

COMMUNITY LIVING DURHAM NORTH

SUCCESSION PLANNING

Policy No: A-8 (Governance & Administration)

Effective Date: November 28, 2011

Last Revision: December 16, 2024

Last Review:

Rationale:

Over time, key contributors will leave CLDN and its continued success will depend on its ability to move capable and well prepared staff into newly vacant positions. New hires will always be an important part of our renewal, but ideally we will promote from within. Therefore, training and mentoring programs are the essence of succession planning.

Policy Statement:

Succession planning is about identifying people at every level of the organization who excel in their jobs and may wish to accept broader responsibilities. It is a process that begins in the job interview and proceeds through the hiring and orientation process.

It is the job of everyone (natural leaders, unionized Team Leaders, Managers and Directors) to support new employees through the early phases of their employment. Beyond that, it is the special role of managers and directors to ensure that star performers are identified and mentored. To this end, CLDN's Leadership Program was created in 2018.

At senior levels, there are specialized tasks that may be performed in relative isolation, and in this context a resignation or retirement can create at least a temporary knowledge gap. Such tasks need to be identified and the people performing them, managers and directors, must cultivate understudies. At the CEO level, this involves making sure that directors and sometimes managers have a measure of direct contact with the Board and its committees and participate in conversations with the Ministry and other external entities.

The CEO reports to the Board of Directors, and it is an important function of the Board to act quickly to replace a departing CEO.

Approved by: Clare Suggitt
for the Board of Directors

Date: December 16, 2024

Procedure No. A-8-1
**Succession Planning for the Manager and
Team Lead roles**

Effective Date: December 16, 2024
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We developed an internal Leadership Program in 2018. To enter the program, people must apply and be accepted, they can also be extended an invitation. A waitlist of interested applicants is maintained. People entering the program are matched to a manager who provides mentorship through (a) face-to-face discussion (b) the review of written materials and (c) by including the person as the mentor performs key elements of the managerial role. In this way, the mentee might share on-call responsibilities over a weekend or look in on an annual meeting in which a program's fiscal budget is being developed. Typically, the participant will also be enrolled in external training when a specific need area is identified. Upon completion of the program, the graduate presents their experience to the Directors and CEO. With their permission, graduates are celebrated in the agency newsletter.

More seasoned managers typically mentor people already in a Team Lead role, hopefully equipping them for future promotion into management. Newer managers who have excelled as Team Leaders, mentor Direct Support staff who have their eyes on a Team Lead role.

We are continuously reviewing the course content and updating information as necessary and making each person's experience individualized and geared towards the skills they would like to improve upon.

Procedure No. A-8-2
Succession Planning for Director Positions

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There are manager positions within each of CLDN's three main departments: HR, Finance and Service Delivery. Through performance management, directors identify those who excel at that level and learn about each person's professional goals and aspirations.

Where appropriate, the director will include the manager in most aspects of their job, teaching, providing opportunities for hands-on experience, and eliminating potential knowledge gaps. All departments should have a "director in waiting" that has the skills, knowledge and ability to step into a future vacancy. The CEO will be made aware of these potential job candidates, who may also be enrolled in advanced, external training.

Procedure No. A-8-3

Succession Planning for the CEO Position

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In the case of a resignation or retirement, the Board will seek a notice period that provides sufficient time to effect an orderly and successful transition. Upon receiving notice, the Board will strike an “ad hoc” Selection Committee or Transition Team to recruit candidates and choose among them. Boards in the DS sector often elect to use Executive Search firms.

The responsibility for this job falls upon the Board that is sitting at the time of the CEO’s departure, and it is not the place of this policy to predetermine its decisions. However, the team will typically include the members of the Executive (i.e. the Chair, Vice Chair and Treasurer) and it will have to consider the following:

- The readiness of any or all existing staff who may have been previously identified as potential candidates.
- The merits of using an executive search firm to recruit external candidates.
- The development of a communication plan to ensure that key steps in the transition process are shared with stakeholders in an open and timely fashion (to this end, senior staff will maintain a list of stakeholders that extends beyond employees, families and supported people, to include Ministry contacts, mayors, MPP’s, other agencies, etc.).
- A review of the agency’s current activities, strategic directions, strengths and weaknesses that might serve to inform the transition team concerning the characteristics and attributes necessary in the successful candidate. This might include securing from the outgoing CEO a report on risk factors or agency activities and priorities that require immediate attention.
- A review of the existing CEO Job Description, employment contract, compensation package, etc., and consideration of amendments or adjustments.

Approved by: Glenn Taylor
CEO

Date: December 15, 2024