

**From:** Liz Bettencourt  
**Sent:** Monday, March 18, 2013 3:01 PM  
**Subject:** President's Weekly Message - March 18, 2013

Members:

Last week EA, ES and PMA met together with District management regarding their proposed changes to the discipline guidelines and policy. We requested that they share their red-line changes of the documents and explain the justification/business case for the proposed changes. We had some discussion and are meeting again on Thursday of this week; I'll report out more afterward.

Ingrid Bella and I have been asked to participate on the CEO's *Succession Planning* cross-functional team. The first meeting of the committee is tomorrow (March 19); however, as committee members, we were invited to participate in a several-hours-long workshop with the Management Leadership Team (MLT) on March 7. The workshop was facilitated by the consultant who will be assisting the HR with this effort. It was a really good, interactive session and several things stood out to us.

1. We found out that we are not ready for succession "planning" yet — we first have to address *succession development*. Succession planning is when you have specific positions that you are scheduling or planning to have filled. Succession development is the process of putting into place the means for people to aspire, compete and move into those positions. As one example, they discussed rotation programs, which would offer employees opportunities to learn new things while at the same time back-filling their position with another employee who could be learning a new skill or business area;
2. It was encouraging to hear the overarching message from the consultant, CEO, CAO and HR Director that this has to be a collaborative effort if we are really going to make it work, and
3. The fact that they invited the entire committee, which includes non-management staff, to the MLT meeting as participants reinforced the message of collaboration.

It is early in this process, but we felt it was a great first effort. We are looking forward to participating on the committee and hope to bring you good news about the work we have done.

Have a great week!

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