

Review of Succession Planning Activities Conducted within HRM
October 2004

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Executive Summary:

Risk is more often considered a negative rather than a positive component of business, especially in the public sector. This is due to the political nature and uncertainty of public sector risk drivers. Public sector managers do not have the bottom line advantage of their private sector counterparts to leverage the cost of being prepared for succession planning with the benefit that can be derived from using succession planning demographics to change corporate culture or operational focus.

The public sector just doesn't change overnight. But new ways of doing business can be rolled out during major changes in personnel and processes even when the level of effort necessary to move incumbents through the transition may be perceived as exceeding any benefit from the change. A rational, quantifiable planned approach can reduce the risk of failure, when applied appropriately.

The primary responsibility for the development of an effective succession plan resides with individual business units because they are best suited to evaluate the impact of employee demographics in light of corporate and business unit objectives. Human Resources' personnel should provide assistance in determining the level of probability that eligible employees will leave and train and assist business units in achieving an effective outcome.

The evaluation of the effectiveness of a business unit's succession planning activities answers three simple questions.

1. Has the business unit evaluated the risk associated with employee demographics? That is, have they looked at the probability and impact on the operation resulting from an unplanned loss of organizational knowledge and skill in key positions?¹
2. Has the business unit developed a formal succession plan to address any identified risk areas?
3. Has the business unit implemented a successful succession plan for each position at risk?²

Background:

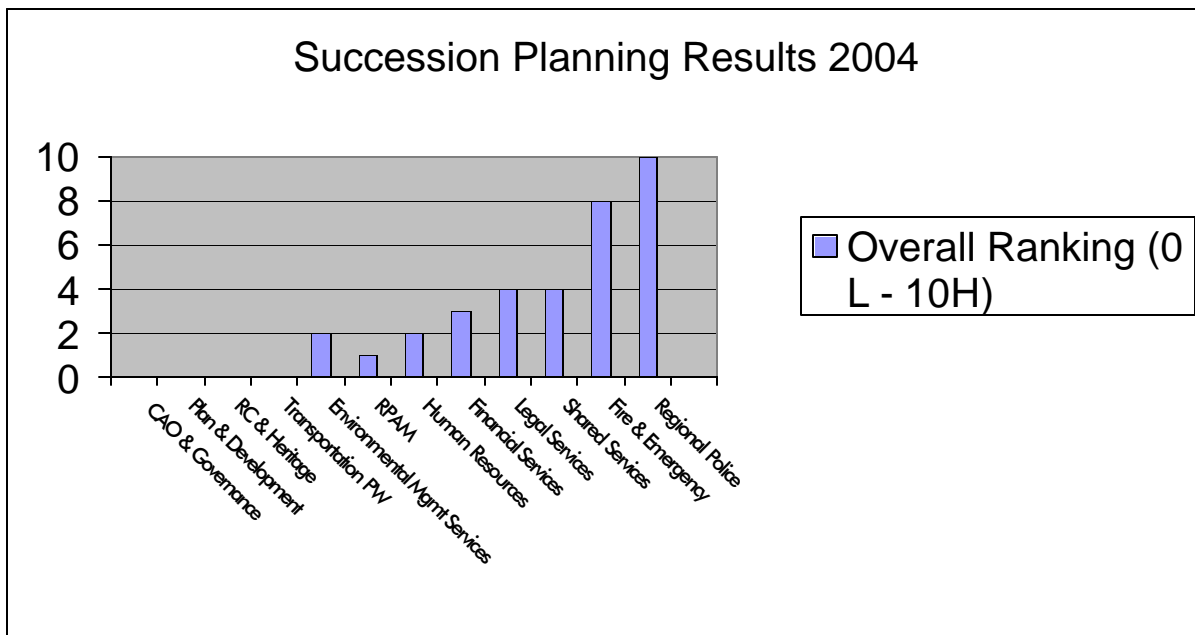
According to the documentation reviewed, Human Resources had identified

¹ A Key position is defined as any position that would stop critical business functions from occurring, if vacant. Alternatively, consideration should be given to the impact on feeder jobs if the business practice is to fill from inside.

² Success is measured by - 1 or 2 well qualified candidates ready to assume responsibility; a high measure of successful promotions; few high performers leaving the organization.

succession planning as a critical issue for the organization on at least 4 occasions since 1999 and had attempted to provide appropriate tools to assist business units in identifying positional risks areas. Business Units who acted quickly on the issue received policy and administrative support from Human Resources. Not all business units acted quickly and/or in a formally defined manner.

The following graph³ depicts business unit success in monitoring and managing succession planning issues within HRM. Each business unit is allotted a maximum of three (3) points in the categories of evaluation/identification, plan design and implementation success. A single point is given if the business unit has made an attempt to consider the issue.



Regional Police Services and Fire Services (17%) have evaluated and implemented formal succession plans. Six (50%) of the remaining business units identified it as an issue and started some evaluation but have not developed a formal approach. The remaining business units have either self-identified that no work has begun or did not respond. Of these, based upon the work completed for this project, Transportation and Public Works appears to be the area of greatest impact to the HRM due to the workforce's eligibility for retirement.

³ See A6, Page 37 for the complete breakdown in tabular form.

In spite of the frequent calls to action by Human Resources and the media exposure this issue has received over the past five years, the organization, in general, did not engage in the exercise and has not progressed as it should. At minimum, each business unit should have undertaken an evaluation of the potential for risk and documented the need to develop an action plan (or not.) The question that must be asked is "Why not?"

There are a number of possible reasons for not engaging in the activity. One or all of the following reasons may be applicable. They are offered as suggestions for starting discussion and have not been vetted for validity.

- Tone at the top - Hand-off of project occurred without firm commitment from SMT. No apparent directive from EMT to encourage engagement.
- Perception that it is not important - There is a noted reliance of business units to rely on data provided by human resource specialists, rather than conduct independent analysis. The overall view of employee demographics may have been subjective.
- Capacity - Each business unit faces many diverse and competing interests. Assignment of staff to evaluate and implement a plan may be a factor of limited capacity from both a volume and demographic perspective. The following table presents the current state of employees' years of service.

Years of Service @ March 2005⁴

0 - 4	5 - 9	10 - 14	15 - 19	20 - 24	25 - 29	30 - 34	35+	Total
637	434	639	299	343	142	559	17	3070
	1071	1710	2009	2352	2494	3053	3070	Cumulative
21%	14%	21%	10%	11%	5%	18%		% of Total
	35%	56%				23%		

Over 56% of HRM employees have fourteen (14) or less years of service. Of these, 35% were hired at or after amalgamation in 1996. From the perspective of succession planning, employees who are the likely potential candidates to replace the more experienced employees are busy carrying out the day to day work. On the other hand, we expect the more experienced employees to participate in or implement the succession plan, yet handle the majority of complex issues because of their corporate knowledge

⁴ For the Business Unit Breakdown, see Appendix A7, Page 38

and experience. In addition, major re-structuring have occurred, resulting in changes to key management positions. The organization may be suffering from a lack of breadth of experience in the appropriate places.

- Confidence in Human Resources - Human Resources completed the initial evaluation of employee demographics which led them to the conclusion that succession planning would be an issue for HRM. They developed a model to assist business units in identifying and addressing succession risk areas. Finally, Human Resources undertook a re-organization to better position themselves to assist client business units in this activity. However, business unit engagement in the process was limited. Lack of confidence in HR's ability to effectively assist the Business Units may be a contributing factor.

Recommendations:

The following recommendations are offered to determine and address the on-going level of risk associated with employee retirement demographics for the organization.

1. Assign Human Resources staff to validate and/or assist the business unit in the identification of at risk positions and to report back by June 30, 2005.
2. Require (as determined in #1, above) each business unit to develop and implement action plans to address identified risks by September 15, 2005.
3. Require business units to formally report to the Chief Administrative Officer, the activities and results of those activities on an annual basis.
4. Develop, formalize and communicate cross functional opportunities related to succession planning initiatives available across the organization. IE secondments, mentor program, coaching, term projects.

Respectfully submitted,

Cathie Osborne, CGA, CMM
Team Leader, Business Systems and Control

Project Outline

Purpose :

The purpose of the project was to collect and review the analyses and strategic corporate/operational planning that had occurred at the Business Unit level to reduce the risk to the organization due to employees leaving under retirement opportunities. The review did not look at agencies, boards or commissions.

Methodology :

The approach taken in this review was to request business unit management to self-identify the work completed by their business unit on succession planning. The work also included compiling documentation relating to corporate initiatives such as budget and business planning documents for the fiscal years 2001/02, 2002/03, 2003/04 and 2004/05. The analysis considered permanent full time employees and positions eligible for retirement benefits under the Halifax Regional Municipality Pension Plan. All other positional data was removed from the tables and graphs presented within the report.

Along with Fire Service's employees, some Police Services employees may have elected for an early retirement Rule of 75. However, the analysis conducted in this review assumed a Rule of 80 eligibility throughout.

Actuarial analysis completed for the HRM Pension Plan indicates a retirement rate of 60% once an employee has reached their early retirement date. This review assumes a 100% probability of retirement, rather than the actuarial rate. Many factors affect an employee's decision to leave the work place early. However, the critical issue for HRM is the number of employees in critical positions with a high probability to leave and the need to plan for such an event. Whether the timing is delayed a few years or not, does not reduce the potential impact to the organization, only defers it.

Risk Determinants:

An acceptable level of attention spent on succession planning should include the evaluation of the level of risk, the implementation of mitigation and the on-going monitoring of the success of that action. In determining that a business unit had achieved an acceptable level of attention to succession planning, a number of factors were considered.

1. What is the volume of potential retirements, by business unit? (Table 2)
2. What is the volume of potential retirements, by position category? (Table 3)
3. Over what time period?

Background:

During the development of a three year audit plan for Business Systems and Control, the issue of succession planning was raised by almost every Business Unit Director as an area of concern. When the review began in October 2004, the following Business Unit Directors were in place and contacted.

1. CAO and Governance – Betty MacDonald
2. Financial Services – Dale MacLennan
3. Legal Services – Wayne Anstey
4. Fire and Emergency Services – Mike Eddy
5. Police Services – Frank Beazley
6. Environmental Management Services – Brad Anguish
7. Shared Services – Geri Kaiser
8. Real Property and Asset Management – Mike Labrecque
9. Public Works and Transportation – Rick Paynter
10. Recreation Culture and Heritage – Lew Rogers
11. Human Resources – Louis Coutinho
12. Planning and Development - Paul Dunphy

The findings in this report are presented under the current 2005 organizational alignment. Since 2001/02, HRM has undergone a number of organizational restructures from major shifts in business unit sections to minor “tweaking”. Information related to succession planning has been extracted from the 2001/02 to 2004/05 business plans and is presented in the appendices.

Succession Planning History :

The issue of succession planning was first raised as a concern in 1999 by, then Manager of Organizational Development, Louis Coutinho. At that time an early retirement program was well underway, resulting in large numbers of employees opting to voluntarily leave the organization. The impact of early retirements on Regional Police Services, in particular, sparked an interest in the future impact of retirements through the regular course of business. Further analysis conducted by Human Resources staff concluded that succession planning would become a critical issue for the HRM in the next 5 to 10 years. This analysis echoed the findings of other government bodies throughout Canada. Superintendent (Sergeant) Bill Moore was seconded to Human Resources to develop a corporate approach to Succession Planning.

Superintendent Moore spent approximately nine months researching, analysing and finally developing a succession planning tool for roll out to the organization. Around the same time, Deputy Police Chief Bob Barss presented the Five Systems Model to Police Services. Human Resources identified it as a possible corporate approach.

Concurrently, the HRM developed and completed a competency based evaluation of all Directors' positions. The importance of this became evident as work on this project progressed.

As a result of the work completed by Superintendent Moore it was identified that the organization had no common way to describe people skill sets and competencies. Discussion occurred within Human Resources on an electronic solution to capture and analyse competency information. This would require a complete record of current employee skills, experience and education be captured to enable skills and position gap analysis for planning to occur. Subsequent analysis conducted by Superintendent Moore on the Five Systems Model as presented by DC Bob Barss confirmed that a common set of definitions of competencies for each position would also be required under this model.

Around this time the HRM conducted its first employee survey. Included in this exercise was the request that employees self-identify their skills, education and experiences which would then be entered into a job-profile database for use in succession planning. Unfortunately, only 15%⁵ of employees responded, leaving a large gap in planning information.

Having identified that there was no key data available to complete succession planning activities, Superintendent Moore created an interim action plan designed to assist the organization towards true succession planning. Once back in Police Services, Superintendent Moore developed an assessment tool to quantify key positions and potential staff, utilizing the work completed on competencies for the evaluation of Directors positions as the basis for the competency development of subordinate positions.

In September 2000, Human Resources successfully included the requirement for business units to conduct a self-assessment of their management succession planning needs for the 2001/02 business planning cycle. Templates and guidelines were provided during individual meetings with business unit managers responsible for the preparation of business plans and budget. Training for the performance measurement component of the Five Systems Model was rolled out by Human Resources in December 2000.

By March 2001, Human Resources had developed and begun to roll out the concept of behavioural competencies as the foundation for recruitment interviewing, job description and performance development programs.

In April 2001, Human Resources released a planning document which summarized the organization's succession planning needs as identified by Business Units

⁵ Presentation material prepared by Louis Coutinho, May 2001

in the business planning documents. The Manager of Organizational Management and Development, Louis Coutinho, presented the Corporate succession plan approach to the Senior Management Team in May 2001. His presentation defined succession planning, the Five Systems Model, principles, guidelines and an action plan to go forward with the initiative, including the role of Human Resources and Managers.

The 2002 PDP form included a section for Career Planning/Succession Planning which asked the employee to articulate there they might like their career to be in five years. A diversity section was also included at the same time. In June 2002, Human Resources developed a list of competencies for Human Resource's staff as an example of the output necessary for use with the Five Systems Model approach to succession planning.

A strategic plan to deal with management succession planning was announced in 2003 to the Directors and General Managers by Human Resources. The approach highlighted the use of a PDP competency-based process, identified the need to update job profiles and initiated discussion at the senior level of the organization to determine the best way to collect the information key to succession planning. Human Resources also restructured to create capacity to assist Business Units in developing succession plans.

During 2004, Human Resources rolled out Local Government Leadership Training to all managers and directors and developed and rolled out a communication strategy on the subject. Competencies for this leadership positions within HRM were approved by SMT for use throughout the organization in 2005.

Finally, in November 2004, the Director of Human Resources, Louis Coutinho conducted a Succession Planning Workshop with the Senior Management Team. During his presentation, Mr. Coutinho declared succession planning as a major risk to the organization. Succession planning no longer centred just on management positions but now extended to all positions within the organization.

Findings

Corporate Analysis :

Since 1999, succession planning has been a much talked about issue within the HRM with minimal action. We are not unique nor should we be surprised to find that we will shortly face the imminent loss of a great number of employees. These employees hold valuable corporate knowledge and skill sets. Based on current data, Table 1 provides the impact of retirement eligibility for HRM as of March 9, 2005.

Table 1: HRM Employee Eligibility as of March 9, 2005

Time (years to Rule 80)			
Rule of 80 eligibility		Cumulative	Cumulative Percentage
Current	318	318	10.36%
1 to 4	417	735	23.94%
5 to 7	309	1044	34.01%
8 to 10	373	1417	46.16%
over 10	1653		53.84%
	3070		

Cumulatively, in the next 10 years 46% of the current HRM work force is or will become eligible to retire. The following graph highlights the demographic distribution over the next 32 years.

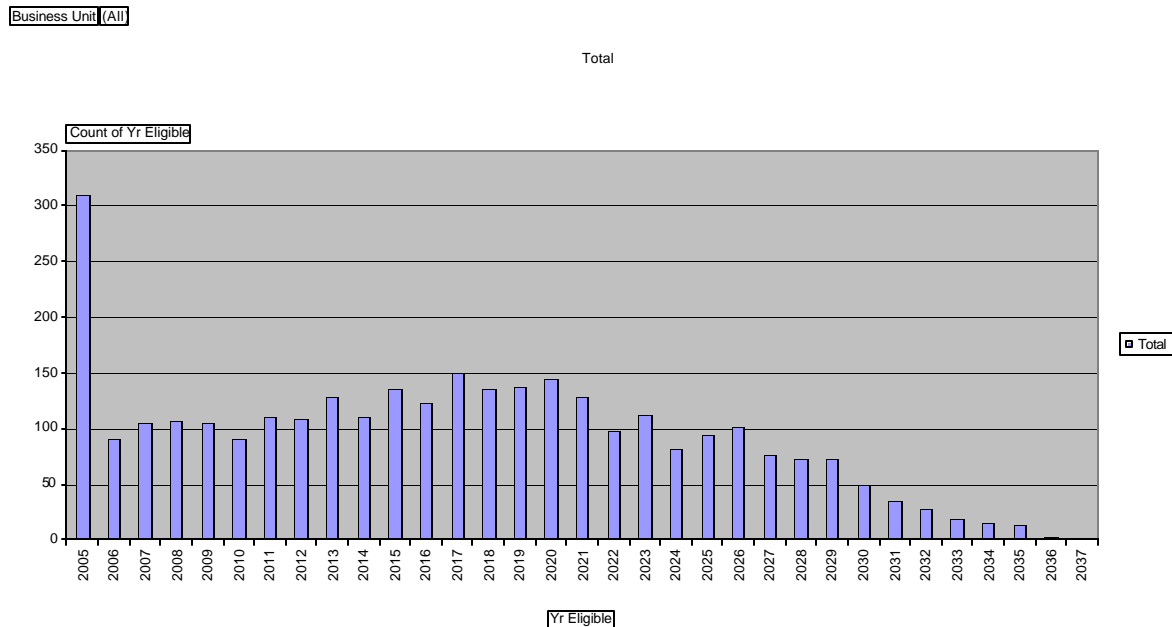


Table 2 (below) provides the percentage breakdown by Business Unit for the current period and ten years. More detailed information is provided later in the report and in the appendices⁶.

Table 2: Frequency of Retirement Eligibility by Employee

Business Unit	Current	1 to 4 yrs	5 to 7 yrs	8 to 10 yrs
CAO & Governance	14%	24%	30%	32%
Environmental Mgmt Services	43%	14%	14%	29%
Financial Services	22%	22%	24%	32%
Fire & Emergency Services	29%	22%	15%	34%
Human Resources	4%	31%	38%	27%
Legal Services	57%	14%	0%	29%
Planning & Development	22%	25%	20%	33%
Real Property and Asset Mgmt	22%	30%	24%	24%
Recreation, Culture & Heritage	5%	29%	29%	37%
Regional Police	28%	38%	17%	17%
Shared Services	16%	33%	22%	29%
Transportation & Public Works	20%	32%	25%	24%

Conclusion:

The data suggests that all business units have both an immediate and long term impact potential resulting from retirement eligibility. In retrospect from 1999, and based on a high level business unit analysis, we are at the first critical point envisioned when succession planning was first raised as an issue. According to the high level analysis Environmental Management Services, Fire & Emergency Services, Legal Services and Regional Police have the highest impact potential. The validity of this analysis is further explored in the following sections.

Position Category Analysis :

The foregoing analysis concludes that the corporation should have been and should continue to give attention to the issue of succession planning. However, it does not provide sufficient detail as to where that attention should be focussed. The data used in this analysis indicates that there are 708 different position titles. In order determine where attention should be placed it is necessary to carry out independent analysis at the position level by business unit. To facilitate this activity, the 708 position titles were assigned to one of forty-four (44) broad categories, ranging from administrative, clerical, management, supervision, specialists and technical trades. Subsequent analysis and findings in this report will focus at this level of detail.

⁶ See Appendix A3

Table 3 (below) outlines the position category distribution of employees who are or will become eligible for early retirement up to 2009 (within the next 5 years which is 10 years after the issue was first raised). From this analysis 14 position categories (highlighted with an*) were selected for further analysis⁷.

Table 3: Eligible Positions by Categories up to 2009.

Category	Total Emp	Total eligible	% of total
Specialist Survey *	7	6	86%
Long Term Disability	40	23	57%
Supervisor *	260	133	51%
Specialist Fire Equip *	90	35	39%
Specialist Procurement *	14	5	36%
Manager *	143	52	36%
Specialist Property *	64	22	34%
Specialist Enforcement *	29	10	34%
Professional Health *	3	1	33%
Specialist Engineer *	28	8	29%
Labourer/Support *	144	40	28%
Leave Of Absence	15	4	27%
Specialist Accounting*	16	4	25%
Technical & Trades *	300	71	24%
Equip Op *	565	133	24%
Specialist Police	350	66	19%
Administrative	273	51	19%
Specialist IT	61	11	18%
Clerical	6	1	17%
Specialist Recreation	48	8	17%
Specialist Project Management	13	2	15%
Specialist Communications	29	4	14%

⁷ For Position by position breakdown, see Appendices Page XX

Category	Total Emp	Total eligible	% of total
Specialist Financial	16	2	13%
Specialist HR	39	5	13%
Solicitor	8	1	13%
Specialist Tourism	9	1	11%
Support	41	4	10%
Specialist Planning	46	4	9%
Specialist Fire	203	17	8%
Customer Service	43	3	7%
Specialist Development	34	2	6%
Specialist, Non-specific	16	1	6%
Administrative Tech	56	3	5%
Specialist Safety	1	0	0%
Professional Acct	7	0	0%
Specialist Building	1	0	0%
Specialist Information Mgmt	1	0	0%
Specialist Events	5	0	0%
Specialist Customer Service	1	0	0%
Support, IT	15	0	0%
Specialist Environment	2	0	0%
Total Eligible Position Selected	3042	733	24%

Conclusion:

The high level analysis presented in Table 3 does not break out the distribution of positions across business units. Complete detail can be found in the appendices. Of interest, is the distribution of positions within the Trades and Technical category. Table 3M(a) in the Appendices breaks the trades and technical position category into individual position classifications and highlights areas of specific concern. There is strong external evidence that training and recruitment opportunities for many trades positions have not kept up with needs. This has been particularly evident in the mechanical and survey related trades.

The two largest operational units (RPAMS and TPW) provide a variety of direct services to citizens and are at greatest risk to operational failure. The majority of retirements related to bus operations but specific heavy equipment operators in TPW are also at risk. Transit equipment operator positions require up to 6 months lead time to train in-house to a competent level.

Transportation and Public Works also risk the elimination of in-house survey activities. 86% of all Surveyors become eligible to retire along with 75% of all Survey Assistants and 50% of Survey Technicians currently employed. This may be an opportunity for the organization to implement operational change with minimal impact to employees should they elect to leave the organization.

Fire and Emergency 911 Services may lose up to 39% of Fire Equipment Operators who are also currently or will be eligible to retire by 2009. Additionally, there is a 50% potential of the loss of Managers and Supervisors (Captains, District and Deputy Chiefs eligible to retire now and within the next five years.) The greater risk may result from the current, and appropriate, practice of drawing from internal candidates in subordinate levels to fill job vacancies. As a result, position risk transfers down to the operational fire fighter level. Subsequent to the drafting of this report, the Chief Director of Fire Services also announced his pending retirement, effective June 2007.

Ten out of 12 Business Units face high risk due to the potential retirement of Managers and Supervisors eligible now and in the next five years. Managers provide the strategic direction and develop policies for Supervisors who coordinate, oversee and ensure that operational components achieve organization objectives. The following table details the risk associated with Manager and Supervisor positions.

Table 4: Distribution across Business Units

Business Unit	Manager Eligibility	Supervisor Eligibility
EMS	50%	
Financial Services	29%	25%
Fire & Emergency 911	50%	48%
Human Resources	25%	
Legal Services	100%	
Planning & Development		33%
RPAM	18%	56%
Regional Police	78%	58%
Shared Services	21%	50%
Transportation (TPW)	69%	44%

Thirteen of 14 position categories initially identified in Table 3 as areas of concern can now be confirmed as positions at risk to the organization. This includes the categories of equipment operator, labourer/support, manager, specialist accounting, specialist enforcement, specialist engineer, specialist fire equipment, specialist health, specialist procurement, specialist property, specialist survey, supervisors and technical and trades positions.

Business Unit Analysis :

Table 5 (below) shows the summary distribution of potential retirees over the next 5 years holding critically identified positions across business units, as identified during position analysis. These positions appear to be at higher risk based on the potential volume qualifying for retirement and includes manager and supervisor positions of which 50% of all business units are affected. However, as identified previously, speciality positions such as equipment operators, fire equipment specialists, engineers, property, procurement, survey specialists and trade and technical also appear to be high risk.

Business units where the majority of high risk positions reside include :

- Financial Services (4 categories)
- Fire and Emergency 911 Services (5 categories)
- Real Property and Asset Management (5 categories)
- Transportation and Public Works (8 categories)

Although only two position categories within Police Services have volumes sufficient to be highlighted, given the high percentage noted, this business unit should also be included in the high risk category.

Table 5: Summary Table of Eligible Positions by Business Unit:

Position Category	EMS	Financial Services	Fire & 911	Human Resources	Legal	Plan & Devel	Police	RPAM	SS	TPW
Equip Op								32%		23%
Labourer								32%		26%
Managers	50%	29%	50%	25%	100%		78%			69%
Spec, Medical				50%						
Spec, Account		27%								
Spec, Enforce			47%							
Spec, Engineer										30%
Spec, Fire Equip			39%							

Position Category	EMS	Financial Services	Fire & 911	Human Resources	Legal	Plan & Devel	Police	RPAM	SS	TPW
Spec, Procure		36%								
Spec, Property						32%		35%		50%
Spec, Survey										86%
Supervisors		25%	50%			33%	58%	56%	50%	44%
Trades & Technical			67%			10%		29%		39%

Conclusion:

Parts of the organization have not conducted sufficient analysis to determine if they are at risk to succession planning issues, even though the issue has been elevated at least four times by Human Resources and been self-identified in business planning cycles as an issue in multiple years.

There is no indication that Human Resources has developed an action plan to overcome the lack of commitment to the process or developed an acceptable plan to follow up in areas where they had identified a risk, in prior analysis.

Appendices

Table A1: Corporate Succession Planning Time line

Date	Specifics	Comments
1999	Bill Moore, HR Police ,seconded to HR to develop Corporate Succession Planning Model.	
1999	Attempt to compile up-to-date job profiles from employees. 600 out of 4,000 full time employees comply.	1 st HRM Employee Survey
June 13, 2000	HR announces strategic approach to planning for management succession. Confirms utility of PDP; identifies need to update job profiles, discussion at management meeting to determine best way to collect information - key to planning needs.	Memo addressed to Directors and General Managers from Louis Coutinho, Organizational Development Services No confirmation meeting occurred.
September 2000	HR Business Planning Tool to conduct self-assessment includes Succession Planning-Leadership Review Process Agenda and guidelines, business plan template, for budget year 01/02.	Templates structured for business unit initial meeting with managers.
December 2000	HR Rolled out Performance Measures Training throughout HRM	Component of Five System Model
March 2001	HR develops and rolled out behavioural competencies through out HRM	Introduces competency concept - component of Five Systems Model
April 2001	HR planning document summarizing human resource needs as extracted from the 2001/02 business planning process, including succession planning, for all business units.	
May 2001	Presentation to Senior Management Team made by Louis Coutinho.	Defines succession planning, five systems model approach, discussions challenges, principles, guidelines, action plan including roles and next steps. All handouts provided.

Date	Specifics	Comments
Feb 2002	HR revised PDP forms to include Career Planning and Diversity Section	Component of Five Systems Model
Jun 18, 2002	Competencies developed for HR positions (as example of output from Five Systems Model approach.	
2003	HR restructured to create capacity to develop succession plan role.	
August 2004	HR rolled out Local Government Leadership Training to all managers and directors	Component of Five Systems Model
August 2004	HR revamps its compensation strategy and redesigned non-union and NSUPE compensation	Component of Five Systems Model
Oct 2004	BS&C Group communicate review of succession planning work completed to date.	Two memo's sent -(Oct 12, 2004) one to announce project, the other as follow up (Nov 15, 2004)
November 2004	Succession Planning Workshop conducted by Louis Coutinho to Senior Management Team. Declares succession planning a major risk to organization.	Reviewed history, five system model and linkage to Corporate Scorecard.

Table A2: Time Line Analysis of Succession Planning Initiatives obtained from Business Budget and Planning Documents.

Business Unit	Date	Director	Succession Planning Issues
CAO and Governance	Nov 2004	Betty MacDonald	No formal succession plans in place.
Administrative & Legal Services	April 2001	Wayne Anstey	50% of lawyers > 35 yrs, 50% < 4 yrs. Municipal Clerk's office. Funding approval in place to hire Deputy Municipal clerk.(2002)
Legal Services	Jan 2002	Wayne Anstey	No mention of Legal Services need for succession plan.
Legal Services	Jan 2003	Wayne Anstey	Succession Planning identified as priority with 50% able to retire over next 4 yrs. Reviewed and implemented compensation package to retain senior legal staff and attract junior legal staff. More work required to "fast track" junior legal staff awareness of business. Develop appropriate job training program for junior staff (HR support)
Legal Services	Jan 2004	Wayne Anstey	Succession Planning identified as a priority. Still working on "fast tracking" junior lawyers.
CAO and Governance	Jan 2003	Betty MacDonald	Succession Planning not raised as an issue.
Real Property and Asset Management	Jan 2005	Acting, Peter Stickings	
Building Management Services	April 2001	Mike Labrecque	Job descriptions need updating. Transfer of new skills to Crew Chiefs and Contract Coordinators
Corporate Real Estate	April 2001	Mike Labrecque	Request HR support to develop Succession Plan. Two senior staff eligible.

Business Unit	Date	Director	Succession Planning Issues
Parks (and Recreation)	April 2001	Karen MacTavish	No plan in place, but stated a need for succession planning training.
Real Property Services	Jan 2002	Mike Labrecque	Crew Chief language in CA.
*RPAM restructuring Parks & Open Spaces	Jan 2003	Mike Labrecque	Develop Fleet Succession plan from Operational Review. Create skills training program for union staff.
Parks & Open Spaces	Jan 2002	Mike Labrecque	Succession planning not mentioned as an issue Business Plan.
Parks & Open Spaces	Jan 2004	Mike Labrecque	Preparation of RPAM Succession plan raised.
Fire Services	April 2001	Mike Eddy	20% workforce eligible to retire in next 5 years. Need to implement career development program and PDP.
	Jan 2002	Mike Eddy	Report that they have developed and implemented Officer Development Program and identified education programs or chief officers. Training and development policy drafted and under review. Plan now speaks to implementing career development.
	Jan 2003	Mike Eddy	Identifies need to develop business plan and partnership which would expand career path to include corporate call centre to avoid retirement from burn out.
	Jan 2004	Mike Eddy	Succession Planning not mentioned as an issue in Business Plan.
Emergency 911 Communications	Jan 2002	Mike Eddy	Succession Planning not mentioned as an issue in Business Plan.

Business Unit	Date	Director	Succession Planning Issues
	Jan 2003	Mike Eddy	Succession Planning not mentioned as an issue Business Plan.
	Jan 2004	Mike Eddy	Succession Planning not mentioned as an issue.
Shared Services	April 2001	Geri Kaiser	50% Fleet Technical could retire in next 7 yrs. Need for apprenticeship programs, fewer people choosing technical trades.
Information Services	April 2001	Chuck Keith	Need to develop IS retention strategy for SAP, Network database administration, system development and project management.
Fleet Services	Jan 2002	Geri Kaiser	50% of tech staff eligible to retire over next 6 yrs. Work with employees, union and local Community Colleges to develop succession plan.
Information Services	Jan 2002	Chuck Keith	Succession Planning raised - implementation of I/S salary for retention, cross training, changes in job descriptions.
re-organization of IS and Information Resource Mgmt	Jan 2003	Geri Kaiser	Succession planning begun in Fleet, HRM Printing Centre. Nothing further reported for new year.
	Jan 2004	Geri Kaiser	Succession planning not raised as an issue in Business Plan.
Police Services	April 2001	David McKinnon, 2001	Avg yrs of experience in operational patrol is < 5. Loss of investigative experience from retirements over last 5 yrs. Approx 2,000 FTE retirements in next 10 yrs. Development of middle management, rapid acceleration of junior personnel to senior and expert positions.

Business Unit	Date	Director	Succession Planning Issues
	Jan 2002	Frank Beazley	Succession Planning Program developed to be implemented over next two years. 26 specialist training and supervisory/management training courses to be offered.
	Jan 2003	Frank Beazley	Succession planning program developed and training continued. Recruit, select, train and graduate 24 candidates from HRP Police Cadet Science Program.
	2004	Frank Beazley	Performance measurement system implemented with self nomination for promotion. Training continues for specialized & management skills. Mandatory training completed - all.
Transportation and Public Works	Jan 2005	Mike Labrecque	* re-organization of TPW occurred Jan 2005
Public Works	April 2001	Kulvinder Dhillon	Require succession planning to prepare for future vacancies.
Public Works	Jan 2002	Rick Paynter	Identifies succession planning (Item #21, Business Plan) as needing to be re-evaluated.
Public Works	Jan 2003	Rick Paynter	Succession Planning raised as a goal for the 2003/06 time frame (Item #5, Business Plan) as tied to operational study of PW&T Depot Rationalization Study. Succession Planning raised as BU issue. Over next 10 yrs both transit and supervisory and field worker personnel will be eligible. Efficient training budget considered and the promotion of other opportunities to retain employees.

Business Unit	Date	Director	Succession Planning Issues
Public Works	Jan 2004	Rick Paynter	Eligibility for retirement raised as an issue (Item #6, Business Plan). Review succession plans and reporting relationships within Streets & Roads, TUGS and ROW.
Transit Services	April 2001	Brian Taylor	Need to hire and train 30 operators. Aging workforce.
	Jan 2002	Brian Taylor	Succession Planning raised as issue. 150 (50%) eligible to retire within next 10 yrs. Continuous training program recommended.
Financial Services	April 2001	Acting Position	No plan in place
	Jan 2002	Dale MacLennan	Succession planning identified as issue (Item#3,Business Plan)Identifies that "some" progress has been made.
	Jan 2003	Dale MacLennan	Identified goal to develop a succession plan including risk assessment and career path mapping.
	Jan 2004	Dale MacLennan	Continue developing succession plan including risk assessment, career path mapping.
Planning and Development	April 2001	Paul Dunphy	No plan in place. Need succession planning training.
	Jan 2002	Paul Dunphy	Succession Planning mentioned in regards to Building and Plumbing Inspectors eligible to retire over next 3 yrs. No action plan mentioned.
	Jan 2003	Paul Dunphy	Succession Planning not raised as an issue.

Business Unit	Date	Director	Succession Planning Issues
	Jan 2004	Paul Dunphy	Succession Planning mentioned in conjunction with need to have adequately resources and strong planning team (more senior vs junior) Building Official Succession Planning raised - 8 eligible in current, 4 more eligible in next 3 yrs. (41%) Create, promote developmental experiences and assignments.
Environmental Management Services	Jan 2004	Brad Anguish	
Solid Waste Resources	April 2001	Jim Bauld, Mgr	No plan in place.
Solid Waste Resources	Jan 2002	Jim Bauld, Mgr	Succession planning not mentioned as an issue.
Community Projects	Jan 2002	Allan Waye, Mgr	Succession planning not mentioned as an issue.
Re-organization occurred	Jan 2003	Brad Anguish	Succession planning not mentioned as an issue.
	Jan 2004	Brad Anguish	Succession Planning identified (Item#7, Business Plan), to develop a succession plan to ensure future staffing requirements are met.
Human Resources	Jan 2002	Louis Coutinho	Succession Planning identified as three year goal. Succession planning raised as issue to support other business units in using the Five Systems model. Scope out e-solution to support succession planning within the SAP HR module. Also development of complete set of job competencies integration with succession planning.

Business Unit	Date	Director	Succession Planning Issues
* HR restructures internally	Jan 2003*	Louis Coutinho	Identifies internal/external ratio has indicator of success of succession planning initiative. Under implementation of Succession Planning Model, identifies competency framework as large part of succession planning model. Confirms that Police and Fire are using competencies in their succession planning/management roll out. Identification of employee retention and corporate memory as issues. Stated goal to create and promote developmental experiences and assignments for succession planning.
	Jan 2004	Louis Coutinho	Reporting that succession planning is occurring in some business units. Reporting that the creation and promotion of developmental experiences and assignments for succession planning are successful for new hires; using training opportunities, acting assignments, exposure to budget process, reassignment of business unites to broaden experience, for employees within HR. Raises succession planning as a corporate issue (aging workforce). Implementation listed as significant HR resource requirement, beginning to implement the plan, contingent on getting additional resources.
Tourism Culture and Heritage	April 2001	Lew Rogers	Succession Planning not mentioned as an issue in Business Plan.
	Jan 2002	Lew Rogers	Succession Planning not mentioned as an issue Business Plan.

Business Unit	Date	Director	Succession Planning Issues
Recreation, Tourism and Culture* *Re-organization, Hotel Marketing Levy	Jan 2003	Lew Rogers	Succession Planning not mentioned as an issue in Business Plan.
	Jan 2004	Lew Rogers	Succession Planning not mentioned as an issue in Business Plan.

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Table A3: Eligibility Frequency by Business Unit as of March 9, 2005

Business Unit	Currently Eligible	1 to 4 years	5 to 7 years	8 to 10 years	Totals
CAO & Governance	6	11	14	12	43
Environmental Mgmt Services	3	1	1	2	7
Financial Services	14	16	18	24	72
Fire & Emergency Services	76	66	74	155	371
Human Resources	1	7	10	7	25
Legal Services	4	1	0	2	7
Planning & Development	14	15	12	20	61
Real Property & Asset Management	50	68	58	57	233
Recreation, Tourism & Culture	2	11	11	14	38
Regional Police	54	74	33	34	195
Shared Services	8	14	11	14	47
Transportation & Public Works	88	136	108	103	435
Grand Totals	319	420	350	444	1533

Table A4: Positions by Category by Business Unit

Category	Total	CAO & Gov	EMS	Fin Svc	Fire	HR	Legal	Plan & Dev	RPAMS	RCH	Police	SS	TPW
Administrative	273	29	10	60	14	15	3	10	29	23	33	26	19
Administrative Tech	56				49						3		4
Clerical	6			6									
Customer Svc	43			4								39	
Equip Op	565				16				65				484
Labourer Support	144			20	2				53		1		68
Leave of Absence	15			1	1			1	3		1		8
Long Term Disability	40	1			5				2		3	4	18
Manager	143	9	4	17	28	4	2	9	28	6	9	14	13
Professional Acct	7			4					1		1	1	
Professional Health	3					2							1
Solicitor	8						8						
Specialist	16	3	3	1			1		5				3
Specialist Acct	16			15							1		
Specialist Bldg	1								1				
Specialist Comm	29	9	1		8				1	1	1	4	4
Specialist Cust Service	1											1	

Category	Total	CAO & Gov	EMS	Fin Svc	Fire	HR	Legal	Plan & Dev	RPAMS	RCH	Police	SS	TPW
Specialist Development	34							34					
Specialist Enforcement	29				15				14				
Specialist Engineer	28		1										27
Specialist Environment	2		2										
Specialist Events	5									5			
Specialist Fin	16		1	13	1								1
Specialist Fire	203				203								
Specialist Fire Equip	90				90								
Specialist HR	39				10	23			3		3		
Specialist Information	1											1	
Specialist IT	61	1		1	1			5		1		47	5
Specialist Planning	46	4						32	9				1
Specialist Police	350										350		
Specialist Procurement	14			14									
Specialist Project Mgmt	13	4	1			1			3			3	1
Specialist Property	64							38	17	1			8
Specialist Recreation	48									48			7
Specialist Safety	1								1				

March 7, 2005

Category	Total	CAO & Gov	EMS	Fin Svc	Fire	HR	Legal	Plan & Dev	RPAMS	RCH	Police	SS	TPW
Specialist Survey	7												7
Specialist Tourism	9									9			
Supervisor	260			8	88			3	25		73	4	59
Support	41	4	1		4			1	2	6	10	1	12
Support, IT	15				2			5				8	
Technical & Trades	300	5		3	3	1		10	188		2	1	87

Table A5: Eligibility for Retirement by Position Category to 2009 Across Business Units.

Category	Total Emp	CAO & Gov	EMS	Fin Svc	Fire	HR	Legal	Plan & Dev	RPAMS	RCH	Police	SS	TPW	Total
Administrative	273	6	1	6	4	4	2	3	8	3	6	5	4	52
Administrative Tech	56				3									3
Clerical	6			1										1
Customer Svc	43			1								2		3
Equip Op	565								20				113	133
Labourer Support	144			5					17				18	40
Leave of Absence	15			1							1		2	4
Long Term Disability	40	1						2	3		2	3	12	23
Manager	143	2	2	5	14	1	2	1	5	1	7	3	9	52
Professional Acct	7													0
Professional Health	3					1								1
Solicitor	8						1							1
Specialist	16	1												1
Specialist Acct	16			4										4
Specialist Bldg	1													0
Specialist Comm	29	3									1			4

Category	Total Emp	CAO & Gov	EMS	Fin Svc	Fire	HR	Legal	Plan & Dev	RPAMS	RCH	Police	SS	TPW	Total
Specialist Cust Service	1													0
Specialist Development	34							2						2
Specialist Enforcement	29				7				2					9
Specialist Engineer	28												8	8
Specialist Environment	2													0
Specialist Events	5													0
Specialist Fin	16			2									1	3
Specialist Fire	203				17									17
Specialist Fire Equip	90				35									35
Specialist HR	39				1	2					2			5
Specialist Information	1													0
Specialist IT	61							2				8	1	11
Specialist Planning	46							4					1	5
Specialist Police	350										66			66
Specialist Procurement	14			5										5
Specialist Project Mgmt	13		1									1		2
Specialist Property	64							12	6				4	22

Category	Total Emp	CAO & Gov	EMS	Fin Svc	Fire	HR	Legal	Plan & Dev	RPAMS	RCH	Police	SS	TPW	Total
Specialist Recreation	48									8				8
Specialist Safety	1													0
Specialist Survey	7												6	6
Specialist Tourism	9									1				1
Supervisor	260			2	42			1	15		45	2	26	133
Support	41										2		2	4
Support, IT	15													0
Technical & Trades	300				2	1		1	46				21	71
Total Eligible Position Cat.	3042	13	4	32	125	9	5	28	122	13	132	24	228	735

Table A6: Succession Planning Evaluation by Business Unit(numeric format)

Business Unit	1.Evaluation Complete? (0 -3)	2. Formal Plan in place? (0- 3)	3. Successfully implemented? (0 -3)	Review Team Ranking	Overall Rating 1 to 10 (L to H)
CAO & Governance	0	0	0	0	0
Environmental Mgmt Services	1	0	0	1	1
Financial Services	1	0	1	1	3
Fire & Emergency	2	3	2	1	8
Human Resources	1	0	0	1	2
Legal Services	2	1	0	1	4
Plan & Development	0	0	0	0	0
RPAM	0	1	0	0	1
RC & Heritage	0	0	0	0	0
Regional Police	3	3	3	1	10
Shared Services	0	3	0	1	4
Transportation PW	0	0	0	0	0
Totals	10/36	10/36	6/36	7/12	33/120 = 27.5%

Table A7: Employee Years of Service by Business Unit by Service Range

Years of Service @ as of March 2005									
Count of Yrs of Service	Yrs Service Range								
Business Unit	35 +	0 - 4	10 - 14	15 - 19	20 - 24	25 - 29	30 - 34	5 - 9	Grand Total
CAO & Governance		23	8	17	2	8	2	12	72
Environmental Mgmt Services		10	4	2			3	5	24
Financial Services		47	27	33	16	12	8	29	172
Fire & Emergency 911	5	81	84	115	43	66	31	112	537
Human Resources		9	7	5	8	6		11	46
Legal Services		4	1	1	1	3	1	3	14
Pension Plan		1		1					2
Planning & Development	1	48	18	33	14	12	5	19	150
Real Property & Asset Mgmt	2	107	61	114	55	53	22	63	477
Recreation, Culture, & Heritage		15	21	29	10	4	1	20	100
Regional Police	5	94	63	87	39	80	33	90	491
Shared Services		50	24	23	11	11	4	31	154
Transportation & Public Works	4	148	116	179	100	88	32	164	831
Grand Total	17	637	434	639	299	343	142	559	3070

A8: Position Category Analysis :

Equipment Operators:

This category includes positions that operate equipment such as Utility Workers (1,2,3); Conventional Transit Operators; Access-A-Bus Operators; and Bio-handling Operators, to name a few. Employees in these positions operate heavy or large equipment and may need special licences.

Table 3A

Business Unit	Total Equip Operators	Eligible as of 2009	Percentage Eligible
RPAMS	65	21	32%
TPW	484	110	23%

Labourer/Support:

This category includes all labourer positions and semi-technical positions such as stores persons, sewer maintainers, utility workers, lead hands, hostlers, etc. Employees in these positions may be required to use small hand or power tools but do not operate medium to heavy duty equipment or work on buildings.

Table 3B

Business Unit	Total Labourers	Eligible as of 2009	Percentage Eligible
Financial Services	20	4	20%
Fire & 911	2	0	0%
RPAMS	53	17	32%
Regional Police			
TPW	68	18	26%

Managers:

This category includes all managers, superintendents, platoon chiefs, directors and other positions whose primary role is strategic rather than front line operations.

Table 3C

Business Unit	Total Managers	Eligible as of 2009	Percentage Eligible
CAO & Governance	9	2	22%

Business Unit	Total Managers	Eligible as of 2009	Percentage Eligible
EMS	4	2	50%
Financial Services	17	5	29%
Fire & 911	28	14	50%
Human Resources	4	1	25%
Legal Services	2	2	100%
Plan & Development	9	1	11%
RPAMS	28	5	18%
RCH	6	1	17%
Regional Police	9	7	78%
Shared Services	14	3	21%
TPW	13	9	69%

Specialist, Health:

The category of Health Specialist consists of employees providing medical related services.

Table 3D

Business Unit	Total Specialist Health	Eligible as of 2009	Percentage Eligible
Human Resources	2	1	50%
TPW			

Specialist, Accounting:

Employees who provide record keeping, transaction processing and account reconciliation are included in this category. These positions do not require professional accounting designations.

Table 3E

Business Unit	Total Specialist Accounting	Eligible as of 2009	Percentage Eligible
Financial Services	15	4	27%
Police Services			

Specialist, Enforcement:

Enforcement specialists are employees who monitor, inspect or enforce a variety of HRM bylaws and provincial legislation not pertaining to policing or new building construction services.

Table 3F

Business Unit	Total Specialist Enforcement	Eligible as of 2009	Percentage Eligible
Fire & 911	15	7	47%
RPAM	14	2	14%

Specialist, Engineer:

This category includes professional engineers who provide design, civil engineering and traffic related services.

Table 3F

Business Unit	Total Specialist Engineer	Eligible as of 2009	Percentage Eligible
TPW	27	8	30%
EMS			

Specialist, Fire Equipment:

Fire equipment specialists include fire fighters with primary responsibility to operate fire apparatus and equipment. These positions require a special license from the Province of Nova Scotia and in-house training and do not normally fight fires directly.

Table 3G

Business Unit	Total Specialist Fire Equipment	Eligible as of 2009	Percentage Eligible
Fire & 911	90	35	39%

Specialist, Procurement:

Positions in this category include Procurement Coordinators, Officers and Buyers.

Table 3H

Business Unit	Total Specialist Procurement	Eligible as of 2009	Percentage Eligible
Financial Services	14	5	36%

Specialist, Property:

Positions included in this category include Development Officers, Planning Officers, Real Estate Officers and other related technicians who plan, develop, acquire or maintain real property.

Table 3J

Business Unit	Total Specialist Property	Eligible as of 2009	Percentage Eligible
Planning Development	38	12	32%
RPAM	17	6	35%
RCH			
TPW	8	4	50%

Specialist, Survey:

This category includes professional surveyors working with HRM. This data should also be looked at in conjunction with Trades and Technical, Survey Assistants to obtain a better understanding of the potential impact to service delivery.

Table 3K

Business Unit	Total Specialist, Survey	Eligible as of 2009	Percentage Eligible
TPW	7	6	86%

Supervisors:

Included in this category are all front line supervisors, foreman, sergeants, superintendents, captains, etc.

Table 3L

Business Unit	Total Supervisors	Eligible as of 2009	Percentage Eligible
Financial Services	8	2	25%
Fire & 911	88	42	48%

Business Unit	Total Supervisors	Eligible as of 2009	Percentage Eligible
Plan & Development	3	1	33%
RPAMS	25	14	56%
Regional Police	73	42	58%
Shared Services	4	2	50%
TPW	59	26	44%

Trades and Technical:

Positions included in this category include mechanics, repair persons, building trades such as electrical and plumbing (with tickets); engineering assistants, gardeners, tree trimmers, process technicians, pumping station attendants, etc. Employees holding these positions are responsible for infrastructure development or maintenance.

Table 3M

Business Unit	Total Trades & Tech	Eligible as of 2009	Percentage Eligible
Fire & 911	3	2	67%
Plan & Development	10	1	10%
RPAMS	188	45	24%
TPW	87	21	24%

Further analysis (Table 3M(a)) of the trades and technical category illuminates additional areas of risk within RPAMS and TPW not clearly identified in Table 3M.

Table 3M(a): Trades and Technical Positions

Business Unit	Position Classification	Total	Eligible as of 2009	Percentage Eligible
Fire & 911	Maintenance Technician	3	2	67%
Plan & Dev	Engineering Tech	10	1	10%
RPAMS	1 st Class Mechanic	39	10	26%
	1 st Class Repairperson	4	4	100%
	Bldg Trades (Ticket)	9	3	33%

Business Unit	Position Classification	Total	Eligible as of 2009	Percentage Eligible
	Chief Plant Operator 2	3	2	67%
	Facility Maintainer	24	3	13%
	Fleet Trades (Ticket)	26	8	31%
	Gardener B	8	2	25%
	Light Equip Svc Person	4	1	25%
	Maintenance Electrician	3	1	33%
	Mechanic EVT	8	1	13%
	Mobile Mechanic	2	1	50%
	Painter without Ticket	2	1	50%
	Plant Operator 2	9	2	22%
	Pool Operator	2	1	50%
	Repairperson	5	1	20%
TPW	Engineering Assistant	17	6	35%
	Process Technician 4	7	1	14%
	Pumping Station Serviceperson	14	5	36%
	Survey Assistant	4	3	75%
	Survey Technician	4	2	50%
	Traffic Sign & Marking Tech	6	2	33%

A9: Business Unit Analysis :

1. CAO & Governance - Betty MacDonald, Director

Analysis:

Table 3C identified an accumulated overall risk (22%) for the CAO & Governance Business Unit in the area of Manager positions over the next five years. This risk increases in the subsequent 10 year period.⁸

Findings:

CAO & Governance have advised that there has been no work completed on succession planning for this business unit.

2. Environmental Management Services - Brad Anguish, Director

Analysis:

The initial analysis (Table 2) suggested that Environmental Management Services faced a risk potential of 43% at the present time. Cumulatively that could grow to a 57% staff turn over due to retirement. Further analysis conducted on those positions where greater than 25% of the work force could retire did not highlight any specific positions as having greater risk than others. Immediate focus for EMS should be to the manager position category.

Findings:

EMS was first established as a business unit in January 2003. They report that the following activities have been conducted towards the development and implementation of a succession plan. Primary focus of the business unit has been to determine what current staff need to do their job, rather than working out the Five System Model.

- Presentation on Five System Model given to management team.
- Presentation made to two divisions - Solid Waste and Community Projects
- Reviewed potential retirement statistics.
- Identified need to conduct a training needs analysis.
- Determined training needs can be met from in-house resources.
- Identified special core skill areas determined critical by EMS Director and Management Team.

⁸ See Table 4, page 15

Next steps proposed in business plan and budget documents include:

- Ensure staff and management awareness of in-house training opportunities
- Develop and implement training plans.
- Document succession planning action plan

EMS has not provided any formal documentation as to which position(s) their attention has or will be directed.

3. Financial Services - Dale MacLennan, Director

Analysis:

Analysis of Financial Services positions identified three position categories as areas of concern. The first two include the specialist areas of Accounting and Procurement. The third relates to the category of Supervisor.

Findings:

Financial Services has provided a summary of the work completed to date on succession planning. This includes:

- Identification of potential employee retirement date ranges. Updating it yearly. Will be used to identify vacancies over the next ten years.
- Gap analysis identified large gap in training and experience between staff and team leader levels. Gap bridged with the establishment of Supervisor positions created in Accounting, Revenue and Procurement. Positions were filled with internal candidates.
- Analysis identified similar gap in technical area between the accountant positions and Financial Consultants. Gap bridged with the establishment of Financial Analyst positions.
- Have improved recruitment opportunities within Financial Services through salary restructuring, staff morale and financial stability of HRM.
- Implemented cross-training in the Accountant positions between financial reporting and capital.

The future focus of Financial Services will include:

- Focus of succession planning will be placed on positions of higher risk such as areas where it is difficult to replace or where there is a large number of staff leaving a single position in a short period of time.
- Managers are conducting a risk assessment of positions within Finance in order to develop succession strategies for replacement and retention of staff and internal career paths.
- Additional work needed to re-align supervisors salary with line staff as a result of the NSUPE job review.

4. Fire and Emergency 911 Services - Mike Eddy, Chief Director

Analysis:

The initial analysis of Fire and Emergency 911 Services suggested a potential retirement turn over rate of 29%. Drilling down into the position detail identified four position categories where the retirement risk ranged from a low of 39% to a high of 67%. In the Manager category, 51% of all managers could retire. In the trades and technical category there is a potential turn over of 67% of Maintenance Technicians. The potential turn over of 39% of Fire Fighters, Equipment is another area of concern. These fire fighters are responsible for operating the equipment used to travel to and work an incident. They do not fight fires directly but they ensure that the fire apparatus operates as it should in support of those fighting the fire directly.

Findings:

Fire and Emergency 911 Services has a formal succession plan in place. They have identified 7 positions as at risk over a five year period commencing in 2002. Four of the 7 positions fall within the position category of Manager and one position falls within the category of Specialist, Enforcement. Not included in Fire Services' succession plan were the positions of Fire Fighter, Equipment and Maintenance Technician.

There is a defined action plan describing the activity, responsibility area and time frame in which to complete the activity. The plan focuses on:

- Updating job descriptions for each position within Fire and Emergency Services, including assignment of behavioural competencies;
- Recruitment - establishment of general recruitment committee, promotion of fire fighter positions and the development of a defensible job relative recruitment process.
- Development of Employees - Performance development process introduced to all Fire and Emergency Services personnel; Career Development for all employees interested in moving into leadership positions; Secondment opportunities entrenched within collective agreement.
- Promotional Routines - Develop a list of qualified individuals for identified positions.
- Skill/Knowledge Transfer - Mentor Program; District/Divisional Captain position; Acting Assignments.

According to the status report provided by Fire and Emergency 911 Services the majority of action items required to be completed by 2005 have been accomplished. Still to be completed is the use of the PDP process for Fire Prevention Officers, the development of a leadership development program for Fire Prevention Officer, Training Officer, District/Divisional Chiefs/Deputies. Work is still to be completed in the development of a

mentor program.

Fire Services has a practice of promoting from within. This is augmented externally by the compilation of a qualified list of candidates. The current list sits at 36 from an original pool of 300.⁹ Replacement of career fire fighters may also be supplemented from the pool of qualified volunteer fire fighters outside the core area. It is highly likely that replacement workers for upper level positions will be drawn from the subordinate pools, leaving a potential gap in the fire fighter category, possibly in the rural volunteer area.

The succession plan for Fire Services includes targeted recruitment activities. To date, targeted areas of recruitment have been focussed toward Black Canadians and Women. A number of community information sessions have been conducted over the past two years. Fire Services also partners with the Nova Scotia Fire Fighting School in the development of pertinent training courses. According to D. Wooden, Senior Human Resources Consultant, Fire Services is ramping up to complete a general recruitment drive to attract as many candidates as possible. Fire Services will be amending its qualification format to allow applicants who have not currently passed Level 1 Fire Fighting Certification to go through the remaining hiring routine. However, successful applicants must achieve Level 1 Fire Fighting prior to be offered employment.

Other Canadian municipalities are also facing large staff turn over and they have begun to target recruits outside of their local and provincial areas. It has been recognized as a Canadian-wide issues. The following is an excerpt from the April 11, 2005, Reader's Digest article "Who's Hiring?":

Fire Fighter

More fire stations combined with early retirements have created a shortage of fire fighters. "It's been a big concern for fire services across Canada," says Mike Eddy, president of the Canadian Association of Fire Chiefs.

In addition, an excerpt from the 2003 SaskNetWork - Labour Market Information - Industry Profiles - Fire and Rescue Service web page summarizes the future:

"It will become increasingly difficult for municipal fire departments to attract and keep volunteer fire fighters.

Education and training will always be at the centre of the development of the fire and rescue services industry."

⁹ Source: D. Wooden, Senior Human Resource Consultant, Fire Services, April 20, 2005

Information provided by Fire Services¹⁰ speaks to the development of a wide area recruitment approach. However, resource issues may develop in the rural areas should recruitment pull heavily from the rural areas.

5. Human Resources - Louis Coutinho, Director

Analysis:

According to the analysis completed at both the corporate and position category level, Human Resources is not facing an immediate risk from retirement eligibility. However, results at the position category level (Table 3C and 3D) indicates that over the next ten years the risk increases in the position categories of specialist health and Manager. Human Resources has identified that there has been an on-going program of developing employees from within for the past three years.

Human Resources identified succession planning as an issue for the organization. A great deal of time and resources towards succession planning has been expended or sponsored by Human Resources.

Findings:

Human Resources did not submit a formal succession plan. However, documentation was provided that outlined work completed in determining the appropriate behavioural competency levels for positions within HR (June 16, 2002).

Given the project's finding that there are no immediate succession planning position categories at risk at this time, the lack of a defined succession plan is understandable. However, planning should commence in preparation for the next five to ten years.

6. Legal Services - Wayne Anstey, Director

Analysis:

According to the analysis completed, Legal Services faces a potential turn over of 100% for the position Manager category which includes the Manager of Legal Services and Director positions. The recent eligibility for retirement of the Manager of Legal Services has been a known factor for a number of years. There remain three senior positioned solicitors who are currently eligible to retire. Two are in senior management positions and one is currently on leave.

¹⁰ Source: D. Wooden, Senior Human Resources Consultant, Fire Services, April 20, 2005

Findings:

The issue of salary structure was raised by Legal Services pertaining to the retention of solicitors in HRM as far back as 1999. After a period of time, the salary structure was amended to reward senior and retain junior solicitors. No actual succession plan was developed. However, Legal Services advises that it is the intent "over the next 3 to 5 years to expose junior lawyers to as broad an experience (both corporate and legal) as possible so that they will be equipped to move into more senior positions and handle more complex work when 'senior' lawyers retire."

According to the demographics, training of junior lawyers should have begun about 3 years earlier than now.

7. Planning & Development - Paul Dunphy, Director

Analysis:

Table 3J and 3L indicates two potential risk areas in Planning and Development in the position categories of Specialist, Property (32%) and Supervisor (33%) over the next five years. This potential continues consistently in the subsequent 5 year period.¹¹

Findings

Planning and Development did not submit any information on work completed for succession planning purposes. However, the issue was raised during business planning activities for 2001,2002 and 2004.¹²

8. Real Property and Asset Management - Mike Labrecque, Director (at the time)

Analysis:

The initial analysis of retirement eligibility for RPAM suggests a steady occurrence of around 25% over the next 10 years. However, drilling down into the position detail highlights a cumulative impact in number of position categories including Equipment Operators (32%; Labourers and Support (32%); Specialist, Property (35%); Supervisors (56%); and Trades and Technical (24%). Further analysis of trades and technical positions identified additional positions at potential risk. (See Table 3M(a)).

¹¹ See Table 4, page 15

¹² See Table A2, appendices.

Findings:

Real Property and Asset Management have developed a Management Development Program requiring all managers, supervisors and director to actively participate in the development of identified skills. The program is attached to the PDP process and aligned with the Balance Scorecard. RPAM has identified appropriate sources of training for the development of specific competencies, externally and in-house.

The foregoing initiative indicates that a detailed analysis of the skills needed for specific jobs and position categories within the current staff complement has been conducted. However, there is no indication that formal analysis has been conducted on the risk associated with succession planning. Therefore, training resources may be applied to incumbents eligible and planning to retire without the business units knowledge or understanding. However, should the employees remain employed they will be better trained. This is no small accomplishment.

Critical areas of concern for RPAM remain in the trades and technical position category. Anecdotal comments from RPAM management and human resource specialists indicate that HRM has not been successful in attracting sufficient qualified candidates in this category. A brief look at the Nova Scotia Community College Graduate Follow up Survey for 2004 indicates that there is over a 75% success rate of graduates obtaining employment in their chosen field.¹³

Trades and technical positions appear to be a risk area for the HRM for which no reported activity has been taken.

9. Recreation, Tourism and Culture - Lew Rogers, Director (former)

Analysis:

Planning, development and oversight of community based programs is provided by full time staff. RTC depends upon casual and temporary staff to deliver its direct services to the public. These positions were not included in the analysis because they are not recipients of the HRM pension. However, analyses should be conducted to determine what the risk may be to direct programming from the demographics of this group.

Findings:

Recreation, Tourism and Culture did not submit any information on work

¹³ Selected excerpts for trades and technical positions can be found in the appendices.

completed for succession planning purposes.

10. Regional Police Services - Frank Beazley, Chief Director

Analysis:

Demographic analysis of position categories within Regional Police Services indicate that the categories of Supervisor and Manager were high risk areas. Further analysis would suggest that Regional Police face a similar issues in the sub-ordinate positions as was identified in Fire and Emergency Services as Police Services has a practice of promoting from within. Police Services also provides it own in-house training program for recruits resulting in greater level of control in training material and graduate selection.

The position classifications - Speciality, Police - used in this review did not detail the numerous specialized positions. Analysis at that level of detail would have required greater experience than the reviewer was able to provide, thus the analysis occurred at a generic level. This may play down the findings of risk rather than accentuate them.

Findings:

Police Services has developed a formal approach to succession planning following the Five System Model rolled out in 2002. Initial analysis on retirement eligibility began in 2002 and was last updated March 2004.

The majority of elements of the plan have been carried out with follow up by the Administration when personal goals and objectives are not met. Self identification occurs through the CA posting process for all positions. Some promotions require specific courses which employees are required to take on their own in order to qualify to apply. Recruitment classes occur each year and where there are insufficient internally trained recruits, lateral entries from other policing agencies and the Atlantic Police Academy are sought. Statistical tracking occurs to ensure that Police Services will be prepared for a major retirement "bubble" in 2007/08. Police Services using an estimate of 60% of all eligible employees will retire in planning recruitment and promotion activities. To date, this estimate has been met.

Police Services seems well prepared to mitigate any risk associated with eligibility for retirement. However, some activities have resulted in less than desirable outcomes. The Competency Model has been used in hiring, compensation structure and promotion routines. Interviewees are becoming very good at interviewing but this has not necessarily resulted in actual performance. According to Superintendent Mike Bell, the solution would be to allow probing questions during interviews which assist in identifying inconsistencies

or weaknesses in responses. The Competency Model does not support this approach.

Police Services was most pleased with the People Tracking System, Position Tracking System and key elements of the Performance Management System such as Development Plans, Competency Assessments, Officer Performance Files (OPF's) and Employee Performance Files (EPF's). These tools are used effectively.

A number of elements of the Five System Model have not been as successful as expected. The value of repeated use of the 360 evaluation tool is undeterminable and the use of the Learning Forms has also stalled. Police Services is examining the content of the Leadership Skills Training module. Communicating with sub-ordinates, the mentoring process and performance coaching appear to be areas of greatest need that are not covered sufficiently in the current leadership training at all levels of the organization.

11. Shared Services - Geri Kaiser, Director

Analysis:

High level analysis indicates that 21% of Shared Services Managers (Table 3c) and 50% of Supervisors (Table 3L) become eligible to retire by 2009. In addition, 19% of IT specialists (4) will become eligible to retire by 2009. Shared Services face similar issues as other business units in obtaining Manager and Supervisors.

Prior to the Y2K dilemma in 1999, HRM faced a retention problem with IT specialists. At that time, salaries for IT specialists were restructured to ensure that HRM remained competitive. After 2002, the market demand for program language specific IT Specialists fell while the demand for web based IT specialists increased. Demand for IT specialists appears to have levelled off. One area of speciality that should be monitored is in the area of hardware and software security resulting from the increasing use of electronic and web-based tools for financial and information transactions.

Findings:

Shared Services has developed its own succession planning approach with a recent release (November 8, 2004) of the Workforce Planning Guide - Shared Services. The three phase/eight step model provides a step-by-step framework for managers and supervisors to follow in developing their work force plans.

Shared Services has identified business unit eligibility rates for the immediate and next five years as 20% and 9%, respectively. The work plan that has been developed focuses on the analysis of strategic goals and objectives(Phase 1); the future identification of functional requirements to achieve strategic goals and objectives(Phase 2); and the

future workforce profile and strategy necessary to achieve strategic goals and objectives (Phase 3). It has many of the elements of the Five System Model rolled out by Human Resources, but with a greater focus on strategic objectives and environmental analysis.

The time line for Phase 1 and 2 require completion by 2004/05 with Phase 3 to be initiated by 2005/06.

No information was provided as to the identification of specific positions or the work accomplished to date on mitigating the potential risk associated with eligibility for retirement. Succession Planning has been under discussion with HRM since 2000. Succession planning action plans should have been well underway by 2004.

12. Transportation & Public Works - Mike Labrecque, Director

Analysis:

According to the position category analysis, Transportation and Public Works has a total of 8 categories where the risk associated with retirement eligibility is higher than 25%. Three position categories indicate a risk of greater than 75% with the potential elimination of a complete service. Two categories include Manager and Supervisor.

Findings:

Transportation and Public Works did not submit any information on succession planning activities undertaken by the business unit. At the time of the request, TPW was undergoing change in Director and re-organization. Succession Planning has been raised as an issue with Transportation and Public Works during business planning activities since 2001.

Succession planning for TPW is a high risk area for the HRM. This business unit provides direct services to the public in both operating and capital development.