

Example Individual Plan
West Bay Sanitary District
Individual Succession Plan

Employee/Position:	Regulatory Compliance Coordinator
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If this position were to become vacant, it would most likely be filled internally, if there are qualified internal candidates.

The goal of this plan is to:

- Prepare current staff for promotion
- Prepare to train a newly hired or promoted employee
- Cover critical tasks in the short-term
- Prepare to recruit for this position

Critical tasks: List tasks for which you are responsible that are critical to the functioning of the District:

1. Records Management; Safety Training & Programs, Cal-OSHA Requirements, Sanitary Sewer Management Plan, CERS, CIWQS, Claims, Commercial Files
2. Fats, Oil & Grease Program (FOG)
3. Commercial & Industrial monitoring Program
4. Flow Monitoring Program; Flow Meters & SMART Covers
5. Sampling Program; FOG, Creeks & Streams, Flow & Loadings
6. Safety Equipment Maintenance; Supplied Air Respirator System, Confined Space Entry Gear, Air monitoring & Ventilation Gear
7. Smoke Testing Program

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Check all strategies would be appropriate for this position. See *Matching Strategies to Risks*.

X	Create training programs that prepare current employees for promotion through technical and leadership training.
X	Encourage employees to take advantage of opportunities to advance their education.
X	Create opportunities for employees to gain experience through more challenging assignments.
X	Cross-train employees in critical skills and give them experience by rotating work or making temporary assignments
	Capture knowledge of experienced employees and design a training program to transfer knowledge.
	Create promotional paths that allow you to hire employees with the basic skills/attributes and promote them as they demonstrate additional competencies
	Be ready to recruit. Update recruitment materials. Know what knowledge, skills and abilities you need in new hires. Prepare effective testing materials.
X	Plan to overlap exiting employee with the new employee for several months to allow time for training
	Improve on-boarding processes so new employees are effective faster.
	Improve and automate processes to make them easier to document and train
X	Document and test work process through Standard Operating Procedures, process maps, desk manuals, etc.
	Create inter-agency agreements for emergency back-up of critical functions
	Use a contractor or consultant to cover key tasks
	Other:

Action Plan:

Since this position would most likely be filled internally, the action plan focuses on backing-up critical tasks in case of an unplanned separation and preparing staff, especially the Source Control Inspectors, for promotion.

The RCC has created an extensive list of his duties (see attached) which explains how key tasks are backed-up, which could be a model for other positions. The main back-up for all tasks is currently the Source Control Inspector. The second inspector position is expected to become vacant this year, creating an opportunity for advancement from the Maintenance or CCTV staff.

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Task	Action (Be specific)	Affected Employee(s)	When
All	Plan to overlap exiting employee with the new or internal employee(s)/ Candidates for several months to allow time for training & replacement of exiting employee	RCC, New SCI	When new Coordinator is hired
All	Try out potential candidates before promotion through interim assignment		
All	Update SOPs, incorporating video; prioritize and plan to update at least 3 SOPs this calendar year.	RCC, SCIs	By 12/31/15
All	Include SC Inspectors in key tasks according to Master Duties List; make assignments that give SCIs experience in Coordinator's functions.	SC Inspectors	Ongoing
All	Encourage potential candidates to prepare for promotion through continuing education; include in SCI's annual development plans	RCC, SCIs	
Safety	The safety consultant (DuAll) could perform most duties until replacement is trained		
Safety	Maintain certification (Brian, Jed) Offer opportunities to get certification to additional employees	SC Inspectors and potential SCIs	Ongoing