



Britannia Glen Co-operative

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Succession Planning Policy

Intent

Britannia Glen Co-op has adopted this policy to identify the best possible candidates for key positions in the organization, either staff or New Board members, that may be lost due to turnover, and to develop these candidates to ensure that one day they will be able to effectively move into these critical roles and enjoy immediate success.

The tenets of success for the Britannia Glen Co-op Succession Policy will be: Identify critical positions within the organization, future vacancies in those positions, the employee's/Board Member's best suited to fill those vacancies, the training and development of potential candidates, and ultimately the filling of vacancies in key positions with employees/Board Member's that are qualified, have met all training goals and expectations, and are fully prepared to succeed in the new position, thus ensuring the on-going success of Britannia Glen Co-op.

Guidelines

Expected Results

- Identify appropriate candidates for succession planning.
- Ensure that candidates are provided with the training and development necessary to fill key positions that have been identified.
- Ensure that Britannia Glen Co-op will be able to meet all staffing/Board Member needs for the future.
- Ensure that Britannia Glen Co-op employs hiring practices that are fair and equitable, and promotes hiring from within.

Succession Planning Committee

- Britannia Glen Co-op will implement a committee comprised of Board of Directors, and management employees that will enforce the ideals of our Succession Planning Policy, and assist in the implementation of the program.
- The Succession Planning Committee will provide leadership initiatives by ensuring that executives, management and employees/Board of Directors are informed and educated about the program, and support their participation in the program.
- The Succession Planning Committee will take an active role in the process by working with the Board of Directors through on-going meetings to identify potential vacancies, establish potential candidates, and review all pertinent data.

Performance Reviews

- Performance reviews are designed to help keep employees on the right track with direction and goals that will lead to their continuous improvement and provide career advancement opportunities.

- Performance reviews assist in the identification of strengths and weaknesses in organizational abilities and capacities that will aid in the development of effective training, employee placements and productivity forecasts.
- All employees and management staff will be subject to performance reviews at (XXXX) intervals within the fiscal year, and will be based upon performance standards, goals and objectives identified in their respective job descriptions.
- Performance reviews will be used in the assessment of Britannia Glen Co-op employees when determining their appropriateness for positioning in Succession Planning.

Data Tracking

- The accurate tracking of data associated with employee performance, and other related metrics will assist Britannia Glen Co-op in the creation of effective Succession Planning.

Data Tracking will be used to identify the following:

- a)The number of high potential employees
- b)Percentage of high potential employees to total workforce
- c)Number of employees upgraded and downgraded since their last performance review
- d)Average age and years of service
- e)Number of key positions without an heir apparent
- Surveys will be employed to gauge employee expectations and attitudes towards the program.
- Britannia Glen Co-op will track all data on a database that will be accessed as a source of possible successors within the organization.
- All essential data will be processed and developed to develop a long range plan that ensures Britannia Glen Co-op's long-term goals through Succession Planning.

Training and Development

Britannia Glen Co-op will provide job-training for employees and training for new Board of Directors that have been identified as exceptional candidates for Succession Planning. In order to effectively groom these candidates for any potential upward change in career, they may be provided with any or all of the following types of training:

1. Mentoring – Senior employees or Senior Board of Directors that have been identified as those that may be leaving their post in the near future will provide mentoring for candidates by sharing their wealth of knowledge and experience pertaining to the roles and duties of the position. This will help the candidates by teaching them the essential skills necessary to perform the required tasks.
2. Job Shadowing – Candidates for Succession Planning will work alongside Britannia Glen Co-op top performers to learn the road-maps to success. This will provide them with invaluable knowledge pertaining to the qualities and work habits of successful senior employees.
3. Cross-Training – Employees will be trained by other employees and Board of Directors. Candidates will be trained by Senior Board members on the duties and required skills for other jobs at Britannia Glen Co-op. This will help to increase the knowledge base of potential candidates, and allow them to gain a deeper understanding of the overall work done at Britannia Glen Co-op, and help to identify potentially beneficial areas of work that best suit the candidate.

4. **Classroom Style Training** – In the event that a candidate is selected for a particular position, they will be provided with in-depth training to ensure that they are fully prepared to handle the tasks associated with the new position.

Implementation

- The Succession Planning Committee will work together to ensure that all pertinent data has been properly processed and developed to ensure the success of the program.
- The Succession Planning Committee will ensure that all training programs have been established, with properly identified informational requirements, mentors and leadership initiatives.
- Succession Planning Committee meetings will be conducted on regular basis to ensure the ongoing employee participation, and success of the program.
- Throughout the year, the Succession Planning Committee will meet to review the progress of development for identified successors, and will meet with the management or executives in those areas of responsibility.
- Success will be accomplished by filling vacancies in key positions with employees that are qualified, have met all training goals and expectations, and are fully prepared to succeed in the new position, thus ensuring the on-going success of Britannia Glen Co-op.

Acknowledgement and Agreement

I, (Employee Name), acknowledge that I have read and understand the Succession Planning Policy of Britannia Glen Co-op. Further, I agree to adhere to this policy and will ensure that employees working under my direction adhere to this policy. I understand that if I violate the rules/procedures outlined in this policy, I may face corrective action, up to and including termination of employment.

Name: _____

Signature: _____

Date: _____

Witness: _____