Village of Drake Succession Planning Policy

Introduction

Succession planning is a critical component of the Village of Drake's strategic human resources management. It ensures the continuity of leadership and the development of talent within the municipality. This policy outlines the process and procedures for identifying, developing and preparing employees for key roles and leadership positions.

Objectives

The objectives of our Succession Planning Policy are as follows:

- Identifying critical roles
    - Recognizing positions that are vital for municipal operations and future success.
    - Identify critical and vulnerable positions The first step in succession planning is to choose positions most in need of successors. Two factors to consider when prioritizing are the positions vulnerability and criticality.
        - First, determine which positions have no identifiable successor, these positions are most vulnerable to knowledge loss.
        - Next, consider the impact each position has on the municipal government's mission; if a vacancy in a position would impact the municipal government's ability to provide local services, it can be classified as critical.
- Assessing talent
    - Evaluating current employees' skills, potential, and readiness to take on leadership or key roles.
- Ensure that each of the critical positions have at least one successor who works regularly in a casual or part-time position of the same or similar nature.
- Developing employees
        - Providing training, mentorship, and opportunities for growth to prepare individuals for future roles.

- Ensuring a smooth transition
    - Establishing plans for knowledge transfer and a seamless handover when a key employee departs.
- Continuous process
    - Succession planning is not a one-time event but an ongoing effort to adapt to changing business need

Benefits of Succession Planning:

- Reduced risk: Mitigates the potential negative impacts of employee turnover on business operations.
- Improved morale: Employees feel valued and see opportunities for advancement, leading to increased engagement and loyalty.
- Enhanced organizational knowledge: Facilitates the transfer of critical knowledge and experience.
- Stronger leadership pipeline: Ensures a pool of capable leaders ready to step into key roles.
- Better decision-making: Having a clear succession plan allows for more informed and strategic decision

Review and update

This policy will be reviewed annually by the HR Committee to ensure it remains relevant and effective. Changes to the policy will be approved by Council.

Conclusion

The Village of Drake is committed to developing and maintaining a comprehensive succession planning policy that ensures our continued success and sustainability. This policy provides a structured process for identifying, developing, and appointing successors for key roles within the municipality.

By following this policy, we can ensure a smooth transition of power when leadership positions become available and continue to provide good governance and public services.

Key Roles Requiring Succession Planning:

The following roles have been identified as requiring succession planning:

- Administrator
- Transportation Supervisor
- Waterworks Supervisor

Succession Planning for Administrator Requirements

- Minimum of 1 potential successor
- Role: Office/Administrative Assistant
- Position: Part-time, minimum 14 hours/week
- Reports to: Administrator
- Receives continuous education and training on
  - office and governance procedures
  - relevant software
  - billing and receipting processes
  - Generally Accepted Accounting Principles
  - governing legislation
  - month-end/year-end requirements
  - payroll/accounts payable/accounts receivable
  - council meeting procedures

Succession Planning for Transportation Supervisor Requirements

- Minimum of 1 potential successor
- Role: Transportation Operator
- Position: Part-time, minimum 8 hours/week
- Reports to: Administrator
- Receives continuous education and training on:
    - Operation of all village equipment
    - Maintenance of all village equipment
    - All transportation job duties including:
        - Mowing
        - Snow removal
        - Curb stops
        - Pothole/street repair
        - Refuse collection
        - Water meter reading
        - Weed control
        - Animal control
        - Other jobs as identified in the job description

Succession Planning for Waterworks Supervisor Requirements

- Minimum of 1 potential successor
- Role: Water Treatment Plant Operator
- Position: Casual/Part-time, minimum 4 days/month
- Must be capable and willing to achieve certification of Level 1 Water Treatment & Distribution and Wastewater Collection & Treatment if need arises.
- Receives continuous education and training on:
    - Water Treatment Plant daily procedures
    - Lift station daily procedures
    - R/O station daily procedures
    - Maintaining chemical levels
    - Water sample collection
    - Identifying and troubleshooting changing water conditions