

City of Fort Pierce, Florida

Management Succession Plan Overview

Administrative Services Department
Division of Human Resource Management



What is succession planning and why is it important?

Succession planning is the process of identifying key positions within an organization and creating a talent pool of employees, by preparing them to fill vacancies as others retire or move on. A successor employee is one with the knowledge, skills, and abilities to fill a vacant position until a permanent replacement can be identified.



Assessing Current & Future Needs

- **Inventory Key Positions:** Identify critical roles and hard to fill positions.
- **Risk Assessment:** Identify which positions are most at risk due to retirement:
 - Drop Participants.
 - Employees within 5 years of retirement age (60).
 - Employees with 20 or more years of service.



Identify and Develop Employees

- **Internal Talent Assessment:** Perform an assessment on current staff for potential to fill key positions on either a short-term or long-term basis.
- **Knowledge, Skills and Abilities (KSA) Forecasting:** Evaluate future knowledge, skills and abilities needed based on evolving City goals and challenges.
- **Create Development Plans:** Create individual plans that include:
 - Mentorship/Coaching with current leaders.
 - Rotational assignments across divisions/departments.
 - Formal training (i.e. mandatory City leadership training series).
 - Knowledge capture & transfer.



Formalize Succession Policies

- **Succession Policy:** Establish clear policies for filling vacancies (temporary and permanent).
- **Emergency Succession Plan:** Identify who steps in during unplanned absences or unexpected employee departures.
- **Equity Goals:** Ensure equity in employee development and promotion.



Monitor & Update the Plan

- **Regular Review:** Update annually to reflect changes in staffing and City goals.
- **Leadership Readiness:** Track progress of potential successors and reassess development needs.
- **Communication:** Maintain transparency while managing expectations of staff.



Key Components of Succession Planning

Assessing Current & Future Needs

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Tools & Resources



Key Position Inventory & Risk Assessment Report

Identify critical roles, hard to fill positions, and positions most at risk for retirement.



Staff Assessment Tool

Require all departments to complete a Staff Assessment Tool for each potential successor.



City Leadership Training

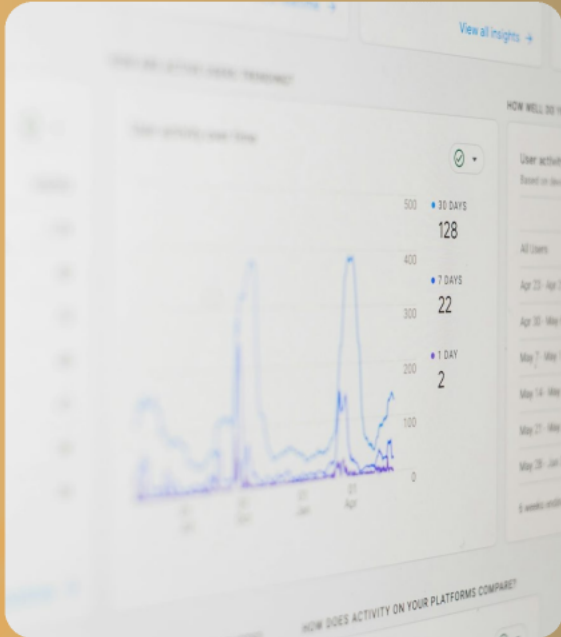
Require all employees who are interested in advancing into management to complete City leadership training.



Learning Management Software

Utilize LMS to track workforce readiness.

Tools & Resources



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Implementation Timeline

Proposed timeline of activities in succession planning efforts.

2025 Q4

- Initiate a comprehensive evaluation of critical roles and hard to fill positions across all city departments to identify key positions and their current status.
- Perform risk assessment to identify which positions are at risk due to retirement.
- Roll out Succession Planning Tool to all departments.

2026 Q1

- Department to complete Staff Assessment Tool for each key position identified in their department.
- HR to compile a master Key Position Succession Plan Matrix.
- HR to finalize Leadership Competency Training Series.

2026 Q2

- Implement mandatory Leadership Competency Training Series.
- Implement LMS tracking.
- Implement Mentorship/Coaching program.

2026 Q3

- Complete first review of implemented plan and make any necessary adjustments.
- Provide update to City Commission.

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Challenges Faced

Challenges in succession planning often stem from an organizational culture resistant to change. Additionally, limited financial and human resources can hinder the implementation of effective succession strategies, making it difficult to develop and promote potential leaders.



Opportunities Available

On the other hand, there are significant opportunities available, such as utilizing current internal resources to identify training needs and knowledge gaps and designing programs to meet those needs. Mentorship programs can also play a crucial role in preparing future leaders by providing guidance and support from experienced individuals within the organization.



Thank You!

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