



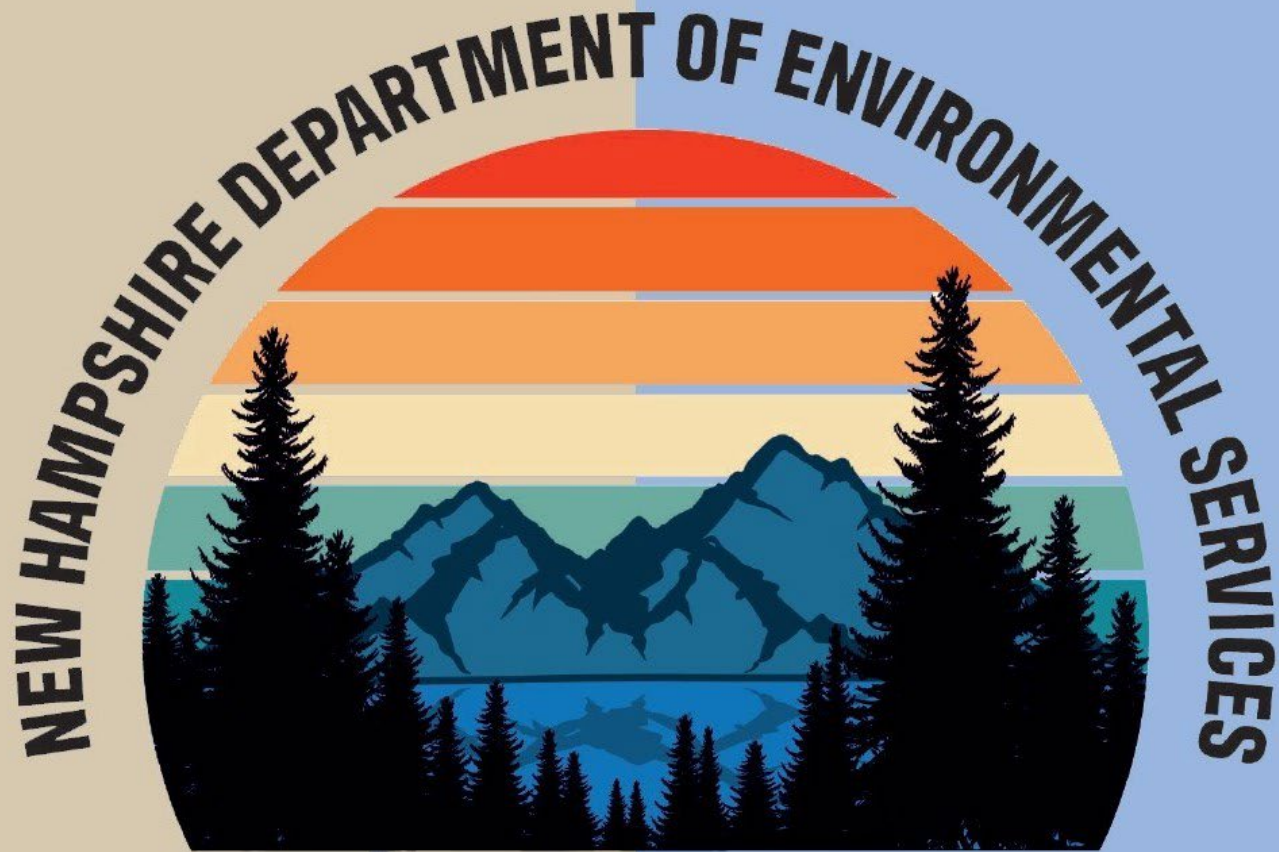
SUCCESSION PLANNING

RAY GORDON, WWTF ADMINISTRATOR

NHDES WINNIPESAUKEE RIVER BASIN PROGRAM



27 YEARS





WHAT IS SUCCESSION PLANNING?

- **A STRATEGY USED TO PASS LEADERSHIP ROLES DOWN TO ANOTHER EMPLOYEE OR GROUP OF EMPLOYEES.**



WHAT IS SUCCESSION PLANNING?

CONTINUITY OF OPERATIONS



- **ENSURES THAT OPERATIONS CONTINUE TO RUN SMOOTHLY AND WITHOUT INTERRUPTION, AFTER IMPORTANT PEOPLE MOVE ON TO NEW OPPORTUNITIES, RETIRE, PASS AWAY OR WIN THE LOTTERY.**

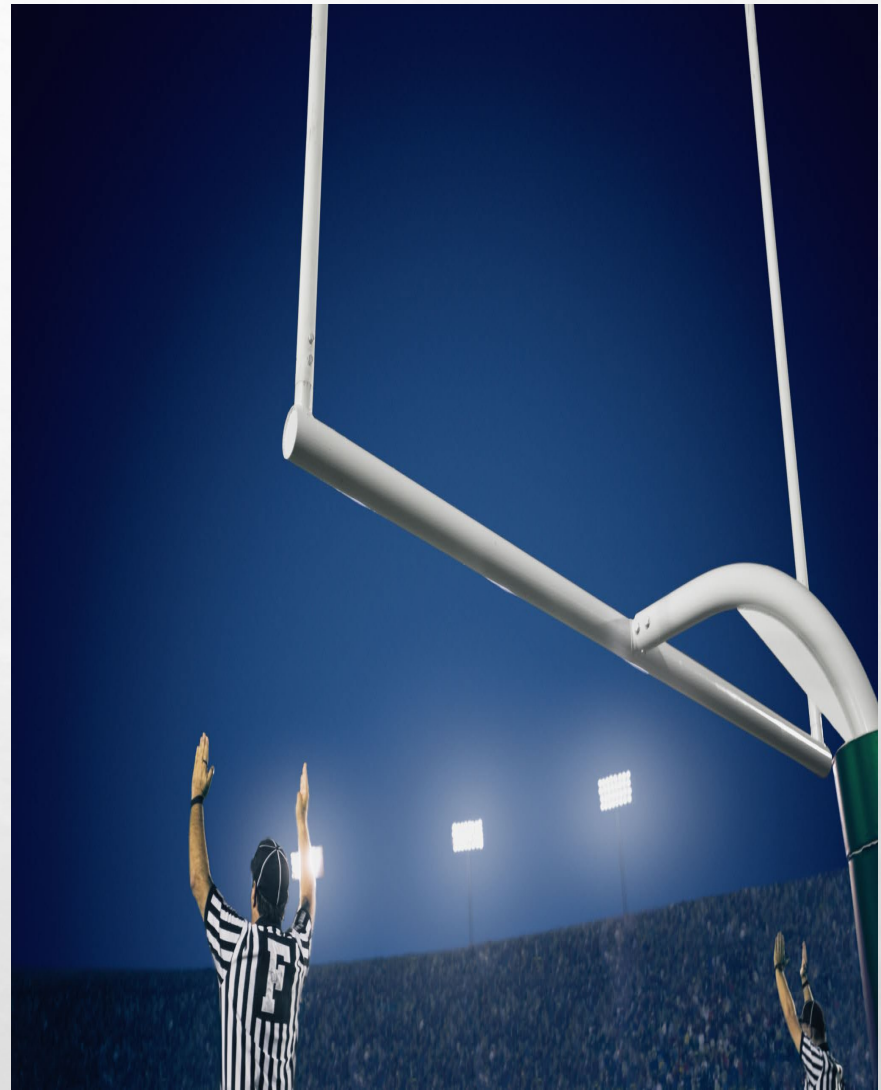
WHAT IS SUCCESSION PLANNING?



- **FULLY PREPARED TO PROMOTE AND ADVANCE ALL EMPLOYEES**
- **NOT JUST THOSE WHO ARE AT THE MANAGEMENT OR EXECUTIVE LEVELS.**

GOAL

**TO BUILD A STRONGER,
MORE STABLE
ORGANIZATION.**



TWO QUESTION

WHEN TO GET STARTED?

HOW TO GET STARTED?

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HOW TO GET STARTED?

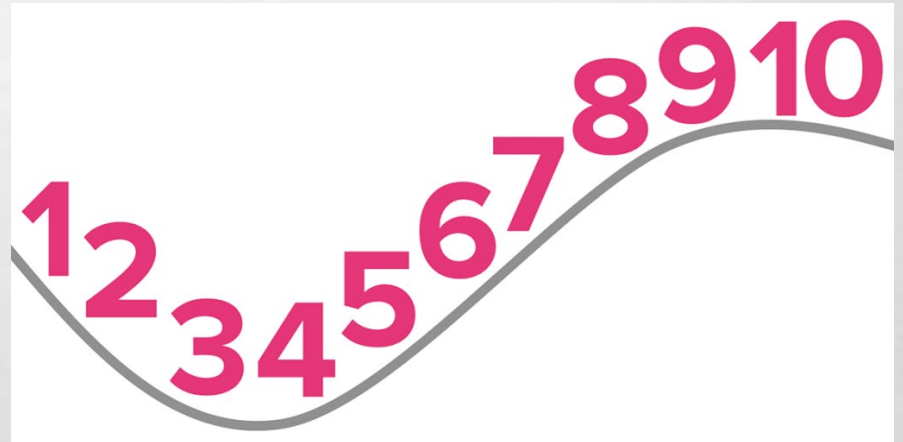


TWO QUESTION

WHEN TO GET STARTED?



HOW TO GET STARTED?



HOW TO GET STARTED?

TEN STEPS TO SUCCESSION PLANNING

- **PLAN**
- **IDENTIFY**
- **TALK**
- **DON'T PROMISE**
- **PROFESSIONAL DEVELOPMENT PLAN**
- **TAKE A VACATION**
- **REEXAMINE**
- **FINE TUNE**
- **YOURSELF**
- **STICK TO THE PLAN!**

FIRST – MAKE A PLAN!



FIRST – MAKE A PLAN!



- **UTILIZED FOR ANY JOB WHERE SERVICE WOULD BE COMPROMISED BY A DIFFICULT TRANSITION.**

FIRST – MAKE A PLAN!

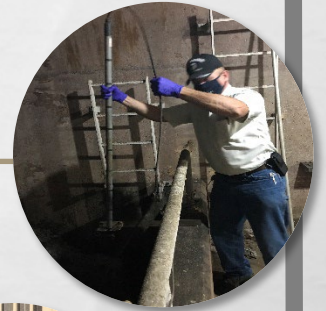


- **SHOULD CONSIDER BOTH TYPES OF CHANGE —**
 - **PLANNED AND**
 - **EMERGENCY TRANSITION**

WINNIPESAUKEE RIVER BASIN PROGRAM



RAY GORDON
ADMINISTRATOR WASTEWATER
TREATMENT FACILITY



TWO – IDENTIFY BACK UP!

ASSISTANT ADMINISTRATOR



BUDGETS

DAY TO DAY COORDINATION OF SECTIONS

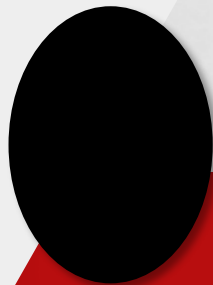
CHIEF OPERATOR



OPERATION OF WWTF

TECHNICAL EXPERT

**ASSISTANT CHIEF
OPERATOR**



FILL IN FOR CHIEF OPERATOR

SUPERVISE OPERATORS

TWO – IDENTIFY BACK UP!

MAINTENANCE SUPERINTENDENT



**MECHANICAL MAINTENANCE
SUPERVISOR**



**ELECTRICAL
SUPERVISOR**



TWO – IDENTIFY BACK UP!

**SAFETY COMMITTEE
ADVISOR**



**SAFETY COMMITTEE
CHAIR**



**SAFETY COMMITTEE
MEMBER**



TWO – IDENTIFY BACK UP!



CANDIDATE

- **STRENGTHS**
- **CERTIFICATIONS**
- **TRAINING**

THREE – TALK TO YOUR EMPLOYEES!



- **CAREER GOALS**
- **WILLINGNESS**
 - **CROSS TRAIN**
 - **BACK UP**

FOUR – DON'T PROMISE ANYTHING

- **NEW SUPERVISORS**
 - **DPW DIRECTOR**
 - **COMMISSIONERS**
 - **SELECTMEN**
- **UNION CONTRACT**
- **BUDGETS**
- **PERFORMANCE**



FOUR – DON'T PROMISE ANYTHING

- **BE FAIR**
- **GIVE ALL STAFF EQUAL OPPORTUNITY**
- **BE HONEST IN EMPLOYEE
EVALUATIONS**
- **LET THEM FIGHT IT OUT**



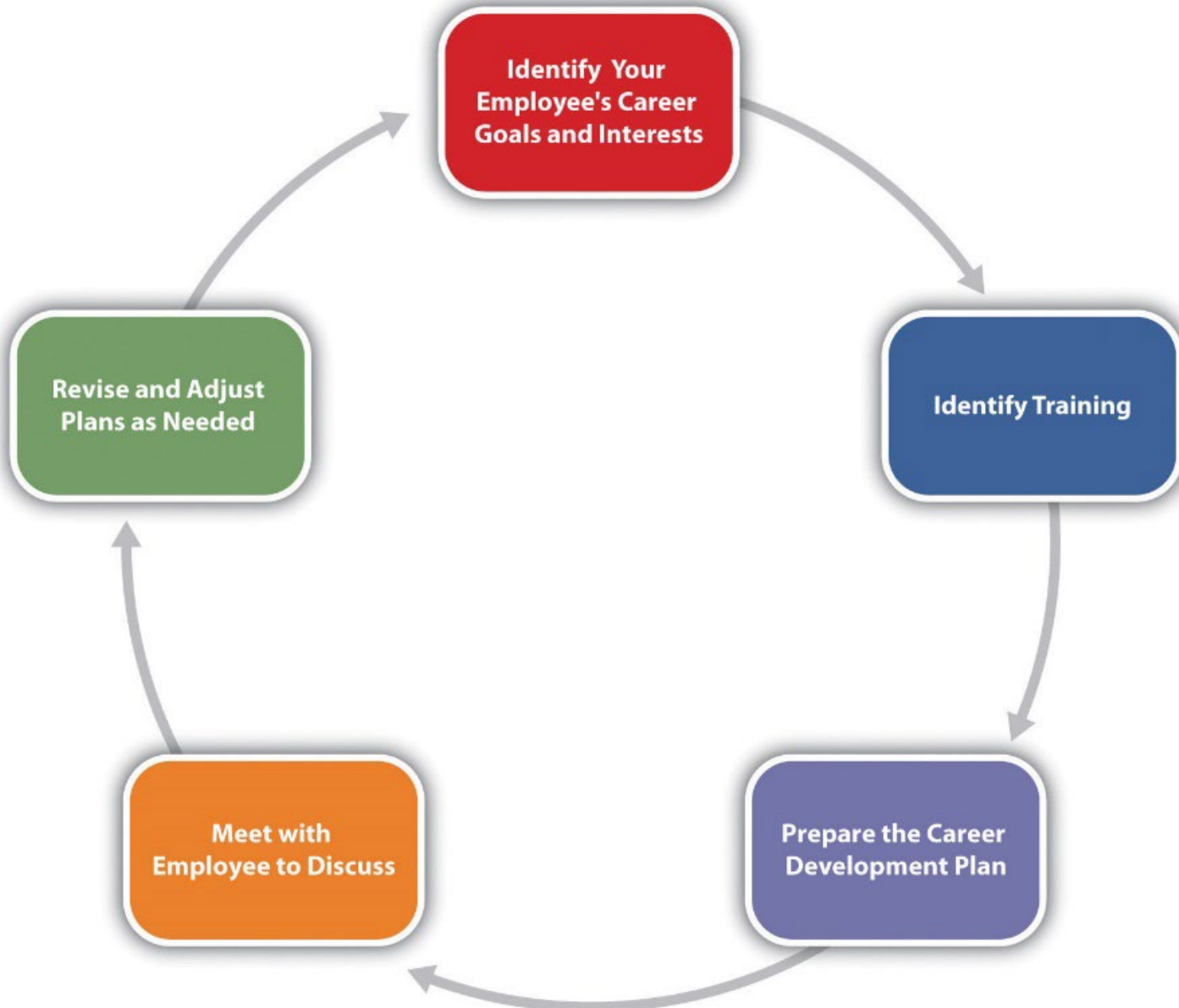
FIVE – PROFESSIONAL DEVELOPMENT



DOCUMENTS THE

- **GOALS,**
- **REQUIRED SKILL AND**
- **COMPETENCY DEVELOPMENT**

FIVE – PROFESSIONAL DEVELOPMENT



FIVE – PROFESSIONAL DEVELOPMENT

- **HAVE A FORMAL PROFESSIONAL DEVELOPMENT PLAN**
- **PERIODIC EVALUATION**
- **SET PROFESSIONAL DEVELOPMENT GOALS**



FIVE – PROFESSIONAL DEVELOPMENT

- **TRAINING**
 - **FORMAL**
 - **INFORMAL**



FIVE – PROFESSIONAL DEVELOPMENT



- **ACQUIRING A**
 - **DEGREE**
 - **WASTEWATER LICENSE**
 - **CERTIFICATION**

FIVE – PROFESSIONAL DEVELOPMENT



- **WORKING WITH A MENTOR**
 - **15% HIGHER RETENTION RATE**
 - **BETTER POSITIONED TO MOVE UP**



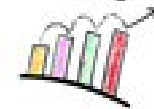
EXPERIENCE



ABILITY



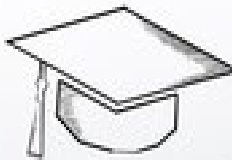
GROWTH



ADVANCED TRAINING



KNOWLEDGE



LEARNING



COMPETENCE



TRAINING



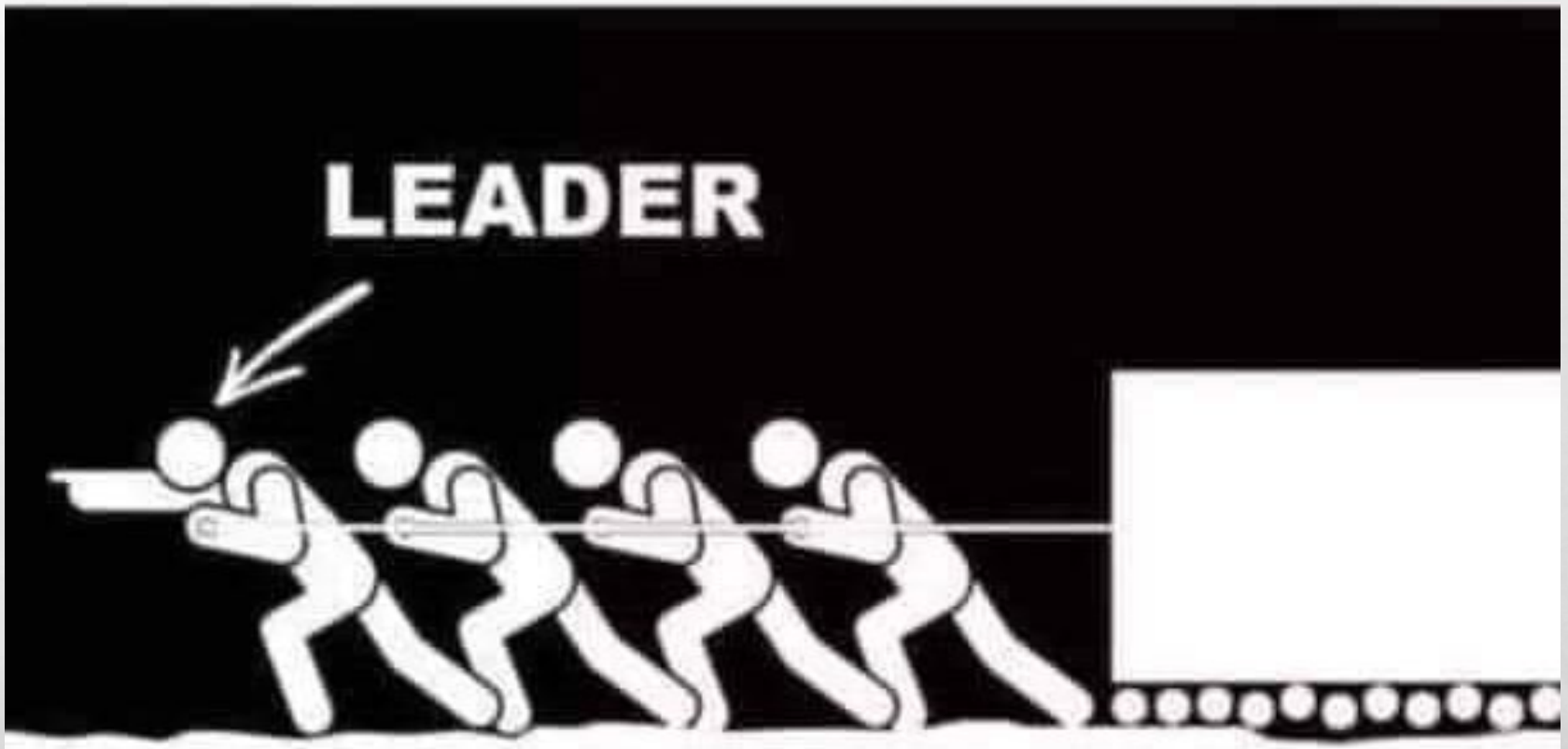
SKILL



FIVE – PROFESSIONAL DEVELOPMENT

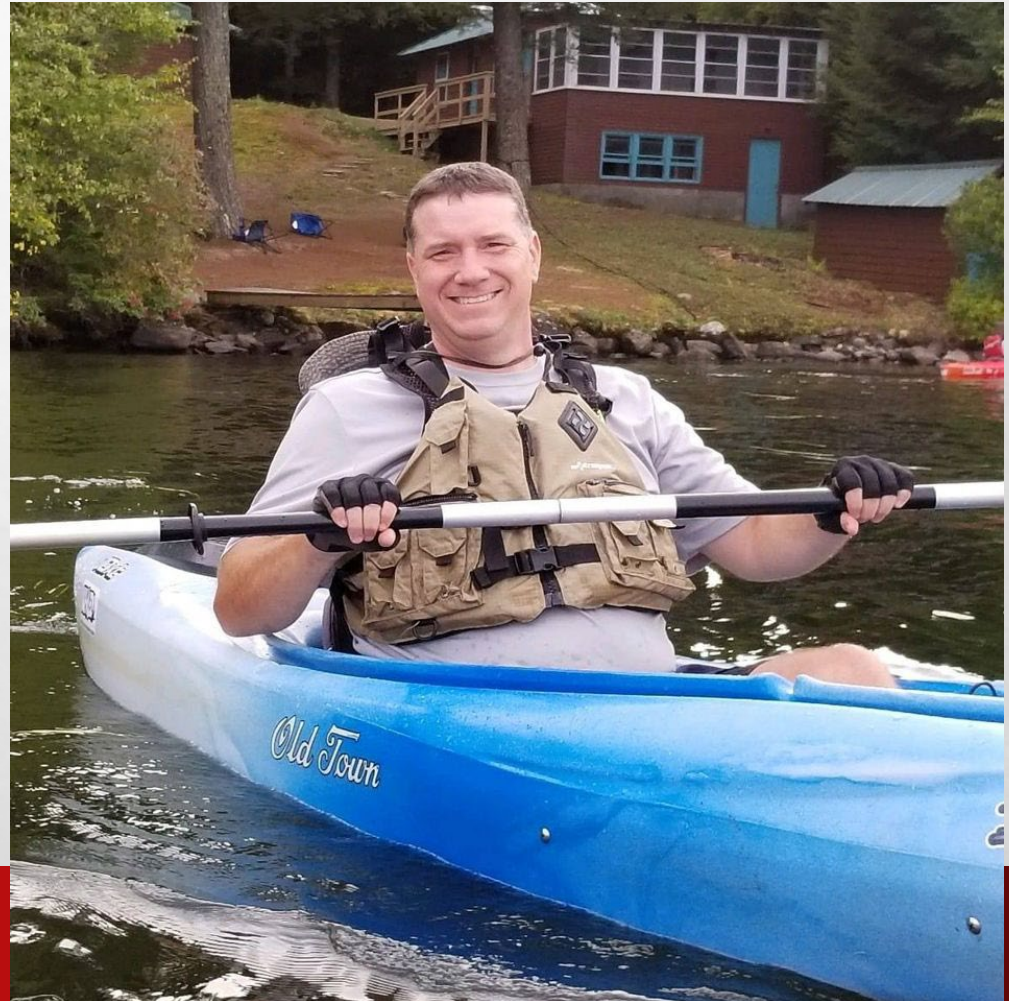


FIVE – PROFESSIONAL DEVELOPMENT



SIX – TAKE A VACATION!

- **ASSIGN RESPONSIBILITIES**
- **CHANGE TO GROW**
 - **CONFIDENCE**
 - **KNOWLEDGE**
 - **SKILLS, &**
 - **ABILITIES**



SIX – TAKE A VACATION!

- **CHANCE TO TEST NEWLY ACQUIRED KNOWLEDGE**
- **DO THEY HAVE THE RIGHT STUFF?**
- **WILL THEY SUCCEED OR FAIL?**



SIX – OTHER OPPORTUNITIES!

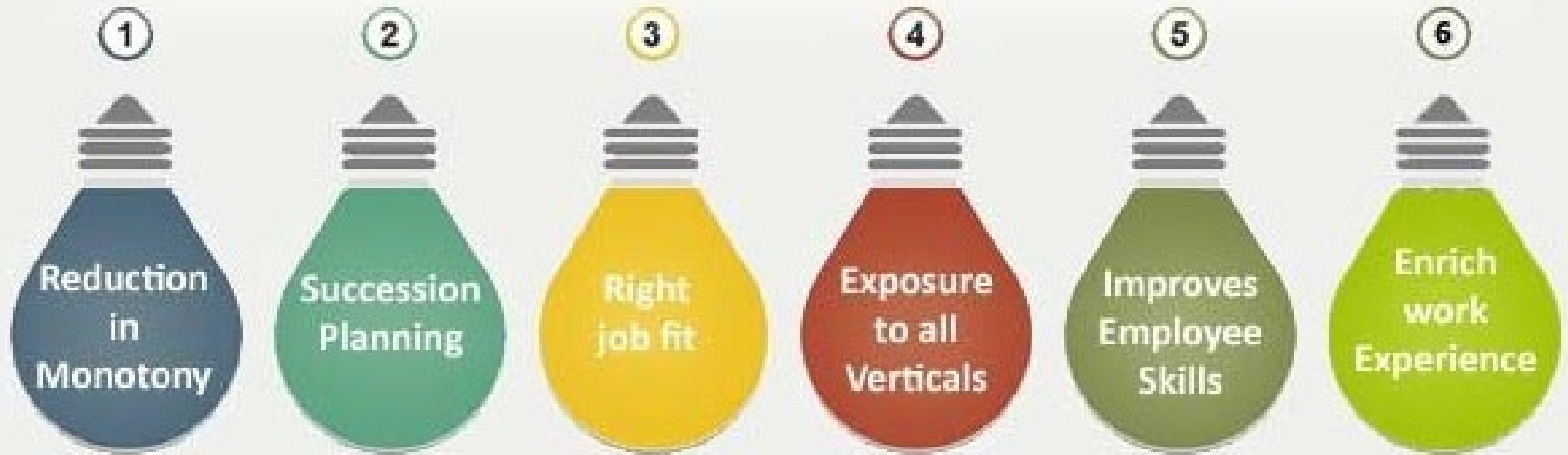


- **PLANNED OPPORTUNITIES TO TEST SKILLS**
 - **ASSIGNMENTS**
 - **TEMPORARY DUTIES**
 - **ROTATIONS**



SIX – JOB ROTATIONS!





SIX – JOB ROTATIONS!



SEVEN – RETURN AND RE-EXAMINE



- **REVIEW EXPERIENCE**
- **LET THEM FAIL**
- **DON'T ASSIGN BLAME**
- **TAKE SUGGESTIONS**

**Identify pitfalls
and solutions**

SEVEN – RETURN AND RE-EXAMINE

RINSE. WASH. REPEAT.



EIGHT – FINE TUNE YOUR HIRING PROCESS

- **ADD DUTIES AND SKILLS TO SJD**
- **RECLASSIFY**
- **REORGANIZE**
- **CREATE A NEW POSITION**
- **TARGETED HIRING**



NINE – DON'T FORGET YOURSELF!



TEN – STICK WITH YOUR PLAN!



- **MANY VIEW SUCCESSION PLANNING AS A NEGATIVE TASK**
- **BUT TRANSITIONS HAPPEN FOR ALL TYPES OF REASONS AND CAN ULTIMATELY HAVE A POSITIVE IMPACT ON AN ORGANIZATION.**

TEN – STICK WITH YOUR PLAN!



**Employee
Morale**



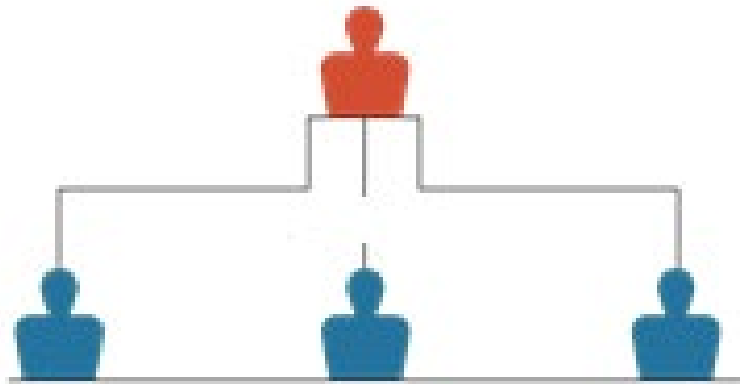
SUCCESSION PLANNING

MANY ORGANIZATIONS TREAT SUCCESSION AS A TIME-LIMITED EVENT RATHER THAN A TRANSITION, WHICH IS SLOWER AND REQUIRES EFFORT

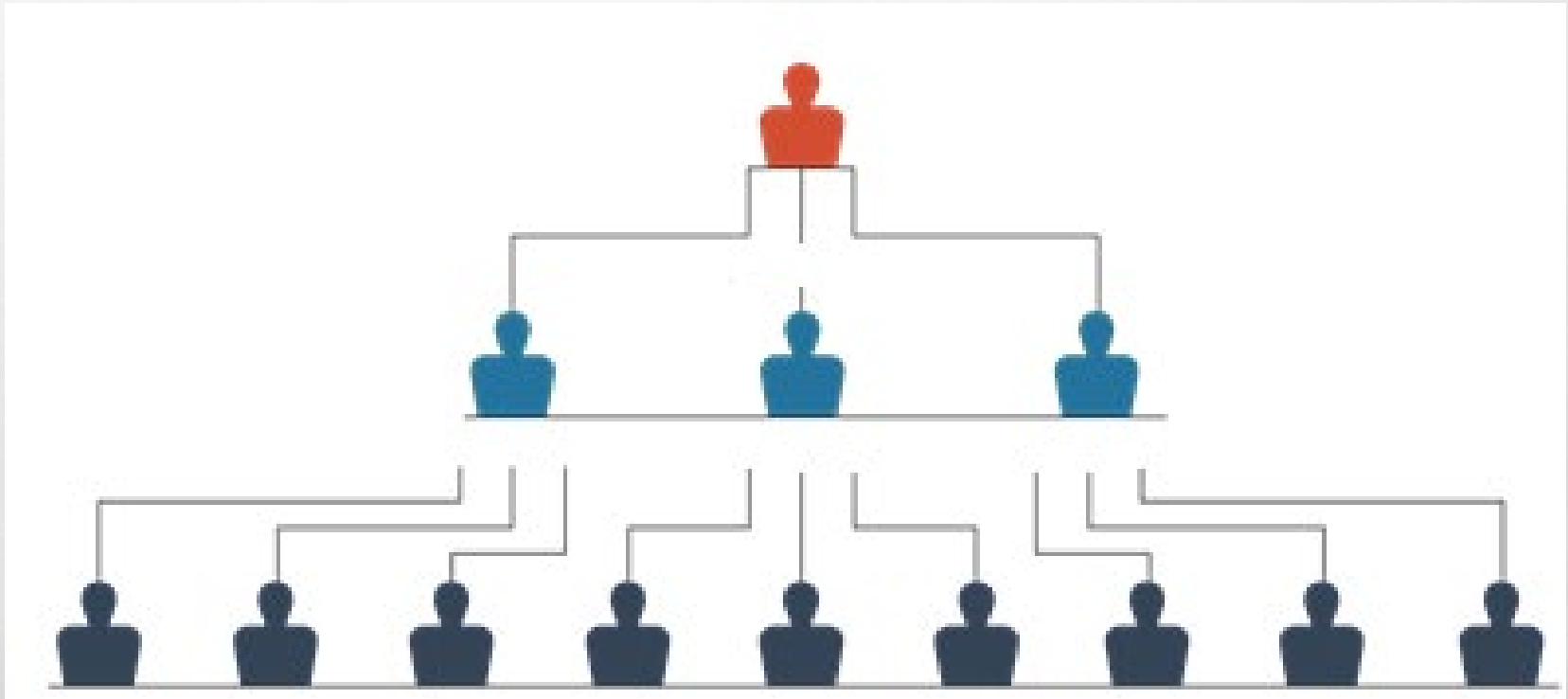
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SUCCESSION PLANNING



SUCCESSION PLANNING



SUCCESSION PLANNING





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