

Succession Planning—Renton's Experience
Presentation to Puget Sound Finance Officers Association
March 9, 2016
Jay's Notes

Context:

- Great Recession resulted in reduction in Assistant positions (traditional successors)
- Economic uncertainty postponed retirements & transitions
- Recovery now resulting in a “surge”
 - o Also “Boomer Generation” dynamics

Renton's Strategy: Create an organization whose culture, values and competencies attract and retain the best and brightest employees

- Succession Planning is NOT just hiring top leadership
 - o In Renton 125-150 supervisors, managers and executive positions
- Developed long-term strategies focused on improved customer service, performance, leadership and coaching competence
 - o Involved key “opinion leader” employees (who became champions of our effort)

City's Performance Management Process (review Performance Management Process Wheel)

- Developed “Core” Competencies
 - o For all employees; and modified for leadership
- Trained all employees in competencies
 - o Additional training for supervisors, managers, senior leadership
 - Supervisory, coaching, leadership skills

Each vacancy is evaluated to determine for potential of an “in-house” successor

- In 2016, roughly half of senior leadership positions filled in-house
- Other Non-commissioned leadership positions at about the same ratio
 - o Our strategy even more important for public safety departments (where labor agreements limit mid-management hires to in-house promotions)

Sustaining our Strategy:

- “Training Curriculum” developed to sustain culture, values and competencies proficiency (Nancy will provide further information)

- “one-on-one” coaching sessions
 - o Mayor and I try to emulate
 - o Work to ensure leadership and coaching skills, are developed and used downward into the organization

- Performance Appraisal process (Nancy will provide further information)