



Date: August 21, 2024
To: Board of Retirement
From: Doris L. Rentschler, Executive Director
Subject: Succession Planning Process

Recommended Action:

Board direction regarding MCERA's succession planning process.

Fiscal and Financial Impacts:

There is no financial impact to receiving this presentation.

Strategic Plan Importance and Risk Assessment:

This item directly relates to the Strategic Plan, Goal 3, Objective D to develop and implement succession strategies for staff and the Board, to the extent possible.

Background and Discussion:

Succession planning prepares an organization for the future and provides organizational stability. This presentation reviews the Succession Planning process utilized in development of the Succession Plan Policy addressing staff positions that will be presented for adoption at the September meeting.

Typically, the succession planning process emphasizes planning for expected vacancies, such as retirements. Traditional succession planning has focused on identifying internal candidates (succession bench) and assessing what skills and experience are needed to develop the candidate for the succession position.

It's very difficult, if not impossible, for small organizations like MCERA to utilize the traditional succession planning model. A small staff severely restricts the ability to develop a bench of internal candidates for succession. MCERA has to consider and incorporate external candidates as part of its succession planning process.

MCERA's greatest risk stems, not from planned transitions, but from unplanned absences and vacancies when little or no notice is provided. I modified the traditional succession planning model as outlined in the attached presentation to address MCERA's needs as I see them. These modifications form the basis for the succession planning policy. Before presenting the policy for adoption, I want the Board to have an opportunity to provide feedback/suggestions regarding MCERA's needs and direction for the policy.

Attachment(s):

1. Succession Planning Process Presentation