



Who's Up Next: Succession Planning and Implementation

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What is Succession Planning?

- A succession planning program is a deliberate and systemic effort by an organization to ensure leadership continuity in key positions and encourage advancement
- “ Any effort designed to ensure continued effective performance of an organization, division, department, or work group by making provision for the development and replacement of key people over time”
- A succession management strategy consists of a suite of complementary programs, policies, and promotion practices, and the human resources portion of the division’s program plan



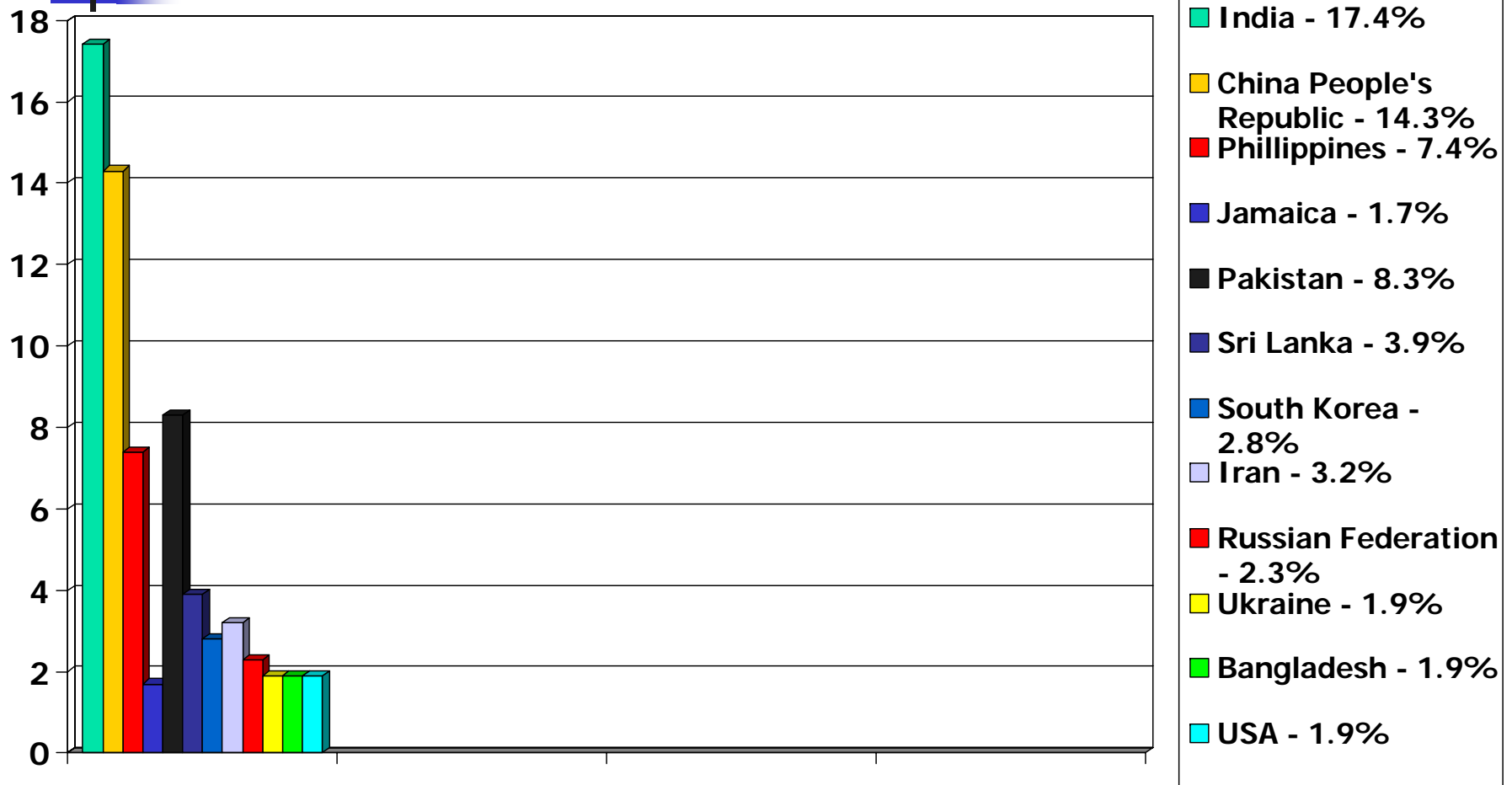
Why Succession Planning

- Ensure equity and fairness in employment
- In 5 - 10 years, 40% of management retiring
- Ensure smooth transition and stability for the organization
- Identify and develop individual skills and expertise to meet organizational demand
- To market programs and services effectively - commitment to ensure that the staff reflect the diversity of Toronto

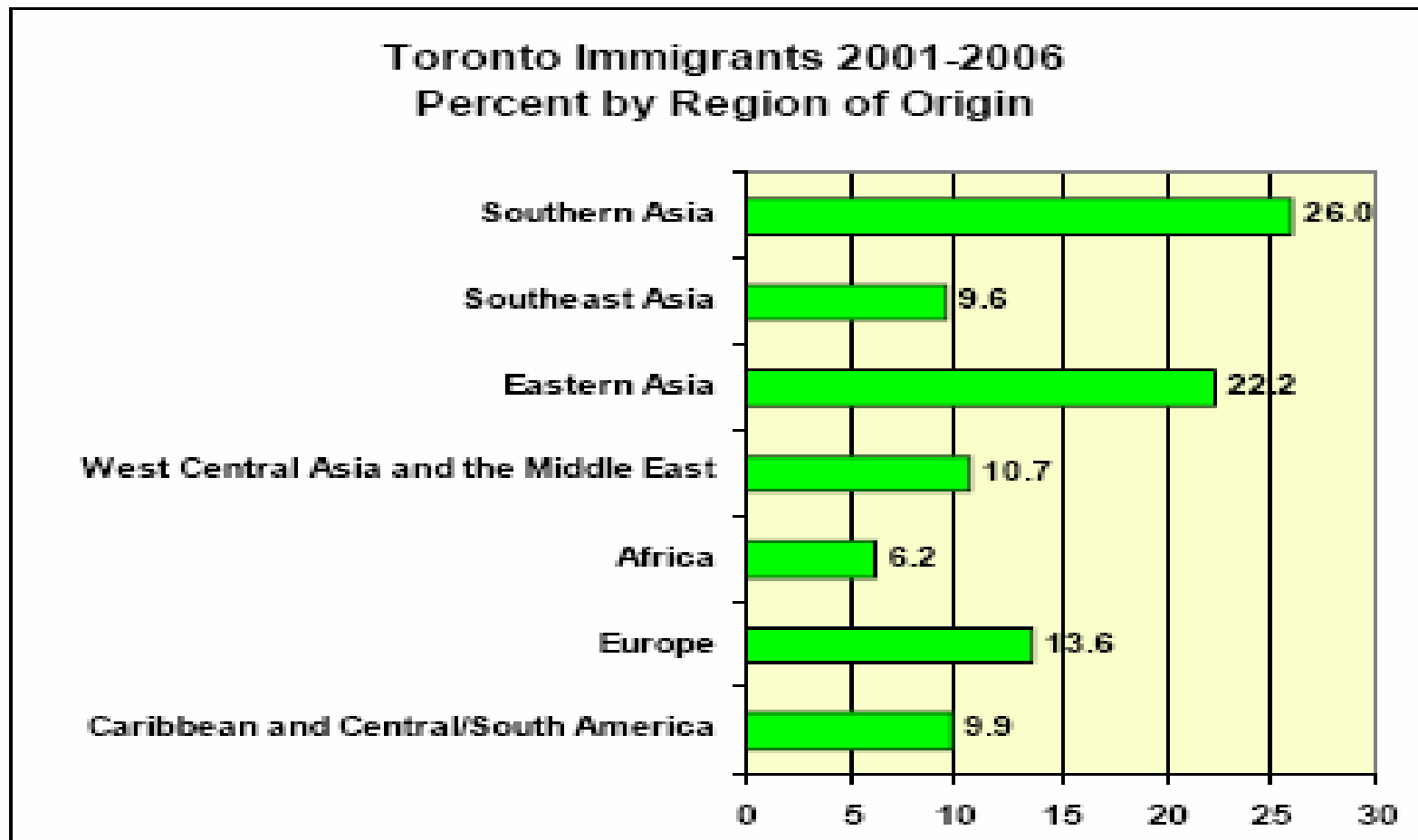
Social Environment

Top 10 Countries in percent - Canada Immigrants 2001 - 2006

Source: Citizenship and Immigration Canada

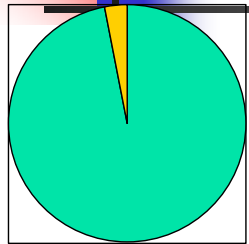


Regions of Origin



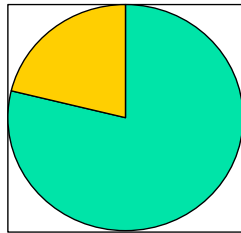
Toronto's Racial Minority

Population is Growing

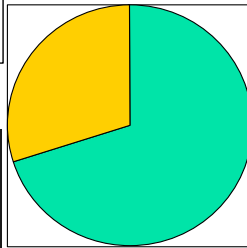


1961
3% (est)

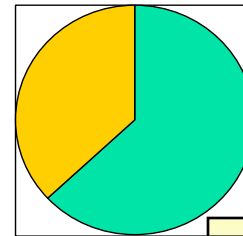
1986
21%



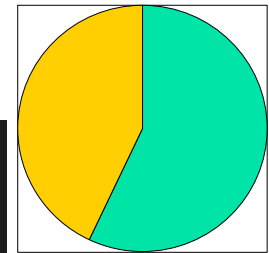
1991
30%



1996
37%

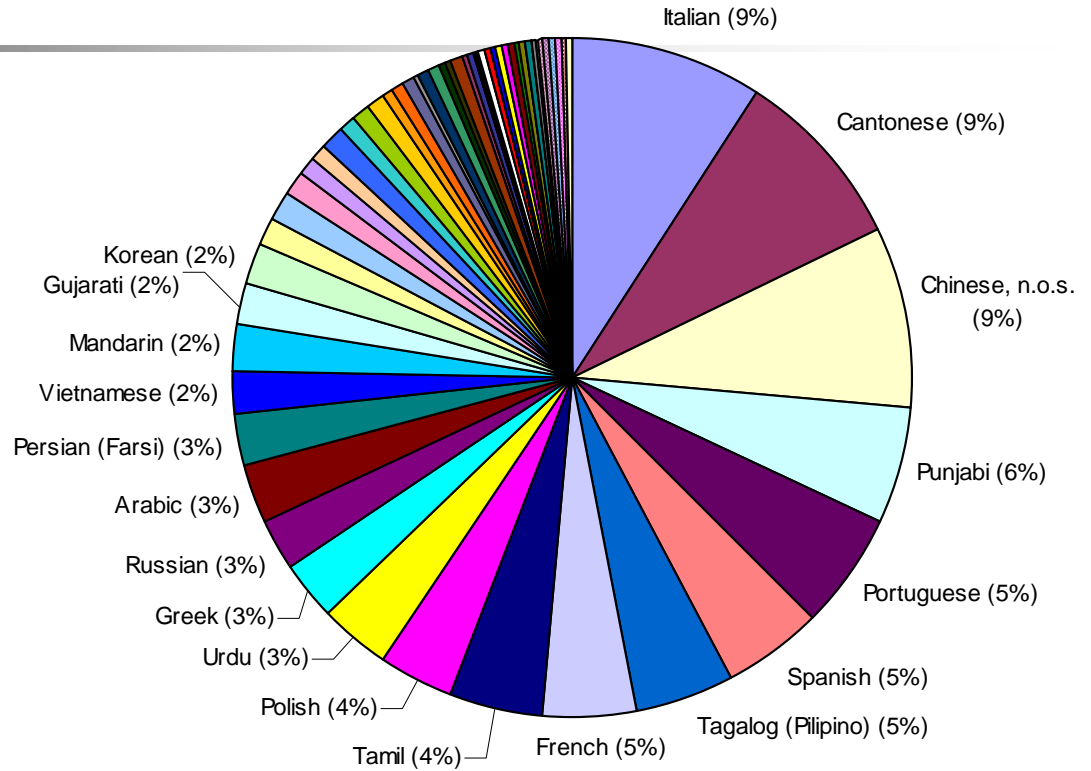


2001
43%



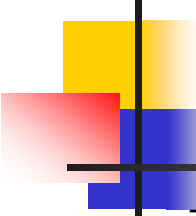
Toronto CMA, Languages Spoken at Home, 2001 Census

- Italian
- Cantonese
- Chinese, n.o.s.
- Punjabi
- Portuguese
- Spanish
- Tagalog (Pilipino)
- French
- Tamil
- Polish
- Urdu
- Greek
- Russian
- Arabic
- Persian (Farsi)
- Vietnamese
- Mandarin
- Gujarati
- Korean
- Hindi
- German
- Ukrainian
- Croatian
- Romanian
- Serbian
- Bengali
- Hungarian
- Somali
- Macedonian
- Armenian
- Hebrew
- Twi
- Other languages
- Turkish
- Malayo-Polynesian languages, n.i.e.
- Japanese
- Serbo-Croatian
- Sindhi
- Dutch
- Amharic
- Niger-Congo languages, n.i.e.
- Bulgarian
- Sinhalese
- Czech
- Maltese
- Malayalam
- Pashto
- Slovenian
- Estonian
- Creoles
- Yiddish
- Lithuanian
- Latvian (Lettish)
- Slovak
- Tigringa
- Lao
- Semitic languages, n.i.e.
- Malav-Bahasa



*Note - English 59% not included above.

Employment Equity Policy



The City of Toronto is committed to a policy of fairness and full equity in employment and services in recognition of its obligations and responsibilities as an employer and of its leadership role in the community.

The citizens of Toronto are best served by a public service which reflects the diversity of the community which it services. This will be achieved through employment equity programs that remove barriers and monitor outcomes rather than by establishing requirements to precisely reflect the percentage of designated groups in the community.

The City of Toronto will:

1. hire and promote on the basis of merit and potential;
2. compensate fairly according to the value of the work performed;
3. set objectives for equitable representation
4. develop a proactive equity plan which will include special programs to support the objectives
5. develop mechanisms for measuring and monitoring outcomes and results;
6. publicly report results through an Annual Report; and
7. create a climate of understanding and mutual respect for the dignity of each individual.



Systemic Barriers

Research shows PFR Management today is:

- 25% female
- 8% visible minorities
- 3% persons with disability
- 1% Aboriginal
- Communication
- Systemic discrimination of equity seeking groups (women, people with disability, ethno-racial communities, Aboriginal, LGBTcommunities)
- Entitlement, accommodation, fear and other emotions



Organizational Involvement in Planning and Implementation

- Set up a succession planning committee:
 - Parks, Forestry and Recreation senior management staff
 - Mentors and coaches
 - Access and Diversity Unit
 - Human Resources
 - Other Divisions
 - Incorporate Best Practices and models
 - Collaboration – e.g. PFR & Emergency Medical Services



Implementation

- Defining the roles and responsibilities of staff that are part of implementation
- Competency identification that are required for different levels of positions
- Mentor identification and training
- Recruitment and selection process
- Evaluation of the process periodically



Strategies for Implementation

- Bringing Awareness: Everyone Benefits When We truly Understand Our Professional Responsibility
- Communication plan internally and externally
- Your expertise and role as a Manager for Succession Planning – mentors and coaches
- Let us all breathe a collective sigh of relief