

The Wild, Wild West of Succession Planning

Your People, Your Board, and the Law

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So...

someone says they're leaving...

IS YOUR ORGANIZATION PREPARED FOR A GAP IN:
PRODUCTIVITY, LEADERSHIP, PERCEIVED
ORGANIZATIONAL STABILITY?

What are you prepared for?

INDIVIDUAL AGENCY

Are you a County, City, Special District, School?

POOL/JOINT POWERS AUTHORITY (JPA)

Are you prepared to be a resource for your members in your pool/JPA?

BOARD OF DIRECTORS/SUPERVISORS

Succession planning sends a message to your stakeholders that changes in leadership will not negatively impact the organization

KNOW YOUR ORGANIZATION'S STRENGTH & WEAKNESSES

Best place to start is by conducting a S.W.O.T Analysis -
Know where you are vs. Where you need to be

Considerations



ORGANIZATIONAL APPETITE

Always important to have top down buy-in/support

BUDGETS

No plan can happen without some idea of a budget for implementation

KEY STAFF TO PLAN/IMPLEMENT

In addition to \$, you'll need staff to plan and execute those plans

TIMELINES

How much time are you allotting to put the plan in place and have new staff on-boarded into their new positions?

STAFF TO PROMOTE AND/OR RECRUIT

Are there person(s) already on staff that you can identify for promotion, or potential good recruits?

If you've only considered **some or none** of the above, it's time to put **our thinking caps on!**

Timelines & Titles

SHORT-TERM PLAN

This is a relative term specific to your organization, based on your SWOT Analysis Results

- Could mean 0-6 months, or 0 - 2 years
- Positions to consider: retirements, promotions, term limits ending on committee
- What/where are your organization's immediate needs

LONG-TERM PLAN

Relative term specific to your organization, considering outside forces (market fluctuation, industry, political climate, etc.)

- Could be 3 years out, or even 5-10 years out
- Positions to consider: Chief levels, Long-time (active) board members preparing to retire
- A more involved process including additional departments and/or key individuals



P.D.C.A Cycle



PLAN (WHO AND WHAT)

WHO:

- Agency: Internal HR Department
- Pool/JPA: Pool Administrator and assistance from other JPA

WHAT:

- Objectives of Succession Plan
- Desired Results



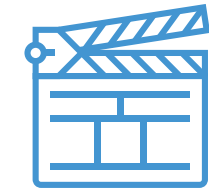
DO

- Agency: utilize services for temporary gaps (ERC), implement leadership/training for key staff identified for promotion
- Pool/JPA: educate yourself on your organization's goals and be able to serve as liaison for new(ly) elected officials
- Hit pause: do we need to tweak the position we are filling



CHECK

- Are your processes working
- What things are working or not working
- Areas of improvement for your Succession Planning



ACT OR ADJUST

- Take into account what you learned in the 'CHECK' phase and re-adjust
- Begin the process over again - this time, with more improved processes and data

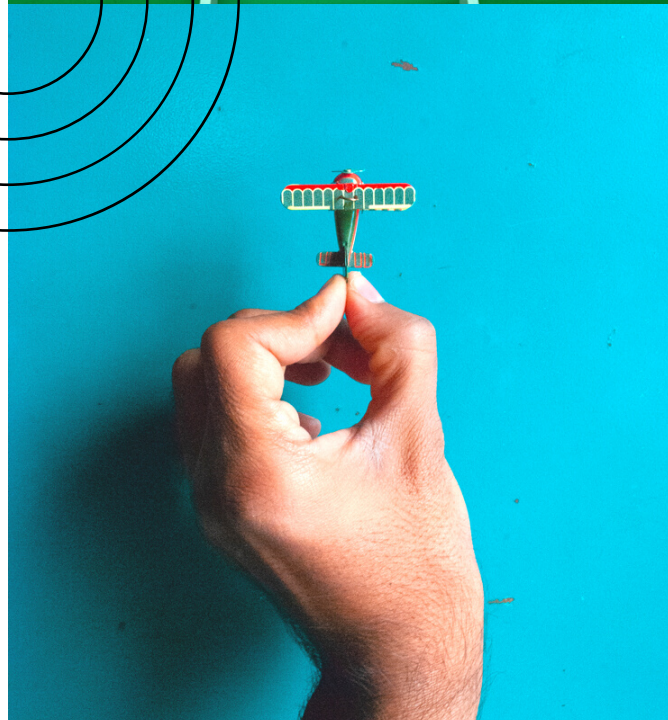
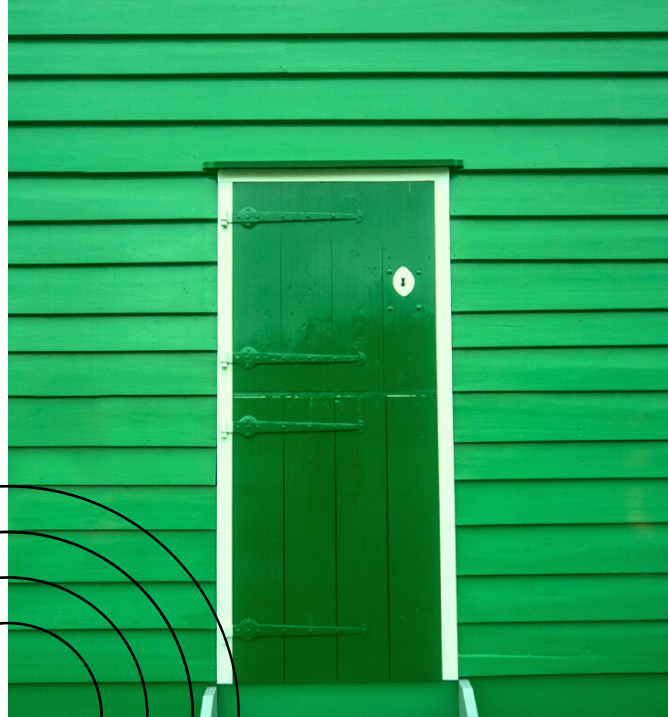
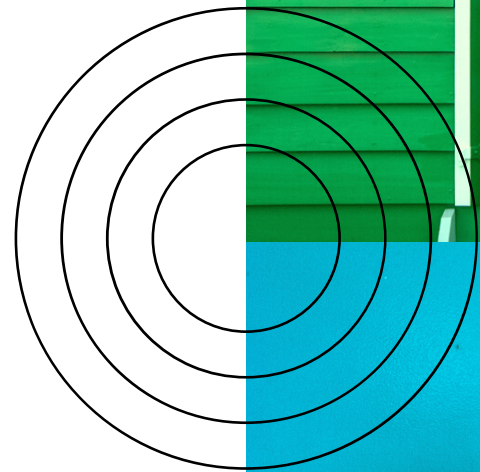
Specifics of Succession Planning and Your Board

There are many reasons for boards to pursue succession planning, including:

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- It ensures the desired board composition
 - It ensures a diverse board composition
 - It maintains the balance of institutional knowledge
 - It enhances trust with stakeholders and your constituents
 - It maintains the balance of power on the board
 - It ensures that stakeholders will be unaffected by changes in leadership

["What Is a Board Succession Planning Policy?" from Diligent Insights](#)

Additional Considerations



STAFF RAPPORT WITH BOARD

POLITICAL CLIMATE OF BOARD

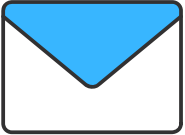
BOARD SUCCESSION POLICY

The Law and You

IMPORTANT DOCUMENTS FOR COMPLIANT SUCCESSION PLANNING



Up-to-Date
Job Descriptions



Current
Training
Records



Up-to-Date
Internal Training
Documents/Presentations



Current
Policies & Procedures



Conversations with Key
Personnel Have Taken Place

Potential EPL Issues

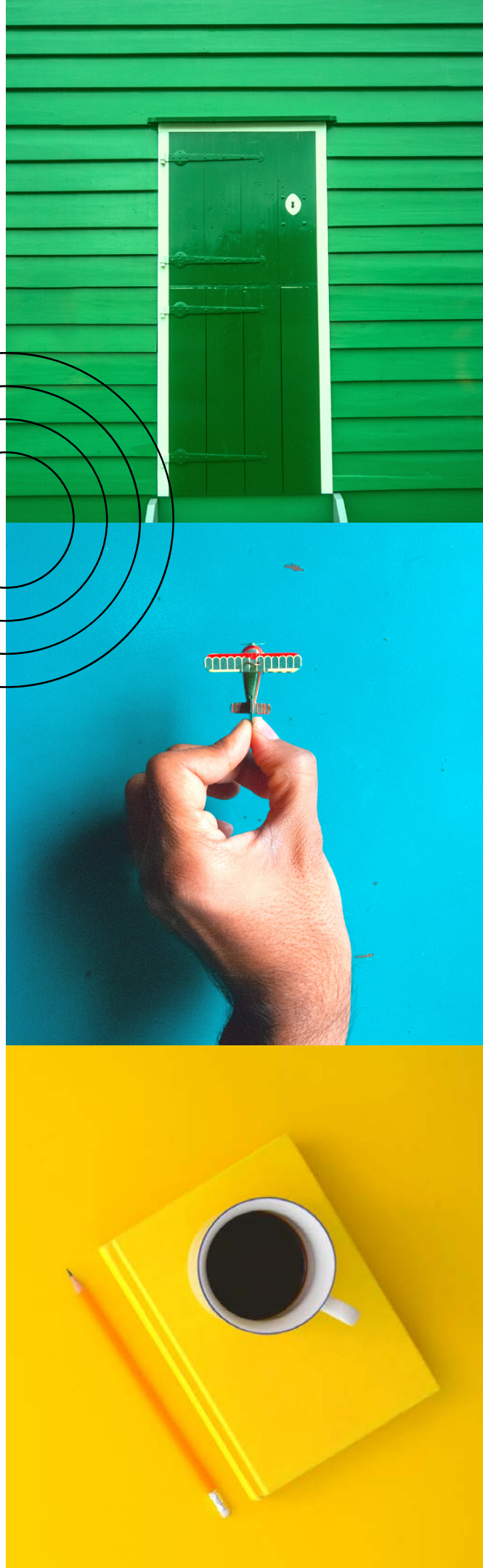
THINGS TO NOTE DURING YOUR
ORGANIZATION'S JOURNEY THROUGH
SUCCESSION PLANNING

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- Reasonable Accommodations
 - Consistency
 - Documentation



“Train people well enough so they can leave, treat them well enough, so they don't want to”.

– Richard Branson



LEADERSHIP ACADEMY

Several organizations provide leadership courses to help prepare the next generation of leaders (see next slide)

MENTORS

- Inter-departmental
- Company-wide
- Industry-wide

IT'S ALL ABOUT EXPOSURE

- Attending conferences
- Speaking/presenting at meetings and discussions
- Having a 'seat at the table' early on

Tools of Your Trade



SERVICES & SOFTWARE

- Use of Consulting Firms to fill 'gaps'
- LMS Systems with Training Topics like: Leadership, Board Membership, Communications, and Risk Management

INTERNAL CROSS-TRAINING

Your staff are a wealth of knowledge because they've been the boots-on-the-ground in the very positions you're trying to fill in their absence - don't forget to use them to cross-train incoming staff.

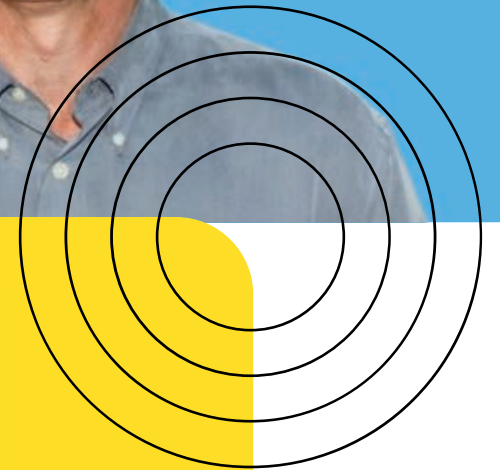
INDUSTRY ORGANIZATIONS

Such as: PARMA, CAJPA, CalPELRA, AGRiP, all have excellent tools to help with Succession Planning and much more!

Questions? Follow Ups

WE'RE HAPPY TO HELP!

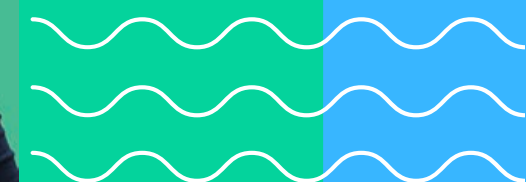
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**Good luck and
enjoy the
journey!**

