

SPECIAL COUNCIL AGENDA

Meeting #: SC-01/2020 Special Meeting of Council
Date: January 25, 2021, 5:30 pm
Location: Town of Pelham Municipal Office - Council Chambers
20 Pelham Town Square, Fonthill

	Pages
1. Call to Order and Declaration of Quorum	
2. Approval of the Agenda	
3. Disclosure of Pecuniary Interest and General Nature Thereof	
4. Report on Succession Planning	
4.1. Pelham Succession Management Policy and Plan, 2021-0025- Chief Administrator Officer	2
5. Resolution to Move in Camera	
Pursuant to Section 239(2)(b) personal matters about an identifiable individual, including municipal or local board employees (1 item)	
6. Rise From In Camera	
7. Confirming By-law	8
8. Adjournment	

Subject: Pelham Succession Management Policy and Plan**Recommendation:**

BE IT RESOLVED THAT Council receive Report #2021-0025 – Chief Administrative Officer; and THAT Council Receive this Report for Information Purposes;

AND THAT Council approve the attached Succession Management Policy, S600-25;

AND THAT Policy S600-25 approved in 2013 be repealed and replaced.

Background:

The Town of Pelham first initiated a Succession Management Policy in 2013. It is unclear to what degree the policy actually guided previous hiring and promotional practices. In any event, after eight years and with a different administration, it is an appropriate time to review the policy, produce a new plan (to be discussed as a companion closed session item) and implement both in support of the Town's current strategic objectives and staffing needs.

Staff reviewed publicly available reports on succession planning at other municipalities in preparation for this task. From this exercise, a number of conclusions were drawn: that the Town is too small to require or benefit from a highly formalized succession management program, that many succession plans fail for lack of leadership buy-in or lack of funding and that there are specific areas which require focused effort.

As some basic commentary, the purpose of the Succession Management Policy is twofold: firstly, to ensure that Council and Senior Administration turn their minds to how they might maintain the skill set of the civil service and secondly as a key component of the Risk Management Framework which Council has identified as being a core focus of the Strategic Plan.

From a staffing perspective, one of Pelham's greatest challenges is that many important functions are provided by "Departments" of single staff members, including but not limited to purchasing, payroll, human resources, drainage inspection, corporate communications and property tax. While the Town's Senior Leadership Team ("SLT") has been taking steps for more than two years towards developing redundancy by creating some amount of overlap in skill sets amongst staff, there are many tasks which require professional accreditation or specialized knowledge that cannot simply be covered by a staff member who lacks those qualifications. For those tasks and roles where succession is theoretically possible, it is important for members of SLT to identify the skills or knowledge gaps in junior and intermediate level staff, and then provide opportunity, be it through courses/seminars or work assignments, to help those staff be qualified to Pelham job competitions when promotional opportunities come available.

Analysis:

The proposed policy contains a key aspirational target: that something between 33% and 50% of all mid-to-senior level positions in the corporation be filled by internal applicants. This target is meant to recognize the need for internal promotional activities that reward and encourage hard work by staff, while also respecting the benefits of fresh perspectives which external hires provide. As an additional benefit, this target creates an easily understandable metric for future assessment of both the policy and plan's effectiveness.

So as to avoid simply "going through the motions" in succession planning, Town administration wishes to make this a non-labour intensive, ongoing process where the specifics of the plan itself are reviewed every other year, or immediately after significant change in staff complement. In compliance with the principles identified in the attached policy, the CAO will discuss the topic on at least an annual basis (but ideally twice per year) with each member of the SLT. This in turn will require each member of the SLT to consider and review their Departmental needs, and assess those relative to the skill development of the staff who report to them. All of the foregoing will be supported by the Coordinator, Human Resources who will maintain records of training or project/task related work completed by persons who have been identified as succession candidates.

The benefit of the proposed approach is that it is relatively easy to administer, and there is a mechanism for financing staff development activities which need not detract from existing priorities or budgeted activities. It is believed that the above tasks should not require more than about 1.5 days of work per year for each senior leader, making this a sustainable activity that can be accomplished within existing

resources and workload.

Financial Considerations:

While some monies may be spent in future years on training and providing professional opportunities, as they become available and as weaknesses and areas for improvement are identified in potential successors, no monies will need to be specifically dedicated or required from the tax base. Training needs will be addressed through existing training budgets or through the recently approved "Human Resources Capacity Building" Reserve. Mentorship, which has no direct financial cost, will continue to form a major component of preparing junior and intermediate level staff for more senior roles.

Alternatives Reviewed:

There are no practical alternatives to having a Succession Management Policy and Plan. These are necessary items to ensure that the Town maintains the skill sets needed to provide residents with the array of services which they pay and rely upon. Given the size of Pelham's municipal administration, there are many departments or functions that are performed by only a single person. If the person ceases to be an employee, it may not be possible to continue providing the service with existing staff, accordingly a plan that encourages sustainability and identifies strategic threats to service capacity is of significant benefit.

Strategic Plan Relationship: Risk Management

Succession Planning is a key component of the Town's (not yet formally developed) Risk Management Framework. Properly executed, Succession Planning will support continuity of service and institutional capacity. As an added benefit, this can be accomplished without seeking additional taxpayer support.

Consultation:

All member of SLT were interviewed and consulted in the drafting of the Policy and Plan, although those documents were created solely by the CAO and Coordinator, Human Resources.

Other Pertinent Reports/Attachments:

Draft Succession Policy

Prepared and Submitted by:

David Cribbs, BA, MA, JD, MPA

Chief Administrative Officer



Policy Name:	Policy No: S600-25
Committee approval date:	November 4, 2013
Council approval date:	
Revision date(s):	January 25, 2021
Department/Division:	Human Resources

1. Purpose

The Town of Pelham has adopted this policy to identify and develop employees as potential successors for key mid-level and senior management positions in the organization. The goal is to have between 33% - 50% of all mid-level to senior positions filled by internal candidates by 2023, and every year thereafter.

2. Policy Statement

The CAO shall develop, maintain and implement a Succession Plan for all leadership positions, which shall be reviewed at least annually and confidentially shared with Council upon request. The Senior Leadership Team will identify the key positions requiring succession planning and determine which employees will be suitable to compete for these positions in the future.

The Town of Pelham shall provide educational, skills and leadership development opportunities to suitable employees, as determined by the CAO and SLT. The development progress of the employee will be monitored through the performance management process and appropriate records will be kept within the Human Resources Department.

3. Definition of Succession Planning:

a strategic approach to ensure that necessary talent, skills and core competencies will be available when needed, and that essential knowledge and abilities will be maintained when employees in critical positions leave.

4. General Provisions

The key for successful succession management is to identify those areas where the Town is most susceptible to operational/service disruption as the result of (early) retirement or resignation. The CAO is responsible for this task. The SLT is responsible to advise and assess subordinate staff for their capacity and suitability for promotion.



5. Tracking

The accurate tracking of data associated with succession planning will assist Town staff in maintaining a successful program. Data tracking will be used to identify the following:

- The number of high potential staff
- Employee gap analysis and training plans for potential candidates
- Training or task opportunities designed to enhance capacity
- Number of key positions without an heir apparent
- Number of mid-to-senior level positions filled internally

All data will be tracked in an HR database that will be used to monitor progress in enhancing the capacity and core competencies of high potential staff.

Training and Development

The Town of Pelham will provide education and workplace opportunities for employees that have been identified as being high potential staff members. In order to effectively groom these candidates for any potential upward change in career, they may be provided with any or all of the following opportunities:

Mentoring: Senior employees that have been identified as those that may be leaving their post in the near future will provide mentoring for candidates by sharing their wealth of knowledge and experience pertaining to the roles and duties of the position. This will help the candidates by teaching them the essential skills necessary to perform the required tasks.

Cross-Training: Employees will be trained by other employees on the duties and required skills for other jobs at Town of Pelham. This will help to increase the knowledge base of potential candidates, and allow them to gain a deeper understanding of the overall work done at the Town and help to identify potentially beneficial areas of work that best suit the candidate.

Educational Opportunities: Most professional organizations to which staff belong offer educational courses or seminars. In support of both ongoing education requirements and to prepare staff for more senior roles, the Town will continue to pay for some courses and training provided there is a connection between the education and the employee's current or potential future role. More specifics are provided in the Town's Training and Development Policy [S600-18](#).

THE CORPORATION OF THE
T O W N O F P E L H A M
BY-LAW #4311(2021)

**Being a by-law to adopt, ratify and confirm the actions of
the Council at its special meeting held on the 25th day of
January 2021.**

WHEREAS Section 5 (3) of the Municipal Act, S.O. 2001, Chapter M.25, as amended, provides that, except if otherwise authorized, the powers of Council shall be exercised by by-law;

AND WHEREAS it is deemed desirable and expedient that the actions of the Council as herein set forth be adopted, ratified and confirmed by by-law;

NOW THEREFORE COUNCIL OF THE CORPORATION OF THE TOWN OF PELHAM ENACTS AS FOLLOWS:

- (1) (a) The actions of the Council at its meeting held on the 25th day of January, 2021, including all resolutions or motions approved, are hereby adopted, ratified and confirmed as if they were expressly embodied in this by-law.
(b) The above-mentioned actions shall not include:
 - (I) any actions required by law to be taken by resolution, or
 - (II) any actions for which prior Ontario Municipal Board approval is required, until such approval is obtained.
- (2) The Mayor and proper officials of the Corporation of the Town of Pelham are hereby authorized and directed to do all things necessary to give effect to the above-mentioned actions and to obtain approvals where required.
- (3) Unless otherwise provided, the Mayor and Clerk are hereby authorized and directed to execute and the Clerk to affix the seal of the Corporation of the Town of Pelham to all documents necessary to give effect to the above-mentioned actions.
- (4) THAT this by-law shall come into force on the day upon which it is passed.

READ, ENACTED, SIGNED AND SEALED
THIS 25th DAY OF JANUARY 2021 A.D.

MAYOR MARVIN JUNKIN

TOWN CLERK, NANCY J. BOZZATO