



Medford Parks & Recreation Department Succession Plan

Revised & Adopted
February 16, 2016



PLAN OBJECTIVE

The purpose of the Succession Plan is to ensure the continued performance and operations of the Parks & Recreation (MPRD) department by making provisions for the development and replacement of staffing due to retirement, resignation, death or pursuit of new business opportunities. In addition, the plan will identify staff that is eligible to be appointed as “acting in capacity” for management and supervisors during vacations or extended leave from duty.

The scope of the plan gives consideration to pre-employment and developing a pipeline of potential leaders that will allow MPRD to assess both internal and external candidacy when vacancies occur.

Important Considerations

The spirit of equity and fairness should always be maintained. Any predetermination of who will succeed any given person needs to be managed carefully. An undesirable situation would be to create the perception that another qualified candidate was not provided an equal opportunity to apply for or be considered for a job. That doesn't mean that selection decisions, or interim placements, can't be made well in advance of the incumbent's departure if the following apply:

- The incumbent has given official notice of the intent to leave.
- There is either a vacant position into which the successor can be promoted or an overlap situation has been approved.
- The selection process is fully executed according to policy.

Our negotiated contract with represented employees provides that seniority may be a consideration for promotions. A competitive process is allowed, but seniority may be a determining factor among top candidates. Succession planning for these positions must take potential seniority issues, as well as qualifications, into account.

Goals/Objectives & Desired Results

- Ensure the systematic and long-term development of individuals to replace key job incumbents. In most cases the Human Resources Department has skills and competencies for most MPRD positions and employee classifications.
- Provide a continuous flow of talented people to meet the organization's management needs.
- Assess the leadership needs of MPRD to ensure the selection of qualified leaders is diverse, a good fit for the organization's mission and goals, and have the necessary skills that support a capable and adaptive organization.
- To ensure high quality replacements for those individuals who currently hold positions that are key to our organization's success. The positions targeted will be mainly at the management level but may also include positions.
- Ensure an adequate knowledge base is preserved while management and leadership is transitioned and populated with new skills and talents. This knowledge and competency preservation effort can occur at other levels, as identified by administration staff.

Anticipated Challenges

- We’ve identified potential talent but the current supervisor/employee lacks the capability or is unwilling to effectively participate in succession planning.
- The incumbent is the supervisor of potential candidate, but desired skills sets of potential candidates differ from those of the incumbent/or are different than the incumbent fosters and rewards.
- Growing a represented employee for a management position while working within contract/job description.

ACTING IN CAPACITY

In order to assure that the day-to-day operations of the department are not impacted due to management and supervisors being away from duties associated with; vacations, trainings, and extended sick leave, an “acting in capacity” assignment will be designated to employees as follows:

Position	Eligible for Acting in Capacity
Director	Assistant Parks & Recreation Director Park Superintendent
Assistant Parks & Recreation Director	Director Recreation Supervisor – All Positions Recreation Coordinator Resource Development Coordinator
Park Superintendent	Director Lead Irrigation Utility Technician Lead Park Technician Arborist
Recreation Supervisor (Any Position)	Assistant Parks & Recreation Director Recreation Supervisor (Any Position) Resource Development Coordinator
Resource Development Coordinator	Recreation Coordinator Recreation Supervisor (Any Position)
Office Administrator	Customer Services Supervisor Administrative Support Technician
Customer Service Supervisor	Office Administrator Administrative Support Technician
Administrative Support Technician	Office Administrator Customer Service Supervisor
Lead Park Technician (Any Position)	Park Superintendent Park Technician
Lead Irrigation Utility Technician	Park Superintendent Irrigation Utility Technician (Any Position)
Recreation Coordinator	Recreation Supervisor (Any Position) Resource Development Coordinator

Acting in Capacity Procedure

The staff member that will be away from their duties will be responsible for notifying and assigning the individual that will be acting in their capacity through the following procedure:

- Notify direct supervisor of need to assign staff to acting in capacity duties (AICD)
- Notify staff member of need for them to be assigned AICD along with time period
- Notify all department staff via email regarding individual assigned to AICD
- Place notification of individual assigned to AICD on automated email and phone system

TRAINING ACADEMY

The mission of the Training Academy is to build and sustain agency capacity and adaptability through employee growth and development. The Training Academy is a series of learning opportunities that are developed in cooperation with both supervisory and front-line positions. This cooperation will lead to an approved list of Core Competencies that are needed for the overall development of all staff within the department. In addition, the training will include subjects that will be taught to part-time and seasonal staff in order to further develop their knowledge base.

The ultimate goal of the training program is to ensure MPRD managers and staff have the skills and information they need to successfully implement the Leisure Services Plan, Vision Strategic Plan and Council Goals, so they can create an innovative, efficient, and effective organization that is responsive to changing community needs. The Training Academy includes both leadership development and core competency opportunities.

Currently the MPRD offers a variety of training opportunities to management and staff that include the following:

- **Professional memberships and certifications**

The City pays for membership dues (with supervisor approval) for professional associations such as NRPA, ORPA and others. These associations provide training and resources for career advancement. Many jobs also require or recognize as a preference, professional certifications, such as Certified Parks and Recreation Professional (CPRP), National Playground Safety Institute (NPSI) certification, and others. Subject to supervisor approval, the City pays for training and education to obtain and maintain such certifications.

 - Training Implementation – Each staff member that receives paid training by the City is required to implement a minimum of three learned activities within 90 days of completing training. These activities are listed on the Training Implementation Form and must be reviewed and approved by their supervisor. An evaluation of the effectiveness of the implemented items must be submitted as a follow-up between the supervisor and employee.

- **INTERNAL STAFF DEVELOPMENT PROGRAM**

Annually, the department will complete a survey with all full-time and part-time staff members regarding their ideas on training topics needed in order to maintain a high standard of operations and performance for the department. This survey will be conducted each October beginning in 2013 and topics will be selected for the calendar year beginning in 2014. This process will be followed annually from the initial implementation period and the survey results will become an appendix to this plan.

INVENTORY OF ADDITIONAL MPRD SUCCESSION PLANNING ACTIVITIES

Performance Reviews

Annual performance reviews are designed to provide feedback regarding performance and identify specific skills/behaviors that can be enhanced to help the employee be more effective in their work plan implementation. The annual performance review also provides an opportunity to discuss specific career development goals and steps needed to achieve them.

Work Plan Goals

Work plan goals are related to the budget, strategic plan or other agency initiatives and may include activities that help develop specific leadership skills and behavior, such as leading/facilitating cross-department initiatives.

Individual Development Plans

Individual Development Plans (IDP) should be developed in conjunction with the employees direct supervisor and should answer several key questions regarding current status and future individual and department goals (see IDP Tips (Attachment I) and Checklist (Attachment II)). The IDP should also be incorporated into the annual performance review. In-house activities relating to and supporting IDP's include:

- *Job shadowing/cross training* - This provides opportunities to gain additional skills and knowledge that could lead to job advancement/promotion.
- *Conferences/seminars* - Relevant conferences/seminars for employee development should be identified during the annual performance review process.
- *Individual coaching/mentoring* - Employees should seek out opportunities to learn from experienced individuals in areas that have been identified through annual performance reviews as skills/behaviors that can be enhanced to help the employee be more effective in their work plan implementation.
- *Rotational assignments* - While not common in MPRD, temporary placements in another division/department may be an opportunity to learn additional skills that will be valuable for advancement and succession considerations.
- *Knowledge/skill definition* – In some cases it is necessary to assess and/or document competencies associated with job requirements, valuation and achievements. This effort might extend from planning for replacement of a position to updating competency

requirements for an employee currently occupying a position (MPRD refers to as knowledge management).

Special projects/assignments

Many opportunities arise for involvement in leading or participating in special projects such as cross division work groups to develop policies or procedures, plan strategic initiatives, etc. Employees interested in these opportunities should discuss their interest with their supervisor.

ATTACHMENTS:

- Individual Development Plan Tips - Attachment I
- Checklist for Preparing an Individual Development Plan - Attachment II
- Individual Development Plan - Attachment III
- Training Implementation Form – Attachment IV



ATTACHMENT I

INDIVIDUAL DEVELOPMENT PLAN TIPS

Where am I now?

Conduct a self-assessment to determine current skills, interests and values. In addition to an assessment of current job strength and areas of improvement, ask questions such as:

- What do I value?
- How satisfied am I in my current job?
- How well does my job meet my needs?
- If I wanted to make a change, what would it be?
- How do others see me?
- How do I want to be seen?
- What makes me happy?

Where do I want to be?

Once you have reviewed your current skills, interest and values, examine your options:

- Do I want to move up or over to a new organization?
- Do I want to enrich my present job?
- Do I want to develop new skills?

Talk with supervisors and managers and see what options are available. Interview, collect information and ask others about their perceptions of you. Do a reality check – match your needs with your options.

How will I get there?

After deciding where you would like to be, identify development areas:

- What specific skills, knowledge and abilities do I possess?
- What areas do I need to enhance or develop?

What if I am satisfied with my current job and not interested in moving into another position?

Development does not just mean moving up or into another position. The individual development plan can include growth in your current job – mastering your skills or learning different facets of your position. Employees planning to stay in their current jobs must still work at keeping skills current, remaining productive and being successful.



ATTACHMENT II

CHECKLIST FOR PREPARING AN INDIVIDUAL DEVELOPMENT PLAN (IDP)

Developmental activities are undertaken by an individual to achieve a developmental objective. Some objectives may be achieved by the familiar means of formal training and attending events such as conferences and seminars. However, the skills, knowledge and abilities that comprise many competencies may be better learned and practiced by means of other activities. Activities other than formal training classes or attending meetings that are appropriate for IDPs include the following:

- Job shadowing.
- Reviewing and analyzing examples.
- Internship, apprenticeship.
- On-the-job training.
- Video- or computer-based instruction.
- Special project/assignments.
- Structured interviews with content experts.
- Reading.
- Research.
- Correspondence courses.
- Self-development.
- Mentoring.
- "Just doing it."
- Rotational assignments.

Identify your personal goals:

1. Identify assignments you would like to complete this year.
2. Define short term and long term goals
3. List future activities that you would like to accomplish
4. List possible career paths open to you.
5. Ask yourself: Are my goals realistic? How strong is my desire to achieve these goals? Are my goals compatible with my strengths and weaknesses? Are my goals compatible with the parts of my job that I like and dislike?

Identify objectives and development activities:

1. Read your current job description
2. Read your most recent performance appraisal.
3. List specific job activities that you enjoyed in the past year.
4. List specific job activities that you did not enjoy in the past year.
5. Identify elements of your job in which you excel.
6. List areas of your job where you believe you could improve.
7. Identify and prioritize knowledge, skills and/or abilities that you do not have or that you need to strengthen.
8. Identify short-term development activities that will help you acquire to develop or enhance your knowledge, skills and/or abilities.



ATTACHMENT III

INDIVIDUAL DEVELOPMENT PLAN (IDP)

Name: _____
Position: _____
Date in Current Position: _____

Supervisor: _____
Date: _____

Career Goals: Areas of interest / position titles:

Competencies/skills/knowledge areas that needed to be enhanced or developed to meet your career goals:

How you believe that these competencies/skills/knowledge areas can be enhanced or developed? (Ex: through experience, additional training, job shadowing, etc).



ATTACHMENT IV

Training Implementation Form

Name: _____ Supervisor: _____

Position: _____ Date: _____

Training/Conference Attended: _____

Date(s) Attended: _____

Learning Objective #1 (30 days):

Learning Objective #2 (60 days):

Learning Objective #3 (90 days):

Supervisor Approval: