2012 Annual Awards Program

## Program Excellence Awards Nomination Form

## Deadline for Nominations: March 16, 2012

Complete this form (sections 1 and 2) and submit with your descriptive narrative.

### SECTION 1: Information About the Nominated Program

Program Excellence Award Category *(select only one)*:

[ ]  Community Health and Safety

[ ]  Community Partnership

[ ]  Community Sustainability

[x]  Strategic Leadership and Governance

|  |  |
| --- | --- |
| Name of program being nominated: | Succesion Planning |
| Jurisdiction(s) where program originated: | Village of Schaumburg, Illinois |
| Jurisdiction population(s): | 75,936 |
| Please indicate the month and year in which the program you are nominating was fully implemented. (Note: All Program Excellence Award nominations must have been fully implemented by or before January 31, 2011, to be eligible. The start date should not include the initial planning phase.) |
| Month: | March | Year: | 2009 |
| Name(s) and title(s) of individual(s) who should receive recognition for this award at the ICMA Annual Conference in Phoenix, Arizona, October 2012. (Each individual listed MUST be an ICMA member to be recognized.): |
| Name: | Kenneth Fritz |
| Title: | Village Manager | Jurisdiction: | Village of Schaumburg |
| Name: | Paula Hewson |
| Title: | Assistant Village Manager | Jurisdiction: | Village of Schaumburg |

### SECTION 2: Information About the Nominator/Primary Contact

|  |  |
| --- | --- |
| Name of contact: | Kenneth Fritz |
| Title: | Village Manager | Jurisdiction: | Village of Schaumburg |
| Street address: | 101 Schaumburg Court |
| City: | Schaumburg | State/Province: | Illinois |
| Zip/Postal Code: | 60193 | Country: | USA |
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**Village of Schaumburg, Illinois 2012 ICMA Program Excellence Award Nomination**

**Strategic Leadership and Governance Awards Category Succession Planning**

**THE CHALLENGE OR NEED THAT PROMPTED THE PROGRAM:** Faced with 60% of leaders eligible for retirement in the next five years, 82% in one department, and an estimated cost of $98,317 for a bad hire, steps had to be taken to identify and develop high potentials starting in 2009. The need to develop employees and get them ready for the next level was critical as it is more advantageous to develop current employees that are already familiar with the role and the organization. By developing the necessary skills at least one level before the skills are needed will actually cut down the learning curve for the new role. According to a newly promoted executive, “The transition was more seamless, less stressful, and I was able to hit the ground running sooner.” Since we have a low turnover rate and thus fewer opportunities for promotions, the need to increase employee morale was essential to retain top talent. This program increases employee morale with the ability to be in the “management eye” as a high potential. The village has been able to retain high potentials since the possibility of promotion follows a structured plan. Professionalizing this process has made employees see the value in looking ahead and preparing themselves for a career with the village instead of viewing it as just a job. The succession planning program benefits not only the organization, village leadership, high potentials, but also the residents of the village through a high level of continual quality of service.

**PROGRAM IMPLEMENTATION AND COSTS:** As a part of the overall Talent Management Plan, a team was developed to lead the Succession Planning efforts. The Chief Administrative Officer (CAO) selected the team to ensure that the team had equal representation from areas of expertise. At the beginning of the program, the team started on a limited budget with many manual processes but continue to evolve to include more automated processes. The original strategy did not include input from employees and only included feedback from supervisor assessing a number of areas including learning agility, leadership experience, behavioral fit, performance, etc. via a leadership questionnaire and face-to-face meetings. To search for employees interested in advancement, employees are asked to complete the Employee Profile section of SuccessFactors (SF) talent management system, including position desired and time frame, leadership experience, interdepartmental mobility, career goals, etc. which serves as their online internal resume utilized to identify high potentials. The team then conducts talent searches via SF to narrow down employee interest for selected positions. After the first year, the team no longer conducted face-to-face meetings with leadership. Instead the use of Lominger’s Choices Architect to gather base line data on learning agility was implemented and a shortened leadership questionnaire was distributed. Overall the Choices card sorts worked except in a few instances where supervisors either rated their employees too high, too low, or were just unable to rate due to lack of knowledge of employee’s abilities. Data analyzed from the Choices card sorts filled part of the 9-box, which charts learning agility/potential and performance. Once employees are placed in the 9-box, the team meets with department leaders to review the 9-box placement of their staff. The team had to limit the number of high potentials each year to 25 due to limited funding and resources. The recommendation from the team on who to continue in the process is shared with department leadership and once approved; the department notifies their staff of inclusion or exclusion from the succession planning process. Since the team realized the need to obtain information directly from high potentials regarding developmental opportunities needed, a decision was made to purchase and utilize TalentView of Leadership Transitions (TVOLT) online assessment tool from Personnel Decisions International Corp (PDI Ninth House) which is an online self-assessment that assesses Leadership Interest, Leadership Experience, and Leadership Foundations. TVOLT is a self-assessment tool used by employees to assess where they need development. A 360 degree feedback assessment is also completed on all high potentials and provides feedback from peers, direct reports, and supervisors. Workshops are hosted to explain the results of the TVOLT assessment and the 360 degree assessment including best practices and what to expect on feedback of both assessments. For the workshop on Career Discussion Best Practices, an outside instructor was utilized to motivate leadership to be available to work with high potentials as they were approached with development needs. One-on-one coaching sessions are then required with the on-staff coach to review results of the 360 degree and TVOLT assessment. The coach also assists in identifying competencies to develop for future roles and establish goals. Once the high potentials determine which competencies to develop, a workshop is hosted on the Career Development module in SF allowing for the creation of development goals. Employees work with managers to create developments plans for the identified competency gaps and to stretch in identified competencies ahead of time. Quarterly coaching sessions are completed by manager and high potential to ensure they are on track for success. The process reduces the learning time an employee needs when promoted and also allows managers to observe their employee’s readiness for promotion. High potentials work on career development plans and after one year of development time, a year of executive leadership coaching sessions is contracted with the Employee Assistance Program provider, Workplace Solutions, to assist in making sure the high potentials are on the right track with their career development plans. Now entering our 3rd year of the program, the team continues to make improvements. After 2 years of use, concerns arose with the online self-assessment/TVOLT tool regarding a more private sector focus which does not align well with the village’s public sector environment. The TVOLT assessment also does not link directly to Lominger’s 67 competencies which serve as the foundation of the entire Talent Management Plan. The team researched and plan to utilize Lominger’s new viaEDGE self-assessment tool instead since it links to the competencies used throughout the process. The team also has automated the leadership questionnaire using the Talent Tracker module of SF instead of the prior Word document form. The Talent Tracker module also includes 9-box reporting for managers to see where employees in their team are placed. In order to brand our Succession Planning process we created a logo and branded the program with the name SuccessPath Leadership Development program.

Although the process can be replicated for a lower cost without software assistance, the team utilizes SuccessFactors, talent management suite to increase efficiency of managing the data. As part of the succession planning process, we utilize the following various modules in SF including the Career Development module ($5,000 annually), Talent Tracker module ($12,000 annually), and 360 Degree Feedback ($4,600 annually). We also use Lominger’s 67 Competencies ($4,000 annually) and Choices Architect Card Decks ($120 each). In the past we have used TalentView of Leadership Transitions (TVOLT) assessment tool from Personnel Decisions International Corp (PDI Ninth House) at a cost of $400 per assessment. Workplace Solutions Executive Leadership Coaching costs on average $1,600 per high potential. The village also hopes to acquire the Succession module to better track and view the organization’s talent at a glance.

**Tangible results or measurable outcomes of THE prograM:** A high potential commented they were seeking outside employment, but since being included in this process, had decided to stay and work on developing themselves for future leadership roles within the village. Other high potentials have expressed appreciation for a process to help them advance by identifying them in the process. Since the village is only in the 3rd year of the program, the development of high potentials is ongoing, but there have been two high potentials who moved into executive level positions and two who moved into middle management level positions since the start of the program and are functioning at a high level within a short period of time. One change that is not measurable is that some of the current leaders have taken a more active role in developing the high potentials and looking for ways to provide them with more leadership types of responsibilities and projects. Through the first two years of our succession planning process almost 50 individuals have been identified as high potentials for roles ranging from first level supervisor to executive positions. Some have removed themselves from the program due to retirements and lack of continued interest but no one has left due to other employment opportunities. The village has been able to retain top talent due to increased motivation as part of the succession planning process. While automation has ensued for certain steps in the process utilizing SF, initially most was done manually. As budget has permitted and as the system has evolved, the team has been able to automate more of the process. This program is scalable and thus easily replicated in other communities depending on budget and need.

**Lessons learned during planning, implementation, & analysis of the program:** The team continues to improve the process by streamlining steps each year and including the application of technology where possible. In the first year of the process, the team held one-on-one interviews with each employee’s supervisor. These meetings required a large time commitment and were eliminated the following year and instead now will utilize an online leadership questionnaire in the Talent Tracker module. By adding the Choices card sort to assess learning agility, the team was able to reduce the number of questions on the leadership questionnaire. The team also learned after the first year to seek prior commitment for advanced educational requirements for those advanced levels, as time and money were spent on all of the assessments and processes later to have some employees remove themselves from the process because they were unwilling to obtain the degree required for the future position. Initially the team was ambitious and in retrospect should have started out with a smaller more manageable group. The team now plans to decrease the number of high potentials for each round (25 in prior years) in order to better manage the process and the time required by the succession planning team, leadership, and high potentials. The team also takes into account the “busy months” and structures the timeline accordingly. The team realized that the quality of feedback on the 360 assessment is extremely important and stressing the need for written comments and examples not just numerical ratings is essential. The 360 feedback also needs to be anonymous and stressing the importance of being honest is critical in the development of the high potentials.