

CITY OF CORAL SPRINGS ADMINISTRATIVE POLICY MANUAL	
CHAPTER: 06 Human Resources	POLICY #: 06.11.14
SECTION: 11 Miscellaneous	OFFICE/DEPARTMENT: Human Resources
SUBJECT: Leadership Development Program for Succession Planning	EFFECTIVE DATE: April 1, 2007
	CITY MANAGER: Michael S. Levinson
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PURPOSE

In order to sustain **leadership excellence** in the City of Coral Springs, the senior management team has adopted a Leadership growth strategy to pro-actively 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.

ELIGIBILITY

All regular full-time employees of the City of Coral Springs are eligible for nomination by their Department Director. Employees who consistently exhibit the City’s Core Values (Customer Focus, Empowered Employees, Leadership and Continuous Improvement) will be considered. To maximize participation citywide, each department will be allowed to enroll 2-3 participants in the program at any given time.

Nominations to participate in the Leadership Development Program 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.

Nominees will not be considered for participation if they have been subject to disciplinary action within the last (24) months or if they are currently involved in a workplace investigation that is pending.

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 nominated 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 Managers.

A sampling of strategic learning events is described below.

- Leadership Coral Springs Program (Complete Within 2 years of Nomination)
- FIU Academy of Strategic Management (Complete Within 2 years of Nomination)
- Quarterly Senior Management Joint Meetings (Attend All)
- Quarterly Supervisor Forums (Attend All)
- Center for Leadership - 360 Assessment Process (Every 3 Years)
- Attendance At Commission Meeting or Workshop (1 Per Quarter)
- Strategic Planning and Budget Workshops (Attend All)
- Participate in Informal Mentoring Process (12 months)

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 is described below.

- Quarterly Supervisor Forums (Attend All)
- DISC personality assessment
- 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 nominated and accepted into the program are required to participate for a minimum of one year. If the employee does not wish to participate, he/or she must notify their Director.

PROCEDURE

Nomination

Directors will be given the opportunity to nominate employees 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

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 nominees to be added to the program. Each Director will be required to provide a verbal progress report on their nominees' 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 performance reviews as part of the annual Incentive Pay System (IPS) process. 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.

Informal Mentoring

All Senior Leadership participants are encouraged to enter into an informal mentoring relationship with either a Director or Senior Individual Contributor outside of their immediate chain of command. Informal 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. Informal mentoring may also be provided through departmental cross training for key positions.

Promotional Opportunities/Career Changes

The program is designed to pro-actively develop 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

Employees who are successfully nominated into the Leadership Development Program are required to participate in all strategic learning events and informal mentoring opportunities. Each year they will need to modify their career development profile and submit it to Human Resources.

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 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.

APPROVAL

City Manager

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