



<b>Policy Name:</b>	<b>Policy No: S600-25</b>
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Council approval date:	
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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](#).