

**KINGSBURY GENERAL IMPROVEMENT DISTRICT
AGENDA ITEM #11**

TITLE: Discussion on Succession Plan and Selection of two Trustees for Succession Plan Subcommittee

MEETING DATE: November 17, 2020

PREPARED BY: Cameron McKay, General Manager

RECOMMENDED ACTION: Selection of two Trustees to work with the General Manager on a Succession Committee to complete a succession plan to bring back to the full Board of Trustees for approval.

BACKGROUND INFORMATION: Management Succession Planning is a process by which an individual or individuals are scanned to pass on the leadership role within a company. This process ensures that the business will continue to operate efficiently without the presence of people who were holding key positions as they must have retired etc.

This involves coaching and development of prospective successors or people within a firm or from outside to take up key positions through an organized process of assessment and training.

Revision of the job descriptions of the positions involved will smooth out a transition and allow for qualified personnel to fit into these positions. It ensures a smooth transition of power in the leadership role. If the successor is chosen within the district, it will help motivate the employees, and also save on cost and extra time which the management would have spent in scanning candidates from other utility firms.

To start with, we need to understand who we are as a public utility. At KGID we focus on consistency and reliability to our customers. We also need to remember that we answer to a number of regulatory agencies and that relationships have already been established between current employees and these agencies that may have taken years to develop.

Another key piece in succession planning is that it should not include just one promotion within the district. Someone must be moved into a potential vacant position once that person is promoted. This means that both the General Manager and Operations Superintendent job descriptions must be reviewed/revised to ensure the people selected can meet the qualifications of the positions.

With the proper benefits included in any of the compensation packages for the successor, this could be a powerful recruitment tool, helping KGID to improve retention and a company culture. The existing dedication of our staff to provide quality essential services with environmental sustainability could be drastically altered with the selection of the wrong person to be promoted or hired.

Promoting from within gives you an insight to how a person will react and work on a given situation. Customer service is paramount in this industry and potential hardships could be faced if these services and problems associated with them are not responded to them in a timely manner

The knowledge of the KGID philosophy is essential. Trustees with a long-standing knowledge of the utility and an understanding of the needs and concerns within the district will be needed on the succession sub-committee. Only two Trustees will be able to sit on this committee to alleviate any potential open meeting law violations. My suggestion is two Trustees, plus the General Manager will be the only committee members. Staff may be brought in for input as needed.

INCLUDED:

- 2 Planning documents from POOL/PACT
- Misc. information

Fund impacted by above action:

- | | |
|---|---|
| <input type="checkbox"/> All Funds | <input checked="" type="checkbox"/> Not a Budget Item |
| <input type="checkbox"/> Water Fund | <input type="checkbox"/> Sewer Fund |
| <input type="checkbox"/> General Fund | <input type="checkbox"/> Snow Removal Fund |
| <input type="checkbox"/> Not Budgeted for | <input type="checkbox"/> Emergency Spending |

Definition: Succession planning is a process by which individuals are scanned to pass on the leadership role within a company. The process ensures that business continues to operate efficiently without the presence of people who were holding key positions as they must have retired, resigned, etc.

Description: Succession Planning, specifically termed as Management Succession Planning, involves coaching and development of prospective successors or people within a firm or from outside to take up key positions in an organization through an organized process of assessment and training.

It ensures a smooth transition of power in key leadership roles. If the successor is chosen within the organization, it will help motivate the employees, and also save on cost and extra time which the management would have spent in scanning candidates from other firms.

Through your succession planning process, you recruit superior employees, develop their knowledge, skills, and abilities, and prepare them for advancement or promotion into ever more challenging roles in your organization.

The preparation for the employee's next role may also include transfers to different jobs or departments and on-the-job shadowing, so the employee has a chance to observe various jobs in action.

Actively pursuing succession planning ensures that employees are constantly developed to fill each needed role in your organization. As your organization expands, loses key employees, provides promotional job opportunities, and increases sales, your succession planning guarantees that you have employees on hand ready and waiting to fill the new roles.

Succession planning is a process that ensures your company is prepared for the future. That way, when a key employee leaves, you already have someone in mind to fill their position (who, hopefully, has been groomed for this eventuality).

Succession planning keeps your business moving forward during the inevitable changes that come with running a business. And such plans serve as an excellent tool for retaining your strongest performers, who often tend to be the type of employees who need to know where their career is headed.

Just like you need to know where your business is headed.

Be prepared to make succession planning an ongoing effort. You can't just sit in a meeting for two hours studying your org chart, then go back to regular business and forget about it.

The best succession plans are living, breathing things that get reviewed and refreshed on a regular basis.

It's a process that, once you start, you need to continue. It's something your company should revisit annually to make sure people are on track and to see if there have been any changes or movement within the organization.

Here's your go-to guide on how to get started. Follow these tips:

1. Know who you are as a company

When it comes to succession planning, it's important to recognize that it's not a one-size-fits-all process. To get the most benefit from succession planning, your company's top management must begin with a clear idea of who your company is in order to plan properly for its future.

Consider the examples of an electric company versus Tesla. The electric provider is a company that promises consistency and reliability to its customers, while Tesla focuses on hard-charging, best-in-class performance. There's no right or wrong here – it just means different types of companies seek different types of leadership.

By understanding “who” your company is, you can better identify its potential new leaders.

2. Look at your *entire* organization

The next step is to assess your current workforce to identify key positions and key employees, recognizing that sometimes key employees are not in upper leadership but in support positions.

Yes, you need succession plans in place for the C-suite, but what about your shop foreman who never met a problem he couldn't solve? Or the customer service rep that every client loves and asks for by name?

The key to a successful succession plan is that you take a look at *all* of your employees and make sure you haven't missed any important person or position.

3. Determine your succession planning strategy

There are many ways you can go about succession planning. The best succession plan is the one that fits your organization. To determine what will work best for *your* business, consider these questions:

- Do you want a complete succession plan that includes every position and employee in your organization? Or, do you want a succession plan that covers only upper management and other important leadership positions?
- Will identifying and grooming successors be incorporated into your managers' performance reviews?
- Does your company have particular vulnerabilities, such as a large percentage of retiring employees in a particular division?
- What's your ultimate goal? What outcome are you hoping for?

Ultimately, any succession plan needs to focus on what you can do to proactively preserve the wealth of institutional knowledge that drives your company's productivity.

4. Identify your rock stars

Once you've identified key positions, you need to find two to three employees who would make good successors for each of those critical roles. This requires you to look at employee performance objectively, and to take personal attachments out of it.

Often, employees who are the most extroverted are the ones who get considered for promotion. But sometimes your strongest performers aren't the most visible. That's why you need to carefully consider every individual for both skills and emotional intelligence.

Your highest-potential employees will be lifelong learners who are both self-aware and socially aware. They'll also be great problem-solvers, adaptable and able to take on more responsibility. You'll want to avoid promoting people who tend to get involved in office drama, resist change and spread negativity.

5. Tackle tough decisions and discussions

You also need to have conversations with your employees to find out what their career goals are, where they see themselves in the future, and what development they (and you) feel they need in order to get there.

Be prepared to find that some employees you consider to be high potential for advancement aren't interested. That's okay. You need solid performers at every level of the organization.

Done right, succession planning can be a powerful recruitment tool, helping your organization improve retention and company culture. For the benefits to occur, though, it's important to communicate the hows and whys behind who has been tapped to move up.

Succession planning won't just help you build a future for employees you consider to be promotable; it will also expose the employees who aren't promotable, at least at this time.

For those who are not slated to move up, you need to be prepared to talk through the tough decisions you've made – and have what may be difficult discussions with some of your employees.

6. Understand that growth doesn't have to be upward

Your employees are the backbone of your company, especially the ones who do a good, solid job, day in and day out. But some of these employees may not have the potential to move up – either because they're already doing the jobs they're best suited for, or simply because they're not interested in rising through the ranks.

That's where your definition of growth needs to be expanded to include more than just upward mobility. Employees can also grow and develop laterally, positioning them to continuously improve at their current jobs and even find new meaning in them.

To keep your “solid Sams” happy, make sure they feel valued. These employees need to know that, just because they won't be moving up in the organization, it doesn't mean they can't still become the best they can be at their current job.

Let them know that you will continue to help them develop so they can stay fresh in their positions. To feed their need for recognition, you may need to expand their responsibilities to include training less-experienced employees or encourage them to speak at industry conferences. The possibilities are endless when it comes to personal development.

The most important thing is to make sure they feel that, even though they're not slated for the C-suite, their contributions are essential to the success of your organization.

Still not sure how to get started with your company's succession planning? Get more great tips by downloading our free e-magazine: [The Insperity guide to succession planning](#).

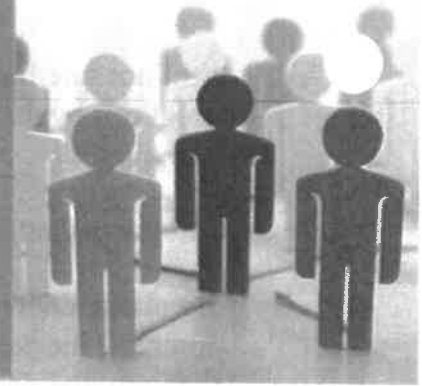
Unique challenges that come with managing a utility.

A **college degree proves** that on such and such a day and such and such a time, someone the person and/or organization looking at the **degree** should trust vouches that you, the **degree** holder, successfully accomplished the requirements for that **degree** and you are reasonably knowledgeable about your chosen field of study.



HR BRIEFING

Succession Planning, Part II: Workplace Mentoring



POOL/PACT HR is providing information related to Workplace Mentoring in this Briefing. If you have any questions regarding the information contained in this Briefing or would like to schedule an on-site presentation of the Briefing, please contact your HR Business Partner.

An integral part of succession planning is mentoring and training for employee development and knowledge transfer as described in the *Briefing, Succession Planning, Part I: Establishing a Plan*.

Workplace mentoring is a formal or informal relationship between two people: a more senior person of the organization and the employee(s) either being considered or chosen as part of the succession planning strategy. Workplace mentoring is a learning partnership for purposes of sharing technical information, institutional knowledge, and insight with respect to a particular occupation, profession, organization, or endeavor. Mentoring is perhaps best described as a developmental process - dynamic and unique to each person. Informal mentoring relationships may develop in the work setting when a more seasoned employee takes a new employee "under his/her wing."

This briefing will discuss formal mentoring programs which allow organizations to create and nurture those relationships by matching more experienced employees (mentors) with less experienced employees (mentees).

What Organizations Can Achieve Through a Formal Mentoring Program

- Opportunity to shape the workforce of the future in an intentional, deliberate way to meet the organization's strategic goals and objectives
- Structured learning for employees assuming new or expanded responsibilities
- Identification of talent and development of organizational leadership
- Deliberate, systematic knowledge transfer
- Method of providing job-specific knowledge and insight for those positions requiring experience, judgment, discretion, and "soft skills" in order to be effective
- Means to create and reinforce a positive organizational culture



Succession Planning, Part II: Workplace Mentoring

Establishing a Mentoring Program

Organizations must first make a strong case to their governing bodies to demonstrate why the organization should devote the time, attention, and resources required to make a formal mentoring process work. The necessity of a mentoring program must be linked to the organization's short-term and long-term goals, as well as the success of its succession planning program. For example, an organization expecting retirement or turnover in key positions may consider a mentoring program as part of its succession plan to help prepare high-potential employees for those expected vacancies.

Steps for Developing a Mentoring Program

Formal mentoring programs are structured, have oversight, and have clear organizational goals. They are greatly dependent upon clearly defined roles and expectations in addition to participants' awareness of the benefits to their careers. Below are steps for developing a mentoring program in accordance with these principles:

- 1) Conduct a Needs Assessment (*refer to Succession Planning Briefing: Supply Analysis and Gap Analysis Worksheets*). This defines why mentoring is needed and what the organization hopes to gain from it.
- 2) Create a Steering Committee. A formal mentoring program is tied directly to the organization's leadership. A steering committee composed of HR professionals and upper management should set the goals and objectives of the program and maintain the momentum as well as evaluate the success of the program at established benchmarks. A mentoring program is more than an HR program; its success depends on the ownership from the top of the organization.
- 3) Identify a Mentor Program Coordinator. This individual will play a major role keeping the program in check, monitoring results, and reporting back to the Steering Committee. The role of Mentor Program Coordinator is discussed in more detail below.
- 4) Develop a Program Roadmap. This defines the goals and desired outcomes, how long it will last, costs, and the matching process.
- 5) Select mentors and mentees using a uniform application and established criteria.
- 6) Gain support of supervisors/managers who have employees that have indicated interest in being a mentor or mentee. Without the support of the supervisor/manager, the mentor or mentee may not have the opportunity to accomplish the established goals. The supervisor/manager can suggest developmental goals for the mentee and provide continuous feedback to both mentor and mentee.
- 7) Develop a Mentoring Agreement/Learning Contract which includes goals and objectives and desired outcomes.



Succession Planning, Part II: Workplace Mentoring

HR BRIEFING

- 8) The last step is to evaluate the program and make any necessary changes. Evaluating the experience for both mentor and mentee is a critical step in ensuring a successful program. Evaluation can aid the mentoring program by capturing relevant information such as interaction, activity, and satisfaction level.

Role of Mentor Program Coordinator

- The coordinator will be responsible for establishing, supporting, and coordinating the mentoring program while continually evaluating for effectiveness and modifying as needed to achieve objectives.
- Identify clear goals of the mentoring program.
- Secure buy-in where necessary and appropriate.
- Select mentors and mentees based on specified criteria.
- Provide a list of topics to assist mentors and mentees in their discussions. Some suggested topics are time management, leadership development, networking, managing conflict, or researching newest trends in technology.
- Assist mentor and mentee in completing the mentoring agreement/learning contract with specific goals identified that are explicit, realistic and achievable, and ensuring other required documents are completed in a timely manner.
- Determine the length of the mentor/mentee relationship.
- Clarify roles and responsibilities for mentor, mentee, and supervisor of mentee.
- Assist mentor and mentee in overcoming obstacles in the mentoring program.
- Maintain confidentiality between mentor and mentee.
- Develop a monitoring process (tracking system, written records, disputes, obstacles, premature relationship closure).
- Recognition and support of mentors and mentees.

Summary

An effective mentoring program can be a useful component of a larger succession planning strategy. As with succession planning at large, mentoring programs should be well-organized, targeted at critical employee development, and backed with sufficient resources to be effectively implemented and monitored. With succession planning at large, a successful mentoring program will positively impact talent depth, retention, productivity, and culture.



Succession Planning, Part II: Workplace Mentoring

Below are sample forms related to the content of this briefing. Employers should modify and adopt these forms as applicable to the organization. All forms are available on our website at www.poolpact.com to registered users.

RELATED FORMS

Mentor Application

Mentee Application

Mentoring Agreement/Learning Contract

Mentor/Mentee Activity Session Summary

Mentee Evaluation

Mentor Evaluation

Mentee Activity Log

