

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.