



**inclusion** POWELL RIVER SOCIETY

"fostering a safe, inclusive community where everyone belongs and lives a good life"

# 2016 Succession Plan

## **PURPOSE OF THE SUCCESSION PLAN**

The purpose of this plan is to ensure that strategies are in place that ensures that inclusion Powell River has a committed and skilled Board of Directors, a Chief Executive Officer and Management Team with the skills and leadership abilities to ensure that inclusion Powell River is meeting its strategic goals and is a vibrant, healthy successful organization. Succession planning should ensure the smooth continuation and success of our business which depends greatly on the availability of competent board members and staff. This will ascertain that the organization continues to be successful at achieving its mission and vision and that its values are upheld. This will also ensure the ongoing financial viability and that the fiduciary responsibility and other legal responsibilities of the organization are maintained and advanced.

A succession plan will support the organization to ensure:

- Less time and expense to fill vacancies because talented incumbents will already have been exposed to training and opportunities which will enable the organization to utilize them and help them advance in their careers.
- Development efforts are aligned with the organization's Strategic Plan, ensuring that the right people will be available at the right times and in the right places to meet the right objectives
- The organization is safeguarded against sudden, catastrophic losses of key people.

**Succession planning** is also a process for identifying and developing internal personnel with the potential to fill key or critical organizational positions. Succession planning ensures the availability of experienced and capable employees that are prepared to assume these roles as they become vacant.

“Succession planning for staff and managers starts with a clear vision and a strategic plan. It includes hiring, developing and coaching all employees to meet new competencies. The implementation of succession planning requires commitment, vigilance and engagement by all members...” Edna Cadmus, 2006

Succession planning accelerates the transition of qualified employees from individual contributors to managers and leaders. Succession planning:

- Prepares current employees to undertake key roles
- Develops talent and long-term growth
- Improves workforce capabilities and overall performance
- Improves employee commitment and therefore retention
- Meets the career development requirements of existing employees
- Improves support to employees throughout their employment
- Counters the increasing difficulty of recruiting employees externally
- Focuses on leadership continuity and improved knowledge sharing

- Provides more effective monitoring and tracking of employee proficiency levels and skill gaps

Succession planning is a necessary part of an organization's ability to reduce risk, create a proven leadership model, smooth business continuity and improve staff morale.

There are four stages to developing an effective succession plan:

- Identifying roles for succession planning, focus on the key positions first
- Developing a clear understanding of the capabilities required to undertake those roles;
- Identifying employees/volunteers who could potentially fill and perform highly in such roles; and
- Preparing employees/volunteers to be ready for advancement into each identified role.

Without the implementation of a succession plan, there can be significant impacts on an organization including;

- Loss of expertise and business knowledge
- Loss of business continuity
- Damaged client relationships, reduced client satisfaction
- Time and effort to recruit and train replacement employees

#### **Roles:**

**Board:** Ensure that an effective succession plan and management program exists and is working effectively. Develop an emergency plan as well as a long-term plan. With the assistance of the current Chief Executive Officer, convene a committee to oversee succession planning for the Chief Executive Officer position, Director and Manager positions, and for the replacement/recruitment of new Board and committee members.

**Chief Executive Officer:** Oversee the plan. Ensure that the plan is coordinated with the overall Strategic Plan for the organization.

**Directors:** Responsible for establishing talent development objectives for her or his area of responsibility. Groom talent to meet the organization's future requirements.

**Managers:** Responsible for attracting, identifying, developing and retaining talent for their respective programs. Groom talent to meet the organization's future requirements.

**Human Resources:** Policies, procedures and technology. Support and advise the CEO.

## **POLICY FOR SUCCESSION PLANNING**

Management ensures that those employees with an interest in and the potential for key positions and areas are provided with appropriate development opportunities so that they can acquire the necessary skills and competencies to compete for these roles when they become available.

Succession planning does not entail guaranteed promotions. It is important that inclusion Powell River carefully manage employee expectations to avoid these kinds of perceptions. Although the focus of succession planning and management is on key positions and key areas, development initiatives should occur alongside more broad-based learning initiatives. In other words, all employees should be encouraged to have learning plans and participate in learning and training opportunities to further their career development. But the analysis of key positions and target areas may suggest tailored developmental programs and activities to build competencies for certain areas.

The Board of Directors is responsible to ensure its continuation as the governance body for the association. Directors are to ensure that they recruit individuals with the critical and diverse skills needed to govern the association and will identify leadership attributes necessary for this task. Directors will identify any gaps in skills required to achieve its strategic goals and systematically identify and plan to ensure there are qualified Board members to take leadership. Formal Board training will be provided periodically to ensure the skills are developed and maintained.

### **Strategies and Priorities**

Strategies identify the types of response that will be created by inclusion Powell River to address its succession management risks and opportunities. Program priorities identify specific areas of focus that will require more attention either within a particular timeframe or within the context of resolving a particular business issue. Determine the key positions to focus on.

### **Communication Plan**

Succession management becomes most effective when it is embedded in the culture of the organization. In order to do this, the succession management program and the plan for the program must be communicated throughout the organization. In this way, managers and employees are aware of the requirements and opportunities of the program and can, therefore, support the programs as required.

#### **Communication Strategy and Engagement Process**

- Develop Communication Plan that includes how to communicate with employees interested in promotion and development of skills, in order to be in a position to effectively compete for promotion.

## **ACTION TO IMPLEMENT SUCCESSION PLANNING**

The Board, in collaboration with the current Chief Executive Officer, will pro-actively create or task an existing committee with the development of a long-term plan for agency-wide succession. This committee will recruit additional members with experience in succession and management planning wherever possible. This to include community members with requisite experience who may also assist the Board with its own succession plan. Such members can then be assessed for future Board suitability, or in the event of an emergency, the departure of the Chief Executive Officer.

### **Challenges:**

- Developing and implementing a comprehensive Succession Plan takes time and energy – two things that are at a premium in most non-profit organizations. inclusion Powell River is no exception.
- Demographic – inclusion Powell River's labour pool, or lack there of, particularly at the Executive and Program Director level especially as the association is looking toward possible retirements within this group in a 1 to 5 year span.

### **Possible solutions include:**

- Long term: experienced CEO and Directors to train younger leaders
- Regular leadership opportunities for younger staff members
- Provide innovative means for baby boomers to reduce hours but still remain as resources to the field such as job shares.
- Continue to cross-train current Managers so that there are 2-3 individuals who could step in if needed (not necessarily candidates or interims, or even individuals being specifically groomed for the position).
- Invite Directors and Managers to grow broader leadership abilities: ie: financial management, fund raising and board relationships. Create opportunities for key staff to interact with the Board on committees or attending select Board meetings.
- Assign responsibilities to senior staff to develop/demonstrate leadership in creative, motivational and even inspirational ways.

**SHORT TERM STRATEGY - If Urgent and Immediate Need to Replace Chief Executive Officer**

Upon receipt of notice that the Chief Executive Officer is resigning or is unable to work, due to illness or accident for a period of more than 8 weeks, the Board will convene a recruitment and succession planning committee.

Locate and appoint an interim Chief Executive Officer.

Length of Absence	Action Plan
2-6 months	Board President or designate to appoint a Program Director to the CEO role. Within a year the Chief Operating Officer (COO) should be in a position to act as <b>Interim Acting Chief Executive Officer</b> .
6 months to 1 year	Start recruitment process as soon as it is known the Chief Executive Officer will not be returning. Above person to continue until recruitment is complete.

- This approach reflects a growing trend – slows down the process by facilitating smooth transitions and avoids the pitfalls of a “rush to hire”.
- This individual is typically not a candidate for permanent hire, so remains free from conflict of interest that might prevent frank and open assessments and dialogue.
- Cost-effective even if more expensive in hourly rates since typically this individual works fewer hours per week and would not accrue benefits.

**LONG TERM STRATEGY for Replacing the Chief Executive Officer**

In preparation for the resignation of the Chief Executive Officer or the event that she/he is unable to work due to illness or accident for a period of more than 8 weeks, the Board will create a Recruitment and Succession planning committee.

Below are some questions for the the Board to ponder when developing a strategy for her replacement. Can the succession need be met by the following:

- Hiring from internal candidates
- Hiring from outside the organization
- Reorganizing
- Outsourcing the work

- Hiring a temporary replacement on contract
- Bringing in a consultant to help
- Transferring someone from another part of the organization, temporarily or permanently to meet the succession need
- Acquiring or combining with another organization that possesses the needed talent
- Delegating the work
- Trading needed talent, temporarily or permanently with other organizations
- Recruiting more widely
- Hiring back needed managers or other talent after they have departed from the organization either temporarily or permanently
- Other alternative approaches as brainstormed by the group

### **Challenges:**

Powell River's location, size and demographic may make it difficult to find suitable candidates for short term tenure.

### **General Considerations for Board and existing CEO:**

- Review compensation and benefits to market standard
- Analyze exactly how much work the CEO does – is the CEO's job as it currently stands do-able? Many non-profit leaders are committed and passionate about their agencies and work many more hours than they are paid for. While extra hours are typically considered part of an upper management position, there is a "tipping point" beyond which compensation does not dovetail with workload, making it difficult to attract qualified and desirable internal or external candidates.

## **SHORT TERM STRATEGY in the event of the unplanned loss of members of the Board of Directors**

1. Appoint an ad-hoc committee of the Board with members of the management team to support as needed, to develop a plan for replacement of Board members.
2. The committee to develop a list of skills required of Board members.
3. The committee to brainstorm a list of potential Board members
4. The plan should include an interview of potential Board members:
  - a. To ensure their values are aligned with the mission, vision and values of the organization.
  - b. To ensure they understand and are supportive and aligned with the strategic goals of the organization.
  - c. Evaluation of skills needed on the Board that align with the achievement of the strategic goals of the organization.
  - d. Communication of commitment required to be on the Board of Directors.
  - e. Schedule orientation for new Board members.

## **LONG TERM STRATEGY for replacing members of the Board of Directors**

1. Appoint a nominating committee to recruit as necessary.
2. Use potential Board members as committee members in order to develop their skills and to determine their suitability for the Board.
3. The committee should maintain an inventory of the skills of the members of the Board and any gaps in skills.
4. All members of the Board should bring forward names to the committee for interview by the committee
5. The plan should include an interview of potential Board members:
  - a. To ensure their values are aligned with the mission, vision and values of the organization.
  - b. To ensure they understand and are supportive and aligned with the strategic goals of the organization.

- c. Evaluation of skills needed on the Board that align with the achievement of the strategic goals of the organization.
- d. Communication of commitment required to be on the Board of Directors.
- e. Schedule orientation for new Board members.

### **Succession Plan for Program Directors and Program Managers**

Our new organizational structure is designed to develop the skills of our Managers to move into Program Directors positions and Acting Managers to move into permanent Program Managers positions.

Some other approaches to developing leadership competencies include the provision of opportunities for:

- Job rotation and shadowing
- Mentoring and coaching
- E-learning and conferences
- Key assignments

**Potential Replacement Strategies for periods of up to 1 year**

Length of Absence	Position	Plan
Up to 8 weeks	Director Adult Services	Responsibilities will be reassigned between Program Managers/Coordinators/ Directors/Chief Executive Officer
	Chief Operating Officer	Chief Executive Officer will assume workload and delegate tasks. Accountant’s Assistant will be trained to assume some of the workload and report to Chief Executive Officer
	Director, Employment Services, Advocacy, Innovation and Facilities	Duties associated with Employment Services will be assumed by the Program Manager reporting to the CEO. Facilities management will be assumed by the program Administrative Assistant reporting to the CEO and all other duties will be assumed by the CEO or their delegate.
	Director Children’s Services	Responsibilities will be reassigned between Program Managers/Coordinators/ Directors/Chief Executive Officer
9 weeks to 6 months	Director Adult Services	Responsibilities will be reviewed and remain as assigned for the first 8 weeks if possible. If not the senior
	Chief Operating Officer	

	<p>Director, Employment Services, Advocacy, Innovations and Facilities</p> <p>Director, Children’s Services</p>	<p>leadership team (Chief Executive Officer and Directors) will make a decision to either recruit or appoint someone on a temporary basis.</p>
6 months to 1 year	<p>Director Adult Services</p> <p>Chief Operating Officer</p> <p>Director, Employment Services, Advocacy, Innovations and Facilities</p> <p>Director, Children’s Services</p>	<p>The senior leadership team (Chief Executive Officer and Directors) will make a decision to either recruit or appoint someone on a temporary basis.</p>

## Action Plan to further Develop Succession Plan

Activity	Who is Responsible	Goal	Measure
Identify Current and Future Needs of the Organization <ul style="list-style-type: none"> <li>Analyze inclusion Powell River demographics and projected retirements.</li> </ul>	Chief Operating Officer  Directors	Data gathered from performance reviews will identify employees' personal and professional development goals.	Appendix A shows the projected retirement dates of employees aged 55-75. Although some people will not retire when projected, this allows for a generalized risk-assessment.  Appendix A to be updated annually
Assess potential for future candidates for leadership positions– ie: how do we know someone can succeed at higher levels of responsibility if we have never seen them perform it?	Program Managers  Chief Operating Officer  Program Directors  Accounting Manager	Cross-train current Managers so that there are 2-3 individuals who could step in if needed (not necessarily candidates or interims, or even individuals being specifically groomed for the position)  Invite Directors and Managers to grow broader leadership abilities: ie: financial and contract management, advocacy, fund raising and board relationships. Create opportunities for key staff to interact with the Board on committees or attend select Board meetings.	Program Manager job descriptions have been updated to be non-program specific. This will give us the ability to cross train managers in other programs without having to do layoffs due to changes in duties.  Directors will delegate tasks to Program Managers.  Program Managers performance targets. To be broader and more analytical and related to systems improvements.
Board Members <ul style="list-style-type: none"> <li>Determine gaps in skills of current Board members</li> <li>Determine ways to include potential board members in order to</li> </ul>	Chief Executive Officer, COO & Board President	Board nominations committee to assess current Board requirements and begin recruitment of new members and assignment of existing members to committees in order to gain	Nominating Committee structure to include CEO and at least one person from the Board of Directors.

develop their skills and understanding of the organization.		experience.	Board composition to include a mix of members who are employed and retired, as well as individuals who are involved in the community.
<p>Chief Executive Officer-Short Term Strategy</p> <ul style="list-style-type: none"> <li>Determine interest and evaluate gaps in competencies and skills and training needed to develop</li> </ul>	CEO & Board President	<p>Chief Operating Officer trained and prepared to take on CEO role.</p> <p>Before COO is ready one of the Program Directors could step in.</p>	Chief Operating Officer feels ready to step in.
<p>Chief Executive Officer-Long Term Strategy</p> <ul style="list-style-type: none"> <li>List competencies and skills required for this position</li> <li>Consider expected timeline for replacement</li> <li>Determine employee interest and evaluate gaps in competencies and skills and training needed to develop</li> <li>Develop strategies for replacement</li> </ul>	CEO, Board President & COO	CEO to coach and mentor direct reports once removed about their interest in taking on her role.	Ongoing
<p>Directors/Program Managers</p> <ul style="list-style-type: none"> <li>List competencies and skills required for this position</li> <li>Determine employee interest and evaluate gaps in competencies and skills and training needed to develop those.</li> <li>Consider timeline for replacement</li> <li>Develop strategies for</li> </ul>	COO and CEO	Directors/ Program Managers to implement mentorship/coaching for internal employees who have expressed interest in the role of CEO.	Projects have been assigned to Managers once removed to increase their skills and test their competency.

replacement			
<p>Technology Manager</p> <ul style="list-style-type: none"> <li>List competencies and skills required for this position</li> <li>Determine employee interest and evaluate gaps in competencies and skills and training needed to develop those.</li> <li>Consider timeline for replacement</li> <li>Develop strategies for replacement</li> </ul>	COO	Job description has been updated.	Potential companies that could provide the skills.
<p>Evaluate the Succession Plan considering the following areas:</p> <ul style="list-style-type: none"> <li>Identify all areas of the program to be evaluated</li> <li>Establish the measures of success or standards for evaluation</li> <li>Identify an appropriate method for evaluating data</li> <li>Collect data for evaluation purposes</li> <li>Identify the gaps in the program between intended results and actual results</li> <li>Implement changes as required</li> </ul>	CEO & COO	<p>Review succession plan annually with CEO, COO, Directors and Program Managers.</p> <p>Review action items in succession plan annually and update as required.</p>	Report updated annually.

## Appendix A

**Projected Retirement dates employees aged 55-75 (based on 65<sup>th</sup> birthday or stated otherwise)**

<b>Position</b>	<b>Projected Retirement Date</b>
<b>CEO</b>	<b>2020 Dec 05</b>
<b>Director Adult Services</b>	<b>2019 June 25</b>
<b>Director, Employment Services et al</b>	<b>2018 May 31</b>

<b>Position Type</b>	<b>Age group 55-59</b>	<b>Age group 60-64</b>	<b>Age group 65-70</b>	<b>Age group 71-75</b>	<b>Total</b>
<b>Executive Director</b>			<b>1</b>		<b>1</b>
<b>Director</b>		<b>1</b>	<b>1</b>		<b>2</b>
<b>Program Manager Adult Services</b>	<b>1</b>	<b>1</b>			<b>2</b>
<b>Coordinator Child &amp; Family Services</b>	<b>1</b>				<b>1</b>
<b>Support Worker Adult Services</b>	<b>25</b>	<b>15</b>	<b>12</b>	<b>2</b>	<b>54</b>
<b>Support Worker Child &amp; Family Services</b>	<b>4</b>	<b>1</b>			<b>5</b>
<b>Administration</b>	<b>2</b>	<b>1</b>			<b>3</b>

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