



## POLICY HR-024

### Succession Planning

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Prepared By: Corporate Services	Effective Date: January 25, 2011
References: Policy HR-024-P1	Previous Revision Date: New

#### PURPOSE

The purpose of this policy is to provide a succession planning framework to fill key positions in the organization and to ensure that there is a balance between developing and retaining internal talent and the need to bring in fresh ideas and to apply a consistent application of succession planning throughout the organization. The focus is not just on senior management but on all key positions that are vital to the organization's success and not easily replaced.

#### OBJECTIVES

This policy is intended to achieve the following objectives:

- To provide a fair and consistent framework for identifying internal staffing resources and talent who have the potential to develop the needed skills and competencies to fill key positions, thereby growing internal replacements where possible
- To create a supply of employees who are ready to step into and compete for key positions
- To define key employee professional development needs
- To enhance career advancement opportunities
- To decrease turnover
- To ensure that key positions in the organization are filled (internally or externally) within a reasonable time frame.

#### POLICY STATEMENT

Succession planning is a proactive process, which enables Parkland County to assess, evaluate and develop a talent pool of individuals who are willing and able to learn, occupy and compete for higher positions when needed. Succession Planning is also a method to help the organization preserve information and knowledge that could be lost due to retirement, promotion and attrition.

All Senior Executive and Management positions shall be recruited through an internal and external advertising process. Other key positions below the management level may be filled through an internal advertising process only if sufficiently qualified candidates are available within the organization.

To ensure that Parkland County continues to be a successful and effective organization, it is important to plan for the future replacement of key positions and to provide current employees with an equal opportunity to compete for key position vacancies. This means that internal staff that has been identified as having the talent, ability and desire to progress in the organization into a key position will be provided the opportunity to improve their skills and abilities through performance management and targeted professional development.

Where the organization does not have internal talent available and where it is found to be in the organization's best interests to seek outside talent, there is to be a clear and comprehensive plan in place to recruit for those positions when they are vacated.

## DEFINITIONS

1. **"Key/Critical Positions"** are defined as positions that are necessary or vital to the organization's operations and therefore cannot be left vacant for any length of time.

## SCOPE

This policy applies to all County employees.

## MANAGEMENT RESPONSIBILITIES

All Senior Executive and Management employees are responsible for identifying key positions in their divisions/departments and identifying employee's who may have the talent and ability to progress to a position of greater responsibility. Senior Executive and Management team will review key positions and potential candidates as part of the organization's annual manpower planning process.

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