



Town of Minto

Succession Plan 2017-2022

So live your life that the fear of death can never enter your heart. Trouble no one about their religion; respect others in their view; and demand that they respect yours. Love your life, perfect your life, beautify all things in your life. **Seek to make your life long and its purpose in the service of your people.** Prepare a noble death song for the day when you go over the great divide.”

Tecumseh



Strategic Plan
2013

The framework
-Vision, Mission, Actions

40% actions complete or partly
complete – 2 year review 2015

Official Plan
(County of Wellington)
1999 (Updated 2011)

Policies to attain long term vision
- “Council may take no action contrary
to the Official Plan” (County 5 year
review done in 2014)
- “Shall be consistent with” Provincial
Policy” (new in 2014)

Integrated
Community
Sustainability
Plan & Culture
Plan 2011

Asset
Management
Plan 2013-14

Financial
Plans DWQMS
2015

Fire Master
Plan 2017

Succession
Plan 2017-
2022

Specific
Planning
Documents
Policy
Direction

Departmental Business Plans

Budget Implements
Council Directions



Vision and Mission

- A friendly, safe, affordable, family oriented rural community built on a foundation of respect, volunteerism, and prosperous business, and sustained by people who value neighbourliness, fairness and inclusiveness.
- Provide cost effective and responsive local government through superior customer service, internal stability and efficiency, and promoting responsible economic growth, healthy lifestyles, and respect for the natural environment.





Guiding Principles

- Community identity “one Town feel”
- Quality and affordability
- Partnerships, Community engagement
- Environment, Authentic heritage
- Business and community development
- **High level customer service**
- **Diversified, accommodating, versatile workforce**
- **Transparent**

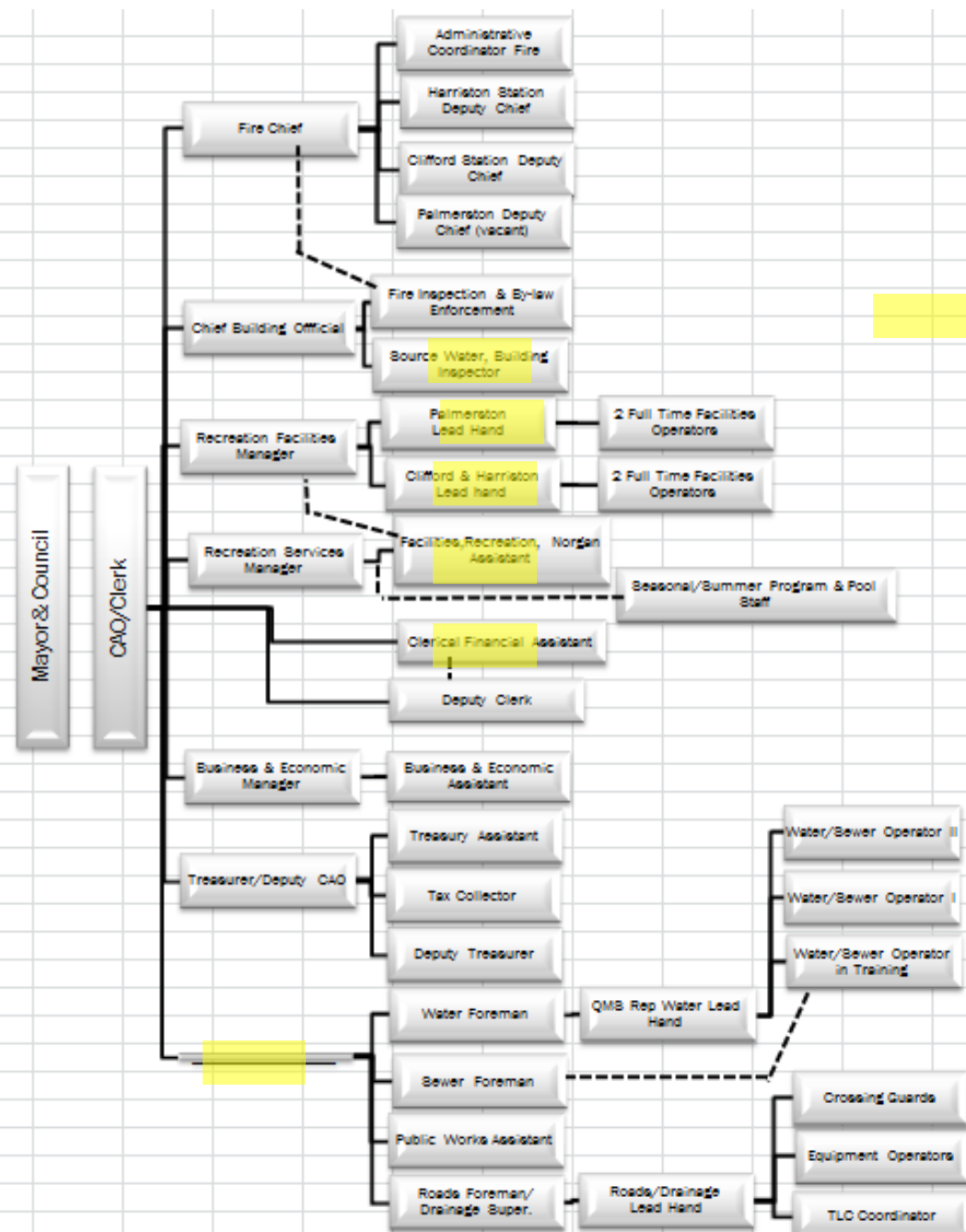




Succession Plan Purpose & Goal

- Employees properly recruited, developed with skills, abilities and experience to step up to fill key roles in the organization when the time is right.
- Identify and develop staff with potential to assume key leadership positions to maintain continuity, consistency and quality in services
- Secure a positive employment culture.





Position impacted by leave



Background

- Stable staff # by amalgamating jobs, change meeting structure, shift admin positions from Clerks, Treasury to Departments
- Less than half of Council and Committee meetings; electronic agenda 90,000 less sheets of paper/year
- Town faces retirement of $\pm 22\%$ of workforce in coming 5 years:
 - Senior Management 2-3 persons
 - Supervisor, Lead hand, Key Financial 2-3 persons
 - Operations, front line 2-3 persons

2016 Employee Profile

50 plus years of age	12
40 to 50 years of age	4
Less than 40 years	24





Objectives

- Prepare internal candidates to compete for the C.A.O. Clerk or similar leadership position within 4 years (Senior Managers)
- Develop training program for managers ie. Supervisors, Foreman, Lead hands to Senior Management; front line to Supervisors, Lead hands etc.
- Foster talent all Departments to assume progressive roles
- Identify organizational changes to encourage staff growth.
- Measure internal talent against that available outside through competition if needed





Talent Assessment

- Strong talent in the organization.
- Some staff meet job expectations but may not be Succession Plan candidates; still need training to improve and comply.
- Judging “high performer” vs “meets expectations” is “subjective”
- Performance can change with personal or workplace issues; culture, crisis, management style are variable.
- A succession plan is always a “living” document.

2016 Employee Profile
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40 to 50 years of age 4
Less than 40 years 24





Summary of Actions C.A.O.

- Maintain C.A.O. structure combined with another role that suits the Town's needs at the time of replacement.
- When appropriate advertise internally and externally to replace the C.A.O. to measure internal talent against external
- Offer management, leadership, technical, legal, human resources training to existing senior managers so they are ready to compete if they choose to do so.
- Deputy CAO Finance and Administration plus new Deputy CAO Fire & Public Works





Summary of Actions by Department

- Reassess Director of Public Works position in January 2018 before “Lame Duck” (internal or external opportunities)
- Continue to train internally to prepare candidates for this position and their vacated position if successful: Front Line to Lead Hand, Lead Hand to Supervisor, Supervisor to Director
- Size senior management team based on retention; merge & promote internally where it makes sense (ie. Recreation Director)
- Alert to shared service agreements (Building, Fire, Economic Development etc)
- Central booking structure
January 2018





Conclusions

- Like many employers, Minto must replace up to 9 positions in the next five years including 2-3 senior management
- Departure of the Director of Public Works creates a short term opportunity for staff in Public Works to move up within 18 months.
- Central booking staffing needs facilities, recreation
- The Town has a strong core of young staff that have the skills and abilities to assume greater roles,
- Minto benefitted dramatically from succession planning already
- Active and alert to the changing workplace and increased competition for good staff

