



## TOWNSHIP OF SOUTH STORMONT

Title: Succession Planning Policy

Policy Category: Human Resources

Effective Date: September 22, 2021

### Policy Statement

The Township of South Stormont (“the Township”) will on an annual basis review human resources succession planning needs and determine appropriate action steps to ensure that high potential employees are appropriately identified and developed for key positions.

### Purpose

The purpose of this Policy is to provide a systematic process for defining key positions and identifying high potential employees who may be suitable successors for key positions. Succession Planning involves creating and executing a career development plan for employees with high potential so they are ready to move into key positions when there is an opening.

The end goal of succession planning is to:

- identify high-potential employees capable of rapid advancement to key positions of higher responsibility than those they presently occupy;
- ensure the systematic and long-term development of high potentials to replace incumbents in key positions as the need arises due to retirement, attrition, and other unexpected losses; and
- provide a continuous flow of talented high potential employees ready to move into key positions are available to enable achievement of the Township’s strategic business objectives.

### Scope

This policy applies to all full-time permanent employees. Succession planning will be performed for key positions only, while talent development applies to all job levels.

### Objectives

- To attract and maintain a stable and diverse workforce
- Identify and fill gaps within the Township of South Stormont through the development of employees’ knowledge, skills, and abilities
- Identify and develop high-potential employees for greater areas of responsibility based on leadership qualities outlined by the Township

- Utilize mentoring/coaching as part of the training and leadership development process
- Ensure that employees are continuously providing ethical and quality public service
- Maintain succession planning as a regular part of meeting the Township's strategic objectives of leadership development, and filling workforce gaps as they arise
- Match the future needs of the Township with the career aspirations of the employee

## **Policy**

The Succession Planning process will include the following process:

- Create an inventory of positions and record human capital assets necessary for success in those positions.
- Identify key positions in the organization. Key positions are ones that are critical to the organization's success where the risk of losing important skills and knowledge is the greatest.
- Build desired job profiles for the key positions.
- Identify potential candidates within the organization who could advance into key positions and assess their current knowledge, skills and abilities.
- Perform a preliminary gap analysis to identify how the organization can provide opportunities for employees to be considered for a key position.
- Implement employee development plans integrated with performance management.
- Provides coaching and frequently assesses and provides feedback against objectives.
- Evaluates effectiveness and reaffirms readiness of identified people.

## **Responsibilities**

### Employees

- Express interest in pursuing opportunities to their Director.
- Actively participate in creating and progressing career development plan(s).
- Work with their Director to identify development opportunities.
- Be open to and act on performance feedback provided.
- Work to achieve performance accountability and development goals.
- Model behaviours which demonstrate organizational commitment.

## Directors

- Regularly coach, provide growth opportunities, and career development of direct reports
- Conduct fair and objective performance reviews as per the Performance Management Policy
- Actively participate and provide input into the talent review meetings on such details as competency levels, leadership capacity, on employees who have career aspirations to move into key positions
- Have open and courageous conversations with employees
- Participate in discussions with individuals on career aspirations and possible career paths.
- Identify what positions within their department are key positions based on the criteria provided
- Answer employees' questions about the succession planning process so employees understand that it is a fair process, implemented in an objective way, where multiple stakeholders have input into the decision process and identification of high potential employees

## Senior Management Team

- Conduct formalized annual talent review meetings to identify high potential employees as potential successors for key positions
- Identify and maximize growth opportunities aligned with the business objectives
- Provide timely and honest feedback to high potentials on their performance and development progress
- Create a culture which supports the investment and development of employees

## Human Resources/CAO

- Manage and coordinate the Succession Planning Program
- Facilitate the Senior Management Team's talent review meetings
- Maintain records of identified high potentials development plans, performance assessment and progression toward higher competency
- Facilitate training and movement of high potentials to development opportunities which provide growth opportunities
- Assist in the attraction and retention of candidates for possible promotions and/or assignments
- Consult in the creation of a career development plan including defining the appropriate development and training to reach a certain competency level
- Recommend organizational changes needed to facilitate a career development plan
- Prioritize the departments/divisions in need of succession planning most urgently and begin with those areas.

## **Monitoring and Compliance**

All parties are required to comply with the procedures outlined in this policy. In cases of policy violation, the Township may investigate and determine appropriate corrective.

## **Authority and Related Policies**

Performance Management Policy, Recruitment Policy and Continuing Education, Profession Development & Education Assistance Policy

## **Contact**

For more information on this policy, contact: Chief Administrative Officer