



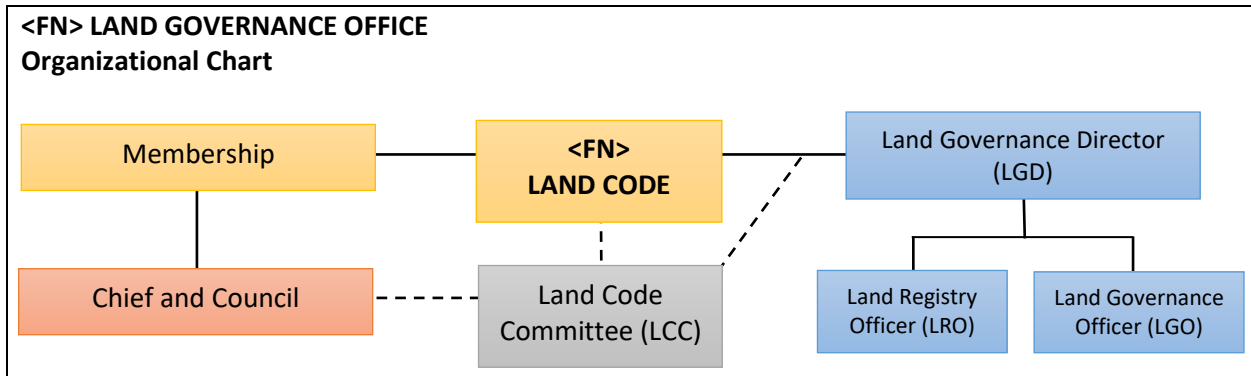
Governance - Human Resources - Succession Planning

Planning for the future, the following are some examples of how you can use succession planning to ensure you are preparing your Lands Governance Office for future success.

Land Governance Office

You should have a solid foundation that leads your department and inspires your team to continuously strive towards goals and action plans.

- *Organizational Chart*
- *Vision & Mission*



Governance Structure – <review current structure with FN, add details incl. additional LC activities>

It may be useful to conducting a review of your department, reflecting on the strengths and weaknesses of your department. This will be effective as a starting point for strategic planning which will assist in coordinating a successful succession plan. This is also an effective tool to start team discussion.

SWOT Analysis Matrix	
<i>This can be completed from a department perspective as well as the individual.</i>	
Strengths	Weaknesses
<ul style="list-style-type: none"> • What do you do well? • What are your unique skills? • What expert or specialized knowledge do you have? • What experience do you have? • Where are you most successful? • Other ... 	<ul style="list-style-type: none"> • What areas need to be improved? • What resources do you lack? • Where do you need further education and/or experience? • What costs you time and/or money? • Other...
Opportunities	Threats



<ul style="list-style-type: none">• Current goals being worked towards?• How can you do more for clients, members, leadership?• Is there technology that could enhance performance and processes?• Are there new audiences you have the potential to reach?• Other...	<ul style="list-style-type: none">• What challenges do you face?• What issues are not being addressed that may impact your department?• What are others doing that you're not?• What's going on in the economy?• What's going on in the community?• Other...
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The accomplishments of your department is reinforced with a productive team and high moral as the work has meaning beyond the administrative processes that are performed on a daily basis. It is important to celebrate your departmental successes with the team and to recognize the individual's contributions and value that their work provides into the organization.

Using the information from both department/individual analysis, you can start to identify new goals and strategies:

- Continue to build on strengths
- Identify how you can building up weaknesses
- Use your strengths to address the threats
- Develop a plan for each of goal/strategy identified

Then, look for ways to combine data from different quadrants in even more ways:

- Explore how you can combine your strengths and opportunities to develop new strategies
- Try combining strengths and threats to identify threats you can eliminate
- Look at your weaknesses and opportunities to create a list of areas ready for improvement
- Make a list of areas to avoid that fall under weaknesses and threats

Once you compile your data into a plan, you can continue to use the SWOT analysis as a tool that can be used for again for re-assessment and decision-making process.

Succession Planning Model

1. Identify Key Positions

Succession Planning identifies necessary competencies and works to assess, develop, and retain a talent pool of employees in order to ensure a continuity of leadership for all critical positions.

- *Department Structure*
- *Individual Job Descriptions*

Staff Responsibilities Chart <below incl. baseline administration for implementation>



Activities	Deliverables	Staff Responsible Resource Person
Set up of the Land Governance Office	Purchase office furniture and equipment	LGD
	Prepare job description, post job, hire, orientation to Lands staff, as needed (i.e. security codes, computer log in, voice mail set up, mail boxes, overview of the organization, office policy manual and appropriate admin forms are completed, regular office procedures)	LGD
	Create and maintain a standard system of document management	LRO, RecordsM
	Set up the office for the Lands staff and purchase equipment	LGD
	Create initial budget and consolidated workplan	LGD
	Create and maintain an electronic lands inventory of all the <FN> Lands; train lands staff to update and maintain database	LRO
	Create a lands webpage and maintain on an as needed basis	LGO, LRO
	Develop annual budget and consolidated workplan for next fiscal year	LGD
	Create policy and procedures to be approved by Chief & Council (land registry forms, registry fees, etc.)	LGD, LGO, LRO, LCC
	Inform 3 rd party of new procedures, notify law and notary offices, etc.	LRO
	Connect and develop relationship with local municipality; work together on future projects and or service agreements	LGD, LGO
	Ensure the council, lands staff & lands committee are covered liability insurance	LGD
Supervise the staff within the Lands Department - Lands staff	Assist and give advice to the Lands staff on individual projects	LGD
	Provide training to the Lands staff in the area of estates, leasing/permitting, individual land holdings, etc.	LGD/RC
	Maintain budgets for lands staff and lands committee; review budget on a monthly basis	LGD
	Ensure Lands staff is connected to the FNLRS and receive training	LGD/RC
	Conduct staff evaluations, both probationary & regular annual evaluations based on individual performance work plans	LGD
	Hold regular team meetings	LGD
Land Code Committee (LCC)	Ensure Chief & Council establish LCC in accordance with Land Code	LGD, LGO
	Develop Terms of Reference (TOR) as outlined in Land Code for review and approval by Chief & Council	LGD, LGO, RC
	Ensure Committee reviews TOR & signs Oath	LGD, LGO
	Develop Workplan, Budget and Meeting Schedule	LGO
	Conduct LCC meeting, incl. records of meetings and updates to Council	LGO
	Coordinate meetings with the LCC and C&C as needed	LGO
Carry out the core functions and responsibilities under the Land Code	Ensure all tasks under the areas of individual land holdings, leases/permits including monitoring and compliance, lands research and encumbrance checks, land estates and other land issues are completed and registered in the FNLRS, as required	LGD
	Assist membership and council with drafting necessary BCRs, completing land transfers/allotment forms, etc.	LRO, LGO



	Promote the Land Governance Office to local realtors, lawyers, bankers and developers via workshops, brochures, website, participating on boards, trade shows/display booths	LGD, LGO, LRO
	Produce annual report for next fiscal year	LGD, LGO, LRO
	Develop Laws based on Land Code and community priority	LGD, LGO
Knowledge Sharing	Work with LABRC and other FNLM First Nations on networking and sharing of best practices	LGD, LGO, LRO, RC
Wills and Estates	Coordinate educational materials & workshops for Wills and Estates	LGD, LRO, LGO
Professional Development	Participate in Lands related workshops, courses and training sessions	LGD, LRO, LGO
Complete outstanding issues, survey and boundary issues	Ensure information from INAC is received	LGO
	Follow up with INAC on creation ESA Phase 2 workplan, if required	LGO
	Work with NRCAN on Research and reviewing boundaries, if required	LGO
Environmental Management	Ensure all new projects undergo an environmental assessment as outlined in the Individual Agreement	LGO
	Develop and implement an Environmental Management Plan	LGO
	Develop and implement an Emergency Preparedness Plan	LGO
Land Code Review	Review land code on an annual basis for potential amendments including updated clauses from other land codes or the LABRC	LGD, LGO, LRO
Other	Review annual workplan	LGD

The above chart has been broken down by position as follows:

Land Governance Director (LGD)

Set up of the Land Governance Office

- Purchase office furniture and equipment
- Prepare job description, post job, hire, orientation to Lands staff, as needed (i.e. security codes, computer log in, voice mail set up, mail boxes, overview of the organization, office policy manual and appropriate admin forms are completed, regular office procedures)
- Set up the office for the Lands staff and purchase equipment
- Create initial budget and consolidated workplan
- Develop annual budget and consolidated workplan for next fiscal year
- Create policy and procedures to be approved by Chief & Council (land registry forms, registry fees, etc.)
- Connect and develop relationship with local municipality; work together on future projects and or service agreements
- Ensure the council, lands staff & lands committee are covered liability insurance

Supervise the staff within the Lands Department - Lands staff

- Assist and give advice to the Lands staff on individual projects
- Provide training to the Lands staff in the area of estates, leasing/permitting, individual land holdings, etc.
- Maintain budgets for lands staff and lands committee; review budget on a monthly basis
- Ensure Lands staff is connected to the FNLRs and receive training
- Conduct staff evaluations, both probationary & regular annual evaluations based on individual performance work plans



- Hold regular team meetings

Land Code Committee (LCC)

- Ensure Chief & Council establish LCC in accordance with Land Code
- Develop Terms of Reference (TOR) as outlined in Land Code for review and approval by Chief & Council
- Ensure Committee reviews TOR & signs Oath

Carry out the core functions and responsibilities under the Land Code

- Ensure all tasks under the areas of individual land holdings, leases/permits including monitoring and compliance, lands research and encumbrance checks, land estates and other land issues are completed and registered in the FNLRS, as required
- Promote the Land Governance Office to local realtors, lawyers, bankers and developers via workshops, brochures, website, participating on boards, trade shows/display booths
- Produce annual report for next fiscal year
- Develop Laws based on Land Code and community priority

Knowledge Sharing

- Work with LABRC and other FNLM First Nations on networking and sharing of best practices

Wills and Estates

- Coordinate educational materials & workshops for Wills and Estates

Professional Development

- Participate in Lands related workshops, courses and training sessions

Land Code Review

- Review land code on an annual basis for potential amendments including updated clauses from other land codes or the LABRC

Land Registry Officer (LRO)

Set up of the Land Governance Office

- Create and maintain a standard system of document management
- Create and maintain an electronic lands inventory of all the <FN> Lands; train lands staff to update and maintain database
- Create a lands webpage and maintain on an as needed basis
- Create policy and procedures to be approved by Chief & Council (land registry forms, registry fees, etc.)
- Inform 3rd party of new procedures, notify law and notary offices, etc.

Carry out the core functions and responsibilities under the Land Code

- Assist membership and council with drafting necessary BCRs, completing land transfers/allotment forms, etc.
- Promote the Land Governance Office to local realtors, lawyers, bankers and developers via workshops, brochures, website, participating on boards, trade shows/display booths
- Produce annual report for next fiscal year

Knowledge Sharing



- Work with LABRC and other FNLM First Nations on networking and sharing of best practices

Wills and Estates

- Coordinate educational materials & workshops for Wills and Estates

Professional Development

- Participate in Lands related workshops, courses and training sessions

Land Code Review

- Review land code on an annual basis for potential amendments including updated clauses from other land codes or the LABRC

Land Governance Officer (LGO)

Set up of the Land Governance Office

- Create a lands webpage and maintain on an as needed basis
- Create policy and procedures to be approved by Chief & Council (land registry forms, registry fees, etc.)
- Connect and develop relationship with local municipality; work together on future projects and or service agreements

Land Code Committee (LCC)

- Ensure Chief & Council establish LCC in accordance with Land Code
- Develop Terms of Reference (TOR) as outlined in Land Code for review and approval by Chief & Council
- Ensure Committee reviews TOR & signs Oath
- Develop Workplan, Budget and Meeting Schedule
- Conduct LCC meeting, incl. records of meetings and updates to Council
- Coordinate meetings with the LCC and C&C as needed

Carry out the core functions and responsibilities under the Land Code

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- Work with LABRC and other FNLM First Nations on networking and sharing of best practices

Wills and Estates

- Coordinate educational materials & workshops for Wills and Estates

Professional Development

- Participate in Lands related workshops, courses and training sessions

Complete outstanding issues, survey and boundary issues

- Ensure information from INAC is received



- Follow up with INAC on creation ESA Phase 2 workplan, if required
- Work with NRCAN on Research and reviewing boundaries, if required

Environmental Management

- Ensure all new projects undergo an environmental assessment as outlined in the Individual Agreement
- Develop and implement an Environmental Management Plan
- Develop and implement an Emergency Preparedness Plan

Land Code Review

- Review land code on an annual basis for potential amendments including updated clauses from other land codes or the LABRC

*For further examples of Job Descriptions, Job Postings, Interview Question, etc.:
See Land Governance Manual – Human Resources*

2. Project Future Staffing Needs

Ensure you have identified the department reporting process and have job descriptions that outline the roles, responsibilities and skill sets needed for each position. Take the time to identify future changes to your department structure, in identify staffing needs you can project the needs for your department success.

Succession Plan Overview		
Land Governance Office	Name	Readiness
Land Governance Director	1. 2. 3.	<ul style="list-style-type: none"> • Ready Now • 1-2 years • 2-4 years
Land Officer	1. 2. 3.	<ul style="list-style-type: none"> • Ready Now • 1-2 years • 2-4 years
Land Clerk	1. 2. 3.	<ul style="list-style-type: none"> • Ready Now • 1-2 years • 2-4 years

3. Employee Workplan

The purpose of the Employee workplan is to provide a high level summary of key objectives of the department and the activities required to support each of them. Add statements describing the results to be achieved, the anticipated events that will need to take place to complete the objective, and when you anticipate completing each activity.

Using SMART objectives: **S**pecific, **M**easureable, **A**chievable, **R**ealistic, **T**ime-phased

Objectives	Smart Goals	Activities	Completion Date
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•	•	•	•
•	•	•	•

It is best to review this together and have it signed off by both the employee and supervisor every 6 months. Workplans for the department and individual will assist you in identifying areas of improvement and capacity building skills within your Land Governance Office.

4. Employee Learning & Development Plans

A learning and development plan should be tailored to the individual identifying areas to assist the employee with gaining the knowledge, skills, and abilities needed to successfully carry out his/her job duties and to achieve his/her career goals. Well-written development will build on strengths and support growth needs for the individual and across the organization.

For some employees, the learning and development plan may be a plan to prepare them for another job. For others, it may be a plan to develop skills used in their current job.

EXAMPLE 1:

Short Term Goals			
•			
Career Expectations (12-18 months)			
<input type="checkbox"/> Remain in present position <input type="checkbox"/> Accept more responsibility <input type="checkbox"/> Promotion, or transfer		<input type="checkbox"/> Retire <input type="checkbox"/> Other	
Long Term Goals			
•			
Institution	Courses	Dates	Cost
•	•	•	•
Additional Workshops, Seminars, and/or Conferences			
•		<input type="checkbox"/> Supporting documents attached	
Additional Comments			
•			



EXAMPLE 2:

Experienced Land Governance Officer									
Top 3 Strengths	<ul style="list-style-type: none"> • Land governance expertise • Budget development • Problem-solving & decision-making 								
Top 3 Growth Needs	<ul style="list-style-type: none"> • Improve ability to lead change • Strategic thinking • inter-departmental considerations 								
Development Action Plan	<table border="1"> <thead> <tr> <th>Action #1</th> <th>Project Experience</th> </tr> </thead> <tbody> <tr> <td>Action:</td> <td>Set up monthly, one-hour phone calls with leading staff on other projects to share experience and outstanding results</td> </tr> <tr> <td>Timing:</td> <td>Next meeting, XX Project</td> </tr> <tr> <td>Cost:</td> <td>No cost, just staff time, project costs</td> </tr> </tbody> </table>	Action #1	Project Experience	Action:	Set up monthly, one-hour phone calls with leading staff on other projects to share experience and outstanding results	Timing:	Next meeting, XX Project	Cost:	No cost, just staff time, project costs
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Cost:	No cost, just staff time								

Land Governance Director	
Top 3 Strengths	<ul style="list-style-type: none"> • Project management • Influence • Ability to drive for results



Top 3 Growth Needs	<ul style="list-style-type: none"> • Coaching and developing my team • Handling conflict • Listening skills
Development Action Plan	Action #1 Learning and Development Plans
	<p>Action:</p> <ul style="list-style-type: none"> • Work with department staff to create individual employee learning and development plans. Use of leadership, listen and feedback skills • Work with manager and HR to create personal learning and development plan, as well as support in conducting department employee plans <p>Timing:</p> <ul style="list-style-type: none"> • start next week, one per week • this week, and as needed <p>Cost:</p> <ul style="list-style-type: none"> • none, staff time • none, staff time
	Action #2 Leadership & Management Skills
	<p>Action:</p> <ul style="list-style-type: none"> • Take a course – research 3-5 day programs, local business, online course, library, newsletters, etc. • Read book – research 2-3 books. Practice with at least one work and one personal situation. Incorporate listening skills as well. Get feedback regarding my effectiveness <p>Timing:</p> <ul style="list-style-type: none"> • Start next week, schedule for rest of year • One book every 4 month <p>Cost:</p> <ul style="list-style-type: none"> • Course \$, staff time • \$30 per book or e-book
	Action #3 Role Models
	<p>Action:</p> <p>Find one role model for each of my development needs. Interview each role model best practices, tips, and advice. Try at least one new tip for each development need, and follow-up with role models for additional feedback and advice.</p> <p>Timing:</p> <p>Start next week, schedule for rest of year</p> <p>Cost:</p> <p>none, staff & role model time</p>

5. Performance Evaluations

The performance evaluation is to provide the employee and their supervisor an opportunity to discuss job performance, set goals for professional development, discuss expectations and accomplishments, and establish objectives for contributing to the department plan.



Job Skills and Knowledge	<ul style="list-style-type: none"> • Possesses sufficient job skills to carry out job duties • Has in-depth knowledge of <FN> and its business operations • Applies job skills and knowledge • Understands job requirements
Planning and Organizing	<ul style="list-style-type: none"> • Aligns work and development plans with departmental strategic plan • Work and development plan is practical and measurable • Plans and prioritizes workload and meets deadlines • Work is well organized and efficient
Communications	<ul style="list-style-type: none"> • Develops and maintains effective working relationships • Communicates clearly and effectively, verbally and in writing • Works to resolve difficult issues • Displays consistent respectful communications
Quality of Work	<ul style="list-style-type: none"> • Timely, accurate, and thorough deliverables • Exhibits professionalism, verbally and in writing • Strives to improve work performance • Consistent
Initiative	<ul style="list-style-type: none"> • Problem solves using solution oriented ideas • Active participant in departmental/organizational activities • Actively works to improve own and <FN> capacity • Demonstrates willingness to take on and complete additional tasks without direction
Work Habits	<ul style="list-style-type: none"> • Shows good attendance including punctuality • Respects and follows <FN> policies and procedures • Follows instructions through to task completion • Dependable • Displays good teamwork and respectful behavior
Character	<ul style="list-style-type: none"> • Treats all <FN> stakeholders respectfully • Engaged in carrying out job responsibilities • Relates well with staff and external clients • Exhibits professional behavior
Key Accomplishments	<ul style="list-style-type: none"> • To be reviewed and commented on by both employee and supervisor

6. Future Recruitment

Tracking and maintaining a skills inventory will prove useful when looking to expand your department or to assist with future recruitment.



Consider utilizing the following means to engage your membership and community for recruitment:

- Summer students, Project support
- Land Committee Members
- Open House, Career Fair
- Newsletter, Posting
- Networking with RC and other FNs

Provide an overview of your department along with a copy of the organizational chart, vision and goals, outlining the current and/or future positions along with a list of skills that each position would require.

This provide those interested individuals with an opportunity to see if their career goals may be inline with the organization and specifically the Land Governance Office.

Land Governance Office	
Vision / Mission	In accordance with Land Code and Strategic Work Plan
Organizational Chart	<p>List authority structure</p> <pre> graph TD Membership[Membership] --- LandCode["<FN> LAND CODE"] LandCode --- Chief[Chief and Council] LandCode --- LCC[Land Code Committee LCC] LandCode --- LGD[Land Governance Director LGD] LGD --- LRO[Land Registry Officer LRO] LGD --- LGO[Land Governance Officer LGO] Chief -.- LCC LCC -.- LGD LGD -.- LRO LGD -.- LGO </pre>
Position Summaries	Provide a summary of the positions, add top three developmental needs and actions for the future position, this provides a list of skills that individual can work towards
Incumbent	The person occupying the position today
Candidates	Work with potential candidate wanting to step into the position, they are usually internal but could be external as well, have them add their name to candidates list
Readiness	Some indicator of how ready the candidate is to step into the role, i.e. "green, yellow, and red."
Other ...	

If you are interested in any of these CBTPD services we encourage you to visit our website and/or to contact angie.derrickson@labrc.com to schedule a time to discuss your specific training needs.

LABRC.com

