

# Board of County Commissioners

## Leon County, Florida

### Policy No. 16-4

Title: Succession Management Policy

Date Adopted: March 8, 2016

Effective Date: April 1, 2016

Reference: N/A

Policy Superseded: N/A

It shall be the policy of the Board of County Commissioners of Leon County, Florida, that a new Policy is hereby adopted, to wit:

The Leon County Board of County Commissioners recognizes that succession management is an on-going responsibility of any organization. Changes in management are inevitable, therefore Leon County government has established a succession management policy to provide continuity in leadership and avoid extended and costly vacancies in key positions.

#### 1. PURPOSE

It is the policy of Leon County to assess the leadership needs of the organization to ensure the selection of qualified leaders that are diverse and a good fit for the organization's vision, mission, core values, core practices and goals and have the necessary skills for the organization. The succession management policy does not guarantee a specific position to any particular employee. Instead it provides a systematic process to identify and develop high-potential candidates to compete for critical positions when they become vacant.

Leon County's succession management policy is designed to identify positions critical to the success of our "People Focused, Performance Driven" culture and the core competencies needed to successfully perform in these positions; as well as prepare candidates to move into these key positions in the organization when they become vacant due to retirement, resignation, death or new business opportunities.

#### 2. ADMINISTRATION

The succession management policy will be administered by Human Resources and will be carried out as follows:

- A. Annually identify areas of the organization in which predictable turnover, resulting from retirements or other changes, will lead to special needs for talent management.

- B. Determine those key positions, integral to the success of the County and identify necessary skills and competencies associated with successful performance in such positions.
- C. Identify County employees that demonstrate or show an aptitude for the required skills and/or competencies to perform in key positions.
- D. Develop actions that will prepare individuals to assume greater roles of responsibility in the future.
- E. Maintain a database to identify high performing/high potential individuals and maintain a talent pool as a source of possible successors in the organization.
- F. Annually review results from the previous year's succession planning efforts and plan for the present year's process.

### **3. DESIRED RESULTS**

The desired results of the succession management policy are to develop a succession planning program that, when implemented, will help county leaders:

- A. Identify those positions that are critical to organizational success;
- B. Identify the competencies needed for successful performance in those positions deemed critical to the success of the county;
- C. Identify high-potential employees capable of advancement to positions with higher responsibility than those they presently occupy;
- D. Ensure the systematic and long-term development of individuals to replace key incumbents as the need arises due to deaths, disabilities, retirements, and other unexpected losses; and
- E. Provide a continuous pool of talented employees to best meet the changes and challenges facing our organization.