



2.8 Succession Planning Policy

Intent

The employer is committed to ensuring that staff are provided with the tools they need to succeed and develop, to meet both their own aspirations and enhance their value within the company.

Succession management is intended to provide the organization with the ability to meet future business and staffing needs by identifying viable candidates and investing in their future with the organization by providing training, development and career advancement opportunities.

Scope

Certain positions will have an identified set of requirements that are needed to ensure success in the position based on education, knowledge, skills and other attributes. This set of requirements will be used as the benchmark for evaluating the suitability of internal staff for their candidacy for succession planning consideration.

This policy applies to all non-unionized employees always and without exception.

Please note this policy may not be applicable to union members whose succession may be based on seniority. Unionized members are requested to refer to their current Collective Agreement for a similar policy and procedure. Where the Collective Agreement is silent, bargaining members will refer to the contents of this policy. In situations where the directions of this policy cover issues also in the Collective Agreement, the Collective Agreement will be the final authority

Guidelines

This succession planning policy will: Identify key positions within the organization, assess the impact of future vacancies in these positions, create a profile of the necessary skills required for these vacancies and the training and development plan for potential candidates and finally, develop the plan to fill these vacancies once qualified. This will be accomplished by:

- Facilitating an annual meeting of all general managers and head office to discuss roles deemed as requiring a succession plan.
- Creating a plan for training and development.
- Conducting a final review and selection of potential candidates, and ensuring that they have the necessary skills or the potential to learn the necessary skills to be successful in the role.
- Providing additional skills development for employees that have been identified as candidates for succession planning.
- Ensuring the smooth transition of employees into their new position and successfully backfilling their previous role.

Succession planning candidates will be provided with a professional development plan that is designed to ensure that the candidate obtains the skills, knowledge and qualifications needed to successfully grow their career in the organization and take on greater levels of responsibility, ultimately moving into the identified key position that they are being groomed for. A component of the identified employee's annual performance review will detail the objectives of the succession plan and address their progress towards promotion.