



**DISTRICT OF COLUMBIA  
WATER AND SEWER AUTHORITY**

Board of Directors

Human Resources and Labor Relations Committee

Wednesday, September 10, 2014  
11:00 a.m.

1. Call to Order..... Edward L. Long, Jr.  
Chairman
  
2. Succession Planning Presentation..... Samuel Bannerman
  
3. Union Topics .....Union Presidents  
*Barry Carey, President, AFSCME 2091*  
*Michelle Hunter, NAGE R3-06*  
*Barbara Milton, AFGE 631*  
*Jonathan Shanks, AFGE 872*  
*Charles White, AFGE 2553*
  - a) HR Committee discussion guidelines
  - b) GM's position on meeting with Union members about personnel issues
  - c) Open Discussion
  
4. Executive Session – To discuss personnel matters pursuant to D.C. Official Code Section 2-575(b)(10) ..... Edward L. Long, Jr.
  
5. Adjournment..... Edward L. Long, Jr.



# Succession Planning

HR/Labor Relations Committee  
Edward L. Long, Committee Chairman

September 10, 2014

Presented by  
Samuel Bannerman, Program Manager



# Context

- Blue Horizon 2020

**Goal 1:** Develop, maintain, and recruit a high performing workforce

- Initiative 3: Assess and determine the current succession needs for the organization
- DC Water's commitment to meet staffing needs for all identified key positions



# What is Succession Planning

- Any effort designed to ensure the continued effective performance of an organization, division, department, or work group by providing for the *development, replacement* , and *strategic application* of **key people** over time.
- It is thus a deliberate and systematic effort by an organization to ensure **leadership** continuity in key positions, retain and develop intellectual and knowledge capital for the future, and encourage individual advancement. (William Rothwell, 2010)



# Definitional Highlights

- Not a replacement plan (rather a proactive deliberate planned development effort within the organization)
- Addresses the gap between available talent (present) and needed (future) talent
- Cultural shift
- Talent pool approach aimed at addressing key positions (includes both leadership and non-leadership positions)
- Consistent with strategic and tactical approaches of the organization
- Talent Management -- holistic approach (recruitment, development, retention and retirement)



# Why Succession Planning

- Align staffing and leadership needs with the organization's strategic objectives
- Encourage the advancement of all groups
- Meet the challenges of an ageing workforce
- Growing talent from within for hard to fill positions
- Prudent planning to target training, education and development for key positions
- Improve employee morale
- Risk mitigation

# Four Key Best Practices

- **Identify:** Find candidates in the organization by using consistent and objective criteria
- **Diagnose:** Assess individual candidates' strengths and weaknesses compared to organizational needs.
- **Prescribe:** Provide the right development to build competencies in the organization
- **Monitor:** Make sure that the succession process works to build leaders over time (Continuous systematic process)

**Chief Executive Magazine (2004)**

# Pilot Effort

- Key positions that require immediate attention (Cannot wait till full program is built out—Concurrent effort)
- Resources commitment required to expedite effort
- Fully built organization-wide competency model must be in place
- Technology backbone must be functional
- Leadership commitment is invaluable





# Roadmap to Succession Planning

- **Step 1:** Steering Committee: October 31, 2014
- **Step 2:** Program Definition: February 28, 2015
- **Step 3:** Program Design: August 31, 2015
- **Step 4:** Program Development: January 1, 2016
- **Step 5:** Executive Team approval: January 31, 2016
- **Step 6:** Program Implementation: March 31, 2016
- **Step 7:** Evaluation: Ongoing



# Steering Committee Role

- Determine mission of the program
- Define/design the program
- Determine eligibility for the program
- Define target groups
- Define procedures and policies
- Define key positions
- Retention Strategy
- Program priorities
- Address resource issues
- Organization-wide training



# Developing the Program

- Build the Plan
- Utilize consulting services
- Fund the Succession Program
- Continued leadership support



# Progress To Date

- Executive buy-in
- Succession Planning Program Manager on-board
- Succession Planning and Performance Management Cornerstone modules procured
- Learning Management System in place
- Leadership competency model adopted
- Licensing/certification tracking in progress
- Safety, technical, and technology competencies being developed
- Training policy under review



# Implementation- What it takes!

- Leadership commitment
- Resource commitment
- Succession Plan Management
- Leadership training on Succession Planning
- Organization-wide Communication plan
- Tracking and monitoring



# Questions and Answers

- Any questions or concerns?