



Midwest Municipal Consulting, L.L.C.

Succession Planning: Avoiding a Crisis When Your City Manager, Clerk or Department Directors Leave or Retire

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Midwest Municipal Consulting LLC



HANDOUTS & PRESENTATIONS ARE AVAILABLE THROUGH THE EVENT APP
AND AT WWW.IOWALEAGUE.ORG

OBJECTIVES and EXPECTATIONS



**TO DEEPEN THE
UNDERSTANDING
OF SUCCESSION
PLANNING**



**TO PROVIDE
BEST PRACTICES
FOR A PEOPLE-
CENTERED
APPROACH**



**TO IDENTIFY
STEPS TO
CREATING YOUR
SUCCESSION
PLAN**



**TO LEARN
STRATEGIES FOR
IDENTIFYING
AND REDUCING
SKILL GAPS**



**TO RECEIVE A
TEMPLATE AND
HR GUIDANCE
FOR CREATING
YOUR
SUCCESSION
PLAN**



Background of Midwest Municipal Consulting, LLC



www.MidwestMunicipalConsulting.com

- ▶ Masters in Public Administration - USD
- ▶ Served 18 years as a City Administrator (5)
- ▶ Credentialed CM per ICMA and SHRM-CP
- ▶ Serving on Professional Boards and Committees
 - ▶ Iowa League of Cities
 - ▶ Institute of Public Affairs Advisory Board
 - ▶ IaCMA Board and Committees
- ▶ Guest Presenter
 - ▶ IMPI, ILC, and IMMI
- ▶ Memberships
 - ▶ ICMA, IaCMA, IMFOA, SHRM, and CI-SHRM



Succession Planning

Pipeline

Are there 1 or more people that are ready?

Employee Development

Coaching, training, mentoring, etc.

Candidate

Now you have a qualified and interest candidate



What is the issue?

- ▶ Retirements
- ▶ Termination
- ▶ Long-term Illness or death
- ▶ Leaving for a new position
- ▶ Recruitment of qualified candidates



Purpose of Succession Planning

- ▶ Finds the fit with the organization
- ▶ Retains institutional knowledge
- ▶ Ensures the continuity of the city's mission, vision, values and advancing of its strategic plan
- ▶ Increases retention
- ▶ Identifies skill gaps and training needs
- ▶ Alleviates skill shortages
- ▶ Proactive rather than reactive
- ▶ Intentional, thoughtful approach
- ▶ Boosts morale



Pre-Planning



CULTIVATE LEADERS



GIVE PERFORMANCE
FEEDBACK



EVALUATE POTENTIAL
RETIREES



DEVELOP A CULTURE OF
SHARED INFORMATION



CREATE AND MAINTAIN A
BOOKSHELF OF
HANDBOOKS AND/OR
ORIENTATION BINDER



FACILITATE A MENTORSHIP
PROGRAM



KEEP A LIST OF ON-GOING
PRIORITIES AND NEW
INITIATIVES AND ACTION
PLANS



STORE ALL DOCUMENTS IN
A SHAREABLE FOLDER



Movements in Succession Planning

- ▶ Not just leadership positions, but all levels
- ▶ Not picking who you like in a closed process, but inclusive and collaborative
- ▶ Not focused on developing the process, but developing people
- ▶ No longer hidden process, but very open and diverse
- ▶ Not one and done, but an on-going system





People-Centered Approach

- ❑ Instead of a top-down decision-making,
- ❑ Instead of focusing on how people should be,
- ❑ Instead of a repetitious process,
- ❑ Instead of focusing on the process,
- ❑ Instead of focusing on change,
- ❑ Roles are static
- ❑ It's a collaborative decision-making
- ❑ Focus on strengths-based leadership
- ❑ Allow for change and tolerance of mistakes
- ❑ Focus on development of people
- ❑ Allow feedback, communication and inclusion
- ❑ Roles are dynamic



Best Practices

- ▶ Develop a communication plan
- ▶ Seek feedback often
- ▶ Communicate why you are doing this
- ▶ Set expectations
- ▶ Talk openly about resistance to change
- ▶ Take action to set yourself up for Success (like training and peer support, etc.)





Best Practices



Steps to Creating an Effective Succession Plan



Identify



Plan



Communicate



Evaluate



Step 1 - Identify candidates and potential future roles

Factors to Consider

- Current Performance
- Growth potential
- Adaptability to change



Tool for Deciding who to Include in your Succession Plan

	Under Performance	Effective Performance	Outstanding Performance
High Potential	<p>Box 5:</p> <p>Seasoned professional capable of expanded role, but may be experiencing problems that require coaching and mentoring.</p>	<p>Box 2:</p> <p>Does extremely well at current job with potential to do more; give stretch assignments to help prepare for next level.</p>	<p>Box 1:</p> <p>Consistently performs well in a variety of assignments; superstar employee. Big picture thinker; problem solver; self motivated.</p>
Medium Potential	<p>Box 8:</p> <p>With coaching, could progress within level; focus on stretch goals for this employee.</p>	<p>Box 6:</p> <p>May be considered for job enlargement at the same level, but may need coaching in several areas, including people management.</p>	<p>Box 3:</p> <p>Current role may still provide opportunity for growth/development; focused on tactical; focus should be on helping improve strategic thinking.</p>
Low Potential	<p>Box 9:</p> <p>May be a candidate for reassignment, reclassification to a lower level or to exit the organization.</p>	<p>Box 7:</p> <p>Effective performer, but may have reached career potential; try to coach employee on becoming more innovative, focus on lateral thinking.</p>	<p>Box 4:</p> <p>Experienced high performer but has reached limit of career potential. Still a valuable employee and can be encouraged to develop communications and delegation skills.</p>



Step 2 - Create an Individual Career Development Plan for each Candidate



Step 3 - Communication

Best Practices



Step 4 - Evaluate

- Quarterly
- Change/Refine
- Seek Support



Barriers and Challenges

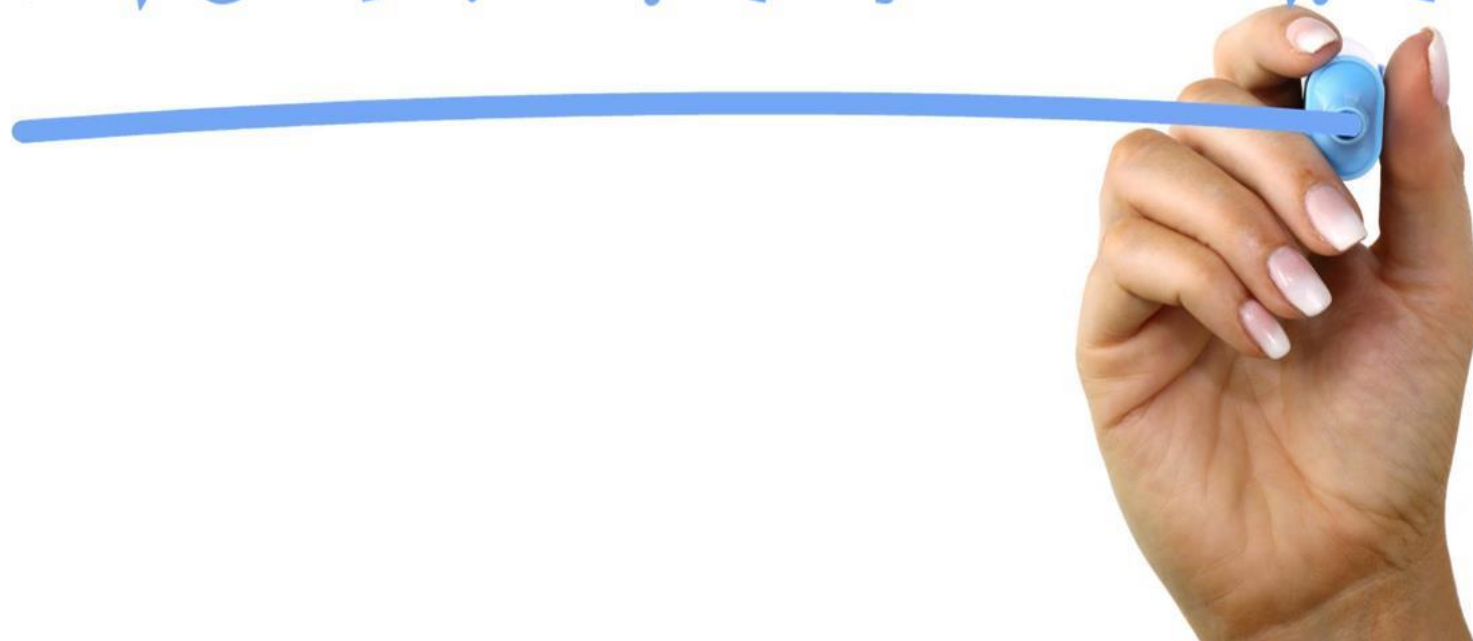




Prepared?



ACTION PLAN



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Consulting Services**

Contact me by 10/1/2021

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Thank you!