

SUCCESSION PLANNING

HR B6

INTENT

To establish a framework that enables the organization to identify, develop and retain talent. In addition we recognize that some employees will of necessity leave the organization and it is our goal to plan for their replacement and for them to become ambassadors for the organization through the provision of positive career development experiences.

POLICY

All program clusters will develop and maintain a plan for succession within the cluster, and individual programs that will:

- Include all key positions in the plan. Key positions are those that are crucial for the operations of the Society and because of skill, seniority and/or experience those employees will be hard to replace.
- Identify those with the potential to assume greater responsibility in the organization.
- Identify a staff development budget to support training and education.

PROCEDURES

The goal is to provide critical development experiences to as many employees as possible and in particular to those that are able to move into key roles by:

- Encouraging employees to research training opportunities and providing support for these either fully funded or cost-shared.
- Encouraging employees to step up to opportunities on their own time and at their own cost.
- Giving employees the opportunity to step into temporary positions of more responsibility.
- Encouraging employees to pursue leadership positions that arise temporarily.
- Supporting and encouraging employees to complete their credentials with funding as available; cost sharing; or supported flexible time off.
- Encouraging the development of leadership attributes by supporting staff to become involved in special projects, committees and working groups within the organization and with community partners.

Individual staff development plans will form part of the employee’s goals on their annual performance plan.

Management will combine the plans from each cluster in order to create a master organizational plan. This will include a database and an annual review process.

MONITORING

Management Team annually at the January MT meeting

EFFECTIVE: December 1, 2015	APPROVED BY: Executive Director	
REPLACES: April 1, 2014	MONITORING: Executive Director	FREQUENCY: Annually