



**Town of Concord
Senior Management Team
Succession Planning**

A case study.



Succession Planning

- Concord Briefly

16,950 Population - 300 FTE's

Town/School Budget \$76 mm

Small Town Feel

Strong Town Manager Form

Limited Unionization (Police/Fire)

Considerable Citizen Involvement



Succession Planning

- Constraining Forces on the Pool of Senior Public Manger Candidates same as for City/Town Managers
 - * Baby Boomer retirements
 - * Average Age of Senior Mgrs Increasing
 - * Fewer Young Professionals
 - * Compensation isn't worth move from middle management

Succession Planning

- Municipal Senior Managers Confront:
 - Rapidly changing technology
 - Ever-increasing complexity of operations
 - Constant changes in regulations and mandates
 - Higher service expectations
 - Concerns about cost

Succession Planning

- Concord Senior Management Team

Deputy Town Mgr

Public Works Dir.

Planning Director

Library Director

Finance Direct'r

Police Chief

Fire Chief

Light Plant Dir.

Succession Planning

Example: Public Works Director
Integrated Public Works Department

- * Engineering & GIS Program
- * Enterprise Operations
- * Complex Contracts
- * Facilities Management
- * Diverse Staff

Succession Planning

Skills Required to Manage a Complex Public Works Organization include:

- Strong supervisory skills
- Broad knowledge of services and expertise
- Financial Management skills
- Communication/Customer Service Skills
- Creativity, Inclusivity, Adaptability

Succession Planning

Visionary Director Retired 2006
10 Yrs of Service - 3 Months Notice
Dramatically Improved Operations
No Succession Plan
New Town Engineer

Succession Planning

Traditional Recruitment Process

40 Applications - 6 Sitting Directors

Only 1 Viable Choice

3rd time in 14 years

New Director Struggled with Culture

Succession Planning

Four of Eight Senior Managers Retired
Between April 2009 and July 2010

- Fire Chief – 35 years (5 in Concord)
- Library Director – 32 years
- Police Chief – 32 years
- Light Plant Director – 20 years

Several years notice provided by each.

Succession Planning

Without Succession Planning

Fire Chief

Library Director

Succession Planning

- **Fire Chief – External Recruitment**

Deputy not interested

1 Captain, served as Acting Chief

32 applications

5 NH Chiefs, 3 MA Chiefs/Dep's

Difficult Choice betw Concord Shift-

Commander v. Small Town Chief

Succession Planning

- **Library Director – External Search**
No Assistant/Internal Applicant
21 Applications
Good group of MA resumes
Only 1 candidate deemed viable

Succession Planning

With Succession Planning

Police Chief

Light Plant Director

Succession Planning

- **Police Chief – Internal Recruitment**

Two Deputies

Outgoing Chief Delegated

Posted Internally; 5 applications

1 Candidate Interviewed; 2 panels

Easy Choice

“Seamless Transition”

Succession Planning

Light Plant Director - Internal Posting

Applications Due March 19

Designated “Interim Director”

Retiring Director Mentoring and handling special projects

2 Interview Panels

Significant Changes at Light Plant

Succession Planning

- With Pool of Qualified Senior Management Candidates Shrinking, it is critical to develop in-house talent.
- Requires Evaluating Current Department or Organization structure to find ways to train and motivate lower or mid-level professionals to pursue senior positions.

Succession Planning

Best Practices

Be Pro-active

Begin Planning Immediately

Engage Others in the Discussion

Annual Assessment of Situation

Assess Organization's Long-range
need for talent

Succession Planning

Best Practices

Look Deep into Organization

Re-assess Promotional Practices

Develop a **Culture** of Promoting & Encouraging Talent from Within

Identify Key Positions & Weaknesses