

Executive Director Succession Planning (2.14)

Policy:	ED Succession Planning	Effective Date:	June, 2024
Last Review Date:		Next Review Date:	February, 2027
Review Frequency:	Every 3 years	Related Supporting Documents:	ED Recruitment, Selection and Appointment ED Charter and Delegation of Authorities ED Total Compensation

Purpose

The purpose of this policy is to ensure continuity in the Executive Director (ED) position to sustain organizational stability in fulfilling the CRNS's mandate and legislated responsibilities, progress toward strategic goals and minimize the risk of disrupting the organization.

Policy

The Council provides for continuity in the Executive Director position to:

- sustain organizational stability in fulfilling CRNS's mandate and legislated responsibilities, progress toward strategic goals and minimize the risk of disrupting the organization
- provide a framework to support executive development.

Policy Guidance

The Council fulfills succession planning responsibilities by approving the Executive Director Succession Plan, which includes:

- a short-term (up to six months) Emergency Replacement Plan that identifies individuals to replace the ED in the case of an emergency, i.e. the position becomes vacant suddenly, e.g. due to death, resignation or termination, or a temporary vacancy, such as extended leave of absence due to personal, health or other reasons
- a longer-term Succession Plan that focuses on developing a future talent to support a planned vacancy, e.g. retirement of the ED.

Note: In the case of a planned vacancy, refer to the *Executive Director Recruitment, Selection and Appointment Policy*.

1. EMERGENCY REPLACEMENT PLAN (SHORT-TERM UP TO SIX MONTHS)

Purpose

- The purpose of the Emergency Replacement Plan is to ensure that critical leadership functions and the delivery of day-to-day operations continue to be carried out in the event the ED is unable to carry out responsibilities due to a sudden vacancy or temporary vacancy (as defined above).

Approach

Replacing the ED on an Interim Basis (Up to Six Months)

The ED will recommend staff members whose skills and attributes are most closely aligned with those required for the responsibilities of the ED role, i.e., have the organizational capabilities required to fulfill legislated responsibilities and maintain operational functions, and who are willing to undertake the ED role or components of it in the emergency.

Note: Refer to the *ED Incapacity to Act Letter*

2. SUCCESSION PLAN (LONG TERM)

Purpose

The purpose of the Succession Plan is to:

- provide a resource to the Council of potential internal and external candidates who may have interest in, readiness for and the potential to assume the ED role.

Approach

- Confirm the position description and the competencies and attributes required for success in the ED position.
- Assess capabilities and interest from internal candidates to assume the ED role.
- Provide resources to the Council where they may seek and engage external candidates who may be interested when a vacancy becomes available.

Roles and Responsibilities

EXECUTIVE DIRECTOR

- Annually present the ED Succession Plan to the Council Chair and to the Governance & HR Committee (Incapacity to Act Letter)

GOVERNANCE COMMITTEE

- Review and recommend the ED Long-term Succession Plan to the Council when required.

COUNCIL

- Approve the ED Succession Plan when required
- Approve the appointment of an interim ED and any temporary salary modification/ adjustments for increased responsibilities during a transition or temporary vacancy

COUNCIL CHAIR

- Take an active oversight role of the “interim” ED during a transition.
- Announce the interim ED to staff, and outline the Council role and expectations for the transition/temporary timeframe.
- Act as the “supervisor” for the interim ED with frequent communication or meetings.
- Act as the external spokesperson for the organization by sending a letter to all key stakeholders and registrants announcing the interim ED and providing an outline of the succession planning timeline and steps.
- Review all financial activity on a more frequent basis.
- Provide frequent updates to the Council.