

TOWN OF WADENA

POLICY: Administration Succession Policy		COUNCIL RESOLUTION: Resolution #315-18 Effective: Aug 13, 2018
DEPARTMENT: Administration	POLICY NUMBER: # P2018-009	Amended Date: October, 2018

PURPOSE

Should something happen to the Chief Administrative Officer (CAO) , or if they are away for extended periods, the organization could be in serious trouble with no one qualified, certified or trained to fill the gap. Succession plans exist to determine how key personnel, in this case, the CAO, will be replaced upon departure either unexpectedly or knowingly. This plan acts as a guiding document for staff, Council and the Community when identifying future staffing needs and offers the following benefits:

- It can provide a coordinated strategy for identifying key personnel who can be helped to maximize their potential by means of a well thought out career planning process.
- Succession planning is helpful if an administrator leaves on holidays, leaves unexpectedly or has to take a temporary leave of absence; succession planning is not just for imminent retirements.
- Provides an opportunity for empowering current employees by offering a venue for them to develop the skills and qualifications they might need to allow them to move into senior administrative positions.

Additional Benefits include:

- Improved staff morale
- Improved staff effectiveness
- Minimized disruption in the face of change
- Enhanced knowledge transfer
- Enhanced ability to offer employees challenging and rewarding career opportunities
- Ensured source of potential replacements for key leadership positions
- Increased promotion of municipal government as a valued and vital career path
- Informed staff as to their value to the municipality and their encouraged career and personal development

1. Deputy Chief Administrative Officer (CAO)

This succession plan defines the **Deputy CAO** position and the Succession Plan for the Administrative Department. The Deputy CAO will provide administrative support to the CAO and carries out the direction of the CAO. They are certified and qualified personnel and therefore are able to fill in for the CAO during any absences. The Deputy CAO will be responsible for Community and Economic Development along with the following duties including responsibilities for planning and development, community services, public relations, policy and bylaw improvements, community engagement, and other duties as assigned. A suggested job description is attached for reference, but does not form a part of this policy, as job descriptions are made to evolve and be flexible under the direction of the CAO.

This is a salaried management position at a similar in level to a Director position under the CAO, though they are often higher in the hierarchy (as indicated by the dotted line in the organizational chart) due to the requirement of the Deputy to direct all staff in the CAO's absence. The Deputy CAO takes on the authority of the CAO to direct staff when filling in during any absence. The Deputy CAO shall be supported by the Admin staff in execution of their duties.

2. Covering CAO Absences

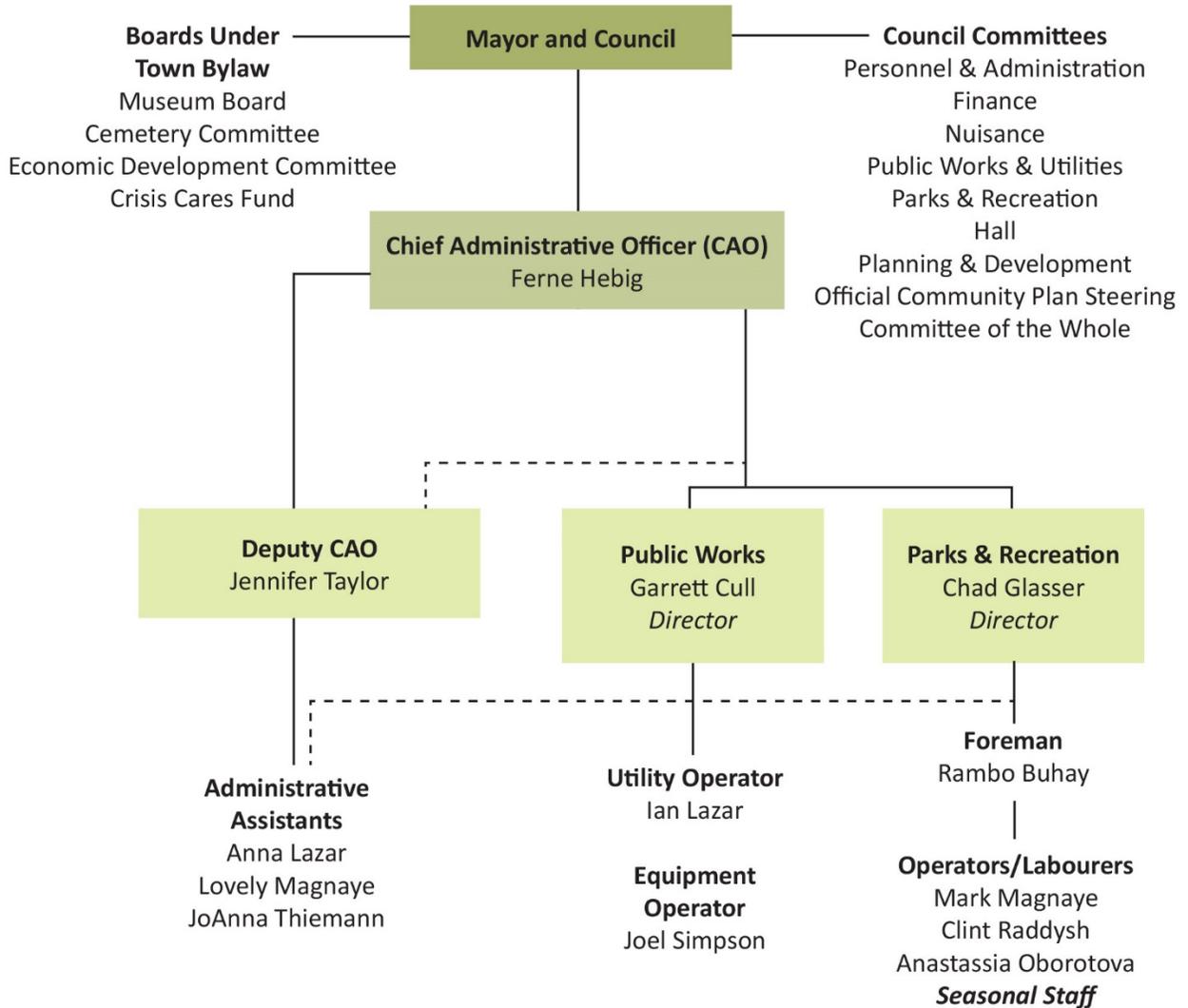
The requirement to fill in temporarily for the CAO, including during longer periods as Acting CAO as needed, will be an essential and non-negotiable part of the employment contract.

- (2) The Deputy CAO will stagger holidays with the CAO where possible so that one or the other is always present in the office.
- (3) When the CAO is absent (up to 6 days), the Deputy will step in to direct staff in their absence. Where deemed operationally efficient, they will also take a leadership role in directing operations, communicating with the absent CAO where possible for direction.
- (4) When the CAO is absent for 7 or more days (such as vacation, etc.), the Deputy will effectively step in and take on the general duties of the CAO including checking and responding to CAO emails and phone calls. Where possible, the Deputy will also have possession of the CAO's company cell phone, with the CAO available to the Deputy and Council via personal cell if needed, and where legislation requires.
- (5) In the case where the Deputy must step in for the CAO during an absence of 14 days or longer, the Deputy CAO position will be considered temporarily vacant, having taking on the bulk of the duties of the CAO, and a plan set in motion as per Section 6 of this policy.

3. Organizational Chart

The organizational chart for the Town of Wadena is indicated in the included image and is current (regarding names of staff) as per August 2018.

Organizational Chart



4. Hiring Procedure

At such time the CAO position becomes vacant, the Mayor shall notify the rest of Council and call a meeting of the Personnel and Administration Committee. Should the Deputy CAO at the time of the vacancy, be qualified/certified and experienced enough to fill the position of the CAO, the Deputy CAO will be offered the position as a promotion under a new employment contract as CAO. Should the Personnel & Administration Committee not feel the Deputy CAO fills the necessary qualifications, certifications and/or experience, they may advertise the vacancy to which the Deputy CAO may still apply.

After meeting, if the Committee decides they need to advertise the position, the Committee Chair (Mayor, or Deputy Mayor should the Mayor be unavailable) will notify the Deputy CAO of the Committee's decision and commence the recruitment process to fill the vacancy. Council may not hire anyone less qualified, certified and/or experienced than the Deputy CAO without first offering the position to the Deputy CAO, even if they have not applied.

If the Deputy CAO does not accept the promotion offer, or does not qualify for a permanent promotion to the vacant CAO position, they shall still act as Acting CAO until such time as a permanent replacement can be found.

5. **Acting CAO**

During the period any Acting CAO is in place, Council shall commit to supporting the Acting CAO where needed by pre-authorizing use of professional services such as legal counsel, accounting services, planning and development consultation, and HR/Payroll services to aid them in performing their duties. Council will require the quarterly internal review process to increase during this period to a monthly internal accounting review. During this period the Personnel and Administration Committee shall meet monthly with the accountant performing the review without the Acting CAO present, after which they may meet with the accountant and Acting CAO both to discuss any issues that may have come up in the review.

During the period of an Acting CAO, the Committee shall also meet monthly and confidentially with the Directors and Admin staff to allow them to confidentially and privately air any concerns or issues from a Human Resources perspective.

6. **Further Succession: Deputy CAO Vacancy**

(1) Permanent Vacancy

Should the Deputy CAO position become permanently vacant, the position shall first be offered as available as a promotion internally to any qualified existing Level II Administrative Assistant. It must be made clear during this process to any Level II Administrative Assistant applying for the promotion, that the Deputy CAO is a non-union, salaried management position, and as such their employment would no longer fall under any union agreement in place.

(2) Temporary Vacancy

In the event there is a Deputy CAO vacancy that lasts 7 or more days, Level II Administrative Assistants shall fulfill any of the duties of the Deputy CAO that the CAO assigns until such time as a new Deputy CAO is appointed or hired, or the current Deputy CAO returns from leave. These duties may be performed by a single Level II Admin Assistant or split among multiple Admin Assistants should a single Level II not be available. Union staff filling in for these duties shall receive charge in hand pay for the period that they do so.

Should the Deputy CAO duties cause admin staff to be unable to keep up with their regular duties, Council will permit the CAO or Deputy/Acting CAO to hire a casual/temporary support staff employee to fill in to support the administrative staff in their duties. If a Deputy CAO's planned leave of absence is expected to last more than 14 days, the CAO does not need to wait a 7 day period before assigning Deputy CAO duties to Admin Staff or hiring support staff to assist for the duration of the expected leave. Extended leaves shall be planned for in advance of the Deputy CAO leaving and a clear work plan laid out for staff.

7. **Administrative Assistants**

The Administrative Assistant position has two levels, Level II is a promotional salaried level based on certification/education and experience only and does not require the employee to perform any specific duties to attain a Level II promotion. If a position held by a previous Level II staff becomes vacant, the position is then open as a general Administrative Assistant position, to be filled regardless of Level. Should another Administrative Assistant wish to switch/take on the duties of the

vacant Admin Assistant position, this is a lateral move within the department and does not necessarily imply any change in level or pay. Administrative Assistants shall be cross trained and able to adequately perform all Administrative Assistant duties.

8. Training

Council shall commit to increasing paid training of the admin staff in the Deputy CAO and Administrative Assistant positions to become adequately trained, certified and qualified and gain the experience necessary to fulfill successive positions to allow for more smooth transitions of qualified personnel during periods of vacancies.