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Growing Your Own: Developing Next Generation Leaders Internally

July 2007

Colleyville's Challenges

- 
- Retiring Workforce
 - Retention
 - Compensation Plan

The Workforce Development Plan

- Design a plan that:
 - ✓ Addresses compensation, retention and succession planning
 - ✓ Capable of meeting the needs of changing workforce expectations
 - ✓ Considers fiscal constraints
 - ✓ Focuses on development efforts for key employees
 - ✓ Increases the City's "Bench Strength"
 - ✓ Identifies individual and city-wide training

Purpose of the Succession Plan

The Colleyville Succession Plan is an on-going process of identifying, assessing and developing our employees to ensure leadership and management continuity throughout the organization.

Very simply put, preparing employees for advancement and ensuring that those who choose to stay in their current position will be skilled, empowered and developed to meet future challenges.

Succession Plan Mission

To ensure continuity of management by developing and growing internal leaders, promoting a philosophy of empowerment that encourages employees to expand their responsibility, assume risk and grow through their achievements.

How to Achieve our Mission

Implement an Eight Step Process:

Identify At Risk Positions

Communicate with Employees

Select Candidates/Orientation

Administer 360 Assessment

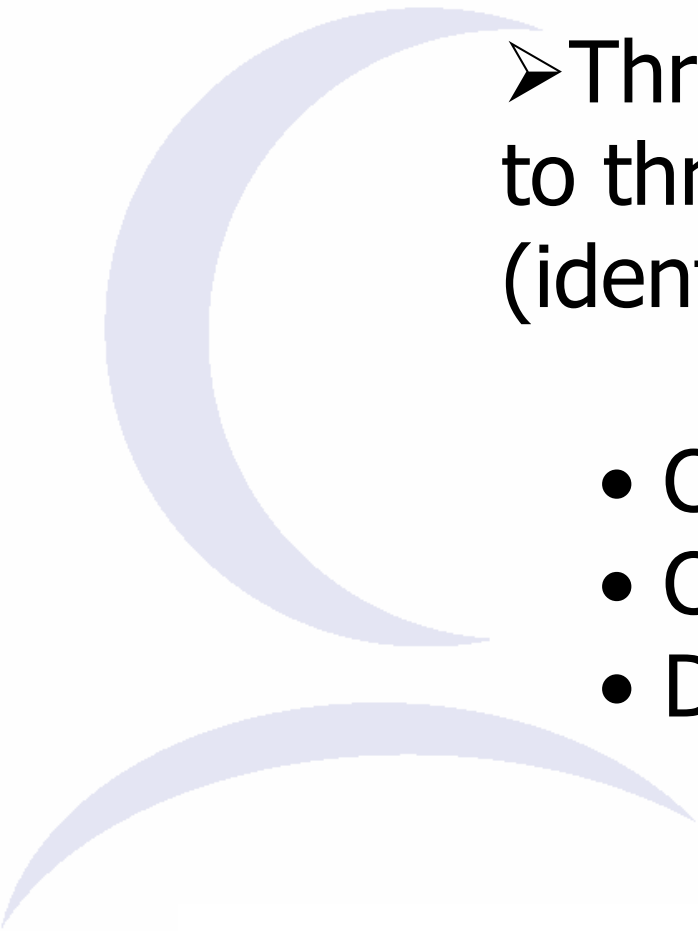
Analyze Results and Create Strategies

Prepare Individual Training & Development Plans

Implement Training Plans

Monitor, Evaluate & Revise

How to Achieve our Mission cont...



➤ Through strong commitment to three core competencies (identified in focus groups):

- Communications
- Customer Service
- Decision-Making

Colleyville College

- **Three Tracks**

- **Employee Satisfied with Current Job**

- Develop and strengthen skills ensuring they are skilled in their current position and developed for future challenges (i.e. – changing technology)

- **Supervision/Management**

- Prepare interested employees for a supervisory or management role within the organization

- **Executive Leadership**

- Develop the next generation of executive/senior management leader

Employee Satisfied in Current Position



❖ Development Includes:

- ✓ General and Technical Job Skills Training
- ✓ Required Compliance Training (Legal)
- ✓ Core Competencies
 - Decision Making
 - Customer Service
 - Communication

College of Supervision/Management

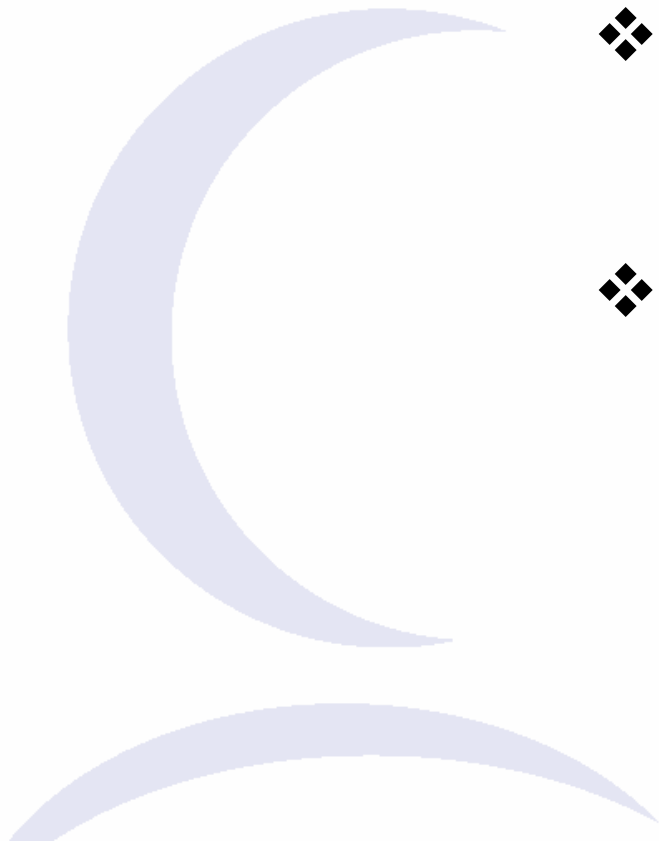
❖ Development Includes:

- ✓ General and Technical Job Skills Training
- ✓ Required Compliance Training (Legal)
- ✓ Core Competencies

❖ Also Includes:

- ✓ 360 Assessment - strength and development areas
- ✓ Establishment of Individual Training & Development Plan (ITDP)
 - Supervision and/or Management classes
 - Development Strategies
- ✓ Monitor, Evaluate and Revise Annually

College of Executive Leadership



- ❖ Development includes:
 - ✓ Items on previous two slides

- ❖ Also Includes:
 - ✓ Development in additional 7 key areas:
 - Leadership in Government
 - Ethics and Integrity
 - Analytical Skills
 - Organizational Effectiveness
 - Strategic Planning
 - Community Building
 - Effective Policy and Administration

College of Executive Leadership


continued....



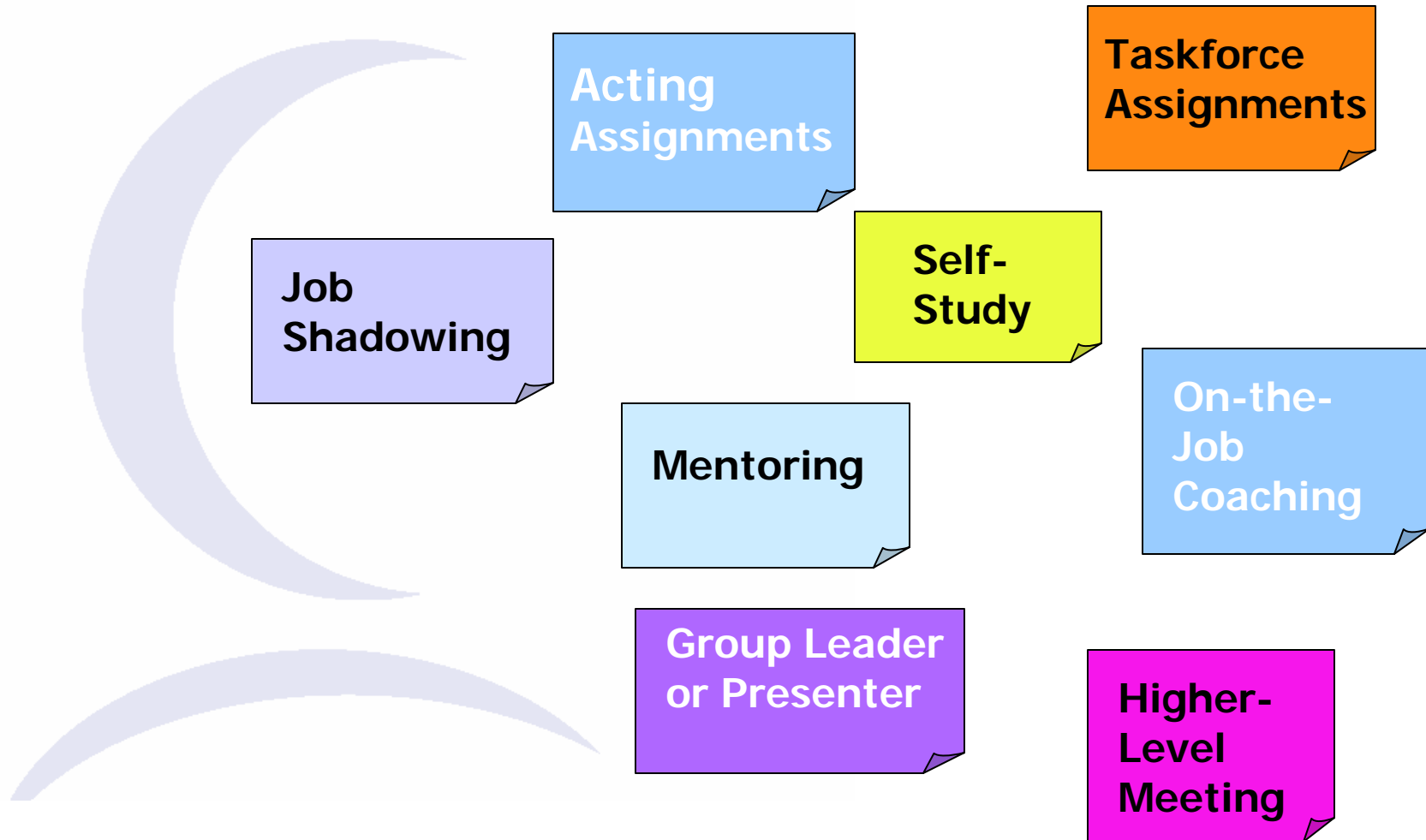
❖ Two Year Program Includes:

- Workshops/training with area leaders
- Lunch and Learn Topics
- Book Reading
- Mentoring
- Completion of a group project
- Individual Development Strategies

How Does it Work?

- 
- Complete an Application
 - Attend Orientation Meeting
 - Participate in 360 Assessment
 - Establish Individual Training Development Plan (ITDP)
 - Set First Year Goals
 - Evaluate and Revise

Development Strategies



Colleyville College initiated October 2006

- ❖ Began with a Pilot Program
- ❖ January 1, 2007 included additional departments
- ❖ October 2007 – all departments

Colleyville's Future is Our Employees!

Our Commitment is:

- To help them grow to their full potential, nothing less is acceptable
- Empower them through training and development
- Communicate our goals so they can apply them to their job, creating success
- We value integrity and loyalty
- Celebrate their successes!

Success Stories

- ❖ Improved Job Performance
- ❖ Increased Participation in Problem-Solving
- ❖ Appreciation for Opportunities
- ❖ Decreased Turnover by 6%

Promotions

*FBI
Academy*

*ICMA
Emerging
Leaders*

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