Moving Towards Succession

SouthEast Regional Directors Institute
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Thinking About Succession Grew Out of Our Strategic Planning Process

• Succession planning became more important to the Board after the conclusion of our recent SERDI assessment.

• Two key issues arising from the assessment were: Communication (both external and internal) and what will we do when Wayne leaves.

• The Strategic Planning Committee spent a lot of time working through these issues.
Succession Planning Was Not An Issue for Decades

• The Commission has had 5 Directors in 50 years and I have been the ED for 32 of those years. (The Board thought I would never leave.)

• The Strategic Planning Committee determined that there needed to be a way to look for future leaders within the staff (and outside as well).

• I was tasked to determine if there was an existing staff member that could be considered for Assistant Executive Director. That process is going on now.
Developing Future Leaders

• It was decided that the management team would carefully examine and rewrite (if need be) all staff job descriptions.

• As the job descriptions are adjusted, we will review internal policies/procedures and future actions to help attract and retain the next generation of regional planners.

• Additionally, the organizational chart should be expanded to allow additional positions even though those positions might not be filled now, for example - we wanted to allow for employee advancement from Planner I to Program Director.
What is Needed to Develop Leaders

• Program Directors will work with me to identify future technical and other important skills needed to be a successful leader.

• As we examine potential leaders, we will also identify a timeline for possible retirements and look at future advancements.

• As a way to examine possible leaders we will integrate a mechanism for assessing “Staff Engagement” in our work with stakeholders.
When the Executive Director Retires

• When the Commission’s Executive Director determines it is time to leave, the Strategic Planning Committee suggested that the ED provide adequate time to allow for a smooth transition.

• The Strategic Planning Committee recommended that our Executive Committee develop a list of key skills a new ED should possess. The Executive Committee should review these skills on a regular basis.

• The Strategic Planning Committee also recommended that the ED remain on retainer for 3 months after retirement, or longer if the Executive Committee deems it necessary.
A Few Thoughts about Ending Your Time as ED

• As you consider retirement, you may have a chance to move new ideas forward.

• Pursuing a new strategic plan would allow you consider:
  • new ideas for enhancing HR;
  • refocusing some existing programs;
  • expanding programs and services; and
  • building stronger engagement with your local governments and other stakeholders.