SUCCESSION PLANNING

Summary:
The purpose of this policy is to provide a clear direction for succession planning for Tenterfield Shire Council.

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Department	Office of Chief Executive
Policy Custodian	Manager HR, Workforce Development & Safety
Superseded Documents	Succession Planning – 168/17
Related Legislation	Local Government (State) Award Local Government Act
Delegations of Authority	Manager HR, Workforce Development & Safety

1. Overview

Introduction
It is good practice for Council to have a process for succession planning for staffing the organisation. Council's adopted Workforce Plan promotes such a process.

Succession planning is a process whereby Council ensures that employees are recruited and developed to fill each key role within the organisation. Through the succession planning process, Council aims to recruit superior employees, develop their knowledge, skills, and abilities, and prepare them for advancement into ever more challenging roles.

Actively pursuing succession planning ensures that employees are constantly developed to fill each needed role. As an organisation expands, loses key employees or provides promotional opportunities, succession planning aims to have employees on hand ready and waiting to apply to fill new roles.

*Definition: **Succession planning** is a process for identifying and developing internal people with the potential to fill key positions in an organisation. Succession planning increases the availability of experienced and capable employees that are prepared to assume these roles as they become available. Taken narrowly, "replacement planning" for key roles is the heart of succession planning.*

Succession Planning in Local Government

Councils in NSW operate under the *Local Government Act 1993* which includes Equal Employment Opportunities (EEO), and recruitment practices that need to be based on merit. Subsequently it is difficult for Councils to conduct Succession Planning in the way private companies can do (see definition in introduction) as this may constitute a breach of EEO.

However, succession planning in Local Government, and particular in small Local Governments, is useful in the implementation of the objectives and procedures of succession planning. The system can be used to ensure that critical positions have back-up from multi skilled staff that subsequently have a greater chance of winning the position when in becomes vacant. This would still be in line with EEO.

Achievable objectives are critical to establishing effective succession planning and multiskilling of staff in Council. As a small organisation, we are required to continually assess what strengths and capacity staff have in fulfilling their positions and to assess where multiskilling and assistance by individual staff members can occur within and across teams.

It has also been identified through Risk Management processes that retention of corporate knowledge is a risk. Therefore, it is critical for all functions of Council to have written Procedures so that, in the event a staff member with corporate knowledge leaves the organisation, the key procedures and knowledge are documented and available for successive staff.

2. Policy Objectives

Council's commitment to Succession Planning

The Chief Executive will oversee the implementation of this policy and review the organisational structure annually in line with the development of the Operational Plan and the review of the Workforce Plan.

3. Accountability, Roles & Responsibility

Each Chief/Manager, with their supervisors of staff, together with HR, Workforce Development & Safety, will identify and develop staff within their section in line with the objectives below:

- Identify those with the potential to assume greater responsibility in the organisation;
- Provide critical development experiences to those that can work across key roles within and across departments;
- Multi-skill and job rotate staff.

Organisational Knowledge and Systems:

- Identify corporate knowledge areas - and staff to produce written procedures for key functions or positions where corporate knowledge is critical. *For example, written procedure is available for uploading of information on Council's Website; written procedure is available for casual staff, or a staff member from another section of Council, needing to fill in at the Waste Transfer Station for a shift on short notice.*

Human Resources responsibilities are:

- Ensure Position Descriptions allow for multi skilling;
- Build a data base that can be used to make better staffing decisions for key jobs and for back up staff during periods of leave, vacancies or un-foreseen events;
- Provide advice and support to Managers and staff in identifying and implementing the objectives within this policy.

Additional objectives that are embedded in the succession process:

- Improve employee commitment and retention;
- Meet the career development expectations and training needs of existing employees within budgets annually through the performance review process.

Integrated Workforce Succession Planning
Council is continuously including the following strategies within its Human Resources framework that is driven through the Workforce Plan:

- Attraction and recruitment strategies that market and position Council as an 'Employer of Choice' (especially in regional locations).
- Succession planning for critical/hard to fill job roles and for officers nearing retirement.
- Knowledge management and multi skilling for mission critical/hard to fill job roles.
- Phased retirement for mission critical/hard to fill job roles.
- Traineeships and apprenticeships for opportunities of learning.
- Buddying, coaching and mentoring particularly for critical/hard to fill job roles.
- Job role redesign to include multi skilling.
- Reward, recognition and appreciation strategies.
- Retention strategies and leadership training for team leaders / coordinators / supervisors to enable them to confidently apply for leadership/management roles as they become available.
- Retention strategies and skills development training for younger employees.
- Communication and change management initiatives to improve communication channels and workplace culture.
- Work life balance initiatives around flexible work arrangements and suitable to the operational needs.
- Aim for Cultural diversity recruitment to reflect community profile.

- Training needs analysis (against a competency framework) to *facilitate skills matching and enable full utilisation of skills, development of learning and development plans.*

4. Related Documents, Standards & Guidelines
Nil.

5. Version Control & Change History

Version	Date	Modified by	Details
V1.0	22/05/19	Council	Adoption of Original Policy (Res No. 92/19)
V2.0			