



OCEAN PINES ASSOCIATION, INC.
Proposed Topic for Discussion
by Board of Directors

DATE: September 7, 2020

TOPIC: Succession Planning Update

FOR INCLUSION IN MEETING HELD ON: September 9, 2020

SUBMITTED BY: Frank Daly

TOPIC: Succession Planning Update

CONCISE STATEMENT: This discussion is to update the Board and Community on the status of the succession planning initiative currently underway.

BACKGROUND: The lack of succession planning within the Ocean Pines Administrative organization has been identified by both management and the Board of Directors as an area of concern that requires action. To ensure that the Board and management have fulfilled their responsibilities for an orderly transition at both the General Manager and staff levels a succession planning process has been initiated. The attached documents are intended to bring everyone up to speed as to what has been done and what the plans in this area are going forward.

Succession Planning Key Points & Timeline

Timeline:

By September 18: Review of General Manager Required Qualifications and Skills document (Attached) and the current ability to fulfill the ranked GM Skills and Ability criteria (Attached) by Sibson Group and final Board Approval of these documents.

By September 18: Candidates declare their interest in advancing into the GM role or Level One Positions.

By October 30: All two-part skills assessments completed and reviewed for Level One positions and the GM position.

November 18 (Closed Session Discussion) Presentation to the Board from the GM regarding potential internal candidates and the results of the initial two-part assessments.

1. Succession planning will involve the General Manager and Staff levels of the Organization.
2. Staff level organization planning will involve the GM and his direct reports.
3. GM succession planning will involve the GM, his level 1&2 reports and the Board.
4. The first formal update to the Board should be presented in October 2021.
5. At the staff level individuals interested in moving to Level One Positions-those positions reporting to the General Manager- will be asked to declare their interest in doing so.
6. Individuals currently reporting to the GM (Level One Positions) and those currently in Level Two Positions interested in potentially moving into the GM role will be asked to declare their interest no later than September 18, 2021.
7. For individuals interested in moving into Level One Positions the GM, HR Team Leader, Incumbent Department Leader and individual will conduct a two-part skills assessment. Part one will be the assessment of the interested individuals' competencies by the Incumbent Department Leader and the GM. Part two will be a self-assessment by the interested individual. The GM, Department Head and HR Team Leader will then review both assessments with the individual, identify shortcomings relating to knowledge and experience and develop suggestions and/or actions to address these shortcomings. There will be no Board involvement at this level.
8. Individuals interested in the GM position will also participate in a two-part skills assessment. Part one of this assessment will be the GM evaluating the competencies of the individual based on the General Manager Required Qualifications and Skills document (Attached) and the current ability to fulfill the ranked GM Skills and Ability

criteria (Attached). Interested candidates will also be asked to conduct a self-assessment base on these documents. Upon completion of both the GM, Candidate and HR Team Leader will review the assessments, identify shortcomings related to knowledge and experience and develop suggestions and/or actions to address these shortcomings. The results of these meetings will be presented to the Board in Closed Session.

9. It is anticipated that individuals will enter into this process and exit this process at different points in time. For individuals entering steps 7&8 will be repeated.
10. It is important for all to understand that this process is not a Performance Appraisal, it is a determination of readiness for promotion and is intended as a personal development tool.

General Manager Qualifications and Required Skills

Position Overview

The Ocean Pines General Manager is responsible for the overall management of a community consisting of 8462 lots, 12,000 residents and a staff of nearly 100 individuals. This full-time, on-site position reports to the Association's Board of Directors. The General Manager interacts with homeowners, vendors, the Board of Directors and advisory committee members. Success in this role requires extensive experience in directing and managing public safety functions, public works functions, parks & recreation, and community amenities. In addition, the General Manager must have significant and specific expertise in community budgeting, financial management and capital planning. A proven ability to engage all members of the community and develop and maintain working relationships with local government staff (Worcester County preferred) and elected officials is paramount to being successful in this position.

Minimum Qualifications

1. A Bachelor's degree from an accredited college or university with major course work in public administration, business administration, economics, or related field. A Master's degree is highly desirable. In lieu of these degrees the Board will consider candidates who can demonstrate expertise in the area of community financial management (budgeting, cost & financial accounting, regulatory compliance, capital planning and assessment/tax planning & administration), public safety management, public works management, personnel management, amenities management and parks & recreation management.
2. Ten years of progressively responsible experience in community management or municipal management similar in size and scope. Minimum of three (3) years' experience as Assistant Manager, General Manager, Community Manager, Town Manager or similar role for community or municipality similar in size.
3. CMCA and/or other related industry designations or substantial progress towards this certification with expected completion within 12 months of start date is required. PCAM preferred.
4. Previous experience in maintenance supervision, recreation management, project development or real estate related fields helpful.
5. Knowledge of accepted management practices and procedures, building and grounds maintenance requirements, personnel development and administration, and budget and finance.
6. Proficiency in Microsoft Office products suite.
7. General knowledge of association management software.

8. Ability to motivate employees to accomplish established goals within the related areas of responsibility, and to establish work standards to evaluate personnel performance.
9. Excellent writing and communication skills.

Critical Skills

1. LEADERSHIP.

- A. Ability to build effective relationships with the Board of Directors or similar governing body as evidenced by regular, timely and clear communication regarding the operations of the organization.
- B. Ability to direct the Annual Budgeting process of an organization with an operating budget of \$13-\$15 million or greater, ensuring that the needs and requirements of all Departments are clearly articulated and prioritized in a manner that is consistent with the organization's mission and strategic plan and that justification for capital expenditure requests is clearly articulated.
- C. Ability to direct the forecasting of funds needed for staffing, equipment, materials, supplies, and for capital and major maintenance projects.
- D. Ability to direct the establishment and administration of effective financial controls for the management of the organization's revenues.
- E. Possesses the knowledge required to direct the development of a strategic plan.
- F. Proven track record of notifying the chief executive immediately of operational issues that pose a threat to life and safety with recommendations for problem resolution.
- G. Ability to provide a monthly analysis of financial performance highlighting and explaining sources of any significant variances to budget; provide any needed revisions to projections of revenue or expense; and provide plans to address variances when deficits are noted.
- H. Ability to manage activities and amenities in accordance with provisions of governing documents, applicable Federal and State laws and regulations, and organization policies.
- I. Proven ability to ensure the enforcement of established policies; conveyance of homeowners' grievances; timely notification to the Board of any grievances having potential for legal and/or financial impact and which must be handled urgently; and provision of reports regarding the same.

- J. Proven ability to direct department heads as appropriate to respond to and resolve difficult and sensitive citizen inquiries and complaints in a timely manner.
- K. Proven ability to effectively prioritize and manage competing demands and initiatives.
- L. Proven ability to work effectively with Department Heads to ensure observable progress toward achievement of business goals and strategic plans.
- M. Proven ability and track record of accomplishments in the area of Community Engagement.
- N. Proven ability and track record of establishing solid working relationships at the County level (Worcester County highly preferred).

2. COMMUNICATION WITH KEY STAKEHOLDERS.

- A. Proven ability to maintain effective, timely, pertinent and clear communication of organizational policies, goals and priorities with key internal stakeholders such as homeowners and the Board of Directors.
- B. Proven ability to ensure, through delegation to appropriate staff, effective, timely and pertinent communication with internal stakeholders.
- C. Proven ability to maintain effective, timely, pertinent and clear communication with external stakeholders such as contractors; consultants; and County, State and Federal officials and representatives to the extent needed to support the goals and priorities of the organization; and to support and empower Department Heads in communications with external stakeholders as indicated.
- D. Proven ability to direct, manage and maintain timely and accurate communications with the media.
- E. Demonstrates knowledge of principles involved in the projection of a positive public image as the General Manager of the Ocean Pines Association.
- F. Ability to organize clear and timely reports to the Board of Directors and other key stakeholders as required by governing documents and applicable State and Federal laws and regulations, or as directed by the Association President.

3. MANAGEMENT OF DEPARTMENT HEADS AND PERSONNEL.

- A. Ability to and a verifiable track record in the following areas...
 - i. set clear standards of performance for Department Heads and staff,

- ii. hold Department Heads accountable for progress toward meeting departmental performance goals,
 - iii. complete performance reviews of direct-reports annually or as otherwise prescribed in the OPA Employee Handbook, and
 - iv. hold Department Heads accountable for completion of timely performance appraisals of department staff.
- B. Ability to hold Department Heads responsible for
- i. ensuring that staff is trained to perform job requirements competently and safely, and
 - ii. engagement of opportunities for cross training as needed for the effective operation of all departments and amenities.
- C. Ability to develop succession planning for key leadership positions within the organization.
- D. Ability to
- i. ensure the adoption of personnel policies needed to ensure human resources policies and procedures consistent with current legal and business requirements,
 - ii. ensure the implementation and enforcement of OPA employment policies, and
 - iii. assist Department Heads in problem solving and encouragement of staff utilization of Human Resources personnel as appropriate, and
 - iv. identify indicators that justify use of OPA Legal counsel as indicated for human resources issues.
- E. Possesses knowledge necessary to ensure compliance with governing documents, applicable State and Federal laws and regulations, and best practices that are applicable to the organization.
- F. Ability to demonstrate characteristics of self-awareness, self-regulation, intrinsic motivation, integrity, empathy, adaptability, and social skills necessary to project a professional demeanor with internal and external stakeholders and the media.

Other items to consider/discuss:

1. Must reside in or be willing to relocate to Ocean Pines even if currently residing in Worcester County.
2. As part of the selection process we will need to speak with current and past supervisors, peers, subordinates and key stakeholders to discuss competencies and working relationships.

Michelle Bennett

From: John Viola
Sent: Thursday, September 3, 2020 12:16 PM
To: Michelle Bennett
Subject: FW: Meeting Regarding GM Succession Planning

Please print

From: John Viola
Sent: Thursday, September 3, 2020 6:39 AM
To: Colette Horn <chorn@oceanpines.org>; Michelle Bennett <mbennett@oceanpines.org>; Camilla Rogers <crogers@oceanpines.org>; Frank Daly <fdaly@oceanpines.org>
Cc: Larry Perrone <lperrone@oceanpines.org>
Subject: RE: Meeting Regarding GM Succession Planning

Michelle please set up a team meeting today or if anyone wants to come to the office to discuss.

- ✓ Team Builder - *NO WHITE KNIGHT OR "THE PERSON"*
- ✓ Emotional Intelligence ✓
- ✓ Delegate *CAN'T DO IT ALL BY YOURSELF MUST STAY CURRENT*
- ✓ Results Oriented
- ✓ Strong Customer Service *LEVEL 1, 2, 3 MENTALITY*
- ✓ Strong Financial background or understanding, Budget, Reporting, Controls, ANALYSIS
- ✓ Municipality Background or Corporate (Management experience)
- ✓ Ability to Listen
- ✓ Ability to understand a constantly changing management culture
- ✓ Ability to make the "Hard Call"
- ✓ Background and/or ability to manage an "outsourcer".
- ✓ Ability to articulate a vision for Ocean Pines short term and long
- ✓ Strong understanding of HR and the value to the Association
- ✓ Ability to understand how to manage an amenity with the entire Association's interest vs "giving away the store to a few to be popular"
- ✓ From the very first interview should be able to address and understand the culture and dynamics of Ocean Pines. Should be able to articulate how they will handle.
- ✓ 24/7

→ *UTILIZE THE STAFF*

From: Colette Horn <chorn@oceanpines.org>
Sent: Wednesday, September 2, 2020 12:13 PM
To: Michelle Bennett <mbennett@oceanpines.org>

- *BOARD STABILITY*
- *COMMUNITY ENGAGEMENT*
- *GOLF*

SELF ASSESSMENT/