

BEFORE THE CITY COUNCIL OF THE CITY OF TURLOCK

IN THE MATTER OF APPROVING THE }  
PROPOSED SUCCESSION PLAN, WITH }  
AN AMENDMENT CLARIFYING }  
PARTICIPATION IN THE PROGRAM }  
DOES NOT GUARANTEE PROMOTION, }  
FOR THE CITY OF TURLOCK TO }  
IDENTIFY AND DEVELOP INTERNAL }  
STAFF WITH THE POTENTIAL TO FILL }  
LEADERSHIP POSITIONS WITHIN THE }  
ORGANIZATION IN A JUDICIOUS }  
MANNER AS THEY BECOME AVAILABLE }  
\_\_\_\_\_ }

RESOLUTION NO. 2017-026

**WHEREAS**, succession planning is the process of identifying and preparing City employees to meet the future needs of the organization through mentoring, job shadowing, training, and rotation; and

**WHEREAS**, City staff has identified various positions throughout the organization of which current employees anticipate to retire (or otherwise vacate their jobs) in the next five (5) years; and


**WHEREAS**, succession planning is supported by Policy Goal #1 "Effective Leadership" of the Mayor and City Council Policy Goals and Implementation Plan.

**NOW, THEREFORE, BE IT RESOLVED**, the City Council of the City of Turlock does hereby approve a Succession Plan, with an amendment clarifying participation in the program does not guarantee promotion, for the City of Turlock to identify and develop internal staff with the potential to fill leadership positions within the organization in a judicious manner as they become available.

**PASSED AND ADOPTED** at a regular meeting of the City Council of the City of Turlock this 24<sup>th</sup> day of January, 2017, by the following vote:

- AYES: Councilmembers Esquer, DeHart, Bublak, Jacob, and Mayor Soiseth
- NOES: None
- NOT PARTICIPATING: None
- ABSENT: None

ATTEST:

  
\_\_\_\_\_  
Jennifer Land, City Clerk,  
City of Turlock, County of Stanislaus,  
State of California

# **CITY OF TURLOCK**

## **Succession Plan**



Adopted January 24, 2017

Prepared by: Succession Planning Committee

Resolution No. 2017-026

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# City of Turlock

## Succession Planning

### Purpose

To identify and develop internal staff with the potential to fill key leadership positions in the organization. Succession planning increases the availability of experienced and capable staff that are prepared to assume these roles in the organization as they become available.

### Applicability

This policy applies to all regular employees working for the City of Turlock.

### Policy

What is Succession Planning?

Succession planning is the process of identifying and preparing City employees to meet the future needs of the organization through mentoring, job shadowing, training, and job rotation. Succession planning increases the availability of experienced and capable employees that are prepared to ensure that vacated roles can be quickly filled with well-qualified candidates.

Participating in the Succession Plan does not guarantee promotions which is a concept contrary to our public sector values and principles concerning fairness and competition. Participating in the Succession Plan, however, may better prepare employees to compete when those promotional or transfer opportunities arise within the organization in the future.

### Goals of the Plan

- To attract and maintain a stable and diverse workforce.
- Identify and fill gaps within the City of Turlock through the development of employees' knowledge, skills, and abilities.
- Identify and develop high-potential employees for greater areas of responsibility based on leadership qualities outlined by the City (see *Leadership Qualities*).
- Utilize mentoring/coaching as part of the training and leadership development process.
- Ensure that employees are continuously providing ethical and quality public service.
- Maintain succession planning as a regular part of meeting the City's strategic objectives of leadership development, and filling workforce gaps as they arise.
- Match the future needs of the City with the career aspirations of the employee.

## The Plan

### Gap Analysis

- A. Departmentally conduct a “Gap Analysis” to project openings in positions that require certain skill sets in the next two to five years. This will benefit the City through the identification of skills needed for future key position openings, and employees will have a better idea of what skills are needed to advance to upper level positions.
1. Utilize Department Organizational Charts
  2. Provide Job Descriptions
  3. Career Action Plan
    - Career Action Plans should be utilized as a tool to document and visually lay out the succession plan. The Career Action Plan should assist supervisors and employees in laying out the career goals of the employee, and what the employee needs to complete to progress towards accomplishing these goals. The Career Action Plan can be amended at any time, as required, by the employee’s supervisor.

### Develop City-Wide Action Items that include all Facets of the Organization

#### A. Professional Training

- Training conducted should be based on leadership qualities outlined by the City of Turlock (see *Leadership Qualities*). Training based on leadership qualities will allow employees to focus on the main attributes needed to pursue top level positions, while ensuring that the City of Turlock employees entering these positions have the attributes needed to provide high quality and ethical public service.

#### B. Leadership Academy

The City will create a Leadership Academy for high-potential employees to receive enhanced developmental experiences. The Leadership Academy will meet once a month for the specified number of sessions in the Leadership Academy document. The Leadership Academy topics will vary from year to year based on the specific Leadership Academy agenda. By utilizing the Leadership Academy, the City expects to increase the number of employees who will be prepared to step into higher-level positions. Selection of high-potential employees will be based on the following:

- The City will be expending significant resources on the enhanced development of those in the acceleration pool – it is important to include only those who have real potential for leadership positions.
- It is equally important to develop a process that ensures that every employee with leadership potential is fairly and thoroughly considered for participation.

- The City desires to ensure that the selection process results in a diverse group of employees to include in the acceleration pool.

Develop Department Actions Items that apply to each Department/Division

A. Training

- Leadership resources and materials will be provided to employees, by their respective Departments as well as Human Resources, who are identified for training and development opportunities, such as books, articles, and projects.
- Talent Exchange between departments will fill vacant positions within departments or fill short-term needs. Interdepartmental exchange can potentially increase creativity within departments and reduce job burnout.

B. Shadowing

- Job shadowing will work in conjunction with the mentoring element of the Succession Plan by providing an opportunity for the developing employee to gain a more comprehensive understanding of the requirements needed for the desired position of advancement. As a result, the developing employee will learn and develop skills through hands-on experiences by working alongside the individual in the position of advancement. This one-on-one experience is significant in the effectiveness of the Succession Plan. Job shadowing can also provide an excellent networking tool and help improve communication across departments.
- Each department will have their own unique way of implementing job shadowing. This is just a general definition to clarify the intent of job shadowing as it relates to Succession Planning.
- High-potential employees will be given an opportunity for on-the-job learning, career development, and leadership development by working alongside another employee. Job shadowing will allow a high-potential employee obtain exposure to a different position within the City. Job shadowing will allow the employee to gain an insight into the position, department, city organization, and to learn new competencies related to their current or desired position.

C. Mentoring

- A Mentoring/Coaching program will be utilized by each department to help assist employees who are involved with the Succession Planning program. Mentoring should occur through one-on-one meetings with employees. Developmental Leadership Projects should be assigned (in conjunction with supervisors) and discussed with mentors. Mentors will be available to assist employees with work related problems, concerns, or processes, and should be utilized to transfer knowledge and experience on leadership qualities to the employee. Mentors should be assigned and trained, on a voluntary basis, by supervisors and/or the

Human Resources Manager. A list of approved mentors should be kept with the Human Resources Manager, and mentors or employees can terminate from the mentorship program at any time by notifying their supervisor. The City will benefit from this process as mentors are able to relay strategic objectives and provide continuous feedback to employees. This relationship will promote leadership development through projects and feedback.

- Employee Performance Appraisals will be an important part of the succession planning process. Performance evaluations will be conducted based on the City of Turlock's Employee Performance Appraisal/Career Assessment tool currently utilized. These appraisals will assess the employee based on their progress towards meeting the specified prerequisites (e.g. training, education) for obtaining the desired position.

### **Programs**

The City of Turlock currently has the following programs available to assist employees as they work towards achieving their goals. All programs are subject to the availability of funds.

- Educational incentive programs are available for employees wishing to receive reimbursement for tuition and book fees for coursework related to the advancement of knowledge and skills of their classification. Upon successful completion, resulting from either a certificate or passing grade, the employee will receive reimbursement for fees. Reimbursements are based on specific MOU's.
- The Computer Loan Program offers employees, after their initial probation period, the opportunity for a one-time, no-interest loan up to \$2,500 for the purchase of a personal computer. A two-year payback, guaranteed through payroll deduction is required.

### **Leadership Qualities**

The following are leadership qualities expected to be developed and utilized by employees who are involved in the City of Turlock's Succession Planning program. The training programs offered by the City of Turlock will be centered around these leadership qualities.

### **Ethics and Integrity**

- Exhibits personal, professional, and organizational integrity.
- Communicates expectations about ethics and integrity to employees.
- Holds self and others accountable.
- Ensures dignity, fairness and respect is practiced in the workplace.

### **Passion for Public Service**

- Commits to the delivery of quality customer service.
- Honors the public's trust by managing and using City resources carefully.
- Commits to the highest level of public service.

## **Strategic Agility and Personal Resilience**

- Learns quickly, and to effectively meet changing conditions.
- Demonstrates ability to plan and implement strategic change.
- Consistently exhibits flexibility and the skill to capitalize on opportunities that arise.

## **Constructive Relationships**

- Seeks ways to build bridges and ensure collaboration.
- Values employee participation and encourages high performing teams.
- Strives to eliminate destructive behaviors in the workplace.
- Provides ongoing performance feedback.

## **Professional Will and Accountability**

- Settles for nothing less than delivering the highest standards.
- Takes responsibility for poor results, never blaming other people, external factors or bad luck.
- Demonstrates unwavering resolve to do whatever must be done to produce long term results.

## **Exceptional Communication**

- Exhibits advanced active listening skills.
- Builds consensus through facilitation.
- Proactively, effectively and appropriately communicates with all stakeholders.
- Ensures results driven meetings.
- Practices advanced oral and written communication skills.

## **Civility**

- Doesn't shift responsibility and blame to others.
- Asserts self.
- Acknowledges others and listens.
- Accepts and gives constructive criticism.
- Respects other people's time.

## **Creates and Inspires Vision**

- Excites and supports employees to strive for a shared vision.
- Empowers others to take action.  
Communicates and leads the way to an inspiring future through promotion of shared vision.



## **Career Development Tools**

The City has developed two forms to assist employee's career development, the Employee Career Development Plan and the Employee Performance Appraisal – Career Assessment.

The Employee Career Development Plan should be completed upon starting employment with the City and at future request by the employee throughout their career. This form helps communicate to City management the employees' desired accomplishments and goals during their employment. Along with communicating the employees' goals, this form allows management to assess the employees' strengths and weaknesses while identifying opportunities and threats in achieving their accomplishments.

The Employee Performance Appraisal – Career Assessment is a form that is requested by the employee during the employees annual review period. This form allows communication between the employee and management on specific desired promotional opportunities. It allows the employee to state their desired position and management to evaluate the employee in regards to the minimum prerequisites. Management can provided suggested training

## **Budget**

A new account number will be added to the Human Resources budget for Succession Planning, to fund training for both Succession Planning and the Leadership Academy. Funding will be all-inclusive of expected costs. Funding for succession planning will be identified with the annual budget process and presented to the City Council.

# Appendix

# CITY OF TURLOCK

## EMPLOYEE PERFORMANCE APPRAISAL – CAREER ASSESSMENT TO BE COMPLETED FOR EMPLOYEES OFF PROBATION

EMPLOYEE NAME:

DIVISION:

DESIRED POSITION:

SUPERVISOR COMPLETING:

### JOB PREREQUISITES

- Employee has met all job prerequisites as described in the City's job description for the desired position.
- Employee has met most of the job prerequisites as described in the City's job description for the desired position but should work on the listed areas to be fully prepared:
  - 
  - 
  -
- Employee is actively working towards meeting the job prerequisites as described in the City's job description for the desired position.
- Employee has done little work towards meeting the job prerequisites as described in the City's job description for the desired position.

### TRAINING PREREQUISITES

- Employee has met all training prerequisites as described in the City's job description for the desired position.
- Employee has met most of the training prerequisites as described in the City's job description for the desired position but should work on the listed areas to be fully prepared:
  -

- 
- 
- Employee is actively working towards meeting the training prerequisites as described in the City's job description for the desired position.
- Employee has done little work towards meeting the training prerequisites as described in the City's job description for the desired position.

**FORMAL EDUCATION PREREQUISITES**

- Employee has met all education prerequisites as described in the City's job description for the desired position.
- Employee has met most of the education prerequisites as described in the City's job description for the desired position but should work on the listed areas to be fully prepared:
  - 
  - 
  -
- Employee is actively working towards meeting the education prerequisites as described in the City's job description for the desired position.
- Employee has done little work towards meeting the education prerequisites as described in the City's job description for the desired position.

EDUCATION		EXPERIENCE		CERTIFICATES	
<input type="checkbox"/>	Less than 30 units	Years in field:		Intermediate	<input type="checkbox"/> _____
<input type="checkbox"/>	30+ Units	_____		Advanced	<input type="checkbox"/> _____
<input type="checkbox"/>	45+ Units		<input type="checkbox"/>	Supervisory	<input type="checkbox"/> _____
<input type="checkbox"/>	60+ Units	Years in current position:	<input type="checkbox"/>	Management	<input type="checkbox"/> _____
<input type="checkbox"/>	AA/AS	_____	<input type="checkbox"/>	_____	<input type="checkbox"/> _____
<input type="checkbox"/>	BA/BS				
<input type="checkbox"/>	MA				
<input type="checkbox"/>	_____				

**SUGGESTED TRAINING**

The following training courses are suggested to both increase your overall job knowledge and to



**CITY OF TURLOCK  
EMPLOYEE CAREER DEVELOPMENT PLAN**

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**DATE:**

**EMPLOYEE:**

**DATE OF HIRE:**

**POSITION:**

**CURRENT ASSIGNMENT:**

**CURRENT COLLATERAL ASSIGNMENTS:**

**CURRENT EDUCATIONAL LEVEL:**

**PERFORMANCE / EDUCATION / TRAINING / ASSIGNMENT**

Goals I would like to accomplish while employed at the City of Turlock:

	PERFORMANCE	EDUCATION	TRAINING	ASSIGNMENT
1 YEAR GOAL				
3 YEAR GOAL				
5 YEAR GOAL				
10 YEAR GOAL				
POST 10 YEAR GOAL				

## S.W.O.T. ANALYSIS

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**Strengths:** (Attributes beneficial to obtaining the employees goals)

*Strengths should be considered an area where the employee abilities can be used to help attain goals of the career development plan.*

**Weaknesses:** (Attributes requiring improvement to obtain the employees goals)

*Weaknesses should be considered an area where the employee abilities should be actively focused on for improvement to help attain goals of the career development plan.*

**Opportunities:** (Specific areas where the employee can focus on to obtain goals)

*Opportunities should be considered an area where the employee can use their abilities or experience new abilities that can be used to help attain goals of the career development plan.*

**Threats:** (Specific areas/concerns that may inhibit the employee from obtaining goals)

*Threats should be considered an area where the employee abilities may be an inhibition to attaining goals of the career development plan.*

## ACTION PLAN

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1. I can use my **strengths** to achieve my goals by:

Projected completion date:

2. I can focus on the following **weaknesses**, for improvement to help attain goals of the career development plan by:

Projected completion date:

3. I can use the following area(s) of **opportunity** to learn or experience new abilities that can be used to help attain goals of the career development plan by.

Projected completion date:

4. I understand the following **threats** should be considered an area where my abilities may inhibit me in obtaining goals of the career development plan by.

Projected completion date:

---

Employee

Date

---

Supervisor

Date





## City of Turlock – Succession Plan

### GAP ANALYSIS



The City has conducted a “Gap Analysis” to project openings in positions that require certain skill sets over the next five years. The following summary identifies the areas with expected key position openings.

#### Administration Services Department:

Mid-manager: 3

#### Development Services Department:

Director 1

Mid-manager 2

Lead worker 4

#### Fire Services Department:

Mid-manager 2

#### Municipal Services Department:

Mid-manager 3

Lead worker 12

#### Police Services Department:

Mid-manager 2

Lead worker 2

#### Parks, Recreation and Public Facilities Maintenance Department:

Mid-manager

Lead worker 1