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Operational Procedure Number 6:12
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SUBJECT		Succession Planning
APPROVED BY (Signature)	CHIEF EXECUTIVE OFFICER	<i>J. Carter</i>
APPROVED DATE		September 2009
REVIEWED BY (Title & Signature)		Pamela DeRaaf, CHRP human Resource Manager
REVIEW DATE		NEW

OPERATIONAL PROCEDURES

Preamble

Personal Attendant Care Inc. recognizes the value of internal capacity for the purpose of continuity. Personal Attendant Care Inc. is committed to the development of a diverse candidate pool that impacts upon retention, performance and motivation through recognized and proven succession management program. Succession planning identifies and supports the development of employees having potential, capacity, interests and competencies to advance in the organization.

Definition of Succession Planning

Succession planning is a process to identify key positions within the organization that if not filled may place the organization at a disadvantage or risk. It is the process of succession planning takes into consideration the current strategic and business plans as well as anticipated funding and contractual obligations when identifying candidates to fill key positions in supports, administration and management.

Procedures

In Response to Multiple Challenges

Externally:

1. Competing sectors for talent;
2. Ongoing funding challenges and formulae;
3. Technology advancement;
4. Potential increase in the need for diversified services.

Internally:

1. Skills shift toward technology business, politics judgment, ethics leadership
2. Union labour relations

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3. Employee engagement
4. Aging workforce and leadership

Structure

1. Directors, Managers and Supervisors have a formal/informal process for identifying potential candidates for succession planning. A candidate may also indicate voluntarily to their Manager or Human Resources an interest in succession planning.
2. The Human Resource Manager will retain and update an electronic file in HRIS containing names of those being succession planned along with a training and development matrix.
3. The Manager of the candidate will review the succession plan on a quarterly basis with the candidate.
4. The Manager and the Human Resource Manager will provide opportunities for the candidate to become engaged in internal and external activities such as participation on task forces, committees and events.
5. The Director or Manager will ensure there is significant "return" for the substantial investment in training and development activity including financial and performance.

Leadership Talent Identification

1. The Director or Manager will identify a candidates' interest in participating in a succession plan.
2. Identification can be gleaned via the candidates annual performance appraisal stating or denying interest in positions of greater leadership or change in position.
3. The candidate may also voluntarily apply through the application process for an available position.
4. Succession planning participants are assessed and selected by either one of the following:
 - Open enrolment;
 - Director or Manager selection;
 - Cross departmental group selection (Client Services, Management Team).

Leadership Development

1. Upon available funding and approval from the Chief Executive officer, selected succession planning candidates are enrolled in development programs appropriate to their position level.
2. Leadership programs target a wide array of employee populations including the following:
 - Non-supervisory employees.
 - Middle Management.
 - Senior Management and Executives.

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Succession Planning Results

1. The Manager and the Human Resource Manager will track the candidates results through continuous evaluation of the quantitative and qualitative measures, including the following:
 - Participant feedback;
 - Participants' mentor and supervisor feedback;
 - Participants' post program progress.
2. Succession planning effectiveness can be evaluated by the following:
 - The Chief Executive Officer and Management support;
 - Transparent, merit-based, consistent with the selection process;
 - Alignment of critical competencies and skills with the changing needs of the organization.

Internal Promotions

1. Vacancies are filled by promotions from within the company whenever possible. Open positions will be posted as per posting process
2. When a full-time, part-time, casual part time or temporary full time (3 months in duration) vacancy occurs in the bargaining unit it will be posted for seven (7) calendar days.
3. Positions not filled internally will be posted externally.
4. When filling a unionized vacancy, in the event that one or more employees apply, and where qualifications, client needs, and geographical restrictions are relatively equal, seniority shall prevail.