



## **PERSONNEL POLICY**

### **SUBJECT: SUCCESSION PLANNING**

DATE: January 1, 2017

Number: 334-16

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#### **I. Statement of Policy**

It is the policy of Fulton County to assess the leadership needs of the County to ensure the selection of qualified leaders who are diverse and a good fit for the organization's mission and vision and have the skills needed by the organization.

The County has established a succession plan to provide continuity in leadership and avoid extended and costly vacancies in key positions. The County's succession plan is designed to identify and prepare candidates for leadership and supervisory positions that become vacant due to retirement, resignation, death or a shift in County initiatives.

#### **II. Establishment and Implementation of Procedure**

The County Manager, in consultation with the Chief Human Resources Officer and the County Attorney, is authorized to establish and modify, as needed, a procedure for implementing this policy.



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#### I. Procedures

The Chief Human Resources Officer is responsible for development of Fulton County's succession plan and makes a report to the County Manager annually, which may be shared with the Board of Commissioners upon request.

- A. Each October, the Chief Human Resources Officer will coordinate meetings with Appointing Authorities and other applicable management to:
- Review the team's succession plan.
  - Identify key positions and incumbents targeted for succession planning. This should include an analysis of planned retirements, potential turnover, etc.
  - Conduct an analysis of current employees to identify individuals who show the potential for progression into targeted positions and leadership within the County. Employees interested in pursuing leadership positions should have a discussion with their Appointing Authority about career advancement opportunities.
  - Outline the actions taken in the previous six months to prepare identified individuals to assume a greater role of responsibility in the future, including training and skills development.
- B. By the end of January of each year, for each department, the Appointing Authority and Chief Human Resources Officer will approve an outline of actions (such as training and skills development) that will be taken in the following twelve months to prepare individuals to assume a greater role of responsibility in the future.

These policies do not create a contract of employment. Employment for non-classified employees remains "at will".

- C. The Chief Human Resources Officer may periodically request updates from Appointing Authorities on the development process for each targeted candidate.

## **II. Consideration of County Employees & Commitment to Equal Employment Opportunity**

The County's goal is to establish a succession plan that identifies critical positions, forecasts future vacancies in those positions, and identifies potential employees who would fill vacancies. The County seeks to identify the best-qualified candidates to fill open positions. It is the policy of the County to give its employees the opportunity to be considered for job openings either before or concurrent with the County's consideration of external candidates. The County attempts to follow this practice to the extent that it does not discriminate against any protected class under any applicable law and it fully comports with the County's Equal Employment Opportunity and Prejudicial Acts and Diversity and Inclusion Policies.

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