Feedback should be collected along the way from both candidate and Department Head to ensure that the process can be repeated with others.

**Handing over the Keys**

The closing step in the process is “Handing over the Keys.” A candidate will be ready to transition into the new position once it is acknowledged that the achievements set in the career plan have been met, proper training and mentoring has been completed, and an evaluation of the candidate’s abilities has determined they are able to take on the responsibilities of the new position. It is equally important for
both parties to be ready and willing to move to this step. Many times this is the hardest step for the soon-to-be retiree to take. However, if the process previously outlined has been successfully accomplished, this step should be relatively easy.

The question is often asked, how long should this process take? The answer is that it depends on the position, the experience of the candidate, and the ability of the staff. Many higher level positions generally will be most successful with one to two years of preparation. This includes the time required to identify the candidate, complete training and provide adequate mentoring. The main recommendation when it comes to a timeframe is to layout the plan early and then be willing to make minor changes along the way. It is essential to identify the strengths and weaknesses of the candidate and create a reasonable timeframe.

Finally, an endless amount of preparation, training, and mentoring prior to the candidate taking the new position won’t account for every possible scenario. Take advantage of this newly realized challenge and embrace it. Use the situation that was unaccounted for to refine the process for the next round. Know that the work that has been accomplished will provide long-term benefit to the organization.
EDUCATIONAL MATERIALS

As municipalities and other organizations involved with public works prepare for the departure of valuable staff, the American Public Works Association (APWA) can help educate members about how to effectively transfer knowledge of departing employees while providing training to attract, develop, and retain employees. APWA can play a critical role in succession planning by providing information and data to members. The association can focus on four components to educate members about succession planning: a designated succession planning webpage on the APWA website, regularly scheduled webinars, conference sessions at APWA national conference, and educational materials that can be utilized by members at meetings and other events.

Webpage

The internet has become the number one place people go for information. APWA can promote the importance of succession planning in public works by providing an interactive and informative webpage within its website. This could be a place where organizations new to succession planning and other more experienced traffickers can find tools, share ideas and best practices, and explore past articles and presentations. This webpage could be your one stop shop to succession planning in public works.

Developing a plan and determining how to measure the components of the plan are essential to succession planning. The website could be a place where organizations go to find templates or guides to help set up their succession plans. The templates could explain the process step-by-step and help point organizations in the right direction for developing a plan that fits their needs. A database of general public works positions and the competencies and skills required for those positions can be maintained for organizations to access when developing their plans. Tools to help management evaluate an organization’s current employees and assess their potential for success in new positions could be provided on the webpage.

Within the webpage, a forum or community room could be set up for members to post their successes and lessons learned on succession planning. This would also be a place for people to ask questions on a variety of topics within succession planning. In the forum, mentors could share their ideas for training and development, and share their experiences with younger employees to present new ideas to aide them in future leadership positions. The forum can also be used to help evaluate the success of another organization’s succession plan. Sometimes it takes a new set of eyes to see flaws in a plan. The forum format requires open participation from all members to be beneficial.

The webpage could also host a library for all the articles and presentations on succession planning. APWA Reporter articles, webinars, Congress presentations, chapter presentations, etc., everything you wanted or needed to know about succession planning would be in one place. Today, succession planning is not a quick search topic on the APWA website. Using the text search doesn’t guarantee users will find all available materials without knowing specific titles. Archiving the different media into a common place for people to find would help increase the use of these materials.

Webinar

Webinars are an effective means of providing educational outreach for APWA and other similar organizations. A webinar is a workshop, presentation, or lecture that is transmitted over the internet that can be received by users at a desktop. Today, many webinars are interactive, allowing users to transmit
and received information real time while the webinar is broadcasting. Webinars can also be archived to be viewed by users at a later date.

APWA has hosted several free webinars to members on leadership and management. On July 24, 2014, the APWA hosted a webinar by Ian Hill titled “Effective Public Speaking for Public Works Leaders.” This webinar followed a previous leadership webinar by Ian Hill in January of 2014.

The team would be very interested in a webinar produced by APWA that is dedicated to succession planning. Succession planning is such a hot topic that it could be updated and broadcast annually. A webinar on succession planning would be most accessible if it were provided for free to APWA members and held during work hours that are convenient in all U.S. time zones. The webinar should be archived on the APWA website so that it is available on-demand to members in the future.

It is important that the webinar is easy to use by members so that users feel comfortable in participating in the services available in a webinar, such as asking questions or being able to comment during the live presentation. Many successful webinars incorporate visual PowerPoint presentations during the webinar so that users observe written information while listening to the audio cast of the webinar. APWA could contract with vendors able to produce webinars with reliable audio and video streams and the ability to have a large number of members participating in the webinar at the same time.

Other organizations are now providing similar webinars on succession planning. The International City/County Management Association recently held a two-part series on April 9, 2014 and May 7, 2014 titled “Succession Planning: Talent Management for the 21st Century.” The International City/County Management Association is hosting Patrick Ibarra to discuss how to attract, hire, retain and develop high performers, and effectively transfer knowledge of departing employees. There is a charge of $248.00 for members to view and participate in the series or to purchase a CD ROM of the presentation.

APWA could also consider partnering with a national speaker or other organization in order to develop an effective succession planning webinar. Leveraging resources would allow APWA to develop a comprehensive succession planning training program that could be marketed nationally with a fee to offset production costs. The succession planning training program could be further developed by the American Public Works Association’s Leadership and Management Committee.

**Conference Session**

With thousands in attendance at the American Public Works Association, International Public Works Congress & Exposition held annually, many can take advantage of this outstanding opportunity to learn about the importance of succession planning. This conference is an in depth and extensive educational platform.

The APWA Annual Congress has been a very valuable resource for many to learn about new and upcoming topics in our fast paced world. A presentation at Congress would provide expansive outreach for added exposure to this much desired topic.

Every year there is a call for presentation by the APWA with a September deadline for submission. The outline is to be submitted to the review committee who will meet every year in December to review all submissions. The American Public Works Association’s Leadership and Management Committee could consider working with a national speaker to prepare an annual session on succession planning. The session
would allow attendees to become informed about succession planning and where to access additional educational materials and webinars at the APWA website.

In developing a comprehensive program on succession planning, the APWA could reach out to state chapters and create a session that can be presented at state chapter conferences. The Leadership and Management Committee could identify a speaker or work with multiple state chapters to prepare a session that could be presented by various people based on region. Educational materials, such as a PowerPoint presentation and handouts, could be provided to state chapters in preparation for the session at state chapter conferences.

**Education Materials**

In order to provide succession planning educational materials to organizations, the APWA could develop resources that can be used by members at conferences, meetings, and other events. Once members are able to access succession planning information at the AWPA website, webinar, and conference session, it is important that members have access to information that can be shared within organizations, such as public works and human resources departments.

Educational materials, such as brochures in PDF format or PowerPoint presentations should be available for members’ use so that succession planning topics can be discussed within departments and other venues.

The American Public Works Association should explore the idea of succession planning as part of any accreditation process; by doing so it could gather sufficient materials and plans from different government agencies to be used as guides for others. These educational materials (e.g. brochures, plans, etc.) should be made available for download and use by APWA members. There is no out of the box idea that will help distribute materials, but placing information on the APWA website makes it permanently available to members online. As an organization is creating its succession plan, there will be a comprehensive source of reputable information.

Finally, there are opportunities for the American Public Works Association to promote succession planning. Succession planning is a common theme in the public works industry, but how will everyone know where to turn for this information? The APWA should also make a push at the state level chapters. In Nevada, there are biannual conference announcements about succession planning and where to turn for more information. Additionally, handouts are provided with the announcement.

There is not a perfect succession plan or avenue to get the information out. If the APWA provides more simple access to educational materials on the APWA website, members will have information available when needed. As the American Public Works Association develops a comprehensive succession planning training program, all educational components: webpages, webinars, Congress sessions, and educational materials, can be packaged together and eventually offered as a track at one of the APWA’s Institutes, or as part of the APWA Donald C. Stone Center for Leadership Excellence in Public Works.
Appendix A: Baseline Material Outline Summaries
“Succeeding at Succession Planning”, as presented by Jay T. Spurgin, City of Thousand Oaks, at the APWA 2012 Congress

- Importance
  - “Succession planning is a lot like a relay race, and we’ve got to get the folks running that we’re going to hand off the baton to. Otherwise, as in a race, you fall behind.”
  - Baby boomers are getting older, are we preparing new leadership to take over
  - There will be a lot of changeover in next 5-10 years (54% of Thousand Oaks PW staff eligible within five years)

- Guiding principles
  - Identify and develop potential successors, consider future needs and abilities, increase retention of superior staff, minimize disruption from retirements
  - Long-term investment
  - Target multiple people, don’t put all eggs in one basket
  - Recognize intellectual capital as key asset

- Thousand Oaks’ “Portfolio Approach”: won Helen Putnam Award for Excellence, award given out by the League of California Cities each year. Different programs because there are different focuses.
  - Internship Program (3-6 month period)
    - Capturing interest of people coming into workforce, getting best into PW
    - Out of the 220 PW employees for Thousand Oaks, about 25 interns in different divisions
    - Not as big of a shock going from school to full-time career
    - Some have gone on to become full-time employees
  - Tuition Reimbursement Program
    - Hasn’t been all that costly, especially compared to total
    - Associate degree: maximum of $1,000 per year
    - Bachelors and Masters degree: maximum of $5,000 per year
    - Budget of $125,000 set aside per year
  - Management Certificate Program
    - “the in-house degree”
    - Series of classes, exercises, training programs offered by the City such as time management, supervisory concepts, influencing outcomes, administrative policies
  - Thousand Oaks Leadership Academy
    - Annual class of 15-20 employees in all departments, including line staff
    - 6 full days of leadership education, targets public speaking, developing reports, and understanding other functions of the City
    - Graduating class runs the next year’s class
  - Mentorship Program
    - Not discussed in presentation
  - Job Shadow Program
    - Not discussed in presentation
  - Read to Lead
    - Not discussed in presentation
“Development of In-House Candidates”, as presented by William A. Sterling at the APWA 2009 Congress

- There is a need of a paradigm shift in replacing key positions. This plays out in the development of an internal succession plan that provides for a concentrated mentorship program.
- “Succession planning is about sustaining the organization throughout constant change.”
- Succession planning steps
  - Commitment
    - Recruit & hire good people
    - Train well
    - Develop leaders
    - Mentor the leaders you develop
  - Evaluate
  - Generation of a program to prepare and grow the future leadership management pool.
  - Targeted leadership development programs for continued professional growth of future key leaders.
  - The development of a clearly defined and communicated career ladder program to not only retain but also attract key talent at all levels.
- Excuses (Succession Planning in Public Sector Organizations, Vidu Soni, 2006)
  - Leader reluctance to take on the task
  - Assumption that “it’s an HR thing”
  - Inadequate info on how to do it
  - Cost/resource constraints
  - Too many other demands
  - Internal resistance
  - Lack of clear criteria
  - Lack of evaluation to justify their value
- Development of a succession plan
  - 5 major elements
    - Mission Statement (Scope of Services)
      - “Develop a program to identify, train, mentor and fill or prepare a candidate to move into a future key position.”
    - Work Plan Outline (Request for Proposal)
      - Identify candidates (1-2 months)
        - Ability
        - Initiative
        - Responsibility
        - Commitment
        - Team Player
        - Flexibility
        - Minimum Skills: Education/experience, technical skills, leadership/interpersonal skills
      - Orientation/training schedule (4-6 months)
        - Attend meetings, review manuals, review budgets, job shadow, people skill training, begin mentoring program, set overall goals
      - Mentoring/coaching (4-6 months)
        - Continue with mentoring program and job shadowing, begin to take on assignments
• Implementation plan
  o Set specific goals, weekly meetings and reviews/reports, feedback
• Transition plan (1-2 months)
  o Mentor reduces time and acts as “security blanket”, decision making turned over
  o Implementation Plan (Construction)
  o Progress Reviews (Project Management)
  o Appointment Goal (Project Completion)

• Key Phrases
  o Succession planning is a process and won’t work without commitment from the top
  o Mentoring is a must!
  o It’s all about sustaining excellence through the ups and downs of the daily grind
  o Identification is important
  o Patience is critical – mistakes will be made
  o Mentor must share everything!
  o Mentor must recognize when protégé is ready
  o Mentor must also be ready to “back-off”

_Hartman, Dan, “Genghis Kahn and succession planning”, APWA Reporter, December 2013_

• Although investing time and resources into training employees may end up resulting in employees going elsewhere, it is still critical to develop them because of the benefit of their additional competence while they are with us.
• Unseen benefit is that identifying and training those employees who want to advance greatly improves morale.
  o Identify positions
    ▪ Identify positions that trained staff can move into
    ▪ Define the skills that will be required to fill those positions, which will serve as development plans for the positions
    ▪ Start by identifying critical positions that would be problematic if left vacant for long periods of time and positions that are unique to the organization which are best accomplished with local knowledge and experience.
    ▪ Identify positions that require special skills that would be hard to find in a normal candidate pool.
  o Create Development Plans
    ▪ These are training programs that will provide the skills and initial experience
  o Identify Talent
    ▪ Get to know their goals and aspirations. Make sure they have the desire to move up.
  o Create Succession Plans
    ▪ Create a plan that is focused and written.
    ▪ In their case, elements of the succession plan are included in the individual’s goals, making achievement part of their annual review
  o Mentor, Train and Review
    ▪ Training must include experience as well as trust to make decisions and choices.
    ▪ Failure is a learning opportunity, and the employee should never incur blame.
    ▪ The mentor’s job is to coach and ensure that failures are not unrecoverable.
    ▪ The mentor should not insist that things be done “the way we have always done them”.

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Starting in 2005, the “Baby Boomers” will be eligible for retirement.

#1 internal issue in both public and private agencies is workforce competence.

Polling question during the webcast: How many employees in your organization is within 8-10 years of retirement? Answer: 25-40% of participating agencies workforce

Recruitment
- Money is a satisfier and not a motivator
- Appreciation, recognition, opportunity are motivators
- Must be engaged in your employees goals
- You can buy time and talent
- Must earn loyalty and enthusiasm

Organizational Mapping
- Identify organizational needs
- Assess existing and potential skill requirements
- Identify core and special attributes you want people to have
- Identify core and special knowledge, skills, and ability
- Identify key existing staff with desired characteristics
- Assess gaps in knowledge, skill, and ability and emotional intelligence
- Develop timelines and a skill path for tenure track employees
- Assess age variance and retirement schedules
- Assess turn over patterns

Try to eliminate those that are “retired on the job”

Emotional intelligence
- Self-awareness
- Self-control
- Adeptness in relationships
- Motivation
- Empathy

Organizations with patterns of employee succession have:
- Collaboration, cooperation, communication
- Shared leadership and responsibility
- Strategic thinking and planning
- Understanding of mission, goals, and strategies
- Identify knowledge, skills, ability both technical and interpersonal
- Positive attitude
- High degree of emotional intelligence

Manager/leader roles in succession planning:
- Guides
- Facilitates
- Expectation setters
- Establish standards
- Set direction
- Model desired behavior
- Create an adaptable organization
“Who’s Gonna Take My Place?” Presented by Don Bruy, City of South Jordan, Utah, Director of Public Works

- Background
  - South Jordan is the fastest growing city in Utah
  - Had a young, inexperienced staff
  - City had trouble finding experienced people to keep up with growth, and decided that they need to figure out how to train from within.
  - Director had a Marine Corp background and the motto was that next person must be able to step up and fill in.
  - Director read Jim Collins book “Good to Great” to develop preliminary ideas

- Goals
  - Develop a trained staff & make sure staff had skills, knowledge, and people in the right place.
  - Ensure organization’s future and that its values are maintained.
  - Director had a Marine Corp background and their motto was that next person must be able to step up and fill in.
  - Bring people below him up to his position.
  - Set expectations and give ownership at the lowest level.
  - Propagate the culture to be willing to take it on to the future.
  - Important to educate the public. Created South Jordan University, taught by the directors.
  - Support the mission statement

- The Process
  - First step was to do a needs assessment.
  - Started with senior leadership training.
  - Recognition of rising stars.
  - Education Assistance Program, city paid for employees to get degrees.
  - Leadership Boot Camp – Took rising leaders and based training on leadership, mentoring, succession planning. Curriculum based on John C. Maxwell’s 101 Series.
  - Internal Leadership Academy which focuses on Organizational Management, taught by Directors.
  - Need to develop talent at all levels.
  - The City will look externally for gaps in staff and fill externally.
  - Involve Stakeholders, community, and city council.

- “Coaching your Successor”
  - Be involved in plans & strategies, becomes a confidant.
  - Be exposed to meetings and city council meetings.
  - Need to build confidence and not just throw them out there.
  - All workers understand budgets and planning.
  - Position successor to be a winner.
  - What kind of mentor are you? Are you a credible coach?
  - What do you need to work on as a mentor/coach?
  - Do you want your successor to succeed? Ego often gets in the way.
  - Be willing to put in a lot of time coaching.
  - Need to seek feedback from stakeholders (Other Department Leaders, City Council Members, etc.) on your successor.
  - You need to be ready to go and don’t hang on too long and let your successor step up.
    - The successor may leave the organization for new opportunities.
  - Give up idea of being the boss.
  - What are you most proud of? Most important is the success of the successor.
• Suggested Reading List
  o **Execution** by Larry Bossidy
  o **Control Theory Management** – William Glasser
  o **Leadership and Self Deception** by The Aringer Institute
  o **It’s your Ship & It’s Our Ship** by Michael Abrashoff
  o **Coaching for Improved Work Performance** by Ferdinand Fournies
  o **Succession: Are You Ready?** By Marshall Goldsmith

**Succession Planning Webinar – “Growing your Own Director”**
“Successful Succession, Our Leadership Legacy” by George Haines, Program Director Mining Technology, Northern Wyoming Community College District

• “How we pass the torch just might be the ultimate measure of our leadership success” Hans Finzel
• Do you have a process in place to replace you or your boss?
  o Succession Planning came to forefront in December 2006 in the Reporter when then APWA President, Bill Verkest said “We must assist in the development of new leaders.”

• Impact on organization when you don’t plan for future:
  o Institutional Memory loss
  o Adds organizational stress
    ▪ Decreased efficiency & productivity & safety
  o Loyalty & Commitment suffers
    ▪ Spend more money on recruitment and training and not on employee development
    ▪ Recruit employees from outside the organization
      • Creates a learning curve for new employees
      • Creates morale problems for existing employees who weren’t given the opportunity to take on the position
  o Lack of Experienced leadership in key positions
  o Potential for errors and legal ramifications
  o Effects the survival of Public and Private Businesses
• “Impact of the aging workforce on Public Sector Organizations and Mission” By the International Public Management Association for Human Resource in February 2007
  o Cost to fill position: 32% of Organizations Don’t know cost, 31% say less than 10% of Salary, & 30” say 10%-25% of Salary
  o Average time to train new employee: 33% of Organizations said 4 months – 6 months, 18% said 6+ months
  o Time to fill open positions: 71% of Organizations said 1 month – 3 months
  o Vacancy filled by internal candidate: 51% of Organizations said 1%-25% of the time, 31% said 25%-50% of the time, effects employee loyalty and trust

• Employee wants:
  o Believe Organization has right purpose
  o Know job is worthwhile
  o To make a difference
  o From “Hardwiring Excellence” by Quint Studer

• First need to develop a Brand for your organization

• Succession Planning Cycle
  o Commitment (From highest level of the organization) -> Recruit -> Hire -> Orientate -> Train & Develop -> Mentor & Coach -> Monitor & Refine

• Purpose of succession planning is “Passing the Baton”
Best Practices for Succession Planning
  o Program to prepare and grow future leaders
  o Leadership Development Programs for continued professional growth of key future leaders
  o Development of clearly defined and communicated “Career Ladder” to retain and attract talent because future growth potential
  o “A Gathering Storm, Succession Planning in the Public Sector” June 2007 The Waters Consulting Group, Inc.

Why Succession Planning is Important
  o Transfer knowledge between generations
  o Builds trust and commitment when company commits to developing employees
  o Increases employee morale
  o Improves recruiting and retention

What does succession Planning involve?
  o Need to understand organizations long term goals and objectives
  o Identify the workforce development and what needs you have
    ▪ Wyoming recruiting workers from Detroit
  o Need commitment from all employees and employees needs to understand their roles and responsibilities
  o Follow-up with feedback
  o Coaching and mentoring
  o Monitoring and refining

Barriers or excuses to Succession Planning
  o Employees are reluctant to discuss retirement date
  o SP stifles competition
  o Belief that employees with seniority should have priority for succession
  o “It’s an HR thing” – managers need to be involved
  o Lack of trust of employees

Essential Components
  o Answer the question of “Why we want to do this?”
  o What are the roles & responsibilities of those who will make it happen?
  o A Comprehensive Approach
  o Alignment with Vision
  o Determine critical positions
  o Budget for training and development
  o Establish Candidate pool
  o Each employee should have a plan for development
  o Competences for each position
  o Commitment from the Top – Stakeholders, Elected officials and administration
    ▪ Establish Mission, Vision, Core Values
    ▪ Develop a Strategic Plan
    ▪ Monitor success of plan
    ▪ Commitment to Resources and development
  o Responsibilities of Department Heads
    ▪ Support Direction of elected officials
    ▪ Create a Focus Team
    ▪ Implement Plan
    ▪ Monitor and Refine plan
  o Focus Team
 Develop Succession planning process & tools
 Include all levels of employees
 Communicate process
 Obtain Feedback and follow up from other employees
 Create project flow chart
 Create succession planning policy
 Document organizational chart
 Determine key position chart
 Identify replacement candidates
 Career planning profile chart for each employee
  o Mentor/Coach – day to day link to support process
     See Potential
     Tolerate mistakes for employee development
     Be flexible
     Patience for Development
     Perspective to see down the road and develop people
     Build up and encourage others
     Make sure you are accessible
     Identify strengths and weaknesses
     Help them achieve independence
  o Participant – support process and be willing to question the process
    • APWA provides lots of mentoring programs
    • Succession Planning is a process, it takes time
    • Take time to pass knowledge through mentoring

“Succession Planning Through Executive Leadership Development” by Frank Abbatte, HR Director Brevard County Board of County Commissioners, Viera, Florida

• Enhance Leadership Skills across county government
• Identify key leaders for Succession Planning
• Increase employee satisfaction & retention
  o Perform 360 organizational review
  o Ask questions of organization
  o Conduct Employee satisfaction surveys
• Build networking and support opportunities
• Created Executive Leadership Institute (ELI)
  o 15 month reoccurring program
  o CEO/Director leader went through the program first
  o Develop pool of candidates of potential candidates
• Starts early in career path
• Employee Development Program – All supervisors required to complete, pre-requisite for ELI
  o Require candidates to attend the Steven Covey’s 7 Habits of Highly Effective People 3-Day Signature Program (Pre-requisite for ELI)
  o Sponsorship from employee’s Department, Financial commitment
  o 1st year of program, senior leadership went through program to get buy-in
• ELI Competencies
  o Self-awareness, recognize tendencies and strengths
  o Coaching & develop others
  o Building trust
o Inspiring others
o Facilitating Change
o Leading through vision & values

• The program gives employees path to grow career
• ELI Curriculum
  o 3 Day retreat off-site, demonstrates organization commitment
  o Monthly Training Workshops
  o Class share lessons learned
  o Formal Mentoring relationships – former graduates
  o Class give leadership presentations to fellow classmates
  o 4 reading assignments and discussions

• Growth Assessments
  o Covey’s Leadership “Great Leaders, Great Teams, Great Results”
  o Covey’s Leadership Quotient (LQ)
  o Personal Core Values
  o DiSC9® Personality Assessment
  o Gallup’s Strength Finder 2.0
  o Emotional Intelligence Profile
  o Listening Styles Profile
### Appendix B: Municipal Services Skills Requirements - Operations Level II

*Source: City of Lenexa, (revised 06/06/2014)*

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<th>Street Maint. II</th>
<th>Storm Maint II</th>
<th>Fleet Tech II</th>
<th>Traffic Maint II</th>
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<th>Facilities Mgmt Tech II</th>
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<td>1. Work Zone Technician</td>
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<td>1. ASE Cert in Preventive Maintenance Inspection</td>
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<td>2. Prescribed Burning</td>
<td>2. ASE Cert in at least 4 Automotive and/or medium/Heavy-duty Truck related areas</td>
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<td>16. Boat Safety</td>
<td>3. Tree Trimming and Maintenance</td>
<td>2. EPA air-conditioning</td>
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<td>19. Liquid Tank (for water)</td>
<td>Electronic diagnostics:</td>
<td>1. Pesticide App License</td>
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<td>20. Air Cond. equip</td>
<td>1. lab scopes</td>
<td>2. Flagger</td>
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<tr>
<td>21. Electrical</td>
<td>2. scan tools</td>
<td>3. Forklift</td>
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<tr>
<td>23. Cylinder hone &amp; Ridge Reamers</td>
<td></td>
<td>1. ASE Cert in Preventive Maintenance Inspection</td>
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<tr>
<td>24. Various hand tools</td>
<td>Critical Facilities Equip locations</td>
<td>1. IMSA Level II signal tech Level I</td>
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<td></td>
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<td>2. Systems efficiency optimizations</td>
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<td>3. FM Preventative Maint Procedures for HVAC, Ice machines, Boilers, etc</td>
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<td>1. Work Zone Supervisor</td>
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<td>1. IMSA Level I streetlights</td>
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<td>1. Building Operator Cert Level I</td>
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<td>2. Universal Refrigerant Cert</td>
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<td>3. Completion of Siemens BAC Level I</td>
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<td>Computer Skills</td>
<td>Basic Knowledge</td>
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<td>Proficient use of computer and all software necessary for this position.</td>
<td>1. Crack sealing</td>
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<tr>
<td>Proficient use of computer and all software necessary for this position.</td>
<td>2. Asphalt milling/pothole repair</td>
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<tr>
<td>Proficient use of computer and all software necessary for this position.</td>
<td>3. Asphalt base repair</td>
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<tr>
<td>Proficient use of computer and all software necessary for this position.</td>
<td>4. Snow removal operation</td>
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<tr>
<td>Proficient use of computer and all software necessary for this position.</td>
<td>5. Sidewalk grinding</td>
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<tr>
<td>Proficient use of computer and all software necessary for this position.</td>
<td>6. Sidewalk removal</td>
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<tr>
<td>Proficient use of computer and all software necessary for this position.</td>
<td>7. Ditch maintenance</td>
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<tr>
<td>Proficient use of computer and all software necessary for this position.</td>
<td>8. Air conditioning</td>
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<tr>
<td>Proficient use of computer and all software necessary for this position.</td>
<td>9. Small engine repair</td>
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<tr>
<td>Proficient use of computer and all software necessary for this position.</td>
<td>10. Preventive maint</td>
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<tr>
<td>Proficient use of computer and all software necessary for this position.</td>
<td>11. Engine overhaul</td>
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<tr>
<td>Proficient use of computer and all software necessary for this position.</td>
<td>12. Suspension Systems</td>
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<tr>
<td>Proficient use of computer and all software necessary for this position.</td>
<td>13. Snow plow equip</td>
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<tr>
<td>Proficient use of computer and all software necessary for this position.</td>
<td>14. 4wheel drive train</td>
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<tr>
<td>Proficient use of computer and all software necessary for this position.</td>
<td>15. Tires</td>
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<tr>
<td>Proficient use of computer and all software necessary for this position.</td>
<td>16. Transmission &amp;transaxle</td>
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<td>Proficient use of computer and all software necessary for this position.</td>
<td>17. Construction Equip</td>
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<tr>
<td>Proficient use of computer and all software necessary for this position.</td>
<td>18. Engine Electronics</td>
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<tr>
<td>Proficient use of computer and all software necessary for this position.</td>
<td>19. Alignment</td>
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<tr>
<td>Proficient use of computer and all software necessary for this position.</td>
<td>1. Invasive plant ID</td>
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<td>Proficient use of computer and all software necessary for this position.</td>
<td>2. native plant ID</td>
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<td>Proficient use of computer and all software necessary for this position.</td>
<td>3. Pipe installation</td>
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<td>Proficient use of computer and all software necessary for this position.</td>
<td>4. Pipe maintenance</td>
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<tr>
<td>Proficient use of computer and all software necessary for this position.</td>
<td>5. Storm structure repair</td>
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<tr>
<td>Proficient use of computer and all software necessary for this position.</td>
<td>6. Storm structure and pipe evaluation</td>
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<td>Proficient use of computer and all software necessary for this position.</td>
<td>7. Ditch maintenance</td>
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<tr>
<td>Proficient use of computer and all software necessary for this position.</td>
<td>8. Air conditioning</td>
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<tr>
<td>Proficient use of computer and all software necessary for this position.</td>
<td>9. Small engine repair</td>
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<tr>
<td>Proficient use of computer and all software necessary for this position.</td>
<td>10. Preventive maint</td>
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<tr>
<td>Proficient use of computer and all software necessary for this position.</td>
<td>11. Engine overhaul</td>
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<tr>
<td>Proficient use of computer and all software necessary for this position.</td>
<td>12. Suspension Systems</td>
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<tr>
<td>Proficient use of computer and all software necessary for this position.</td>
<td>13. Snow plow equip</td>
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<tr>
<td>Proficient use of computer and all software necessary for this position.</td>
<td>14. 4wheel drive train</td>
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<tr>
<td>Proficient use of computer and all software necessary for this position.</td>
<td>15. Tires</td>
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<tr>
<td>Proficient use of computer and all software necessary for this position.</td>
<td>16. Transmission &amp;transaxle</td>
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<td>Proficient use of computer and all software necessary for this position.</td>
<td>17. Construction Equip</td>
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<tr>
<td>Proficient use of computer and all software necessary for this position.</td>
<td>18. Engine Electronics</td>
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<td>Proficient use of computer and all software necessary for this position.</td>
<td>19. Alignment</td>
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<tr>
<td>Proficient use of computer and all software necessary for this position.</td>
<td>1. Hand held Counter</td>
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<td>Proficient use of computer and all software necessary for this position.</td>
<td>2. Tube counters</td>
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<td>Proficient use of computer and all software necessary for this position.</td>
<td>3. Pad counter</td>
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<tr>
<td>Proficient use of computer and all software necessary for this position.</td>
<td>4. Stealth</td>
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<tr>
<td>Proficient use of computer and all software necessary for this position.</td>
<td>5. Flat bed cutter</td>
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<td>Proficient use of computer and all software necessary for this position.</td>
<td>6. Signs and marking</td>
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<td>Proficient use of computer and all software necessary for this position.</td>
<td>7. Flexi sign program</td>
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<td>Proficient use of computer and all software necessary for this position.</td>
<td>8. MUTCD</td>
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<td>Proficient use of computer and all software necessary for this position.</td>
<td>9. GIS</td>
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<tr>
<td>Proficient use of computer and all software necessary for this position.</td>
<td>10. Arc View</td>
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<tr>
<td>Proficient use of computer and all software necessary for this position.</td>
<td>11. Walk behind paint machine</td>
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<td>Proficient use of computer and all software necessary for this position.</td>
<td>12. Layout of the City</td>
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<tr>
<td>Proficient use of computer and all software necessary for this position.</td>
<td>1. Signals</td>
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<td>Proficient use of computer and all software necessary for this position.</td>
<td>2. Streetlights</td>
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<tr>
<td>Proficient use of computer and all software necessary for this position.</td>
<td>3. Com</td>
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<tr>
<td>Proficient use of computer and all software necessary for this position.</td>
<td>4. Detections</td>
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<tr>
<td>Proficient use of computer and all software necessary for this position.</td>
<td>5. Of the City</td>
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<td>Proficient use of computer and all software necessary for this position.</td>
<td>6. Signs and marking</td>
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<td>Proficient use of computer and all software necessary for this position.</td>
<td>7. MUTCD</td>
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<td>Proficient use of computer and all software necessary for this position.</td>
<td>8. OGL</td>
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</table>

*Seasonal employment counts toward hours with the City*