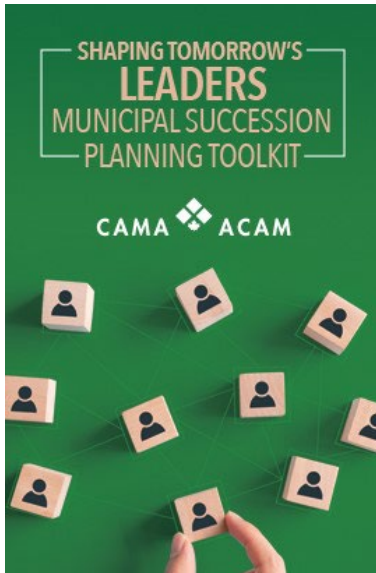




SHAPING TOMORROW'S LEADERS: MUNICIPAL SUCCESSION PLANNING TOOLKIT



The Municipal Succession Planning Toolkit by CAMA is a comprehensive resource designed to help municipalities of all sizes ensure leadership continuity, stability, and long-term success. It provides strategies for succession planning, tailored to the unique needs of municipalities with or without a dedicated Human Resources Department.

KEY SECTIONS:

Introduction & Executive Summary

The Toolkit emphasizes the importance of succession planning in maintaining municipal stability, leadership continuity, and knowledge retention. It highlights how well-designed plans ensure municipalities can adapt to leadership changes without disrupting essential services.

Roles in Succession Planning:

- **CAO (Chief Administrative Officer):** Plays a critical role in identifying and mentoring future leaders.
- **Senior Leadership Team:** Supports succession planning efforts by collaborating on development programs.
- **Human Resources Departments:** Where applicable, Human Resources manages talent assessments and ensures fair succession policies.
- **Mayor and Council:** Provides strategic guidance and hires the CAO while ensuring alignment with municipal priorities.

Approaches to Succession Planning: The Toolkit outlines various strategies:

- **Traditional Hierarchical Succession Planning:** Focuses on grooming individuals for specific roles.
- **Talent Pool Approach:** Develops a broader group of potential successors.
- **Leadership Development Programs:** Structured programs to enhance leadership capabilities.
- **Performance-Based Succession Planning:** Focuses on identifying leaders based on performance achievements.
- **External Pipeline Development:** Ensures leadership continuity by considering external candidates.

Benefits & Challenges: The Toolkit explores the benefits and challenges of internal promotions versus external recruitment, highlighting transparency, continuity, and employee morale.

Tailored Strategies for Small Municipalities: Smaller municipalities without Human Resources Departments are encouraged to adopt proactive approaches, including starting early, identifying key roles, and utilizing external resources when necessary.

Tools & Resources: The Toolkit provides easy to follow templates, checklists, and performance evaluation tools to guide CAOs, Senior Leadership, and Councils in their succession planning efforts. A few of these documents include:

- Mayor & Council Checklist for CAO Retirement and Hiring
- Checklist for Using a Third-Party Recruitment Firm
- Transition Management Checklist for Employee Departure

Risk Management & Crisis Succession Planning: The Toolkit emphasizes managing risks, such as unexpected vacancies, through contingency plans and gap analyses.

Communication & Adaptation: Succession planning requires continuous communication, feedback, and adaptability to changing organizational needs.

The Toolkit ensures municipalities of all sizes are well-equipped for future leadership transitions, fostering a resilient and high-performing organizational culture.