SUCCESSION:

THE ACHILLES HEEL OF CITY GOVERNMENT

- League of CA Cities Annual Conference
- October 6, 2016

PRESENTERS:

- Dominic Lazzaretto, City Manager
  - City of Arcadia
- Pat Lynch, PhD. / President
  - Business Alignment Strategies, Inc.
- Steve Prziborowski, Deputy Chief
  - Santa Clara County Fire Department
- Kurt Latipow, Fire Chief
  - City of Lompoc Fire Department

REFLECTION:

- Despite more than 50 years of nationwide discussions about the importance of professional development and preparing members for succession, few governmental agencies have embraced succession planning and processes
REALITY:

- Years of prolonged hiring freezes coupled with early retirements and fewer interested and/or qualified candidates have proven costly to agencies that have had to promote and/or hire people who were not qualified for their new responsibilities.

Dominic Lazzaretto
City Manager, Arcadia
domlazz@ArcadiaCA.gov
(626) 574-5401

PREPARING THE NEXT GENERATION

- Our leaders are rapidly nearing retirement age
- Next leaders will be younger and less experienced than ever
- Pension reform will make it less likely for people to move at mid-level positions
- We are very good at training technicians
- Not great at training executives
- Next leaders will have more complex jobs than ever

PROBLEM STATEMENT:
10,000 Baby Boomers Retire Every Day
Will Continue For The Next 17 Years

WAVES OF TALENT

- Boomers: 72 million
- GenX: 66 million
- Millennials: 75 million

Retiring  Mid-Career  Early Career

Total City Employees | 297
Eligible to retire today | 49 | 17%
Eligible to Retire w\in 5 years | 86 | 29%
Eligible to Retire w\in 10 years | 141 | 48%
COMMON ORGANIZATIONAL MISTAKES:

* When budgets are tight, we cut funding for training
* We have no time for talent development
  - “Takes away from core responsibilities”

**Undertrained Employees Cost More In The Long Run**
- Risk Exposure
- Cannot Accomplish Core Missions
- Increased Turnover

COMMON ORGANIZATIONAL MISTAKES:

* We train on the wrong things
  - Great at teaching cops to handle tactical ops
  - Bad at teaching them how to deliver a staff report, develop a budget, etc.
  - We need to overcome obsession with technical training
* We fail to develop soft skills
  - Leads to labor unrest

**Most Dept. Heads Arrive Unprepared To Lead**
Lose Years Of Productivity While They Learn

LEADERS MUST UNDERSTAND:

* Employers have a responsibility to their employees and the people they serve
* Best training is on the job training
* Youth (especially Millennials) want to learn
  - “Why” and “How” are not 4-letter words!
* Coaching is a skill that needs to be developed
* Employees naturally look beyond silos
  - Managers/leaders love them

**Ignore At Your Own Peril: They Will Leave You**
TOMORROW’S WORKPLACE WILL BE DIFFERENT:

- Increased access to information
- Challenge authority
- Greater interaction with Senior Mgmt.
- More cross-departmental teams
- Inclusive decision process
- Ongoing feedback vs. The Annual Review
- Increased life-work balance

Talent Development Must Evolve

BEST SOLUTION:
DEVELOP TALENT INTERNALLY

SUCCESSION PLANNING IS NOT JUST SENDING PEOPLE TO TRAINING!
DEVELOPING TALENT STARTS AT THE TOP:

- The City Manager must be an active advocate for developing talent
- Every Department Head needs to understand that hiring and developing talent is a primary responsibility
- Cannot just be a “Human Resources program”

DEVELOPING TALENT STARTS AT THE TOP:

- Expect a moderate financial commitment
  - Offset by savings from retention and reduced risk exposure
- Expect a significant time commitment
  - Offset by increased commitment and productivity from more flexible workforce

COUNCIL BUY-IN:

- Cannot dream if you don’t have the talent to perform
- Length of hiring process drains productivity
  - ¼ year per vacancy
  - Up to 18 months in Police Department
- Cost of hiring saps resources
  - 20% of annual salary for each vacancy
  - Executive recruitment = $20-30,000 each
CASE STUDY:

ARCADIA'S NEXT GENERATION ACADEMY

ARCADIA’S NEXT GEN ACADEMY:

- Started in 2014
- Run by City Manager
- Monthly Meetings

WHO'S IN IT?
(29 EMPLOYEES: 12 WOMEN, ETHNICALLY DIVERSE)

- Library & Museum Services
  - 2 Library Service Mgrs
  - 2 Principal Librarians
- Fire
  - Deputy Chief (now Chief)
  - Battalion Chief
  - 4 Captains
  - 1 Engineer (Union Pres.)
- Public Works Services
  - 2 Crew Supervisors
  - Management Analyst
  - Environmental Services Officer
- Police
  - 4 Lieutenants
- Recreation
  - Deputy Director
  - 2 Supervisors
- Administrative Services
  - Financial Services Mgr.
  - Sr. HR Analyst
  - Sr. Accounting Tech
- Development Services
  - Planning Services Mgr.
  - Assistant Civil Engineer
  - Sr. Office Assistant (promoted)
- City Manager’s Office
  - Asst. to the CM
**HOW DOES IT WORK?**

- Not a specific class with a graduation date
  - An ongoing process
  - Members come and go
- Geared toward practical and interesting
  - Real world information, not just time wasting exercises
- Includes side projects outside normal functional areas

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**Sample Topics**

- Staff Reports
- Budgeting & Finance
- City Council Relations
- Leading vs. Managing
- Public Presentations
- Personnel
- Community Relations
- Politics & Elections
- City Manager Relations

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**BASIC RULES:**

- Participation is completely voluntary
  - During lunch hour
- Safe learning environment
- Questions encouraged
- Can work on projects during work time
- Need to continue performing well in their regular duties
**THE RISKS:**

- Some may leave early to take other jobs
- Some may decide they don’t ever want the job

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**WE WANT THE PROGRAM TO BE...**

- Open Ended
- Flexible
- Topics focused on what matters
- Next Steps & Call to Action
- Monthly or flexible
- Clear Vision
- Variety of Speakers (men)
- Access
- Sound
- Beneficial

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**WE DO HAVE SOME FEARS:**

- Attending Status
- Media Mentions
- Making Mentions
- Unknown
- Back on Canada
- Date & Location
- Sponsorship
- Expenditures
- Public Speaking
The Perfect Storm
Riding A Wave Of Success
Last Minute Details
Housing Crescendo
Newly Active Residents
New Council
New Press Coverage

PRESENTING IDEAS:
OUTCOMES

- Internal promotions have occurred
- Better understanding of the talent pool
- Cross pollination of departments
  - Breaking down silos
- Increased trust among employees
  - CM not so scary
- Staff ideas implemented
- Expanding in the region
  - Will link up programs?

RESOURCES:

http://icma.org/coaching

WHY IS SUCCESSION PLANNING SO CRITICAL?

The Fire Service Perspective

- Steve Prziborowski
WHY SUCCESSION PLANNING:
1. None of us lives forever
2. That one “Golden Child” may drop dead, change their mind, leave for another agency, retire, or even worse, go rogue (don’t put your eggs in one basket)!

WHY SUCCESSION PLANNING:
3. Prepares personnel for future positions
4. Inspires & motivate your personnel
5. Decreases the “great badge give away” effect

WHY SUCCESSION PLANNING:
6. Maintains institutional memory
7. Ensures sufficient numbers of not only interested, but also qualified candidates for various positions
WHY SUCCESSION PLANNING:

8. Serves as a risk management tool preventing premature promotions

9. Sets your agency up for success!

CONSIDER THIS:

• The recruits you hire today are your future leaders (company officers & chief officers):
  
  - what are you doing to inspire them & provide them a road map for their future?

• Sadly, the overwhelming number of personnel we hire are here to “fight fire & save lives,” and not “Drive a Desk!”

CONSIDER THIS:

• Generational Gap Reality Check:
  
  A critical need is for agencies to survey their personnel to get a feeling for their career aspirations & to see how we can inspire & assist them moving up the ranks.

  We can’t force them...but we can hopefully do what we can to encourage them to step up, especially if they know the impact if they don’t.
CONSIDER THIS:
• What percentage of your personnel, especially at the rank of Battalion Chief and above are eligible to retire:
  • Now?
  • 5 years from now?
  • 10 years from now?
• Are you seeing your chief officers looking at opportunities in other agencies?

CONSIDER THIS:
• Is your fire department having trouble getting interested & qualified personnel to promote to:
  • the executive level chief officer ranks
  • and/or.........
  • those dreaded 40-hour Staff Assignments?

CONSIDER THIS:
• Even if you have the personnel that are interested & qualified for the executive level chief officer ranks, are they the best fit for the position(s)?
• Or....is your agency having to look or go to the outside to get interested & qualified applicants who will be a good fit?
CONSIDER THIS:

- If your agency does not have at least 3 interested & qualified personnel to step up to the next level, you may be forced to go to the outside.

- While it’s true there are a World’s worth of individuals that may be that next best (insert rank here), if we go outside, some could argue we have failed our personnel & our community.

SOUND FAMILIAR?:

- We bring someone on the job;

- We put them through an Academy & a Probationary Period where we routinely evaluate them;

- They get off probation & they really never get any more training & education so to speak, unless they are proactive or they have supervisors that give a hoot.....

WHERE WE ARE AT TODAY?
HOW WE ARE ADDRESSING THIS?

- We have recognized this is an issue.
- We are attempting to get this message out:
  - Locally
  - Statewide
  - Nationally
- However, we can't do it alone!
  - We need your support!

ROLES & RESPONSIBILITIES:

- This is not just a “fire department” problem....
  - It is a problem affecting ALL departments within a city, county, state, or federal entity.
- Everyone has a role in the succession process:
  - Elected officials, jurisdictional administrators, division heads, and labor

WE NEED YOUR ASSISTANCE:

- Meet with your Fire Chief
  - Ask: how are they addressing the issue?
  - Ask: how can I assist?
  - Work with them to determine win-win solutions.
  - They want and need your support and assistance!
HR's Role in Succession Management:

- It's not what you may think
WHO "OWNS" THE SUCCESSION MANAGEMENT PROCESS?

HR

(NOT)

HR’S ROLES IN SUCCESSION MANAGEMENT

Advocate, Trusted advisor, Reality checker, Coach, Change manager, Linchpin, Subject matter expert, Positive enabler, Educator, Facilitator, Employee developer

You are prepared for this mission!

Succession Management Roles

Coach
Educator
Trusted advisor
Employee developer
Subject matter expert
Reality checker
Change manager
Positive enabler
Advocate

HR Competencies
Role: Subject matter expert

- Recruitment
- Hiring
- Promotional process
- Retention
- Performance management
- Clear career path
- Individual career plans
- Training
- Professional development
- Experiential opportunities
- Mentoring
- Staffing levels
- Scheduling
- Readiness assessment
- Process templates
- Partnerships
- Stakeholder education
- Infrastructure
- Measurement systems
- Alignment

Role: Advocate
Begin with the *end in mind*

What is your city’s “David?”

**WHAT IS YOUR CITY’S TRUE VALUE?**

how → what → why
Role: Educator

ENLIGHTENED SELF-INTEREST: THE GREAT MOTIVATOR

What’s in it for ME?
Implementing a succession management process is a journey…

…not a destination, task, or event

Identify All Key Positions

WHAT ARE KEY POSITIONS?

- Those that represent or entail critical or very important:
  - Jobs
  - Functions
  - Competencies
  - Skills

...throughout the organization
Role: Relationship expert

From competitors...

...to collaborators
Role: Positive enabler

Victim? or Empowered?

Setting the context matters

Procedural Fairness
Role: Trusted advisor

“Let’s try it once without the parachute.”

“Implementing these changes won’t be easy. We’re pretty set in doing things the wrong way.”
Role: Coach

Change the focus
From: Methodology & Activities
To: Outcomes & Results

Change the focus
From: Efficiency
To: Effectiveness
Role: Reality checker

How is that working out for you?

(least, decision, choice)

How is that working out for you?
Reality Check

1. What’s the worst that could happen if I do (or don’t do) X?
2. Can I live with that outcome?

Role: Employee developer
original text was: What's the worst that could happen if I do X (or don't do X)?
I changed it a bit to make it read and fit better. let me know if that's okay?
Author, 6/27/2016
BEGIN WITH AREA(S) OF GREATEST VULNERABILITY

- Lack of recruits
- Unqualified candidates for promotion
- Lack of resources
- Lack of community interest
- Poor choices by decision-makers
- Recruitment process
- Professional development; promotional process
- Identify impact on city's big picture
- Educate stakeholders
- Identify risks; offer viable options

CREATING A CLIMATE FOR SUCCESSION:

- Provision of growth opportunities
- Lead with vision
- The importance of a farm team
- Equipping your potential leaders
- Your Commitment makes the difference

ONE LAST THOUGHT:

- Succession is One of the Key Responsibilities of Leadership (Ron Depree)
THANK YOU!!

Dominic Lazzaretto, City Manager
domlazz@arcadiaca.gov
Pat Lynch, PhD.
pat@businessalignmentstrategies.com
Steve Prziborowski, Deputy Chief
steve.prziborowski@sccfd.org
Kurt Latipow, Fire Chief
K_latipow@ci.lompoc.ca.us