

# SUCCESSION PLANNING: DEVELOPING TOMORROW'S MUNICIPAL LEADERS

## OMSAA Leadership Symposium

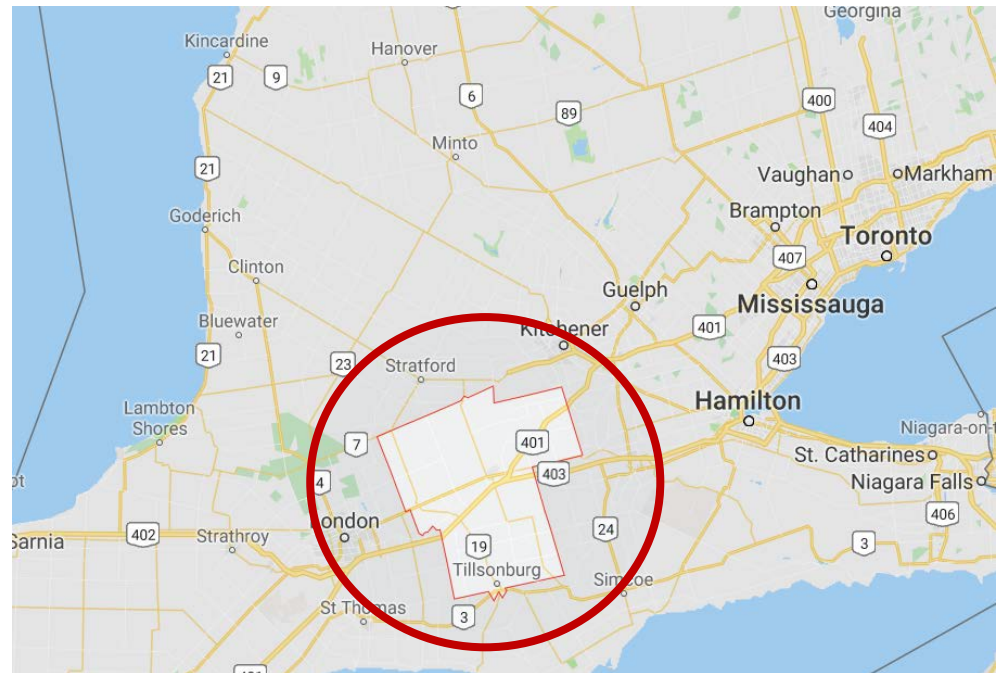
Sarah Hamulecki, Coordinator of HR, Oxford County

May 15, 2019



# WHO AM I AND WHERE ARE WE?

- **Sarah Hamulecki, Coordinator of Human Resources**
- **Oxford County is located in Southwestern Ontario**
- **Population: 111,000**
- **800 employees**



# BACKGROUND

- **Strategic plan developed in 2012**
- **One directive focused on Oxford County employees**
- **Initiatives included:**
  - Employee Engagement survey
  - Competency Framework
  - Our People, Our Strength Plan
  - Learning & Development calendar
  - Succession Planning and Leadership Development

# SUCCESSION PLANNING & LEADERSHIP DEVELOPMENT

- **Created Leadership competencies**
- **Developed a Succession Planning & Leadership Development Toolkit (2015)**
  - Succession Planning Tool
  - Leadership Development Resources
    - Leadership Development Action Plan
    - 360 Assessments
    - Future Ready Leadership program
- **Not a policy**

# SUCCESSION PLANNING TOOL

- 1 page document
- Directors to complete on an annual basis

Department:

Date:

## Form A: Succession Planning Tool

*Use this tool to assist in the identification of potential position vacancies, recruitment and staffing needs, and challenges in the near future.*

Position (Job Title)	Current Incumbent	Expected Date of Vacancy	Key Competencies Required	Additional Information

# LEADERSHIP DEVELOPMENT ACTION PLAN

- **Commitment by employees and supervisors to support leadership competency development**
- **Optional**
- **Tied to the Performance Appraisal process**
- **Identified:**
  - Goals/competencies to be developed
  - Contextual (on the job) learning
  - Relational learning
  - Formal training

# 360 ASSESSMENTS

- **Off-the-shelf assessment (Psychometrics)**
- **All of EMT (Extended Management Team)**
- **Assessment and debrief with HR afterwards**
- **Employee encouraged to share with supervisor (not mandatory)**
- **For personal development; not tied to performance**

# FUTURE READY LEADERSHIP PROGRAM

- **Mohawk College Enterprises**
- **Offered in-house to 20 participants (2 cohorts)**
- **Combination of existing and aspiring leaders**
- **7 days; 1 day per month**
- **Content worked with our competencies**



# WHAT HAPPENED?

- **Directors did not complete the Succession Planning Tool (or did but didn't share it)**
- **Wave of Action Plans completed at first, then dwindled & no follow up**
- **360 assessments completed successfully & with positive feedback**
- **Ran 2 FRL cohorts successfully & with positive feedback**
- **Paused for a Learning & Development review (Deloitte)**

# CURRENT REFRESH

- **Committed to revamping our Succession Planning program**
- **Explored different options (for leadership development too)**
- **Narrowed down to 2 options:**
  - More formal succession planning with a pool of identified top talent
  - Modified version of our current program

# CURRENT REFRESH

- **Moving forward with the modified version**
  - Did not want it to become a make-work project
  - Decision was partially impacted by the regional review
- **What will it look like?**
  - Annual review of potential future vacancies & OMERS data with HR
  - New Leadership Development program (Enliven HR)
  - Selection of aspiring leaders based on projected future vacancies
  - Employees encouraged to continue to discuss development plans through their PA

# SUMMARY & LESSONS LEARNED

- **Consider best practices but keep things simple and realistic for your organization**
- **Overall development philosophy = prepare people to be the best candidate for vacancies, but no guarantees**
- **Leadership development doesn't "fix" people**



# Succession Planning Developing Tomorrow's Municipal Leaders

Thunder Bay, ON

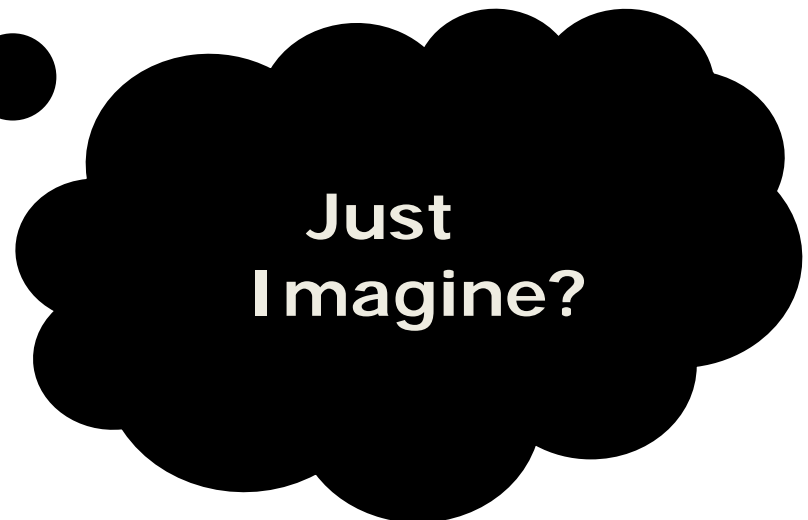
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# Leadership Succession Planning



Unlike other businesses, if local government closes down, our world would not be the same...





Just  
Imagine?



# No Water...



# No Paramedics...



# No Garbage Collection...



# No Sewers...



# No Streets, Signals, Stop Signs...



# No Public Recreation Facilities...



# No Social Workers



# No Planning...





# No One to Put Out Fires...



# No One to Catch the Bad Guys...



# Everything would just go down the toilet!





- 444 Ontario municipalities

Tiers	Population	
• 173 Single Tier	< 1,000	80
• 32 cities	1,000 – 10,000	191
• 23 municipalities	10,000 – 25,000	80
• 28 towns	25,000 – 50,000	28
• 85 townships	50,000 – 100,000	31
• 5 villages	100,000+	34
• 30 Upper Tier		
• 241 Lower Tier		

# Municipal Sector is Big Business

- Municipalities are responsible for:
  - \$41.0B in annual spending
  - 270,000+ employees
  - 26 different services provided [airports to zoos]
  - Municipalities own & maintain 67% of all capital assets in Ontario (Feds 10%, Province 22%)
  - Municipalities receive only 9¢ of every tax dollar collected in Canada (Feds 47¢ , Ontario 44¢)



# Careers in the Municipal Sector



# Local Government



- Positions available at all levels in municipalities
- \$50K - \$250K salary range
- Excellent benefits & OMERS pension plan
- Great mobility & flexibility
- Career advancement
- Mentoring by experienced professionals

# Raising Public Awareness

- Better knowledge of local government by public is essential
- Enhanced awareness of local government by academia is critical
- Promote municipal career opportunities
- Quality programs & services
- Public confidence is improved





# Tecumseh App

- Introduced *August 2016*
- First of its kind for a Canadian municipality
- Subscribers receive choice of info updates
- Various channels available for custom messaging
- [www.tecumsehapp.ca](http://www.tecumsehapp.ca)



# Succession Planning

According to Wikipedia:

- *“Succession planning is a process for identifying and developing new leaders who can replace old leaders when they leave, retire or pass on.”*



# Succession Planning

- We must be prepared
- Need to develop the next generation of municipal leaders
- Councils must support resource development
- As community leaders...it is our duty



# Need for Succession Planning

- *If we fail to plan...we plan to fail*
- Preparing for challenges & opportunities



# Succession Planning



BUILDING TOMORROW'S ONTARIO MUNICIPAL LEADERS

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BUILDING TOMORROW'S ONTARIO MUNICIPAL LEADERS



# ONWARD's Academia Network

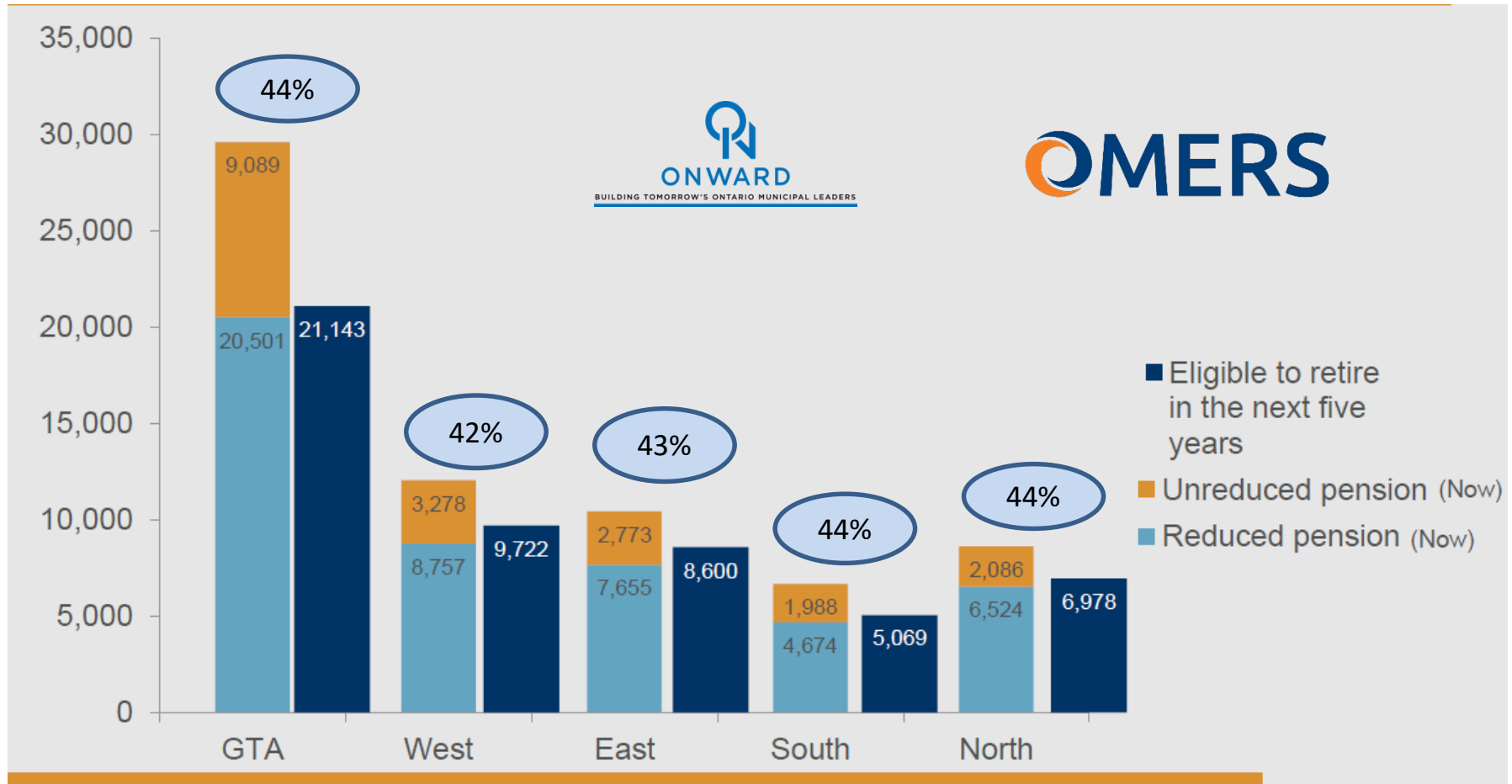


# Technology





# Municipal Staff Eligible to Retire by Region

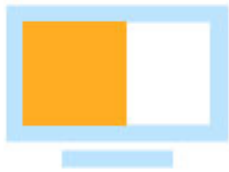


## Succession Planning Time to planned retirement



**21%**

of CAO members will be retired within 2 years



**51%**

of all members will retire within 5 years



**46%**

of CAO members will be retired within 5 years



**10%**

of our members will retire in less than 2 years

## Length of Time Working in the Municipal Sector



**39%**

have been in the sector for 21-34 years



**29%**

have been in the sector for 11-20 years



**16%**

have been in the sector for 6-10 years



**11%**

have been in the sector less than 5 years

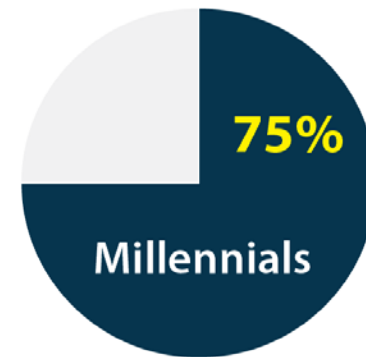


**ONWARD**

BUILDING TOMORROW'S ONTARIO MUNICIPAL LEADERS

# Multi-generational Workforce...

- What are the different generations in the workplace?
- Each group has its own distinct characteristics, values & attitudes toward work, based on its generation's life experiences
  - Traditionalists...1925-1946
  - Baby Boomers...1947-1964
  - Generation X...1965-1980
  - Millennials or Generation Y...after 1980



By 2025

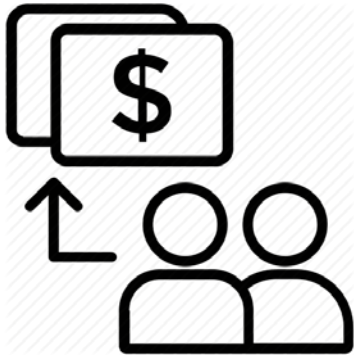
# Leaders Embrace Younger Generations

- Help them grow
- Embrace diversity
- Work toward a greater purpose
- Prepare them for Industry 4.0
- Extend freedom, flexibility & responsibility
- Provide mentoring & coaching opportunities



# Strategies for Cross-Generational Leadership

1. Re-energize your compensation & benefits
2. Expand your communication strategies
3. Make mentoring a constant



# Changing Dynamics of Workforce

- Recruitment
  - Professional
  - Technical
  - Support
- Attracting, developing & retaining staff
- Poaching
- Compensation
- Work-life balance
- Wellness & EAP Programs
- Attracting the brightest & best
- Succession Planning value



**FLEXIBLE  
WORKFORCE**

# 5 Factors Common to High Performing Peer Groups

1. Having the right people in the room
2. Enjoying a safe haven
3. Fostering valuable interaction
4. Creating a culture of accountability
5. Having a servant leader



Succession Planning

# Recruitment in Tecumseh

- Director Public Works
- Chief Administrative Officer
- Chief Financial Officer
- Fire Chief
- Clerical & technical support
- Students



Succession Planning



# The Discipline of Success

- If you want to be successful, it seems to make sense to be around successful people
- The people we are surrounded by have an immeasurable impact on us
- *Who you surround yourself with matters!*



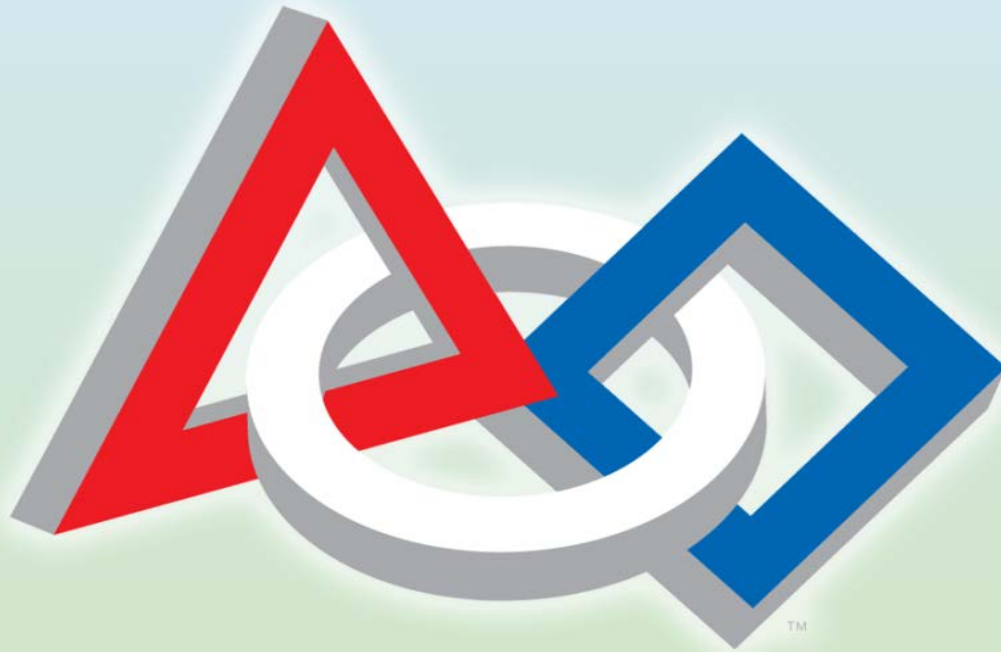
# The Importance of a Mentor

- In addition to peers, it's important to have a mentor
- Tap into the wisdom & experience of others
- Pay it forward to others when people need our help



Succession Planning

# Q & A



# Contact

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