


POLICY

	Policy:	Succession Planning and Professional Development		
	Department:	Office of the CAO		
	Division:	Office of the CAO	By-Law No.:	N/A
	Administered By:	Chief Administrative Officer	Approval Date:	Nov. 9, 2020
	Replaces:	N/A		
	Attachment(s):	N/A		

1. POLICY STATEMENT

The Corporation of the Town of Amherstburg is committed to ensuring and maintaining a highly skilled workforce by developing potential leaders that will continue to meet the changing needs of the Amherstburg community. The Town recognizes that the proactive practice of succession planning and developing employees within the organization go hand in hand.

2. PURPOSE

- 2.1. This policy outlines the critical importance of succession planning to help the municipality prepare for the future in today's changing political and economic environment.
- 2.2. This policy identifies the benefits of having a systematic method of identifying and developing replacements for key positions within the organization.
- 2.3. This policy ensures that the principles of transparency, inclusion and diversity are maintained at all levels of the organization.
- 2.4. This policy describes the Town's belief that providing opportunities for staff to upgrade their skills, knowledge, qualifications, and expertise will lead to the enhancement of the delivery of programs and services to the residents.
- 2.5. This policy ensures that educational courses, training, and development plans meet legislative requirements and align with the Town's vision, mission and values as stated in the Town's Community Strategic Plan.

3. SCOPE

- 3.1. This policy applies to permanent employees of the Town of Amherstburg.
 - 3.1.1. This policy may also apply to contract employees at the discretion of the CAO and must be in accordance with the terms of their respective contracts.
- 3.2. This policy shall be reviewed every five (5) years from the date it becomes effective, and/or sooner at the discretion of the CAO or designate.

4. **DEFINITIONS**

- 4.1. **Competency**, for the purpose of this policy, refers to the skills, knowledge, abilities, and behaviours that contribute to successful performance in a particular position or leadership role.
- 4.2. **Gap Analysis**, for the purpose of this policy, refers to the analytical process of identifying situations where the current workforce and future needs of the Town are not well matched.
- 4.3. **Individual Development Plan (IDP)** is a document that includes an assessment of an employee's current skills and an outline of how the employee will develop the knowledge, skills, and abilities to meet the changing needs of the organization and to achieve future goals. It can be used in the absence of a formal appraisal process.
- 4.4. **Key Position** refers to a position that is deemed critical to the Town's mission and performance.
- 4.5. **Learning organization** for the purpose of this policy refers to the municipality's efforts to seek new information and use that information in its development and growth to improve or transform the delivery of programs and services.
- 4.6. **Organizational Culture** refers to the shared set of values that characterizes an organization and is expected to be reflective in the employees' behaviour and actions.
- 4.7. **Professional Development** in this policy includes prescribed corporate training, conferences, workshops, seminars, educational courses, and e-learning.
- 4.8. **Succession Planning** refers to a strategy within workforce planning that focusses on the development of current employees to assume positions required to support the future growth of the organization.

Common definitions, acronyms, and terms are available in the Glossary located on the Town's Policies webpage.

5. **INTERPRETATIONS**

Any reference in this Policy to any statute or any section of a statute shall, unless expressly stated, be deemed to be reference to the statute as amended, restated or re-enacted from time to time. Any references to a By-law or Town policy shall be deemed to be a reference to the most recent passed policy or By-law and any replacements thereto.

6. **GENERAL CONDITIONS:**

6.1. **Principles of Succession Planning**

6.1.1. **Alignment**

A succession plan is inherently focused on the future and should capture the talent resources the organization will need rather than where it is today.

The development of a Succession Plan must align with:

- The Town's overall Community Strategic Plan;
- Federal and Provincial government plans for future growth or changes; and,
- Employees' Individual Professional Development (IPD) plan.

6.1.2. **Balance of change and continuity**

Adapting to rapid and continual shifts requires a willingness to reinvent. Corporate leaders must maintain a delicate balance between:

- Inspiring change;
- Maintaining staff motivation and engagement; and,
- Preserving the positive cultural values that give the organization its core identity.

6.1.3. **Commitment of time and adequate resources**

- A well designed plan requires a commitment of time on the part of current leaders and those who will take their place.
- The organization must invest in supplemental training to develop the strengths and shore up the weaknesses of candidates for future leadership.
- The organization must devote the resources needed to communicate the plan and help mobilize and support the people to implement it.

6.1.4. **Flexible Progression**

- The plan must be flexible and allow for staged progression.

6.1.5. **The plan must be comprehensive**

- Succession planning will include transition plans that may involve corporate wide issues like organizational structure as well as building the skills and competencies of individuals.
- Successful efforts focus simultaneously on the small and large picture.
- Comprehensive plans also account for transitioning relationships which are frequently maintained by the most senior leaders of the organization.

6.1.6. **Culture of transparency**

Transparency throughout the succession plan development can prevent misinterpretation of its intended purpose and offer reassurance during a time of change.

6.2. **Benefits of Succession Planning**

- An effective succession plan will lay the foundation for future growth, development, and transition of the organization.

- It gives a competitive advantage as Town leaders focus strategically on the future rather than only the next few quarters.
- Creates a proactive (rather than reactive) approach to required changes before they become urgent.
- Ensures employees are prepared for movement or changing roles within the organization.
- Prepares employees for management positions by giving opportunities for higher education, and leadership development.
- Allows time to ensure that successors to key positions gain the expertise, competencies and credentials required.

6.3. Principles of Professional Development

6.3.1. Requires duration

Professional development plans must span across the employees' term with the organization.

6.3.2. Targeted

The content must relate to the growth and development of the employee and be part of a long-term plan.

6.3.3. Aligned

The professional development activities must be aligned with the Town's goals and objectives.

6.3.4. Collaboration

Professional development activities must be planned with the support of leadership.

6.4. Benefits of Professional Development:

- Aids in developing employees for future positions.
- Critical to support succession planning discussions.
- Increases employee engagement, motivation, and job satisfaction.
- Leads to solving operational challenges and problems.
- Increases efficiencies in processes resulting in financial savings.
- Builds stability within the organization.
- Demonstrates the importance of investing in the development of high potential employees.

6.5. Eligible Programs and Courses:

6.5.1. The following list which is not exclusive, details the programs and courses which may be approved:

- 6.5.1.1. Courses leading to a specific degree, diploma, certificate, or other accreditation if related to the employees' current position or helps to advance in their career path within the organization.

- 6.5.1.2. Courses leading to upgrade the academic level of an employee to qualify into a degree, diploma, certificate or other accreditation programs.
- 6.5.2. Ineligible programs and courses include:
 - 6.5.2.1. Personal interest courses.
 - 6.5.2.2. Courses offered by private educational institutions that are not recognized or sanctioned by provincial authorities.

7. RESPONSIBILITIES

- 7.1. The **CAO** has the authority and responsibility to:
 - 7.1.1. Approve employee enrolment towards an educational degree provided by an accredited university, college, or other recognized professional organization.
- 7.2. **Directors** have the authority and responsibility to:
 - 7.2.1. Identify needs for staff training and development based on their respective department's objectives, and plan annual budgets accordingly.
 - 7.2.2. Ensure Managers and Supervisors discuss employee individual training plans and development requirements on an annual basis.
- 7.3. **Managers and Supervisors** have the authority and responsibility to:
 - 7.3.1. Identify needs for staff training and leadership development based on the division's objectives, and plan annual budgets accordingly.
 - 7.3.2. Provide opportunities for staff to discuss individual training and development goals on an annual basis.
 - 7.3.3. Provide guidance, direction and feedback to employees who seek to advance their careers at the Town.
- 7.4. **Staff** have the authority and responsibility to:
 - 7.4.1. Participate in the performance management process or an individual development plan.
 - 7.4.2. Pursue training and educational courses that will advance their career path within the organization if they so choose.
 - 7.4.3. Submit funding estimates prior to registration.
 - 7.4.4. Obtain approval from the Supervisor/Manager prior to registering for course.
- 7.5. The **Manager of Human Resources** has the authority and responsibility to:
 - 7.5.1. Conduct periodic audits to verify compliance with this policy and report annually to the CAO.

8. REFERENCES AND RELATED DOCUMENTS

- 8.1. Accessible Customer Service Standards Policy
- 8.2. Training Reimbursement Policy
- 8.3. Ontario Public Service: Inclusion and Diversity