NCSHA

WCDA Succession Plan

Wyoming Community Development Authority

Management Innovation: Human Resources

HFA Staff Contact

Kassidy Sibrel

sibrel@wyomingcda.com

2020 NCSHA Awards

Wyoming Community Development Authority
WCDA SUCCESSION PLAN
Category: Management Innovation
Subcategory: Human Resources

HFA Contact:
Kassidy Sibrel
sibrel@wyomingcda.com

WCDA Succession Plan Summary

With an aging workforce we had the need to create a succession plan that would fit our needs. We wanted to take a multifaceted approach through identifying potential leaders, developing a comprehensive training program, and creating continuity amongst staff through documented procedures.

We identified potential leaders based on attitude and performance as well as employee motivation/desire to want to move up.

We utilized both local and national training programs to develop these employees to ensure that they are ready when and if the promotion opportunity becomes available.

We asked all leadership/management to identify and document critical processes within their departments. These processes are documented in detail through procedures, cross-trained amongst multiple staff/people and tested to ensure continuity.

This approach ensures that in the event of sudden (unplanned) departure that there isn't a ripple in our system.

In the last five years, we had 16% of staff retire. We were able to get through this with our previous succession plan but quickly realized it did not meet our needs. It was time for a succession plan update.

Innovative

WCDA took an innovative approach with this nontraditional succession plan. Instead of naming our successors, we wanted to build a pipeline of internal candidates. We designed our plan to support and enhance our current work force and provide necessary tools and strategies to allow our staff to be prepared for that next step. We knew that this out-of-the-box approach had to be flexible, and not limited in use. We are creating a succession culture.

Replicable and Targeted Audience

Our succession plan is a template that can be used for any organization and any position. By creating an internal pipeline, we are getting employees prepared to move up in the company. It's training people to notice and say what they are good at. Now that we are focusing on employee strengths it easily recognized who is most qualified for promotion opportunities, or if we need to hire outside the organization.

Respond to a Management Challenge or Opportunity
In the last 5 years, WCDA has seen a retirement rate of 16%, we were able to work through those with our previous plan, but with an additional 36% of staff eligible for retirement in the next 5 years, we knew it was time for a plan update. The succession plan resulted from this, our aging workforce. We had a real opportunity to ensure that there was a transfer of job knowledge instead of a loss.

In addition, it had come to our attention that during staff outages, there were certain processes that were not being fulfilled. It becomes apparent during those times what training is needed to ensure continuity. This resulted in staff being cross-trained in the event of a sudden departure.

As business needs are constantly changing, there is an ongoing need for employees and WCDA to update their capabilities. Therefore, it is necessary that the agency offer training and development activities to support and maximize the current workforce. The goal is to get the right employees, with the right skills, in the right positions.

Measurable Results & Benefits that Outweigh Costs
Our largest cost is related to training. WCDA determines training needs, interests, learning styles and preferences in order to offer courses that will promote optimal learning. The staff is surveyed to get feedback on their learning and development needs. Supervisors and managers are consulted to find out what they feel their staff needs. Every manager is encouraged to set and utilize a departmental training budget annually for their employees. Human Resources also hosts a minimum of two on-site trainings per year for maximum participation.

Even with higher training costs we feel we see far more benefits. Providing employees with the necessary skill sets to be successful and fully qualified results in improved morale. We've seen high employee engagement rates on our annual employee survey, and were rated a "Best Place to Work" on our most recent survey. We've also noticed agency loyalty and increased employee retention, which attribute to our low turnover and high promotion rate. Through employee cross-training and business continuity we are able to increase our workforce flexibility. By supporting employees to develop their skills, WCDA managers are empowering staff to manage their career in pursuit of personal, team or organizational goals. This will then impact agency performance.

We've noticed that when hiring for higher level positions, we spend more recruiting and advertising dollars with less applications. Spending the money internally on our employees has given us the ability to promote from within and backfill the lower level positions.

An Effective Use of Resources
Our main resource is also our main asset, our staff members. By developing our current employees and creating that internal pipeline, we are keeping engagement rates up and turnover

low. Other internal resources we utilized were our procedure documents and performance evaluations. We already had strong documented procedures in place, but we asked management to review those procedures with their staff members and identify which ones they feel are critical. We will then test those critical processes to ensure business continuity. We added a section to our performance evaluation process for career goals. This allows staff to note their interests, where they see themselves in 5 years, and how WCDA can help them get there. By doing this we aren't assuming someone has interest in a leadership position, when in fact they don't. When various development opportunities become available, we reference the performance evaluations for appropriate candidates. We also developed an internal workforce analysis tool that the Director of Human Resources utilizes along with the Executive Team to help assess potential leaders.

Achieve Strategic Objectives
WCDA has absolutely achieved our strategic objectives. We've been able to make the most of our training dollars by retaining staff. This is important because the potential loss of job knowledge could have a negative impact on The Authority. Ensuring our business continuity and strong documented procedures has been especially important with unplanned or unexpected life events. This was highlighted with the most recent example of COVID-19. Knowing our critical processes helped us determine what duties were essential during the pandemic. We hire everyone believing they have leadership qualities making it an easier task to develop those traits.

WCDA Succession Plan v.3

Introduction

The Wyoming Community Development Authority (WCDA) recognizes that leadership plays an important role in its success. As a result, this plan was created to prepare for contingencies due to voluntary or involuntary departures of the Executive Director, Deputy Executive Director, or any other key members of the leadership team. Ultimately, the plan aims to attract, develop, and retrain skilled leaders who ensure the long-term sustainability and continued growth of The Authority, thereby mitigating potential risk to the leadership team.

Board of Director's Role

The authority to manage all aspects of leadership succession within WCDA resides with the Executive Director except those matters related to the Board's employment of the Executive Director.

Executive Director's Role

To ensure that WCDA has strong internal leadership and organizational capacity. The Succession Plan will flow from the following assumptions:

- The Executive Director has a strong understanding of the role leadership plays in achieving the Strategic Plan and demonstrates due diligence in seeking to recruit and develop leaders to meet the strategic objectives
- WCDA has clear plans and processes in place to mitigate uncertainty in times of leadership change, including voluntary and involuntary departure of the Executive Director, Deputy Executive Director, and other key members of the leadership team
- WCDA has sufficient organizational capacity to enable internal, interim successor(s) to continue competent operation of The Authority in the event of sudden loss of key leadership

Director of Human Resources' Role

- The HR Director maintains a current list of the skills and competencies needed to lead WCDA in key areas
- The HR Director, along with the Executive Team, will follow a clear and objective process for identifying, assessing and developing potential leaders from within The Authority
- The HR Director reviews performance evaluations and "in-training" plans annually
- The HR Director maintains a clear understanding of the current climate and best practices for recruiting and compensating senior management

Monitoring annually, the HR Director will present the Board with an updated Succession Plan and; The Succession Plan will be reviewed annually and revised as required.

Success Factors

1. All positions identified in this plan are recruited for both internally and externally to ensure the broadest spectrum of candidates are considered and a highly qualified applicant is hired
2. Build a leadership pipeline by offering and encouraging leadership training to develop our internal candidates (Leadership Casper, Leadership Wyoming, Notre Dame Leadership Institute, etc.)
3. Assess potential leaders through a workforce analysis assessment tool
4. Develop "in-training" plans during annual performance evaluations to develop entry level staff to take on higher level responsibilities and to assist senior level staff. It is also another way to provide upward mobility and retain qualified employees. Performance evaluations are completed in May/Jun of every year and training plans are documented on the "Development Plan" section
5. All managers are encouraged to set and utilize their annual training budget to further develop knowledge, skills, and abilities
6. Review job descriptions annually to ensure positions are up-to-date for future hires, to include key competencies for position. Job descriptions will be reviewed during March/April of every year prior to completion of performance evaluations
7. Identify recruitment sources for both key positions and general recruitment
8. Ensure procedures exist for key systems and are up-to-date. Procedures are updated annually during the month of December.
9. Each department has identified who will provide backup for each key process and cross-train on identified essential duties to ensure continuity. Key processes will be tested on an annual basis
10. Succession planning is incorporated into WCDA's Strategic Plan

Identified Key Leadership Positions:

1. Executive Director
2. Deputy Executive Director
3. Director of Finance and Administration
4. Director of Affordable Housing Development
5. Director of Servicing
6. Director of Single-Family Programs
7. Director of IT
8. Controller

Identified Recruitment Sources:

- Heidrick & Struggles International, Inc.
  233 South Wacker Drive Willis Tower - Suite 4900
  Chicago, IL 60606-6303
  Phone: +1 312 496 1200
- NCSHA List-serve
- Online Sites: Monster, Indeed, Casper Star Tribune, etc.
- Company website and social media sites

Emergency Succession Plan for the Executive Director

The current Executive Director is either unable to fulfill the duties of his/her position due to an emergent situation, or has given notice that he/she is leave his/her position within one month.

1. Discuss with Board Chair—Appointment of the Deputy Director as Acting Executive Director, to work in coordination with the Executive Management Team until a new Executive Director is appointed.
2. If the Deputy Director cannot assume the position of Executive Director, appoint the most senior member of the Executive Management team or another member of the Leadership Team of the Chair's choice, as the Acting Executive Director, to work in coordination with the Executive Management Team until a new Executive Director is appointed.
3. The initial search committee will convene as soon as possible with the Acting Executive Director and the Director of Human Resources to begin the steps outlined in the succession planning process.

Emergency Succession Plan for Key Leadership Members

The current Director is either unable to fulfill the duties of his/her position due to an emergent situation, or has given notice that he/she is leave his/her position within one month.

1. Discuss with Executive Director
2. Appoint a member of Executive Team, or establish a contract with another person/agency, as acting director until the position is filled
3. The initial search committee will convene as soon as possible with the Director of Human Resources to begin the steps outlined in the succession planning process.

Planned Succession Hiring Process

1. Review current job description and make necessary revisions
2. Review timetable for recruitment/hire and approve job announcement
3. Determine recruitment sources (outsource if necessary)
4. Post job announcement and begin the search process
5. Begin panel interview process with selected interview committee
6. Make candidate selection

WORKFORCE ANALYSIS ASSESSMENT TOOL

Place each employee by name/title in a category. You can have more than one employee per box.	High Performing (Attitude/Behavior)	Avg Performing (Attitude/Behavior)	Low Performing (Attitude/Behavior)
High Performing (Skill)			
Avg Performing (Skill)			
Low Performing (Skill)			

Legend

High Performing: Skill: Consistently achieves beyond expectations and has capacity to lead others.
Avg Performing: Skill: Achieves generally expected levels of performance and can learn new skills at a reasonable pace.
Low Performing: Skill: Frequently does not meet performance expectations and slow to learn new skills.

High Performing: Behavior: Attitude and behavior strongly positive, employee desires to contribute at a high level.
Avg Performing: Behavior: Attitude and behavior are acceptable, does not hinder performance, contributes to the team/company.
Low Performing: Behavior: Attitude and behavior are negative influences on or do not contribute positively to the team/company.