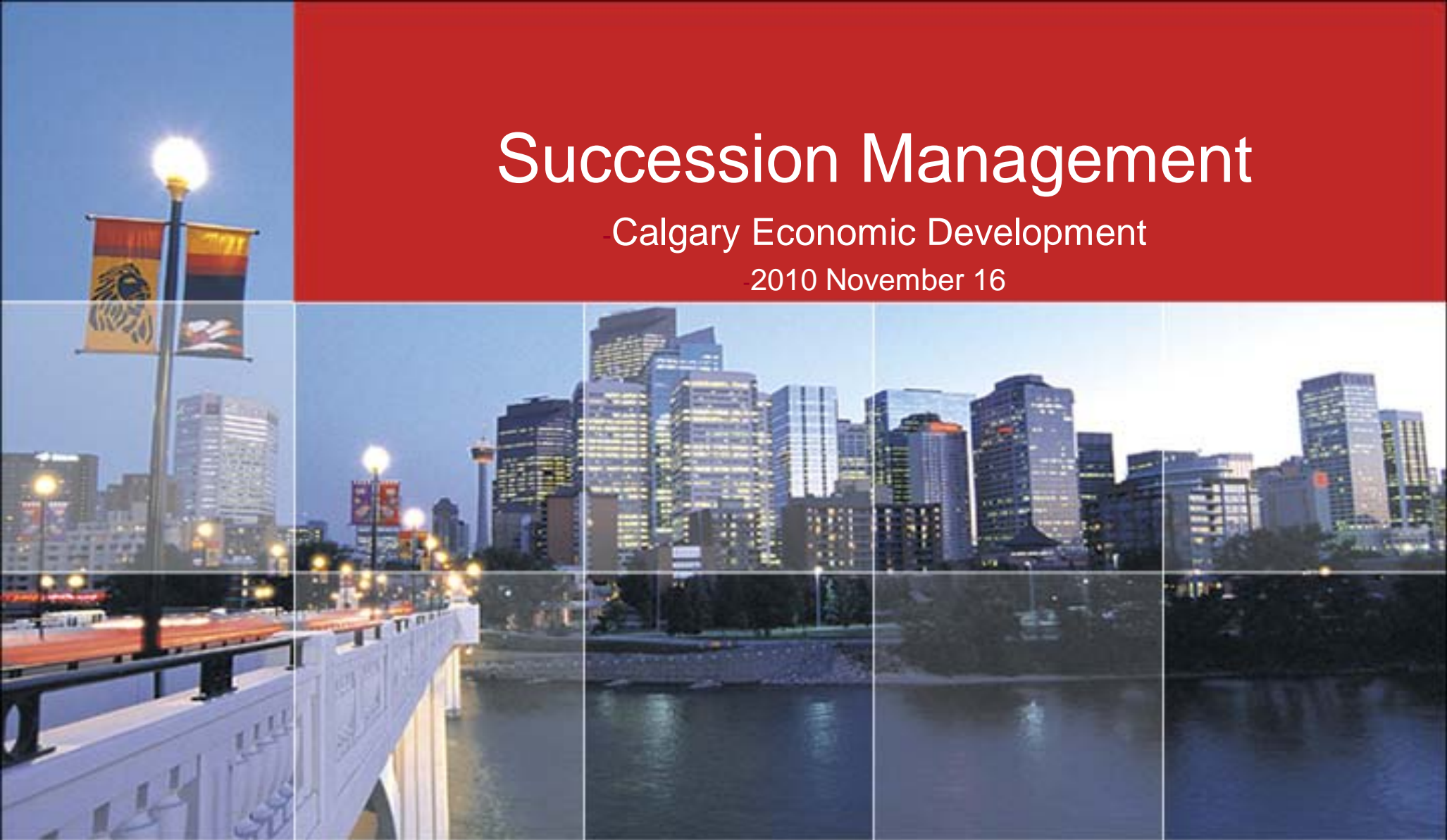


Succession Management

Calgary Economic Development

2010 November 16



www.calgary.ca call 3-1-1



THE CITY OF
CALGARY



- Overview of the succession management process at the City of Calgary.
- Share challenges, experiences and successes.
- Case study using the Planning, Development and Assessment departments succession work.



It Starts With a Vision: Excellence in Municipal Management

Excellence

is the pursuit of continuous improvement

in

means all-inclusive, reflected in everything we do

Municipal

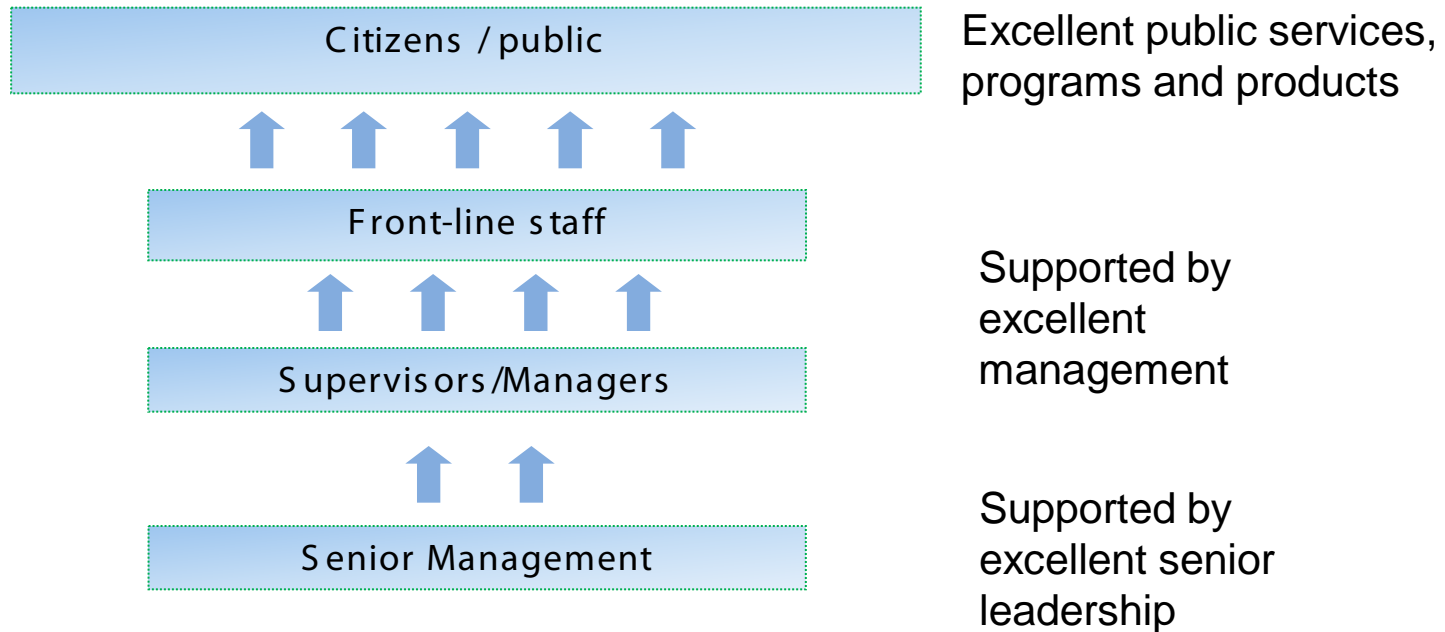
describes a specific environment that requires a particular sensitivity and discipline

Management

takes in “knowing” your customer, your resources (including your people), your business and yourself and using that knowledge to produce desired results that benefit the whole organization.



It Starts With a Vision: Excellence in Municipal Management



Our culture is focused on excellent customer service, enabled and supported by excellent management



It Starts With a Vision: Excellence in Municipal Management

■ Deliverables:

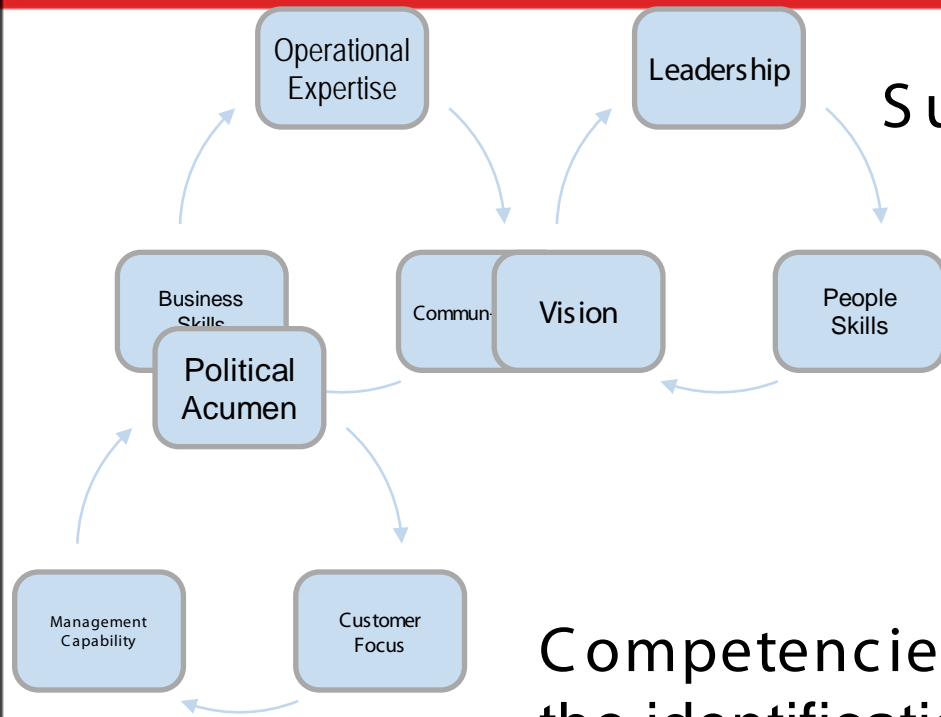
1. Specific and clear knowledge expectations for managers
2. Specific and clear experience expectations for managers
3. Identified behaviours/conduct for excellent municipal managers
4. City of Calgary endorsed management curriculum

What Does it Take to be an Excellent Senior Municipal Leader?

Success Factors = Competencies

Competencies are skills, knowledge and behaviours relevant to a position or role.

Competencies provide a common language to guide the identification, development and assessment of our current and potential leaders.





'What it Takes' for all at The City of Calgary

- Values and Ethics - Demonstrates professionalism, integrity, ethical behaviour, and commitment to the values of The City of Calgary.
- Customer Focus - Demonstrates excellent customer service (internal and external) by focusing efforts on discovering and meeting customer needs.
- Communication - Communicates in a professional and articulate manner, ensuring that the message is clear, understood, and appropriate.
- Building Relationships – Fosters beneficial relationships (formal and informal) both internally and externally to achieve the organization's objectives.



'What it Takes' for Leaders at The City of Calgary

Strategic Leadership – Establishes direction based on continual assessment of environment and emerging trends, issues and opportunities.

Management Capability – Effectively manages resources (human, physical, financial, information) to achieve results that are aligned with organizational goals.

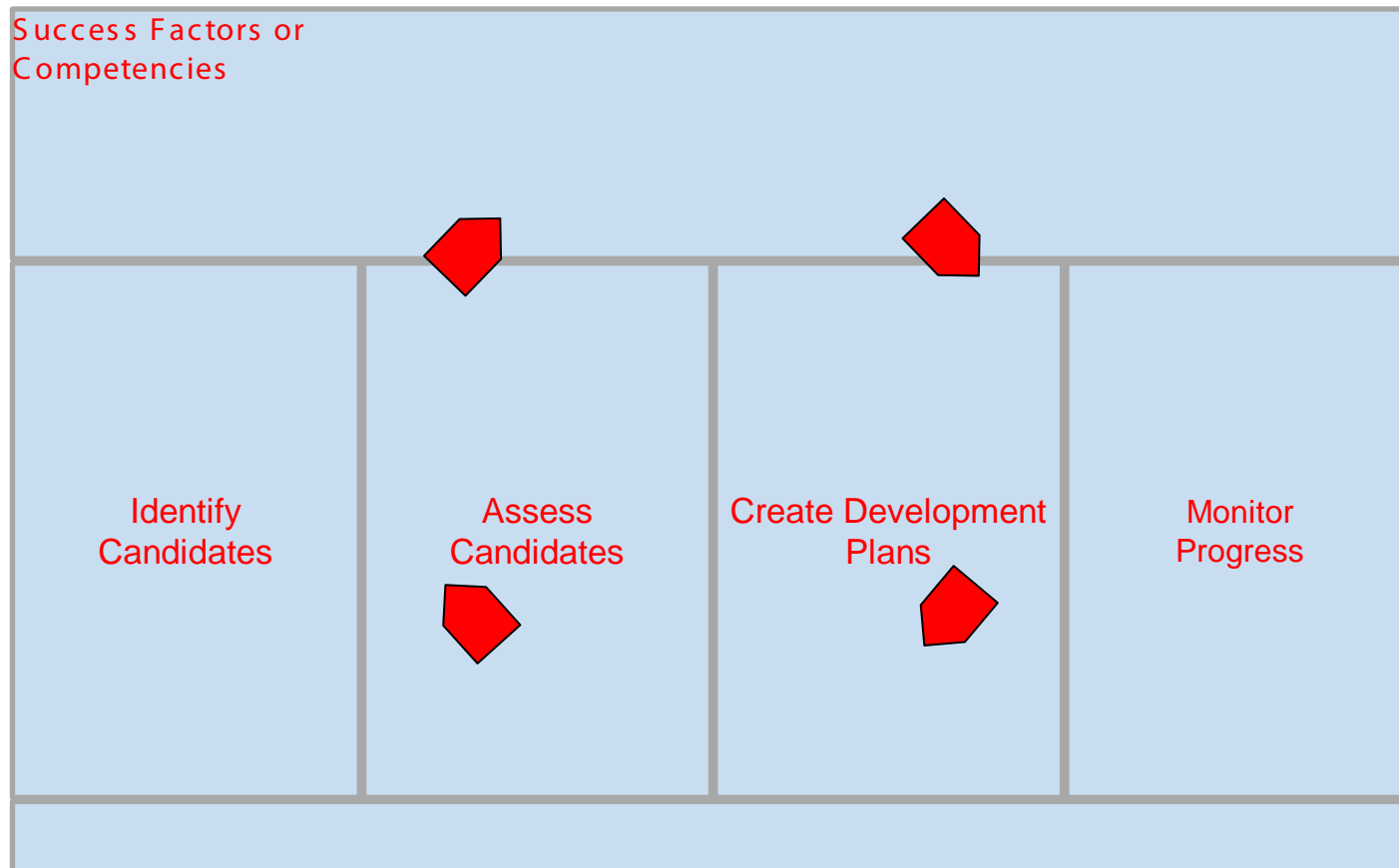
Strengthening the Workplace – Nurtures an environment that attracts, develops and retains talented people.

Political Acumen – Understands the workings, structure and culture of The City of Calgary, and is able to achieve results within a highly public and political environment.

Line of Business Acumen (Operational Expertise)



Competencies and Succession Management



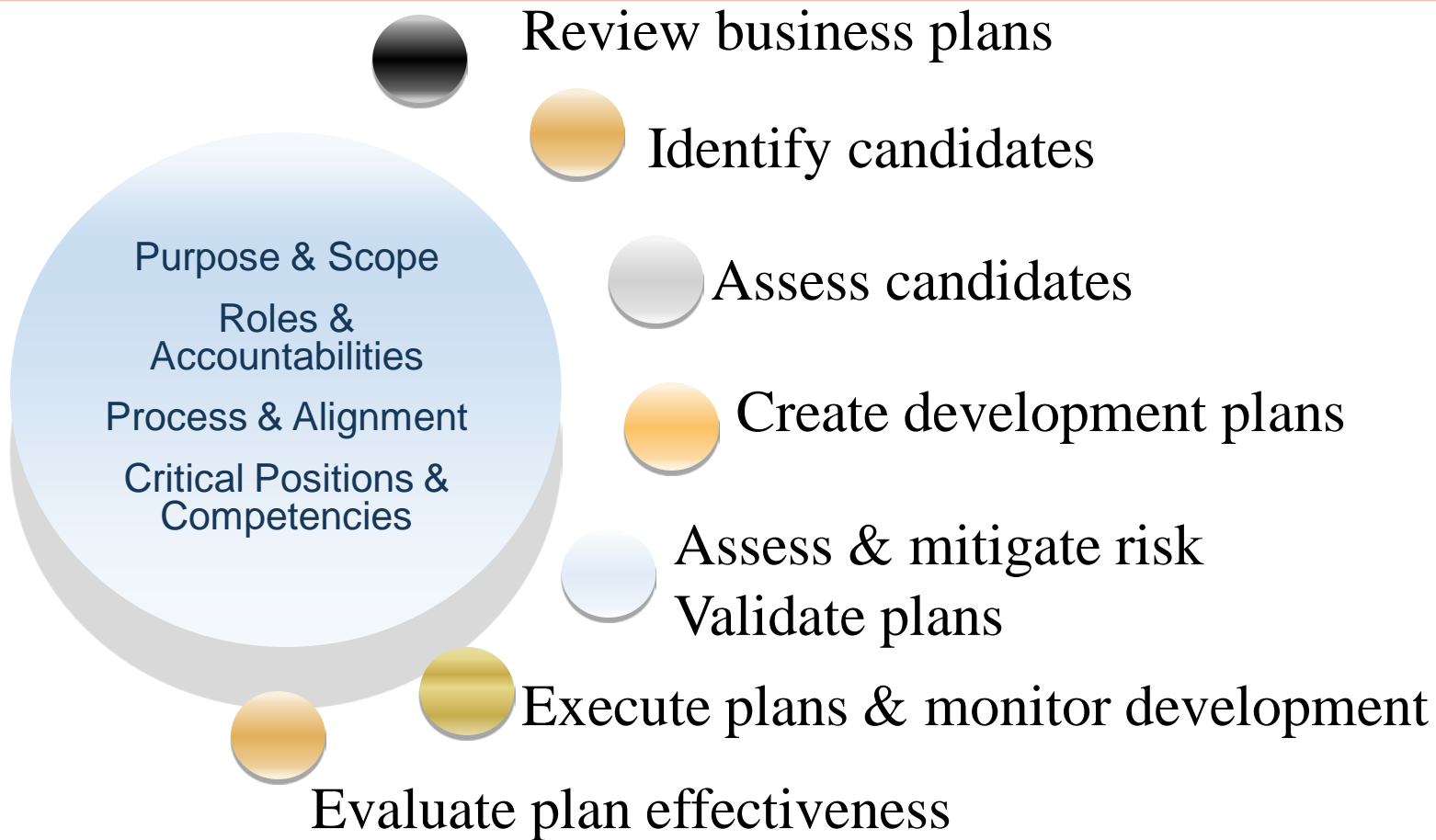


What Does it Take to be an Excellent Municipal Leader in Your Organization?

- Don't reinvent the wheel. Experts agree about 70% of leadership traits/characteristics are common across all types of organizations.
- Keep it simple – what are the critical few (competencies) for your organization.
- Validate your requirements with your senior leadership and/or people occupying the positions.



Succession Management: The Basic Process





Succession Management: Some City of Calgary Challenges

1. To buy or to build
2. Viewing talent pool as 'corporate' resource
3. Desired balance of technical/business acumen and leadership/managerial skills
4. Demographic realities: the baby boomer bubble
5. What to communicate to succession candidates



Planning, Development and Assessment (PDA)

- Previously had some succession candidates to Director roles “assessed”.
- No formal development plans were created.
- Left succession candidates hanging



Planning, Development and Assessment (PDA)

- 2010 - career dialogues conducted with all Managers to identify interest in the Director(s) role in PDA.
- Directors validated names with General Manager.
- Comprehensive Assessment completed by Psychologist(s), report created and reviewed with employee, Director and HR.
- Development plans created tailored to the areas noted in the report and typically were for a period of 1 year.
 - Courses, LFME, reading, job rotation, mentoring, etc.



Planning, Development and Assessment (PDA)

- Feedback from General Manager, Directors and Employees has been very positive.
- Future consideration to target certain Manager roles for consideration of using Assessments for succession.



Planning, Development and Assessment (PDA)

- Questions?