DECISION ITEM:
BOARD/COMMITTEE: **Executive Committee**
MEETING DATE: **February 25, 2026**
AGENDA ITEM: **Executive Director Succession Plan Policy**

RECOMMENDATIONS:

The Executive Committee recommends that the Board of Directors of the Regina Open Door Society Inc. approves the new policy B - VIII as attached.

OVERVIEW:

Regina Open Door Society (RODS) is committed to its mission, strategy and corporate objectives. The Board considers ED succession management to be an ongoing process providing for RODS longevity through the continual planning, development and assessment of talent at the Senior Management level of the organization. RODS succession management process is designed to assure the Board and key stakeholders that, when necessary, the ED work can be transferred from the current incumbent to other competent resources in a planful way. RODS succession plan is a proactive and iterative plan that will be reviewed, improved and refined as the organization grows and evolves.

Types of Succession planning

Long Term Succession Planning is generally considered the process applied to critical positions in the organization which results in the identification and development of either a pool of potential successors or a specifically named successor. The objective of succession planning is when a vacancy arises in a critical position, an effective succession plan allows for greater continuity and a smooth transition via disciplined and targeted development of potential candidates.
Short Term Contingency Planning is where decisions are made regarding filling the critical positions and ensuring there is the leadership talent within the organization to fill the role in the short-term. This process involves identifying a list of candidates who would be ready to take on the job within a timeline of immediate to 18 months.

KEY COMPONENTS OF THE PROPOSED POLICY:

Responsibilities:

The Board of Directors is responsible for:

1. Approving the succession plan for the ED.
2. Providing motivation and support for the ED's efforts towards supporting RODS succession planning efforts.

3. Ensuring that competent, promotable managers are recruited into the organization by the ED.
4. Ensuring the ED has criteria and processes for recognition, promotion, development and appointment of managers that are consistent with RODS future leadership requirements.
5. At least annually receive a report from the Board Executive Committee approving that the Succession and Contingency Plans are up to date.
6. Ensuring it receives appropriate briefings and acquires sufficient knowledge on potential successors.

The Board Executive Committee is responsible for:

1. Reviewing the ED's Succession Plan.
2. Receiving periodic updates as well as report annually on the plan and forward it on to the Board with appropriate comments.
3. Reviewing and discussing with the ED the processes and outcomes associated with recognition, promotion appointment and development of the management team.
4. Ensuring Succession Plan includes a process that would respond to an emergency requiring an immediate replacement of the incumbent ED or how duties would be split amongst the management team.
5. Implementing the terms of this plan to ensure the continued operations of RODS.

The Executive Director is responsible for:

1. Taking the lead and reinforcing the important of succession planning process and career development with the management team.
2. Working with the Board Executive Committee and the organizations management to develop and implement a leadership development process.
3. Ensuring that performance appraisals and ongoing coaching is conducted in a timely and professional manner.
4. Providing periodic updates to the Board Executive Committee and the Board in the development of leadership talent and succession capabilities, including senior management development training, job changes and an assessment of the most likely successor(s) to the ED position.
5. Ensuring that there is a clear understanding of the ED succession and development plan by all RODS management staff.
6. Reviewing manager's development plans and the succession and contingency plans annually with the Board Executive Committee and the Board.
7. Ensuring that RODS managers are responsible for:
    a. Identifying potential replacement candidates for their own positions.
    b. Identifying other high potential employees and designing career and development plans for them in support of longer-term succession considerations.
    c. Conducting a realistic self-assessment of their career interests and development needs and making a personal commitment to those needs that fit within their career plans and goals.

Critical Success Factors

The following are some of the critical factors for success in implementing and managing succession:

- Visible commitment from management in implementing the process and making decisions based on accumulated knowledge and information.
- Alignment of the process to the organization's strategy and future business direction.
- Ongoing evaluation of the effectiveness of the succession planning framework and processes is mandatory.

BACKGROUND:

Assumptions

This succession plan assumes that:

- Equal consideration will be given to both internal and external candidates to fill a vacancy. The goal of this plan is to fill vacant positions with the best qualified candidate. Such vacancies will be posted openly and conducted as an internal and external competition.
- RODS will strive to keep cross training and backup support for each of the job tasks that will ensure uninterrupted service to the Board, management, employees and the membership. In cases where this is not practical or possible, procedures will be developed and maintained to fill any potential gaps.
- RODS encourages advancement from within the organization.
- RODS will provide education and training appropriate to the advancement of individuals and the organization.

Limitations

A succession plan is not a guarantee of a position, rather it represents a development plan to prepare an individual should opportunities arise within the organization. At all times, the best candidate for the position and the organization should be chosen regardless of documented names within the succession plan.
Succession planning is an ongoing process and may require ongoing updates depending on industry trends and changes to the organizational structure.

For a complete policy see:

Appendix 1 – Draft ED Succession Plan - Policy and Procedure (Long Term and Short Term unexpected leave)

Appendix A – Checklist for Annual Review of ED Succession Plan

Appendix B – Insert Organization Chart

Appendix C – Insert Ed Position Description

Appendix D – Insert Contact List (To Be Completed by ED)

Appendix E – Internal Succession Development Plan – Insert Plan if applicable

ALTERNATIVES:

- Amend proposal in any manner suggested by the Board.
- Continue to not have a Succession Plan Policy for the ED.

COMMUNICATION STRATEGY:

None

REQUIRED APPROVAL:

Board of Directors

STRATEGIC ALIGNMENT:

Stable Workforce with Committed Knowledgeable staff and volunteers

TIMEFRAME/CONSEQUENCES OF DEFERRING DECISION:

There is no specific deadline for a decision.

APPENDIX A – DRAFT POLICY: Executive Director Succession Plan

NAME OF POLICY	***B-VIII: EXECUTIVE DIRECTOR SUCCESSION PLAN***	
CONSTITUTION and OTHER REFERENCES	*The Non-profit Corporations Act, 2022*, SS 2022, c 25	
APPROVAL DATE:	**Reviewed:**	**Revised:**

Introduction and General Approach

Regina Open Door Society (RODS) is committed to its mission, strategy and corporate objectives.

The Board considers ED succession management to be an ongoing process providing for RODS longevity through the continual planning, development and assessment of talent at the Senior Management level of the organization. RODS succession management process is designed to assure the Board and key stakeholders that, when necessary, the ED work can be transferred from the current incumbent to other competent resources in a planful way. RODS succession plan is a proactive and iterative plan that will be reviewed, improved and refined as the organization grows and evolves.

What is Succession Planning?

A succession plan is a component of good human resource planning and management. It acknowledges that employees will not be with an organization indefinitely and it provides a plan and process for addressing the challenges that will occur when they leave. This plan focuses on the ED role.

Purpose

1. Ensure management continuity through regular review and revision to promote effective outcomes that support current and future operational objectives.
2. Identify internal succession candidates for the ED role.
3. Assure that highly competent management employees remain with the organization.
4. Design and implement specific career development plans to assist employees in achieving their career goals and meeting RODS current and future needs.
5. Ensure there is a contingency plan in the case of an accident, serious health issue or unforeseen circumstances.

Succession planning can take on a variety of different forms:

Long Term Succession Planning is generally considered the process applied to critical positions in the organization which results in the identification and development of either a pool of potential successors or a specifically named successor. The objective of succession planning is when a vacancy arises in a critical position, an effective succession plan allows for greater continuity and a smooth transition via disciplined and targeted development of potential candidates.

Short Term Contingency Planning is where decisions are made regarding filling the critical positions and ensuring there is the leadership talent within the organization to fill the role in the short-term. This process involves identifying a list of candidates who would be ready to take on the job within a timeline of immediate to 18 months.

Critical Success Factors

The following are some of the critical factors for success in implementing and managing succession:

- Visible commitment from management in implementing the process and making decisions based on accumulated knowledge and information.
- Alignment of the process to the organization's strategy and future business direction.
- Ongoing evaluation of the effectiveness of the succession planning framework and processes is mandatory.

Assumptions

This succession plan assumes that:

- Equal consideration will be given to both internal and external candidates to fill a vacancy. The goal of this plan is to fill vacant positions with the best qualified candidate. Such vacancies will be posted openly and conducted as an internal and external competition.
- RODS will strive to keep cross training and backup support for each of the job tasks that will ensure uninterrupted service to the Board, management, employees and the membership. In cases where this is not practical or possible, procedures will be developed and maintained to fill any potential gaps.
- RODS encourages advancement from within the organization.
- RODS will provide education and training appropriate to the advancement of individuals and the organization.

Limitations

A succession plan is not a guarantee of a position, rather it represents a development plan to prepare an individual should opportunities arise within the organization. At all times, the best candidate for the position and the organization should be chosen regardless of documented names within the succession plan.

Succession planning is an ongoing process and may require ongoing updates depending on industry trends and changes to the organizational structure.

ED Succession Plan (Long Term)

Guided by organization strategies and the Board of Directors, the ED provides vision, leadership and direction to the RODS. The ED has overall responsibility for all organizational operations. A controlled notification of intent to vacate the ED position allows for appropriate preparation and transition of change. The Board of Directors would appreciate for 180 – 365 days of announcement of intent to leave to have a planful and orderly transition.

This plan addresses unplanned and planned absences of the ED.

Responsibilities

The Board of Directors is responsible for:

7. Approving the succession plan for the ED.
8. Providing motivation and support for the ED's efforts towards supporting RODS succession planning efforts.
9. Ensuring that competent, promotable managers are recruited into the organization by the ED.
10. Ensuring the ED has criteria and processes for recognition, promotion, development and appointment of managers that are consistent with RODS future leadership requirements.
11. At least annually receive a report from the Board Executive Committee approving that the Succession and Contingency Plans are up to date.

12. Ensuring it receives appropriate briefings and acquires sufficient knowledge on potential successors.

The Board Executive Committee is responsible for:

6. Reviewing the ED's Succession Plan.
7. Receiving periodic updates as well as report annually on the plan and forward it on to the Board with appropriate comments.
8. Reviewing and discussing with the ED the processes and outcomes associated with recognition, promotion appointment and development of the management team.
9. Ensuring Succession Plan includes a process that would respond to an emergency requiring an immediate replacement of the incumbent ED or how duties would be split amongst the management team.
10. Implementing the terms of this plan to ensure the continued operations of RODS.

The Executive Director is responsible for:

8. Taking the lead and reinforcing the important of succession planning process and career development with the management team.
9. Working with the Board Executive Committee and the organizations management to develop and implement a leadership development process.
10. Ensuring that performance appraisals and ongoing coaching is conducted in a timely and professional manner.
11. Providing periodic updates to the Board Executive Committee and the Board in the development of leadership talent and succession capabilities, including senior management development training, job changes and an assessment of the most likely successor(s) to the ED position.
12. Ensuring that there is a clear understanding of the ED succession and development plan by all RODS management staff.
13. Reviewing manager's development plans and the succession and contingency plans annually with the Board Executive Committee and the Board.
14. Ensuring that RODS managers are responsible for:
    a. Identifying potential replacement candidates for their own positions.
    b. Identifying other high potential employees and designing career and development plans for them in support of longer-term succession considerations.
    c. Conducting a realistic self-assessment of their career interests and development needs and making a personal commitment to those needs that fit within their career plans and goals.

ED Succession Planning Process

Succession planning is not a process that can be done once and left. It must be a living process and subject to regular reviews. Short-term and long-term plans should be considered.

Frequency	Accountability	Activity
Annually	ED	Review and revise the following plans based on organizations strategy/business plan: • Succession Plan • Contingency Plan • Management team development plans
Annually or more often as	ED	With support from RODS managers, broadly assess internal talent, updating staff development plans towards

required.		longer-term succession management.
Bi-Annually	ED	Ensure ongoing performance appraisals and career development for members of the management team.

See Appendix A – Checklist for Annual Review of ED Succession Plan

ED Recruitment & Selection

The ED search process can take anywhere from 6 – 8 months to complete. The search process is based upon the Board taking an active role in the search and making the final decision as a group. It is recommended that the Board Executive Committee or a ED Recruitment Committee take the active lead in this process, with ongoing updates to the Board and the final decision being made as a full Board.

Role of the Board Executive Committee or ED Recruitment Committee During the ED Search Process

This committee will fulfill the role of leading the recruitment process. The committee will engage a recruitment firm to assist in the search process. The committee should be expected to receive the following:

- A budget and timeline for the process.
- An Ad strategy for advertising the position. This would include listing on industry website, social media platforms, key provincial or national organizations.
- A complete background check on each finalist.
- A mailbox/method to receive all resumes and applications.
- A process to screen and review all submitted resumes.
- Developed ranking criteria and selection process to interview candidates.

The assigned Board Committee will keep the Board informed of the progress, candidates and interview process. The Chair shall keep the staff (via existing ED) informed of the process so there is regular communication and updates to them.

The current ED will also keep staff informed on any appropriate communication during the process.

Review and Revision of Job Description and Qualifications

The first step will be for the full Board to review the existing job description and qualifications. They should outline what skills, experience, background, expertise and leadership characteristics they are seeking in the next ED. The Board will also need to establish a salary range and benefits package for the position.

As part of this process, the Board will identify the important categories for reviewing potential qualifications. Categories may include the following:

- Finance and Accounting Administration
- Regulatory Requirements and Compliance
- Technology
- Human Resources
- Marketing and Public Relations
- Industry Specific Knowledge
- Leadership Skills

The Board will prepare a revised and updated job description for use by the Board Executive or Recruitment Committee. Some key questions to consider in reviewing the job description include:

- Will the job be the same as what is currently being done?

- What are we looking for in the next ED? In what ways will it be different from the ED?
- What kind of leadership style will you be looking for?
- Will the position be restructured in any way, or will expectations change?
- What is the total compensation package for the new ED?

Within the selection process, the final three (approximately) candidates will be recommended by the Board Executive Committee or Recruitment Committee to the full Board. The final interview process will be established for the full Board to participate in.

Once the new ED has accepted the offer, the Board President will make an announcement to the staff and the community.

Within the first month of the new ED starting, the Board Executive Committee will establish a clear set of six month and annual performance objectives. These objectives will be mutually agreed upon but must be clearly understood by the Board and the new ED. These performance objectives will act as a guide for the new ED and the Board. They also function as a guide for ongoing coaching and evaluation within the position. The Board Chair will be responsible for developing an orientation to the RODS and the Board.

The role of the departing ED will be up to the Board. Options to be considered for the departing ED:

- no future role with the organization
- retained for a specific timeframe (TBD) in a consulting role to assist and advise.
- function as a mentor for the new ED for a determined (TBD) period of time.

The departing ED shall not be involved in the management of the organization. A shared responsibility with the new and departing ED for a certain period is not advised.

Identifying and Developing an Internal Successor(s)

When identifying an internal successor(s), the Board must consider several critical factors to ensure the selected candidate will effectively lead the organization. Firstly, the Board will evaluate the candidate's alignment with the company's strategic vision and core values. This includes assessing their ability to drive long-term growth, adopt to market changes, while fostering a positive and constructive culture. Additionally, the Board should review the candidate's track record in their current and previous roles, focusing on their performance, leadership skills, and ability to deliver consistent results.

Another essential consideration is the candidate's potential for growth and development. The Board will need to ensure that the successor has the necessary technical, behavioural and managerial skills but also the willingness and capability to learn and adapt. Furthermore, the Board must also consider the dynamics of the current leadership team and how the potential successor will fit into and influence the group. The goal of the Board is to select a successor who can seamlessly transition into the role while driving the organization towards its future objectives.

There are several different ways to assess an internal successor(s), the Board should employ a variety of assessment tools and methods to ensure a thorough evaluation of potential candidates. Tools the Board can consider include past performance reviews, employee achievements, evidence of continuous learning, 360-degree feedback and formal leadership assessments.

Once assessment of internal successor(s) is completed, individualized development plan will be created that address specific skills and competency gaps. A thorough skills gap analysis should be conducted to identify the areas where the candidates(s) need improvement relative to the requirements of the ED role. A targeted development would be created for successor(s).

The process for identifying a potential successor would be part of the annual performance review process where the ED would have a conversation with each senior manager on their

future career goals. This will help the ED understand and gauge a level of interest within the ED role. This conversation would be completed on an annual basis.
Once information has been gathered, the ED will have a conversation with the Board as part of the Succession Planning review process.

Current State of RODS Internal Successors

- As per RODS "Interim Succession Plan 2025 documentation".
- Within the document it states:
    - Recommendation: Tatiana Zotova, Director of Language, Employment and Childcare, has been identified as the member of RODS staff to assume the role of Acting Executive Director in the event of the unplanned vacancy of the position of Executive Director."

Contingency Plan (Short Term): Unplanned ED Absence

Rationale

To ensure the continuous coverage of ED duties critical to the ongoing operation of RODS, the Board of Directors is adopting this plan for the temporary appointment of an interim ED in the event of an unplanned and extended absence.
While the Board acknowledges that such an absence is highly improbably and certainly undesirable, it also believes that due diligence in exercising its governance functions requires that it have a contingency plan in place for ED succession. It is expected that this plan will ensure continuity in external relationships and internal operations.

Definitions

1. An ***unplanned absence*** is one that arises unexpectedly, in contract to a planned leave such as a vacation or sabbatical.
2. A ***temporary absence*** is one in which the ED will return to their position once the events precipitating the absence are resolved.
3. A ***short-term absence*** is defined herein as 3 months or less.
4. A ***long-term absence*** is defined herein as one lasting longer than 3 months.
5. A ***permanent absence*** is one in which it is firmly determined that the ED will not be returning to the position.

Priority Functions of the ED Role

Among the duties listed in the ED position description (Appendix C), the following are key functions that must be covered by the interim ED:

1. Serve as principal leader, representative and spokesperson to all key stakeholders and the broader community.
2. Convene and lead the management team (see Appendix B – Organization Chart)
3. Revisit and execute the organization's short-term programs, projects and key initiatives.
4. Support the Board of Directors:
    a. Preparing ED reports to the Board of Directors and the Board Executive Committee and attend appropriate Board and Committee meetings.
    b. Ensuring integrity and strength of Board leadership and address issues around clarity of role, governance, policies, and corporate structure.
    c. Assist with annual AGM and recruitment and orientation of new Board member.
    d. Participate and represent RODS in any regional and national meetings.
    e. Determine if backfilling the management position left vacant by the Interim ED is required.

5. Participate in recruitment, interview, selection and evaluation of RODS management team (if required).

Process

In the event of a temporary short-term unplanned ED absence:

1. The Board Executive Committee – with the approval of the Board – will be responsible for implementing the terms of this contingency plan.
2. Immediately upon learning of the ED absence, the Management team will inform the Board Chair of the absence or vice versa.
3. As soon as possible, the Chair will convene a meeting of the Executive Committee to affirm the procedures outlined in the plan or make modifications the Committee deems necessary.
4. Based on this plan, Tatian Zotova will serve as the interim ED, pending approval of the Board of Directors. The Board Executive Committee may also consider the option of splitting ED duties among the designated management team members as the Committee sees fit.
5. The person(s) appointed as interim ED shall have the full authority for decision making and action that the permanent ED has and will receive a 20% increase in base salary to reflect the increased responsibilities.
6. The Board Executive Committee will be responsible for monitoring the work of the interim ED and will be sensitive to the additional support the interim ED may require in this temporary leadership role.

In the event of a temporary long-term unplanned Ed absence, in addition to the steps outlined above for a short-term ED absence:

7. The Board Executive Committee, in consultation with the interim Ed, shall consider backfilling the management position left vacant by the interim ED. (This is in recognition of the fact that, for a term of more than 3 months, it may not be reasonable to expect the interim ED to carry out the duties of both positions).

In the event of a permanent unplanned Ed absence, in addition to the steps outlined above for a temporary Ed absence:

8. The Board Executive Committee, within the first 30 days upon confirming that the ED absence is permanent, form an Executive Recruitment Committee to plan and carry out a transition to a new permanent ED for RODS.

Completion of an unplanned temporary absence

The decision about when the absent ED will return to lead RODS should be made by the ED and the Chair. Together they will determine a mutually agreed upon schedule for transition back to the permanent leadership structure. A reduced schedule for a set period of time may be decided on, by approval of the Board Executive Committee, with the intention of the ED to work their way back to a full-time commitment.

Action Plans

Short-term/Contingency Action Plan

The First 24 Hours

1. Upon learning of an unplanned absence for the ED, the Chair of the Board will immediately notify the senior management team.
2. The Chair will, as soon as possible call an Emergency Board Executive Committee meeting to confirm the contents of the contingency plan and formally designate the interim ED.

3. The Board Executive Committee will outline, in writing, to the interim ED the level of authority, employment status and salary terms.
4. The Chair will inform the staff of the absence, providing the adequate level of information. The interim ED will be communicated to the staff. It is essential to establish a sense of continuity and calm during this transition.
5. A list of contacts that need immediate notification of the situation will be prepared and notifications will be sent.
6. The Board should determine the need for securing documents and records. (This is most often necessary in the event of an untimely death or a performance related termination.)

The First Week

7. The Board Executive Committee will conduct a review of the interim ED's most recent performance and development plans to reaffirm the employee's suitable for the interim role, even if only for a relatively short time.
8. The Board Executive Committee will work with the interim ED to determine and prioritize goals over the short term. This will ensure ongoing execution of strategic initiatives.

The First 60 Days

9. The Board Executive Committee will monitor the work of the interim ED and will be sensitive to additional support the interim ED may require in this temporary leadership role.
10. Through this time of uncertainty, the Board will maintain communication with the Senior Management team and staff as appropriate. This will serve to ease fear and insecurity regarding the lack of permanent leadership and the direction of the organization.

APPENDIX A – Checklist for Annual Review of ED Succession Plan

Insert Date of when this document was received by the Board Executive Committee

Approved Success Plan

- This planned and emergency Succession Plan will be approved by RODS Board upon its development and then reviewed, updated and confirmed annually thereafter.

Organization Charts

- Prepare and attach two organizational charts to this plan, one showing the current roles and staffing and a second showing the planned organization structure upon enacting the contingency plan. (Appendix B)

ED Role Description

- The ED role description attached to this Succession Plan has been updated in coordination with the development of this plan. It will be approved by RODS ED and Board as part of the approval of this plan. (Appendix C)

Copies

- Copies of this Succession Plan, along with related documentation, will be maintained by X position.

Senior Management Team Development Plans

- Senior Management team development plans associated with this Succession Plan will be developed upon approval of this plan and updated annually.
- These plans will include identification of gaps in current knowledge, experience and skills that have been identified and strategies/actions for developing and/or recruiting skills and knowledge that have been identified in a gap analysis.
- Where appropriate, current staff will actively develop the skills and knowledge to ensure successful planned transitions that are part of the Succession Plan.

Contact List

- A list of organizations and individuals to notify in the event of an unplanned ED absence will be developed upon approval of this plan and reviewed/updated annually and stored with this plan. (Appendix D)

Organizational Readiness and Supporting Practices

- Board and the ED are familiar with and understand the Succession Plan.
- Organizational policies and procedures are up-to-date and in an accessible location.
- Financial information is properly documented and accessible to Board/Successor.

Appendix B – Current Organizational Chart and Interim Organizational Chart

Current Organizational Chart (DATE)

Insert Current Organizational Chart

Contingency Plan Organizational Chart (DATE)

Insert Contingency Plan Organizational Chart

APPENDIX C – ED Position Description

INSERT ED Position Description

APPENDIX D – Contact List (To Be Completed by ED)

Contact Name & Title	Company	Phone	Email	Notes

APPENDIX E – Internal Successor Development Plan

INSERT DEVELOPMENT PLAN (if applicable)

Policy approved by the Board of Directors on ____________________-