

## PATHWAYS ABILITIES SOCIETY

### **POLICY: SUCCESSION PLANNING**

**Applies to:** Board of Directors, Executive Director, Managers and Supervisors

### **POLICY**

Pathways Abilities Society Board of Directors is committed to ensuring continuous, solid organizational leadership. The board meets minimally eight times per year. The executive director, in addition to providing monthly reports, corresponds with the board via email, apprising them of society activities. He/she consults with the President and Secretary Treasurer regularly ensuring they are aware of society operations. The board President has keys for the society, the executive director's office, desk and file cabinets. He/she has the necessary codes to access all society information.

Pathways Abilities Society provides board members with access to a comprehensive Board Handbook on-line that is updated annually in October which includes the Pathways Abilities Society Constitution and Bylaws. The Constitution and Bylaws outline director and society's operations and how board members govern and are governed. When a director resigns or opts not to run for another term, he/she is responsible for recruiting and proposing a potential replacement. However all board members are responsible for recruiting and mentoring potential new directors to fill vacancies. Directors collectively assess annually their replacement requirements prior to the Annual General Meeting. The board composition strives to represent the diversity of the community. Directors are sought based on their skills, experience and expertise in the community living sector, finance, fundraising, community relations, law, marketing, public relations, human resources, strategic planning, risk management, resources planning, project planning and must be committed to creating inclusive, welcoming communities. The nominating committee screens prospective members and presents nominations to the membership at the Annual General Meeting.

Pathways Abilities Society has a comprehensive policy and procedure manual which is updated regularly. A memory stick with the manual is available at all service sites and on Pathway's website. Performance evaluations and job description reviews occur annually. The board President coordinates the executive director's evaluation and provides regular performance feedback.

The management team is made up of the executive director and management personnel which includes the Nurse position. The team operates collectively and each is able to direct the day-to-day operations of the society.

The leadership team is made up of the executive director, management personnel and bargaining unit supervisors. The team has a general working knowledge of all society services.

The management and leadership teams are responsible for mentoring staff to assume leadership roles. The team ensures through training, coaching and orientation that the skills and knowledge identified in management and supervisor's job descriptions are

developed to ensure that the organization is able to function to full capacity in the event of a leadership change.

The executive director develops a Succession Plan and updates it annually in the month of January. He/she develops a Succession Plan Action Plan and updates the actions taken minimally three times per year.

All administration information is stored on the Pathways Abilities Society server in the directories listed below. Varying levels of access have been granted to staff depending on their role:

<b>Directory</b>	<b>Who has Access</b>
Accounting	Finance Manager, Bookkeeper/ Administration Assistant, Benefit Manager, Executive Director
Executive Director	Executive Director
Management	Executive Director, Management Personnel
Supervisors	Executive Director, Management Personnel, Supervisors
Community Placement Developer (CPD)	Executive Director, Management Personnel, Supervisors, Community Placement Developers (CPD), Bookkeeper/ Administration Assistant,
Activity Service	Executive Director, Management Personnel, Supervisors, CPD, Bookkeeper/ Administration Assistant, Activity Service Staff
Integrated Career opportunities (ICO)	Executive Director, Management Personnel, Supervisors, CPD, Bookkeeper/ Administration Assistant, ICO Staff
Social Ventures	Executive Director, Management Personnel, Supervisors, Bookkeeper/ Administration Assistant, Social Ventures Staff
Public Files	All employees

The Accounting directory contains all society financial information. The Executive Director directory contains the executive director's correspondence and data, which due to content may not be privy to other staff. The Management directory contains all management information, data and manager's files. The Supervisor's directory contains the supervisor's files and data. The CPD directory contains the CPD's files and data. The ICO, Social Ventures and Activity Service directories contain files relevant to their specific area. Public Files contain general society information which is not of a confidential nature.

The executive director is required to provide the board president with a minimum of 30 days written notice when resigning from his/her position. Ideally he/she will provide as much notice as possible in order to enable the board of directors to implement a comprehensive recruitment plan.

Managers and supervisor are required to provide 21 days written notice when resigning from his/her position. Ideally he/she will provide as much notice as possible in order to ensure there is an adequate recruitment, transition and orientation period.

The Succession Planning procedure outlines how to manage an expected or an unexpected vacancy of the executive director's position.

The Board of Directors reviews and updates the policy annually at the first general meeting of the board of directors after the society's Annual General Meeting.

Effective/Revision Date

September 17, 2007  
October 29, 2008  
October 19, 2009  
October 21, 2010  
October 17, 2011  
October 22, 2012  
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October 24, 2013  
July 21, 2014  
May 25, 2015  
September 14, 2015  
April 18, 2016  
November 14, 2016  
October 19, 2017  
October 13, 2018

Board Approval

Date Approved

September 17, 2007  
October 29, 2008  
October 19, 2009  
October 21, 2010  
October 17, 2011  
October 22, 2012  
December 21, 2012  
October 24, 2013  
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May 25, 2015  
September 14, 2015  
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November 14, 2016  
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