



**SECTION:** Board of Directors  
Personnel – Change of Status

**POLICY:** Succession Planning

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## **POLICY:**

Community Care Northumberland (CCN) will have a formal succession plan in place to provide leadership continuity and to avoid extended costly vacancies (planned and unplanned) of crucial positions across the organization. Leadership needs will be assessed to allow for the selection of qualified individuals that are diverse and a good fit to carry out CCN's mission, vision, values and strategic plans.

## **PROCEDURE:**

It is the responsibility of the Board of Directors to implement the procedure for succession planning of the Chief Executive Officer.

### **Temporary Change in Chief Executive Officer**

For a temporary change in Chief Executive Officer (i.e. illness or leave of absence) the Chief Executive Officer, on an annual basis, will designate a member (or members) of the management team to assume responsibilities of the corporation and inform the Board Chair of this designate and any limitations placed on their authority.

### **Permanent Change in Chief Executive Officer**

In the event the Chief Executive Officer is no longer able to serve in their position (i.e. resignation or termination), a Board of Directors will:

- Appoint an interim Chief Executive Officer such as a:
  - A current member of the Senior Management Team
  - An external consultant (with experience as an interim Chief Executive Officer)
  
- Appoint an "Chief Executive Officer Hiring Committee" (ad hoc committee) which will be made up of at least two (2) members of the Board. It will be the responsibility of this committee to implement a preliminary transition plan as follows:
  - Consider the need for consulting assistance (i.e., transition management or executive search firm) based on the transition circumstances.



- Review the organization's strategic plan and conduct a brief assessment of organizational strengths, weaknesses, opportunities, and threats (SWOT) to identify priority issues that may need to be addressed during the transition process.
- Identify attributes and characteristics that are important to consider in the selection of the next permanent leader.
- Establish a time frame and plan for the recruitment and selection process.

Board Committee Members will work with the Human Resource department in this process and any other Senior Management Team members as appropriate. In addition, the Succession Planning Framework will include the role of Chief Executive Officer to assist the Board in their decision-making process.

It is the responsibility of the Senior Management Team to implement, monitor and evaluate the Succession Plan for all critical roles within the organization. The framework of the succession plan includes:

- Identifying critical roles
- Building success profiles
- Identifying & assessing potential candidates
- Accessing developmental needs
- Developing talent
- Measuring progress

The key crucial positions that currently fall under this succession plan include:

- Chief Executive Officer
- Director of Client Services
- Director of Hospice Services
- Director of Donor Relations
- Others (to be discussed)

The elements of the succession plan should take into consideration:

- Roles and responsibilities
- Commitment to process
- Organizational risk profile
- Roles and required skills.
- Potential successors, conditions, and expectations
- Mentoring and development plans.

On a yearly basis the Senior Management Team will review the Succession Planning Framework.