Memorandum

MIAMI-DADE COUNTY

Date: October 13, 2015

To: Honorable Chairman Jean Monestime
and Members, Board of County Commissioners

From: Carlos A. Gimenez
Mayor

Subject: Succession Planning Program Pursuant to Resolution No. R-435-15

Pursuant to Resolution No. R-435-15, which was adopted by the Board of County Commissioners (Board) on May 5, 2015, staff was directed to provide a report (a) identifying all senior level positions within each County department under the County Mayor's purview that will be vacant in the next three (3) years due to retirement; and (b) what succession plans are in place for each position.

As the population ages and an increased number of employees prepare to leave the workforce, both public and private sectors are being challenged to retain the knowledge and skills needed to lead and manage their organizations into the future. Miami-Dade County faces similar challenges at all levels of County government. As of August 2015, a total of 165 senior level employees under the County Mayor's purview are eligible to retire within three (3) years based on Deferred Retirement Option Program (DROP) date, longevity years of service, or age. This total includes 40 senior level positions, which must separate from County service due to completion of the DROP (Attachment 1).

The focus of the countywide succession planning strategy is on those positions that will be vacant due to enrollment in the DROP over the next three (3) years and the action established to address each vacancy (Attachment 2), as well as to incorporate various strategies when recruiting and filling positions in order to minimize the impact on County administration and services. In many cases, utilizing temporary overage positions in advance of anticipated vacancies has been implemented as an effective succession planning strategy. The strategy also includes the ability to recruit internally while keeping external open competitive recruitment options available to attract new applicants.

Succession planning is an excellent proactive employee development strategy to ensure that our leadership pipeline is constantly filled with a diverse pool of qualified and well-trained candidates. It is critical that we accelerate the development of the current workforce to assume these future leadership positions. The Human Resources Department is leading this effort as a strategic partner with each department.

In support of this effort, staff from the Human Resources Department meets with Department Directors under the County Mayor's purview and provides a list of impacted critical senior level positions that require a succession planning strategy. The Police; Corrections and Rehabilitation; and Parks, Recreation, and Open Spaces departments have well established succession planning initiatives in place due to their particular operational needs (Attachments 3, 4, and 5, respectively).

Additionally, the Human Resources Department is working with the Information Technology Department to utilize the Enterprise Resource Planning system to explore existing technologies that would further help to develop a formal succession planning system. To date, we have developed dashboards and prompted reports to make information readily available to departments for ongoing monitoring.

Although we have begun the succession planning strategy with senior level positions, the process will evolve to include all critical technical and administrative positions within each department. The current focus is to promote a culture of continuous learning and ensure that important knowledge and skills will not be lost as key employees separate from the County through retirement or any other action.

Per Ordinance 14-65, this memorandum will be placed on the next available Board meeting agenda.

If you have any questions or concerns, please feel free to contact Deputy Mayor Edward Marquez at (305) 375-1451.

c: Abigail Price-Williams, County Attorney
Office of the Mayor Senior Staff
Department Directors
Departmental Personnel Representatives
Charles Anderson, Commission Auditor
Eugene Love, Agenda Coordinator

ATTACHMENT 1

EMPLOYEES ELIGIBLE TO RETIRE WITHIN THREE YEARS
AS OF 8/21/2015

DEPARTMENT	SENIOR MANAGERS IN DROP (MUST SEPARATE) (1)	SENIOR MANAGERS ELIGIBLE TO RETIRE BASED ON AGE OR LONGEVITY (2)	Total
ANIMAL SERVICES			
AUDIT AND MANAGEMENT SERVICES			
AVIATION	2	18	20
COMMUNITY ACTION AND HUMAN SERVICES	1	5	6
COMMUNITY INFORMATION AND OUTREACH			
CORRECTIONS & REHABILITATION	6	5	11
CULTURAL AFFAIRS		3	3
ELECTIONS	1	1	2
FINANCE		3	3
FIRE RESCUE	3	12	15
HUMAN RESOURCES		2	2
INFORMATION TECHNOLOGY DEPARTMENT	4	4	8
INTERNAL SERVICES	3	4	7
JUVENILE SERVICES		1	1
LIBRARY		1	1
MANAGEMENT AND BUDGET		2	2
MEDICAL EXAMINER		4	4
OFFICE OF THE MAYOR		4	4
PARKS, RECREATION AND OPEN SPACES	4	4	8
POLICE	4	3	7
PUBLIC HOUSING AND COMMUNITY DEVELOPMENT		2	2
PUBLIC WORKS AND WASTE MANAGEMENT		10	10
REGULATORY AND ECONOMIC RESOURCES	2	11	13
SEAPORT		5	5
TRANSIT	2	7	9
VIZCAYA MUSEUM & GARDENS	1	1	2
WATER AND SEWER	7	13	20
Grand Total	**40**	**125**	**165**

(**1**) Detailed succession plan included by employee in Attachment 2.
(**2**) Employees are eligible to retire but there is no commitment from them that they will be separating from County service upon eligibility.

SENIOR MANAGEMENT EMPLOYEES UNDER THE MAYOR'S PURVIEW
ELIGIBLE TO RETIRE WITHIN THREE YEARS
AS OF MAY 5, 2015

ATTACHMENT 2

LAST NAME	FIRST NAME	TITLE	DROP END DATE	ACTION PLAN
AVIATION				
LEE	ANNE	CH FIN OFFICER AVIATION	1/31/2016	The department advertised the position in August 2015 and is scheduled to conduct interviews in September 2015. This will allow sufficient time for the selected applicant to shadow and receive mentoring opportunities from the incumbent.
STOVER	LAUREN	ASST DIR AVIATION	5/31/2016	The department plans to request an overage position that will be advertised and recruited for in order to allow the successor a transition period prior to the incumbent's retirement.
COMMUNITY ACTION AND HUMAN SERVICES				
JIMENEZ	BEATRIZ	SENIOR ADVOCATE	4/30/2016	The department will recruit to fill the vacancy through an internal or open-competitive recruitment process.
CORRECTIONS AND REHABILITATION				
CAMBRIDGE	EDWIN	CORRECTIONS DIVISION CHIEF	5/31/2017	The department will initiate the recruitment/selection process by December 1, 2017, and appoint a replacement by March 1, 2017, to allow for a 3-month mentorship period.
COFFEY	DONALD	CORRECTIONS DIVISION CHIEF	12/31/2017	The department will initiate the recruitment/selection process by July 1, 2017, and appoint a replacement by November 1, 2017, to allow for a 3-month mentorship period.
DAWSEY	ANTHONY	CORRECTIONS DIVISION CHIEF	1/31/2018	The department will initiate the recruitment/selection process by August 1, 2017, and appoint a replacement by November 1, 2018, to allow for a 3-month mentorship period.
GUEVARA	MARYDELL	DIR DEPT OF CORR & REHAB	5/31/2016	The department will initiate the recruitment/selection process by September 1, 2015, and appoint a replacement by December 1, 2015, to allow for a 6-month mentorship period.
SCHUH	WALTER	ASST DIR C&R	5/31/2016	The department will initiate the recruitment/selection process by August 1, 2015, and appoint a replacement by November 1, 2015, to allow for a 4-month mentorship period.
WATERMAN	SIMON	CORRECTIONS DIVISION CHIEF	3/31/2017	The department will initiate the recruitment/selection process by October 1, 2016, and appoint a replacement by January 1, 2017, to allow for a 3-month mentorship period.
ELECTIONS				
TOWNSLEY	PENELOPE	SUPERVISOR OF ELECTIONS	5/31/2016	A designee will be appointed by the Mayor to allow for the appropriate transition time leading up to the incumbent's departure.

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LAST NAME	FIRST NAME	TITLE	DROP END DATE	ACTION PLAN
MIAMI-DADE FIRE RESCUE				
SMITH	PAUL	FIRE DIVISION CHIEF	6/30/2018	Succession planning in MDFR is limited by the current collective bargaining agreement which restricts the ability of the Fire Chief to appoint potential replacements from the uniform ranks up to Battalion Chief. We are currently trying to negotiate some changes to the agreement that would allow for some staff appointments from bargaining unit members. This change would enable orderly succession planning by allowing the Fire Chief to select uniform personnel to serve in an administrative capacity without leaving the bargaining unit. MDFR is currently developing a detailed plan for training future fire department leadership that will assist greatly with succession planning.
STRICKLAND	JEFFERY	FIRE DIVISION CHIEF	6/30/2018	
BARRETO	RAYMOND	FIRE DIVISION CHIEF	4/30/2016	
INFORMATION TECHNOLOGY				
CONCEPCION	JOHN	DIV DIR ITD	5/31/2016	The department will be requesting an overage in advance with time to recruit for the position and allow sufficient time for cross training/knowledge transfer.
DI PRIMA	ADRIENNE	DIV DIR ITD	2/28/2016	
OTERO	JOSE	ASST DIR ITD	5/31/2016	
POSTER ELLIS	DALE	DIV DIR ITD	5/31/2016	
INTERNAL SERVICES				
GIPSON HUDSON	CELIA	DIVISION DIRECTOR 2, ISD	5/31/2016	The current position will be reviewed and the successor position will be advertised in September 2015.
SINGER	MIRIAM	ASST DIR ISD	11/30/2017	Successor position will be advertised nationally and in professional publications, and on LinkedIn in early 2017. An overage position will be established at least six months prior in order to ensure a proper cross-training and transition.
DUNLOP	BARBARA	DIVISION DIRECTOR 2, ISD	5/31/2016	An overage position will be established in the Summer of 2015 in order to recruit for a successor position.
PARK, RECREATION, AND OPEN SPACES				
KARDYS	JACK	DIR PROS	1/31/2017	The department intends to request an overage position for succession purposes on or before April 2016 to have a successor in place by June 30, 2016.
NAVARRETE	GEORGE	ASST DIR PROS 2	7/31/2017	The department intends to request an overage position for succession purposes on or before November 2016 to have a successor in place by January 1, 2017.
PARRADO	GEORGE	SENIOR REGIONAL MGR	5/31/2016	This Division has within it two employees who will have been deliberately mentored by the position incumbent for succession purposes. At least thirty days prior to the position incumbent's date of separation (retirement), there will be an open-competitive recruitment to determine the most suitable successor.
SOLOMON	WILLIAM	CHIEF, PROS DIVISION 1	5/31/2016	
MIAMI-DADE POLICE				
HELLER	RANDY	ASST DIR MDPD	5/31/2016	The department has a strategic blueprint to identify key positions to participate in long-term development in order to succeed these positions of higher responsibilities.
ORGANVIDEZ	HERNAN	POLICE DIVISION CHIEF	5/31/2016	
PATTERSON JR	J	DIR MD POLICE DEPT	1/31/2016	
SANTANA	JUAN	POLICE DIVISION CHIEF	5/31/2016	

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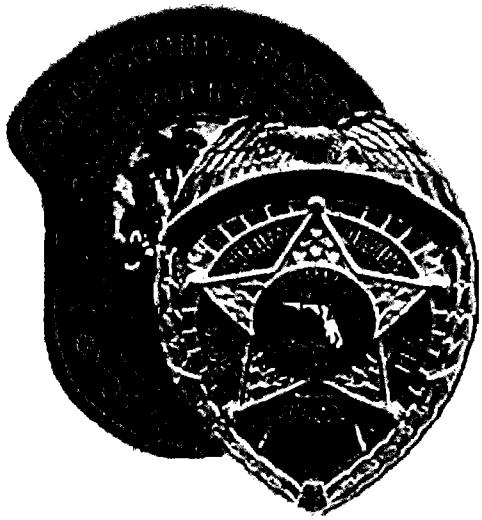
LAST NAME	FIRST NAME	TITLE	DROP END DATE	ACTION PLAN
REGULATORY AND ECONONIC RESOURCES				
MORA	JOSEPH	RER DIVISION CHIEF	2/28/2016	The department will fill the vacancy from a pool of qualified internal applicants.
WOERNER	MARK	ASST DIR RER1	3/31/2017	A temporary overage for a Chief position has been requested to fill the vacancy. Selected applicant will be hired in advance to allow six months to a year for job mentoring and job shadowing.
MIAMI-DADE TRANSIT				
FLYNN JR	JAMES	CH HUMAN RESOURCES DIVISION	4/30/2016	An overage position was approved to replace this position. The recruitment process began in June 2015. Interviews are being held in August 2015.
LEWIS	CATHY	CF MDT OFF OF CR&LR	5/31/2016	An overage positon was approved to replace this position. An open-competitive recruitment was conducted and an application selection occurred effective June 1, 2015.
VIZCAYA MUSEUM AND GARDENS				
CORREA	LUIS	DIR VIZCAYA FINANCE&ADMIN	5/31/2016	The department will fill the vacancy through an open-competitive recruitment process.
WATER AND SEWER				
AGUIAR	LUIS	ASST DIR W&S	5/31/2016	An overage position request was approved to fill the position. The position was advertised and resumes are currently being reviewed.
CURBELO	ANGEL	SCADA OPERATIONS MANAGER	5/31/2016	This is a very specialized position, and it will be difficult to fill. The department will move forward to advertise this position open-competitive, as well as reaching out to other entities that have similar systems to make an effort to gain qualified applicants. The department will also consider any internal applicants that qualify for the position.
DIAZ	RAYMOND	CHIEF W&S DIVISION	4/30/2016	The department has several qualified Chemist 3s to consider as potential successors for this position. However, this position will be advertised open-competitive to consider all well qualified candidates.
GOLDENBERG	BERTHA	ASST W&S DIR REG CMP&MONIT	11/30/2017	An overage position request was approved to fill the position. The position was advertised and resumes are currently being reviewed.
LOVETT	RODNEY	CHIEF W&S DIVISION	4/30/2016	The department will consider internal candidates, as well as advertise open-competitive to consider all well qualified candidates.
MATHEWS	DANIEL	CHIEF W&S DIVISION	5/31/2016	The department will consider internal candidates, as well as advertise open-competitive to consider all well qualified candidates.
VEGA	EDUARDO	ASST DIR W&S	11/30/2015	An overage position request has been approved to fill the position. An announcement is being developed to include advertising the position during the week of June 22, 2015 in the following areas: American Water Works Association (AWWA), Society for Human Resources Management (SHRM), and on LinkedIn.

ATTACHMENT 3

MDPD

MIAMI-DADE
POLICE DEPARTMENT



SUCCESSION PLAN

Succession, Tracking, Evaluation, and Preparation
June 15, 2015

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EXECUTIVE SUMMARY

Introduction

Succession planning is a systematic process of ensuring and enhancing quality performance within an organization via identifying, recruiting, developing, training, and transitioning high-potential individuals into positions of supervision, command, management, and leadership. Through the use of research tools (e.g., risk analysis, competency models, strategic goal setting, and performance evaluations), the process seeks to identify potential employment gaps, particularly within critical management positions, and in turn, fill these gaps by integrating and broadening the skills of motivated and qualified employees from within the Miami-Dade Police Department (MDPD).

Although the paramilitary structure and operations of the MDPD already serve as a process that ensures succession of routine operations (e.g., acting rank and out-of-class), it does not formally provide for the strategic identification of personnel to fill future leadership positions that are critical to ensure the long-term sustainability of the Department. For this reason, the MDPD has accepted the challenge to develop, train, and maintain competent individuals to lead the organization in the present and near future; while making a positive lasting difference in the community it serves.

In doing so, it is imperative that the MDPD utilize management principles and strategies to develop leadership talent within the Department, while adhering to County and departmental policies, procedures, guidelines, and recommendations to ensure a smooth transition in agency leadership. Miami-Dade County (MDC) mandates that diversity be considered in all planning, policy, process evaluation, operation, and decision-making, and promotes the opportunity for all employees, regardless of race, color, religion, ancestry, national origin, sex, pregnancy, age, disability, marital status, familial status, sexual orientation, veteran status, or source of income.

To that end, the MDPD has developed a strategic blueprint to identify key positions requiring the long-term development of personnel in order to fill positions of higher responsibility in the future, and will make the necessary investment to prepare the current workforce for succession.

The key and critical positions for succession planning include the appointments to Director, Deputy Director, Assistant Director, Division Chief, Major, Executive Senior Bureau Commander, Senior Bureau Commander, Bureau Commander, and Chief Financial Officer. Performance at line and middle management levels are important positions required to advance to the listed critical positions.

Policies and Procedures

The MDPD is an equal opportunity employer and must ensure that continued action is taken at all levels of management and supervision to prevent discrimination in personnel practices and procedures. The vitality of the Department is maintained through the selection and promotion of the most qualified personnel to positions of increased responsibility.

The Department must ensure the integrity of the selection process by accurately rating employees and evaluating candidates for promotion, and advancing the most qualified. The County's promotional policy is to fill higher-level positions from the ranks of current employees providing there are a sufficient number of qualified applicants. Favoritism or discrimination will not be tolerated and shall not be practiced for any cause or reason; including race, color, religion, ancestry, national origin, sex, pregnancy, age, disability, marital status, familial status, sexual orientation, veteran status, or source of income.

In order to maintain an updated account of mission critical positions within the MDPD, the Department has conducted an organizational assessment to ensure that it:

- Highlights potential employment gaps and identifies mission critical positions
- Determines the need or criticality of a succession program
- Helps to determine the degree or type of program the organization needs to produce
- Demonstrates and documents operational needs for executives to review

The organizational assessment will be conducted utilizing the process recommended by the Human Resources Department and the succession planning primer. This will allow for departmental executives to review the information and properly plan for employee turnover of mission critical positions.

The MDPD has reports available (tenure, educational level, demographics, gender and time in grade) that would help identify mission critical positions and equip the Department with an available supply of internal talent to fill those positions.

These reports will help to identify candidates who currently meet the minimum qualifications for the positions, as well as those who will become qualified in the near future.

Reports may be utilized to offer further development opportunities for those candidates through training (internal - specialized training and external - specialized, college, university, etc.), mentoring (coaching, acting rank, out-of-class, etc.) and departmental assignments

(specialized units, special details, etc.) to ensure that a diverse group (within the confines of Fair Employment Practices) of qualified candidates stand ready to fill mission critical positions. Additionally, the MDPD will annually review the best practices of other law enforcement agencies as a tool to ensure the most efficient and effective methods of meeting the Department's succession planning mission are being utilized.

BACKGROUND INFORMATION

As the largest local law enforcement agency in the southeastern United States, serving an ethnically and racially diverse community of over 2.4 million residents, the Department must ensure that it stands prepared to provide continuous police services. The size of the MDPD and nature of its mission requires formal procedures for its administration and management. Therefore, it is necessary that the Department have in place policies to promote effective supervision, guidance and coordination for employees in delivering law enforcement services to our citizens. These policies must be progressive and dynamic to ensure they provide long-range plans involving departmental resources, including an assessment of personnel and a plan for filling future vacancies within the Department.

Identifying potential drawbacks or risk factors is critical to the succession development plan. As such, the following concerns have been identified as challenges that must be overcome:

- Hiring limitations
- Maintaining a diverse workforce
- Developmental transfer of personnel
- Promotional practices
- New promotional testing practices
- Collective Bargaining Agreement Article 39 - Transfers, Schedules & Shift Rotations

Taking these concerns into consideration, the MDPD is prepared to address the issues by improving on proven policies and implementing new innovative methods.

New Hires

Recruitment and Outreach

The MDPD conducts recruitment drives locally and outside MDC utilizing ethnically and gender diverse cadre of recruiters. Recruiters are selected from various departmental entities, and are trained to achieve the Department's goals of recruiting and employing a diverse group of applicants, who are representative of the MDC community. Recruitment outreach is conducted in partnership with various private and public organizations including educational institutions and the United States Armed Forces.

To this end, the MDPD should utilize all available tools to maximize the available pool of recruits. Aside from its current practices, the Department will utilize social media outlets (Facebook, Twitter, etc.) which are prevalent advertising tools, to maximize the recruitment efforts.

Additionally, the MDPD will partner with local universities, such as Florida International University, and build on the current internship program. The Department will seek upper-level command staff to address university students enrolled in criminal justice courses during class and even assist with lesson plans, after collaborating with the university. Furthermore, the Department should use the opportunities offered by the university; wherein students are utilized to conduct research based on the needs of the Department. This relationship may build a pool of potential recruits that can ease the transition into law enforcement and criminal justice careers.

Recognizing that current military deployments are nearing their end, many service men and women may be returning home to south Florida jobless. The service of these dedicated individuals should not perish upon their return home. The MDPD will partner with the United States Southern Command to recruit individuals seeking employment in the law enforcement field.

Personnel Selection

New personnel selection is accomplished in accordance with mandated federal, state, and County guidelines.

In its hiring practices, the Department practices fair and equal treatment for all persons regardless of race, color, religion, ancestry, national origin, sex, pregnancy, age, disability, marital status, familial status, sexual orientation, veteran status, or source of income.

The Department prefers to hire its own candidates to participate in the Basic Law Enforcement training. This practice allows for improved diversity and the quality of candidates through a greater pool of potential employees.

The selection process is evaluated annually by the Personnel Management Bureau (PMB) to ensure that it is effective in recruiting and selecting the best job applicants to meet departmental needs. The annual evaluation addresses each step in the process to ensure compliance with the law.

Sworn Personnel (Law Enforcement Officers)

Sworn personnel vacancies are filled by recruiting and selecting qualified applicants to fill MDPSTI sponsored and Florida Department of Law Enforcement mandated police academy training classes. Additionally, sworn vacancies are also filled by employment of lateral police officers from other state certified law enforcement agencies and/or certified officers.

Non-Sworn (Civilian Personnel)

Non-Sworn vacancies are recruited and filled with the assistance of the Human Resources Department. The selection process for civilian personnel is designed specifically to fill authorized job classifications by personnel who have necessary expertise directly related to police, administrative, support, intelligence, investigative, technical, and enforcement activities, and for which sworn status is not required.

Promotions, Transfers, and Special Assignments

The County's promotional policy is to fill higher-level positions from the ranks of current employees providing there are a sufficient number of qualified applicants. The Department must assist in the selection process by accurately rating employees, developmentally assigning and evaluating candidates for promotion; advancing the most qualified.

The PMB Major is responsible for the administration of the promotional process and all promotional-related activities, and serves as liaison with the Human Resources Department for promotion-related matters. PMB will announce dates and testing material information for the promotional examination with ample time.

In addition, PMB, in conjunction with the MDPSTI, will evaluate the feasibility of conducting training sessions in order to prepare all candidates for the examination process in a fair and impartial manner.

Sworn Personnel Promotions

Promotions to the rank of sergeant, lieutenant, and captain are accomplished by the establishment of a promotional eligibility list, in rank order, after successful completion of a Human Resources Department administered promotional examination process. The process is conducted within the confines of the applicable collective bargaining agreement(s).

Civil Service and Exempt Personnel Promotions

Civil service and exempt personnel promotions shall be competitive, in accordance with MDC Administrative Order 7-21, Personnel Policy for Centralized Employment Services, and include advertisement of the position, description of the vacant or anticipated position, solicitation of resumes, and an interview process.

Transfers and Special Assignments

Departmental employees are afforded an opportunity and are encouraged to request a transfer to assignments of personal preference for which they are qualified, and are sometimes selected to participate in special assignments and details outside of their everyday responsibilities. Police officers are strongly encouraged to request a transfer after five years to assignments outside uniform patrol that will strengthen their administrative and investigative skills. This will allow police officers to enhance their career opportunities.

Transfers to specialized units and special assignments provide employees an opportunity to utilize and enhance skills related to specific assignments throughout the Department. Request for transfers and the selection for special assignments are given fair and impartial consideration consistent with prescribed procedures. Additionally, in an effort to ensure appropriate departmental representation, the MDPD has a Workforce Analysis report available via the Employee Profile System.

The Workforce Analysis report indicates the number of all sworn and civilian by race/ethnicity and gender, and also provides percentage breakdown information regarding the bureau's percentages as compared to the Department. The report assists element commanders in selecting qualified candidates in an effort for bureaus to be representative of the Department and providing candidates with important career opportunities.

In order to maintain an efficient succession plan that will identify and prepare potential leaders for future assignments; based on feasibility, personnel with the rank of lieutenant and above may rotate assignments within and across services at the discretion of the Director and as outlined in the Collective Bargaining Agreement. This procedure will ensure personal growth and provide a wide array of knowledge in all aspects of law enforcement.

Acting Rank and Out-of-Class

Additional opportunities for exposure to supervisory roles are available through acting rank and out-of-class assignments. These assignments place lower ranking personnel in their supervisor's role, providing them temporary opportunities to learn about their responsibilities.

In keeping with developing multiple employees, acting rank and out-of-class status should be rotated between more than one subordinate employee, when feasible.

Training and Education

Initial Training

Sworn Personnel

Sworn personnel (who are not certified as a state of Florida law enforcement officer upon being employed) attend police academy training at the MDPSTI.

Upon completion of required training, they complete a Field Training and Evaluation Program, where they receive on-the-job training under the supervision of a certified Field Training Officer.

Non-Sworn Personnel

Non-sworn personnel receive on-the-job training specific to their assignment. The requirement of any specialized training is coordinated by the unit of assignment in conjunction with the MDPSTI.

Mandatory Training

Sworn Personnel

On an annual basis, all sworn personnel attend mandatory in-service training to maintain any certifications commensurate with their position. Additionally, they attend other training as mandated by the Department.

Non-Sworn Personnel

Non-sworn personnel attend mandatory courses (if necessary) to maintain any certifications commensurate with their position. Additionally, they attend other training as mandated by the Department.

Specialized/Voluntary Training

Sworn Personnel

Sworn personnel are offered and encouraged (budget permitting) to attend specialized training (Special Response Team, Motorcycle, Criminal Investigations, Instructor Technique Workshops, etc.) relative to their current assignment or future assignment they may be seeking.

Non-Sworn Personnel

Non-sworn personnel are offered and encouraged (budget permitting) to take courses to enhance their skills (e.g., computer courses) relative to their current assignment or future non-sworn assignment they may be seeking.

Supervisory Training

Sworn Personnel

Newly appointed sergeants are required to attend Line Supervision training consisting of topics such as the Role of the Supervisor, Leadership Development, Ethical Decision Making, etc. Newly appointed lieutenants are required to attend Middle Management training consisting of topics such as Planning and Implementation, Fiscal Management, Procedure Compliance, etc. Personnel on a current eligibility list for the positions may request to attend the course offered at any state certified training school and by the MDPSTI.

Non-Sworn Personnel

Non-sworn supervisors are required to attend the Civilian Supervisory Program upon promotion. This course is offered by the MDPSTI.

Career Development Training (*Executive Level/Leadership Training*)

Personnel with the rank of lieutenant or above may request to attend the Southern Police Institute's executive and leadership training courses, the Federal Bureau of Investigation's National Academy, or other similar executive leadership programs usually offered in conjunction with colleges and/or universities.

All supervisors are able to attend the Supervisory Leadership Development program that is offered through MDC's Human Resources Department. This program was developed by Florida International University in collaboration with Miami-Dade County. It is a two-day program that offers tools and strategies to meet the unique challenges supervisors face in the workplace.

Furthermore, the Department encourages employees to seek and request other executive and professional development training that will augment their knowledge for future advancement. These upper-level management courses prepare personnel for responsibilities commensurate with their rank, and/or position, as well as, those of higher responsibilities.

Higher Education

The MDPD holds periodic college fairs to encourage employees to enhance their higher education. Employees are also able to take full advantage of the County's Tuition Reimbursement Program to finance their efforts. This is advantageous to the employee as a

bachelor's degree from an accredited college or university is required for promotion to command-level assignments.

SUCCESSION, TRACKING, EVALUATION, AND PREPARATION

Succession

Succession planning begins with an organizational assessment to make key determinations regarding mission critical positions during the preparation of the MDPD Business Plan.

Special attention for consideration as mission critical positions will be given to positions occupied by personnel in the Deferred Retirement Option Plan and those in positions of Major/Commander and above, who have a projected date of retirement within five years. As Department needs change due to the budgetary process, succession must be properly re-evaluated with consideration given to future sustainability.

This process is aimed at preparing qualified individuals who meet the minimum requirements for higher-level positions within the Department, but it is NOT a guarantee for promotion. The Succession Plan consists of a Tracking, Evaluation, Preparation, and Development Cycle, controlled and managed at the highest level with Departmentwide support.

Tracking

As part of the completion of a departmental assessment, PMB, with the assistance of the Human Resources Department, will prepare a list of all positions within the MDPD, and which may include the minimum requirements for each (educational, length of service, or special knowledge, skills, and abilities). Additionally, the Personnel Management Bureau may include the name of current personnel filling those positions, their longevity within the Department, and projected retirement date based on their age and length of service. Furthermore, personnel who are currently in or eligible to enter the Deferred Retirement Option Plan will be highlighted. The list will be provided to the MDPD Director's Office to complete an evaluation regarding succession planning.

Evaluation

The MDPD Director's Office, in conjunction with the Office of the Chief Financial Officer, will review the information provided by PMB and compare it to the Department's Table of

Organization to determine if there will be any changes (addition/elimination of positions) each fiscal year.

Additionally, the review by the Director will also serve to identify mission critical positions and compare the information regarding possible future vacancy dates for the positions. The Director's Office will then provide the information regarding mission critical positions to PMB.

Preparation

PMB will prepare a report detailing all departmental personnel who meet the minimum eligibility for the mission critical positions as needed. The report will include the employee's name, current rank or title, gender, ethnicity, assignment (including County/departmental assignments history), and educational history. Additionally, the Director's Office may request a Professional Compliance Bureau profile, to include the employee's disciplinary history.

Any review and recommendations made as a result of the Succession, Tracking, Evaluation, and Preparation will be aligned with the Department's strategic goals and may be utilized by any sub-division of the Department to fill future positions within their entity. Additionally, the MDPD Services, Divisions, and Bureaus will be required to maintain a current eligibility list for each sworn position with the rank of lieutenant and below. This will assist the Department in filling positions designated as mission critical in those ranks in a timely fashion for any specialized entity as vacancies occur.

Development Cycle

The Development Cycle is a continuous process which identifies needs and places emphasis on future needs of the Department. The efforts of the Department will then focus on the identified needs.

The second step is to *Identify the Talent* within the agency. Qualified individuals are identified according to the needs established in the first step.

The third step of the Development Cycle is the *Mentoring and Development* process. This process is offered to all supervisors. In addition to the mandatory and specialized training, all supervisors will undergo on-the-job opportunities to showcase their talents. Newly promoted sergeants and lieutenants alike, may be assigned to the police districts for the probationary period, allowing them to partake in COMPSTAT, Community Advisory Committee meetings, and problem-solving groups (using the Scan, Analyze, Respond, Assess (SARA) model to address crime/quality of life concerns).

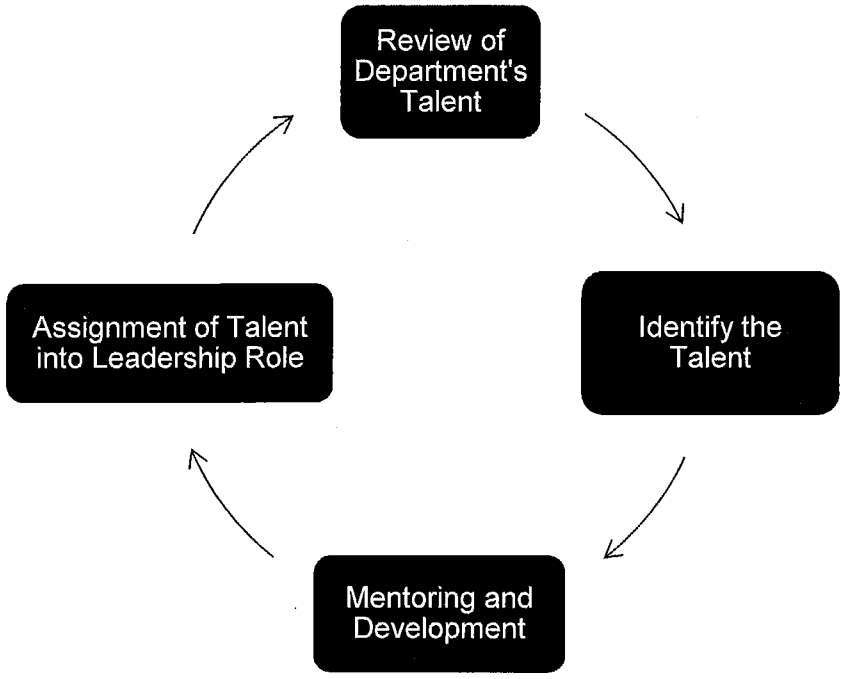
Identified personnel who are deemed qualified and are seeking career advancement will be placed in a problem-solving committee, part of the Strategic Planning and Development Section, or within specialized bureaus, or placed in charge of sections to develop critical thinking and problem solving skills. This will allow them greater interaction with the executive command staff while expanding their managerial abilities with a goal of encouraging the development of innovative ideas, which will allow the Department to serve our community more efficiently.

Team building will be encouraged by creating workgroups consisting of captains and administered by the Deputy Director, to address departmental challenges, review current policies, and make recommendations.

This developmental exposure will prepare supervisors for future roles by requiring collaboration and critical thinking to meet organizational goals and providing a sense of ownership. At times, based on the identified needs, lieutenants may be assigned to these work groups or a combination thereof.

The fourth step is the *Assignment of Talent into Leadership Roles*. Throughout the process as individuals are successful in their endeavors, they may progress through the chain-of-command. They, in-turn, become part of the recruitment of talent and become mentors for other candidates for future command, leadership positioning, and strategic departmental planning.

The following chart illustrates the path of the Development Cycle:



BUREAU SUCCESSION

All bureaus face similar challenges as command staff retirements occur. These retirements will cause the loss of years of experience. In order to address this concern, investigative bureau commanders shall implement succession planning strategies within their individual assignments utilizing the Development Cycle above.

The Bureau Succession will include a mentorship plan, where specialized knowledge is shared with newly assigned and less seasoned individuals; in addition to developing the contacts, relationships, and resources utilized by the employee to be successful in their position.

This plan is an evolving document that will be re-evaluated periodically and modified as needed to meet departmental needs.

Attachment 4

MIAMI-DADE CORRECTIONS AND REHABILITATION DEPARTMENT

SUCCESSION & TRANSITION PLAN

"Our goals can only be reached through a vehicle of a plan, in which we must fervently believe, and upon which we must vigorously act. There is no other route to success." - Stephen A. Brennan

MDCR Succession and Transition Plan

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EXECUTIVE SUMMARY

MIAMI-DADE COUNTY OVERARCHING PRINCIPLES

Miami-Dade County VISION

"Delivering Excellence Every Day."

Miami-Dade County MISSION

Delivering excellent public services that address our community's needs and enhance our quality of life.

Miami-Dade County GUIDING PRINCIPLES

Miami-Dade County government, is committed to being:

- Customer-focused and Customer-driven
- Honest, Ethical and Fair to All
- Accountable and Responsive to the Public
- Diverse and Sensitive
- Efficient and Effective
- Committed to Development of Leadership in Public Service
- Innovative
- Valuing and Respectful of Each Other
- Action-oriented

MIAMI-DADE CORRECTIONS AND REHABILITATION DEPARTMENT OVERARCHING PRINCIPLES

MDCR Mission Statement

We, the Miami-Dade County Corrections and Rehabilitation Department serve our community by providing safe, secure and humane detention of individuals in our custody while preparing them for a successful return to the community.

MDCR Vision Statement

We envision a unified work force of progressive, dedicated professionals grounded in service, integrity, and pride who strive to provide caring and compassionate services to those entrusted to our care and to protect the public we serve.

MDCR Value Statements

- We will strive to be compassionate and courteous to all persons we come in contact with. We understand that our profession is one of service and we will be responsive to the changing needs of our community.

- We will be responsible for our conduct, both professionally and personally. We will be diligent, honest, fair and show strength of character. We hold ourselves to be accountable to the highest standards of ethical conduct and strive to be role models for all.

- With confidence and pride in ourselves, we are committed to protect the rights of all persons equally. We recognize the trust placed in us by the public and we accept that responsibility. We are devoted to providing quality service and will strive to remain effective, efficient and responsive to the changing needs of our community.

- We commit ourselves to protecting our community by providing secure housing of persons placed under the supervision of our department. We will accomplish this through constant vigilance and compliance with policies, standards and procedures.

Code of Ethics

As a law enforcement officer, my fundamental duty is to serve mankind; to safeguard lives and property, to protect the innocent against deception, the weak against oppression or intimidation, and the peaceful against violence or disorder; and to respect the constitutional rights of all men to liberty, equality, and justice.

MDCR Succession and Transition Plan

INTRODUCTION

The succeeding pages identify the overarching principles and goals Miami-Dade County and the Miami-Dade Corrections and Rehabilitation Department (MDCR) aspire to achieve in order to continually provide effective and responsive services to the residents of Miami-Dade County and other constituencies that visit and do business here. In order to achieve these principles not only is it important to have the requisite infrastructure and material resources, but more importantly it is critical to have a skilled work force appropriately positioned to efficiently lead and manage the operation.

Succession and transition planning are the processes to identify and develop employees who desire and have the potential to fill key leadership and managerial positions within the organization. With the proper experience, mentorship, and guidance capable employees can be prepared to assume such positions when they become available.

The goals of the MDCR plan will be to:

- Assess employees' interest, skills, values, aptitude and attitude to identify development needs and strengths that can predict future placement;
- Provide training that supports leadership competencies for employees;
- Assess competency and skill levels of employees, using assessment instrument(s);
- Provide succession development initiatives/strategies to include mentoring, job rotation, cross training, temporary management assignments, etc.;

Although 568 employees or 22% of the MDCR workforce (2,628 filled positions) will retire or be eligible to retire within the next two years, of critical importance is the status of the Department's leadership. This predicted loss of staff, institutional knowledge and expertise necessitates that MDCR institute a formalized process of readying high potential employees for future leadership roles.

An assessment of the number of Command Staff eligible to retire within the next year was completed. The assessment revealed that 70% of Command Staff are eligible to retire in the next year.

Command Staff Eligible to Retire:

Classification	Budgeted	Filled	Eligible in 1 Year	%	Eligible in 2 Years	%	Eligible in 5 Years	%
Senior Command Staff								
C&R Department Director	1	1	1	100%	1	100%	1	100%
Assistant Director	3	3*	2	67%	2	67%	2	67%
Corrections Division Chief	8	8	6	75%	6	75%	7	88%
Command Staff								
Correctional Captain	10**	7	4	57%	5	71%	5	71%
Correctional Bureau Commander	8	8*	4	50%	4	50%	5	63%
Total	**30**	**27**	**17**	**70%**	**18**	**71%**	**20**	**78%**

* Includes 1 Acting Assignment
** Does not include 1 frozen position

With the sizeable number of employees in critical positions eligible to retire and the short time in which to prepare, the following program is presented to address this pressing need.

BACKGROUND

Historical Efforts

2001 Executive and Management Leadership Programs

In 2001, succession planning was deemed one of the most critical issues facing the Department due to the expected impact of the Deferred Retirement Option Program (DROP) on Command level staff. A significant portion of Command Staff was projected to retire from County service during the 2003-2005 time period. To ensure a smooth and orderly transition, a number of programs were developed.

Executive Development Program

The Executive Development Program was designed to develop executive management potential by providing appropriate training and allowing staff to expand their familiarity with administrative and operational functions of the Department. Although completion of the program was not to guarantee promotion, by taking advantage of this opportunity, it was expected that participants would obtain new leadership skills, strengthen their knowledge of all functional areas of the Department and be better prepared for executive level opportunities. The components of the program were:

1. Leadership Training

   The majority of Command Staff had already completed the Florida Institute of Government's Academy for Strategic Management ("Excellence and Ethics in Management") or their Executive Development and Leadership Training. Additionally, in September 2000 all Command Staff attended a three day team building and leadership retreat entitled, "Team Building for Successful Public Service".

2. Mentoring

   This phase involved scheduling all Captains and Commanders to work directly with each Division Chief. One Captain and one Commander were scheduled for a three month cycle where each was assigned to rotate in every division of the Department. By individually working with each Division Chief, it was believed that a broader perspective of Departmental operations would be realized as they developed a critical understanding of the interdependency and importance of each area. This phase was to also provide an opportunity for Administrative Lieutenants (Facility Executive Officers) and bureau administrative support staff to gain additional command level experience while they served as Acting Captains and Bureau Commanders.

3. Management Training

   To supplement the leadership training and mentoring components, additional management training was identified. Command Staff were to attend future ACA, AJA, FDLE hearings and other Corrections related conferences.

Rotations

In addition to an orientation of each division and attending all scheduled meetings with the Division Chief, the Division Chief exposed the participant to several aspects of the division to include: review of incoming and outgoing memos, letters, reports, etc., and how each was handled; delegation of assignment and decision-making processes; critical issues facing the division within the next five years; policies and procedures at the Department and facility/bureau levels; budget and how resources were allocated; and opportunities and challenges.

Lieutenants and Equivalents

This program was contemplated in 2001 and was to also be a rotational component, similar to Executive Development Program. During the cycle, participants were to be assigned to the Department's bureaus and facilities and work directly with Bureau Commanders and Facility Supervisors. To complement the rotation cycles, administrative and management training courses were also to be identified.

It was expected that as the Lieutenants and their civilian counterparts rotated among the bureaus and facilities, not only would they be better prepared for upper management level opportunities, but they would gain a more expansive view of the entire Department.

The majority of Captains and Commanders completed their rotations which proved to be an educational and enlightening experience for the participants. Unfortunately, the Management Development Program for Lieutenants and civilian equivalents was not implemented due to competing departmental priorities at the time.

Succession Planning Related Activities

Over the years, the Department has engaged in a number of informal succession planning efforts that have included acting status, promotion, specialty assignment, and promotional supervisory classes. Additionally, employees are encouraged to attend various training programs and conferences, acquire continuing educational courses, obtain college degrees and professional certifications, read educational material/books, as well as join professional organizations to continue learning through informal and formal education. Some of these programs are detailed below.

Promotional Process

The promotional process allows employees seeking professional development and advancement the opportunity to gain knowledge and experience at higher organizational levels. Through an impartial and competitive selection process, employees compete for available positions through written examination and/or structured interview processes, with the best qualified employee selected.

It is the Department's intent to incorporate an assessment component to the Correctional Corporal, Sergeant, and Lieutenant examination processes, to add job relevant simulation exercises to assist with selection. While concurrence from the respective collective bargaining unit was not received for the 2013 promotional cycle, it is expected to be included in 2015.

Specialty Assignments

Sworn employees below the rank of Captain have an opportunity to obtain experience in assignments that require a higher level of knowledge, skill, ability, experience, and/or training. These positions are filled via a competitive recruitment and selection process requiring candidates to demonstrate their knowledge and ability in a structure interview environment. Once selected, they are often exposed to and interact with multiple levels of the organization as well as external entities thereby providing an expanded view of the Department's operations and expectations.

Promotional Supervisory Training Program

All newly promoted Correctional Corporals, Sergeants, and Lieutenants attend the Promotional Supervisory Training Program, a 40-hour classroom based program, prior to assuming their new assignments. The topics covered include team building, supervisory duties and responsibilities, complaints and investigations, prohibited inmate association, incident report writing, response to resistance, Prison Rape Elimination Act, ethics, performance evaluations, fair employment practices, medical and mental health services, etc.

In addition to newly promoted employees, tenured sworn and civilian equivalent employees are also scheduled to attend the same sessions as the new promotees. By doing so, the new promotees benefit from the knowledge and experience of more seasoned staff and the seasoned staff receives a refresher of important information related to their supervisory duties.

During the week of May 27-31, 2013, the 35th Promotional Supervisory Training Program was held.

National Jail Leadership Command Academy

This academy, presented at Sam Houston University in Hunstsville, Texas, is a 40-hour program that prepares participants for leadership roles by providing instruction on:

- Self Awareness for Leaders
- Essential Leadership: Tools for Creating a Legacy of Leadership
- Dealing with Criticism and Crucial Conversations: Critical Accountability
- Managing with Data: Understanding Statistical Uses and Abuses
- Collaboration for Jail Leaders
- Managing the Generations at Work
- Employee Retention/Recruitment
- Ethics for Jail Leaders
- Agency Culture: Implications for Jail Leaders
- Mission, Vision, Values and Strategic Planning
- The Jail's Budget
- Developing the Next Generation of Jail Leaders
- Power and Influence
- Leading and Managing Change

Since 2009, approximately 13 staff, primarily at the Lieutenant level, have completed the academy.

Certified Jail Manager

The American Jail Association's Certified Jail Manager program is a voluntary certificate for corrections professionals that provides evidence to the public that the individual has been examined by an independent professional body and is deemed to possess current competency and mastery in his/her field. Candidates must be employed full-time for a minimum of one year as a paid jail manager, complete a comprehensive application, and successfully pass an examination. The Department is also exploring the American Jail Association's Certified Jail Officer and Certified Correctional Trainer certificates.

The Department encourages its staff to become Certified Jail Mangers and since 2008, 16 Correctional Lieutenants and Captains have received their certificate.

Applied Professionalism Leadership Program

The Miami-Dade Public Safety Training Institute (MDPSTI) implemented the Applied Professionalism Leadership Program for supervisors of both the Miami-Dade Police and Corrections and Rehabilitation Departments. This is an in-depth program designed to incorporate both universal and department-specific training concepts and procedures in a multi-module format. The modules are three days each conducted over a six month period. The program design involves a multi-agency approach that increases the classroom dynamic, and fosters a greater inter-agency understanding and cooperation.

Since January, 2011, 11 Correctional Sergeants have completed the program.

SUCCESSION PLANNING PROGRAMS

Research has been conducted to evaluate succession planning programs among other correctional agencies and organizations. The results are provided below.

Benchmark

A benchmark of Succession Planning Programs was conducted of several corrections agencies and organizations. The benchmark detailed Succession Planning Program/initiatives of each agency/organization. The data collected included: type of program(s), sponsored/facilitated by, length of program, cost per student, etc. Additionally, they were asked if they had a mentoring component.

- Broward Sheriff's Office
- Orange County Corrections
- Oklahoma Department of Corrections
- National Institute of Corrections
- American Jail Association
- American Corrections Association
- Florida Department of Law Enforcement
- University of Miami, The Johnson A. Edosomwan Leadership Institute
- Nova Southeastern University, Hudson Center of Entrepreneurship and Executive Education

Core Competencies

Core competencies of jail executives, senior level leaders, managers and supervisors were compared for employees to be successful at all levels in the organization. Staff reviewed core competencies from various organizations; e.g., Center for Innovative Public Policies, (CIPP) Inc., Miami-Dade County, Internal Services Department, and National Institute of Corrections (NIC) and found that NIC and CIPP competencies appear to be a better fit. They identify core competencies specifically related to the managers' role in the organization, along with a knowledge base, key skills and behaviors related to the competency. These competencies were created to apply across the range of correctional agencies/organizations.

Management Development for the Future (MDF) Series

The National Institute of Correction's Management Development for the Future (MDF) series is an agency exclusive learning series designed to build an organization's future leadership and management capacity. MDF is conducted over a 12-18 month period. The learning strategies used in this "blended" individual and organizational development series include three 24-hour classroom sessions, virtual instructor led training, independent work study and web based training, spread over the series.

The objectives are:

- Assess and diagnose current organizational and individual management and leadership strengths and challenges;
- Create, execute and evaluate leadership development plans based on the assessment of individual leadership strengths and challenges;
- Develop, execute and evaluate action-based learning projects to reinforce individual, team and organizational learning;
- Create and present plans to sustain ongoing individual and organizational learning and development; and
- Implement organizational goals and strategies to advance and model the agency's vision, mission, and values.

The target audience is a mid-level manager (Correctional Lieutenant and civilian equivalent) aspiring to learn leadership and management skills necessary to move into command level leadership positions. Within the program, command level staff (Correctional Captains, Commanders and higher) will serve as sponsors. A sponsor will be assigned to oversee each designated learning team, each of which will be assigned an action learning project that relates to a Department specific issue. The sponsor will work with the learning team on the action learning project to reinforce individual, team, and organizational learning.

There are options available for the participant selection process. The National Institute of Corrections allows agencies to designate the selection process for the program as well as consider allowing eligible staff to self nominate. They recommend involving eligible staff in this manner since participation is a significant commitment for the agency and participant. Interested eligible staff will be asked to submit an essay explaining why they want to participate in the program; what they have done to develop themselves professionally; describe their short- and long-term goals, their current job responsibilities, and highest educational level achieved.

The Department has been advised by the National Institute of Corrections representative that we have been approved to participate in the program beginning October 2015 with 20 departmental employees

MDCR Succession and Transition Plan

RECOMMENDATIONS

In light of the number within the leadership tier who are eligible or scheduled to retire in the immediate future, the following is recommended for succession and transition for command level positions:

Mentorship

Mentoring is an essential component in any successful succession plan. Participants learn the mentor's area of responsibility, gains a greater understanding of the decision making process, allows time to acclimate him/herself with the workload and projects in the area, and receives ongoing one on one instruction, feedback, and coaching.

1. **Director's Level**

   Effective FY 2012-13, the MDCR Deputy Director position was eliminated in order to conform with the newly established management structure for all County Departments. Consequently, the Department's 3 Assistant Directors report directly to the Director instead of a Deputy Director. Additionally, the MDCR Security and Internal Affairs Bureau, Medical and Mental Health Unit, Legal Unit, and other staff report directly to the Director.

   In a paramilitary organization of this size, the current structure overly burdens a Director with too many direct reports without an intermediate level. Further, it leaves little, and in reality no time to prepare a replacement to transition to the Director's position.

   With the return of a Deputy Director position, the incumbent not only assumes responsibility for the day-to-day operation of the Department and gains invaluable experience doing so, but also affords the Director the time to mentor and groom the person to take leadership in his absence as well as when he retires. Notwithstanding the benefit to the Director, clearly it is critical that the Deputy Director also mentor Assistant Directors to further develop their potential and leadership skills.

   Recommended Action: Re-establish the Deputy Director position by October 1, 2015. In that the Department's current Director is currently eligible to retire at any moment and has a Deferred Retirement Option Program (DROP) participation end date of May 31, 2016, the Deputy Director position should be established to begin the mentoring and transition process. Further, given the fact that the Assistant Director for Custody Services supervises the most critical operations of the Department to include detention facilities, court services, intake and release, inmate transportation, and special services, a Centralized Employment Service waiver should be approved to facilitate this action.

2. **Assistant Director Level**

   MDCR has three Assistant Directors: Daniel Junior, Walter Schuh, and Jackie Berry. Assistant Director Schuh is in DROP with a participation end date of May 31, 2016. Assistant Director Berry is eligible for retirement after 30 years of Regular Risk Service in May, 2016.

   Recommended Action:
   When the separation date is known, initiate the recruitment, interview, and selection of a replacement and implement a minimum 4-month mentorship process before the incumbent leaves.

3. **Division Chief Level**

The Department is budgeted for 8 Division Chief positions, with 6 of the incumbents eligible to retire now.

Recommended Action:

When the separation date is known, initiate the recruitment, interview, and selection of a replacement and implement a minimum 3-month mentorship process before the incumbent leaves.

4. **Captain and Commander Level**

The Department is funded for 10 Captain and 8 Commander positions in FY 15-16. The Budget and Finance Bureau Commander position is currently vacant, but is temporarily filled with an employee servicing in an acting capacity, and 3 of the Captain positions are vacant.

Recommended Action:

When the separation date is known, initiate the recruitment, interview, and selection of a replacement and implement a minimum 2-month mentorship process before the incumbent leaves.

Authorization to Fill Command Staff Vacancies

Currently, the Department is required to submit a request for approval to fill command level positions along with all other vacancies other than sworn positions, below Captain, and Corrections Technician. The Department works closely with its Budget Coordinator to develop the budget, monitor expenditures, review projections, and discuss resource needs. Further, once the approval is granted to fill vacancies at the budget and County leadership levels, a job opening must again be approved by the Budget Coordinator and Human Resources personnel.

Recommended Action:

In order to facilitate and expedite the filling of positions, it is recommended that prospective authorization to fill command level positions be granted. In that the job openings for these positions must still be approved by the Department's Budget Coordinator, verification of available resources would still be confirmed prior to approval.

Succession Planning Committee

It is recommended that a committee be formed to develop a formalized succession and transition plan that ensures desired outcomes are achieved through identification of career tracks and appropriate training for the various levels, communicating plan to employees, monitoring plan effectiveness and obtaining feedback, making adjustments as necessary to improve results.

Attachment 5

PROS P.R.I.D.E. (Parks and Recreation Improving the Delivery of Excellence)
Sterling Leadership Program

Consistent with Miami-Dade Parks, Recreation and Open Spaces Department's P.R.I.D.E. culture, internal opportunities and programs have been designed to develop staff. One of these is the PRIDE Sterling Leadership Program (SLP).

The PRIDE Sterling Leadership Program (SLP) is a mentoring and leadership development program designed to identify and develop employees who have demonstrated a potential for leadership and who are interested in being part of the future leadership of PROS. This program is an important part of the succession planning efforts of the department. Through this mentoring process these employees are mentored by senior and mid-level management and exposed to the inner workings of the department at the highest levels, and they are given assignments based on the department's Priority Strategic Focus Areas:

- Customer Focus
- Organizational Excellence
- Fiscal Sustainability
- Open Space Master Plan and Recreation Plan
- Capital Programs

When a new PRIDE SLP rotation is announced, interested employees submit an application of intent and compete in an interview process. Selected employees are paired with a senior or mid-level manager and participate in the PRIDE SLP for fifteen months. This mentor provides them with coaching and advice to assist them in developing their administrative, management and leadership skills while providing them a better understanding of department-wide goals. PRIDE SLP participants are expected to dedicate up to 16 hours per month to work side by side with their mentors. They will also have one shadowing day with each of the other mentors. At the end of the rotation each PRIDE SLP participant is provided with one month of mentoring from the PROS Director.

PRIDE SLP "graduates" are expected to be ambassadors of the PRIDE culture of continuous improvement, continuous learning, and sharing of information to achieve organizational excellence. Consequently, they are frequently called upon to assist with special projects and events that are of high priority to PROS helping them to stay current with the departmental priorities and to continue their development.