



CHAPTER: 06 - Human Resources	POLICY #:	06.11.14
	OFFICE/DEPARTMENT:	Human Resources
SECTION: 11 - Miscellaneous	EFFECTIVE DATE:	04/01/2018
	CITY MANAGER:	Michael W. Goodrum
SUBJECT: 14 - Leadership Development Program for Succession Planning	PAGE:	1 of 4

PURPOSE

In order to sustain **leadership excellence** in the City of Coral Springs, the Senior Management team has adopted a Leadership growth strategy to encourage, identify, and develop employees who have the potential to hold future leadership and key individual contributor positions.

SCOPE

This policy applies to all regular full-time employees of the City of Coral Springs (“the City”) at all locations. In the event any provision of this policy conflicts with a collective bargaining agreement, provisions of the collective bargaining agreement shall apply.

All regular full-time employees of the City of Coral Springs are eligible to complete an application for acceptance in the Leadership Development Program. Criteria for acceptance will include performance (review ratings), professionalism, innovation, dedication and excellence in serving the City’s customers, as well as their level of commitment to participation and their career development plan. An employee who has been subject to disciplinary action within the last 24 months or if they are currently involved in a workplace investigation that is pending, will be disqualified. The Director of Human Resources reserves the right to amend the criteria as needed from time to time. To maximize participation citywide, each department will be allowed to select 2-3 applicants to participate in the program at any given time.

Leadership Development Program applications are reviewed on an annual basis and individual participation in subsequent years is not guaranteed. Although the program is designed to intentionally grow talent within the organization, it does not guarantee future employment or promotion.

The City Manager and/or Director of Human Resources reserve the right to modify or discontinue this program at their sole discretion.

POLICY

The City is committed to identifying future leaders and key contributors who have the desire and potential to grow in their careers. To support career development of select individuals, the City has created a **Leadership Development Program**. This program will provide selected individuals with an opportunity to participate in strategic learning events and informal mentoring.

Two Development Paths have been created to support individual growth and guide the timing of leadership development.

Senior Leadership Path:

- Provides a comprehensive development approach including strategic learning events, informal mentoring, and heightened interactions with Senior Management. A sampling of strategic learning events include:
 - Quarterly Supervisor Forums
 - Personality/Skills Assessment
 - Networking Events
 - Attendance at Commission Meeting or Workshop
 - Strategic Planning and Budget Workshops
 - Participate in Informal Mentoring Process

Management Leadership Path:

- Provides participants with more self-awareness regarding their individual potential and career interests along with more exposure to requirements that are placed on Supervisors and Managers. A sampling of development milestones include:
 - Supervision in Government Series (for those who supervise)
 - Quarterly Supervisor Forums
 - Personality/Skills Assessment
 - Networking Events
 - Involvement in the RFP processes
 - Participation in focus groups and cross-functional teams

Strategic learning events are designed to provide employees with more visibility to senior management and encourage them to consider career growth in areas across the organization.

Employees will be encouraged to participate in other career enrichment activities such as serving on cross-functional work teams, volunteering on committees, and leading/supporting city-wide events.

Employees who have been selected into the program are required to participate for a minimum of one year and attend at least 70% of the strategic learning events. If an employee does not actively participate, he/she may be removed from the program. If an employee does not wish to participate, he/or she must notify their Director.

Procedure

Application Process

Employees will be given the opportunity to complete an application for participation in the Leadership Development Program prior to the start of each fiscal year. All employees will be evaluated against similar criteria including demonstration of the City's Core Values and their potential to support attainment of future organizational objectives. (Individuals may be ranked

against their peers to evaluate their readiness for entry into the program.)

Participant Review and Selection

Prior to the start of each fiscal year, the City Manager (or designee) will facilitate a participant review dialogue with his direct reports. This process will allow the staff to evaluate the progress being made by existing participants and consider recommendations for participants to be added to the program. Each Director will be required to provide a verbal progress report on their applicants' recent accomplishments and ongoing development.

Development Plans

Employees in the Leadership Development Program will participate in a career development discussion with their Director and/or HR Liaison to identify future career goals and developmental needs. A personalized development plan will be documented for each employee to support achievement of near and long-term objectives. Development plans should be included with participants' annual performance review. A checklist of learning opportunities and resources will be made available to help guide participants through this process.

Monitoring Progress

Directors will be responsible for staying informed of each participant's progress in their department. Understanding individual progress and gaps related to their development is essential to support ongoing talent development. The participants share this responsibility and will be expected to have dialogue with their director regularly to make them aware of their accomplishments and attendance at strategic learning events.

Mentoring

All participants are required to enter into a mentoring relationship with either a Director or Senior Individual Contributor outside of their immediate chain of command. Mentoring will provide participants with a broader perspective of how the City operates and a personal resource for learning and open dialogue. Mentors will receive training on how to guide the relationship. A mentor does not replace the participant's manager and should avoid coaching the participant or providing performance feedback. Mentoring may also be provided through departmental cross training for key positions.

Promotional Opportunities/Career Changes

The program is designed to pro-actively develop selected employees and provide them with new learning experiences to prepare for future roles in the City. The timing of career movement is contingent on other organizational drivers and future openings created through retirement or attrition. Participants should continue to monitor the internal job posting system and apply for positions they feel qualified to pursue.

Human Resources will consult with management on department openings and can recommend additional Leadership Development Program candidates who should be considered. Senior management reserves the right to appoint qualified participants to new positions when they become available.

RESPONSIBILITIES

Directors and/or Supervisors - Directors must reinforce learning objectives and support achievement of developmental milestones by making sure employees have adequate time to participate in required programs. Additional exposure to Director level or Key Contributor responsibilities within the department is recommended. Directors should engage the employee in conversation on a regular basis to learn more about their progress and ongoing developmental needs.

Human Resources - Human Resources will oversee the administration of the Leadership Development Program, maintaining all related records and monitoring employee development information. The Director of Human Resources may be required to facilitate the annual talent review dialogue on behalf of the City Manager. HR Liaisons will consult with management regularly to stay updated regarding participant progress and development. HR will schedule progress checkpoints with participants to evaluate program effectiveness and individual progress.

Employees - Employees who are selected to participate in the Leadership Development Program are required to participate in at least 70% of strategic learning events as well as the informal mentoring opportunities. Employees also respond to requests for program feedback and updates related to their ongoing development.

APPROVAL

City Manager	<u>Michael W. Goodrum</u>
Human Resources	<u>Dale Pazdra</u>

NOTE: Interested employees should contact Human Resources for an application.