



VILLAGE SUCCESSION PLAN

The Village of Royal Palm Beach (Village) recognizes the uncertainty of and inability to predict the future. To mitigate work interruptions and down time when a position is vacated, we have put into place opportunities for current employees. We highly value a "promote from within" philosophy and make available to all full time and part time employees a number of tools to help prepare them for a career with the Village.

I. Education Program

A. Chapter 11 of the Policy and Procedure Manual outlines all the educational opportunities that an employee can participate in.

1. Tuition Reimbursement – The Village encourages full and part time employees to enroll in a program to get a degree. The degree can be for an area within the same department or another department in the Village that the employee has an interest in pursuing. Degree levels range from Associates, Bachelors and even Masters Degrees.

2. Certifications – Within each department, employees have the opportunity to pursue different certifications to prepare them for a possible promotion or for when an opportunity opens in another department. These certification programs can range from one day, multi day or even multi-year programs, and the Village will support the full cost of the program. Additionally, once the certification is earned, the Village will support the employee if any required continuing education courses or classes are needed to keep the certification active and valid. Employees only need to be in good current standing, non-probationary, show interest and motivation, and ask for the funding during the budget process to be approved.

a) Certifications can be for professional organization such as AICP – American Planning Association, SHRM-SCP – Society for Human Resources, CPRP – Parks and Recreation Professional, CGFM – Government Financial Manager, CPWP-M – Public Works Professional, CMC – Certified Municipal Clerk, FACE –

Florida Association of Code Enforcement, etc. or for specific positions such as a certified Permit Technician, Certified Payroll Specialist, etc.

3. Licensing – The Village is committed to support employees getting licensing to further their career aspirations. For example, in the Building Department, the inspectors are all encouraged to be cross trained in other fields of inspection and plan review. The Village will enroll, pay, and assist with requirements such as prep courses, state costs for the exam, and enroll the employee in specific training programs to help meet the requirements of the license. The P.E. license is a requirement in the Engineering Department. In order to get a P.E. license, an engineer must work a minimum of 4 years. The Village has successfully had a number of college graduates start with the Village and get licensed. Positions requiring a license are typically time certain and failure to get licensed within the time frame allotted could lead to a separation of employment or reassignment to a different position if one is open and vacant.

II. Opportunities for Financial Reward

A. In the Village there are a number of positions that come with an opportunity to move up within the same position and get a promotional increase in pay with the completion of a certification or license.

1. Positions such as Code Enforcement have multiple levels of certification. Employees are encouraged to get all the levels of certification and are rewarded for doing so.

2. Building Inspectors/Plan Reviewers get additional pay for each license above the required ones for their position. The additional pay is paid as a supplement to the base pay of their position, therefore, if the employee is motivated they are able to get licensed for inspection and plan review in all trade fields.

B. Any promotion within the Village comes with an increase in pay if there

is a change in pay grade. All employees are encouraged to apply for promotional positions however, the Village will always attempt to hire the best and most qualified individual which may mean an outside hire. Employees interested in getting promoted within the Village should be looking at the requirements of the position, and strive to obtain the minimum requirements. Longevity with the Village will not guarantee a job promotion, but skill sets, education and successful preparation for a position will.

III. Belonging to Professional Organizations

A. The Village will pay for and encourages participation in local, state and national organizations that support, educate and facilitate continuing education while also providing networking opportunities. Professional organizations are often a source for new ideas, peer group discussion panels, and overall great resource for information, policies, and support.

B. These professional organizations often have board positions that are leadership roles within the organization. The Village encourages employees who are part of an organization to take on those leadership roles as they are a source of education and learning which can be applied to their position within the Village. The board positions also provide valuable experience in leadership, public speaking, critical thinking, accountability, and insightful experience with regard to working with a group of people, agreeing on common goals, having a budget and or fundraising campaign, and the construction of a cohesive plan on how to attain those goals.

IV. Preparing for a Promotion

A. Employees in all departments can place themselves in a better position by preparing for an opening in a higher ranked position rather than waiting for the opening only to find out they are not qualified.

B. All job descriptions are available to the public on the Village website. Within each job description is a section that describes the qualifications that a person needs in order to be considered for the position.

1. Public Works – Available are training programs for electrical apprenticeship, irrigation specialization, building and trades work, fertilization, mechanic, crew chief, large equipment operation such as backhoe, and concrete, road and bridge work.

2. Parks – Available are programs to be trained in irrigation systems, turf, golf course maintenance, fertilization application, arborist, general building and trade work, crew chief, chemical spray technician, playground safety inspector and pool/spa operator certification.

3. Recreation – Diversification in areas such as Adult Education or Senior programs, event planning and marketing, sports and sport provider relations.

4. Finance – Understanding of the budget, the accounts contained in it and the financial policies of the Village will give employees a better opportunity to apply for some of the finance positions. While a degree is preferred in most of the higher level positions, a solid understanding of government finance and the budget is also necessary. Positions such as Budget/Finance Analyst, Assistant Finance Director, Payroll/Benefit Specialist are all positions someone with varying levels of expertise can apply and move up with more skill and experience.

C. Supervisory and Fiscal – Supervisory training classes and webinars are available for employees and they are encouraged to sign up if they are interested in becoming a supervisor in a department. With any supervisory position comes greater responsibilities and a requirement to understand department finances and how budgeting works. Employees can always read the budget book, ask questions to learn about the procurement process, attend public meetings, and even attend meetings such as the Citizens Summit or Budget Council meetings to learn and understand more about the strategic plan process, capital improvement plan, and overall budget. Documents are all online and available for perusal. The policy and procedure manual has operational policies that an employee who is looking to be promoted into a supervisory position should be familiar with along with basic wage and labor and

communication/public speaking.

D. Public Sector and Sunshine Law – Information is readily available online to educate employees on Sunshine Law. For some supervisory positions, it is absolutely necessary to have a solid and clear understanding of Sunshine Law. Staff in each department must become familiar with public records requests and how to process them, what is protected and have a familiarity with our document management system.

E. Software and Computer Skills – Almost all the administrative and leadership positions of the Village require a solid foundation of computer skill sets. A working knowledge of Microsoft Office (Word, Excel, PowerPoint, Outlook) and some familiarity with Laserfiche, GOTO Meeting, and other working programs. The Village will invest in training programs, however, staff should can also seek independent education or use webinar programs to familiarize themselves with those day to day programs. Specialized software is not expected to be familiar, however, the person needs to be able to comprehend and learn these software programs.