

Portland Community College
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June 20, 2013

TO: PCC Board of Directors

FROM: Lisa Bledsoe, Human Resources Director
Linda Blanchette, Staff & Organizational Development Facilitator

SUBJECT: Executive Leadership Development

The purpose of this memo is to update you on our work in planning leadership development in preparation for executive-level succession at PCC. This topic is on the agenda for the June 20 Board meeting as an informational item. No action is required.

Background

The PCC Board identified the need for a succession plan for key positions in order to maintain leadership continuity. In late 2012, a Steering Team (including representatives of Cabinet, Human Resources and Staff Development) was appointed to guide this initiative. The Steering Team reviewed initial work completed in the spring of 2012 and engaged the services of a consultant to assist in researching best practice and developing recommendations for PCC.

Status Report

During the initial phase of this initiative, the consultant researched best practice in succession planning, concluding that PCC has in place a strong framework of leadership development programs that could be leveraged to accelerate development of a pipeline of potential internal candidates for top leadership positions. The Steering Team reviewed this information and considered input from PCC executives to:

- Identify key executive positions that are critical to meet PCC's future needs for leadership continuity.
- Determine core leadership competencies for executive level leaders at PCC.
- Define a strategy to build PCC's 'leadership pipeline' by identifying a target group of feeder positions to participate in an initial pilot developmental planning effort.

The consultant prepared a report summarizing best practice, providing an overview of PCC's approach to succession planning and recommending potential next steps. An executive summary of the report is attached. While PCC has many developmental resources currently in place, two key recommendations are being considered to accelerate development of a pipeline of potential internal candidates for executive-level leadership, including:

- **Create a structured process for developmental planning.** Beginning with a pilot program, engage executive leaders in coaching and supporting potential leaders in creating and implementing developmental plans. An initial group of executive and feeder positions has been identified by the Steering Team (see page 6 of the executive summary)

to participate in the recommended pilot program. Upon completion of the initial pilot, results would be assessed to determine appropriate next steps for PCC.

- **Leverage PCC's existing leadership development programs by** actively encouraging participation in existing leadership programs offered through Staff Development, integrating leadership development with organizational strategy, expanding support for conferences and other opportunities to develop networks, and providing access to external executive development programs for potential leaders who have availed themselves of PCC's offerings.

Next Steps

The Steering Team is seeking input from the Cabinet and will consider feedback in program planning. Once program development is finalized, we will begin implementation, which includes creation of development plans and coaching and training.