Algonquin College

Succession Planning Update

Board of Governors

March 12, 2012

Bridging the Leadership Gap

To ensure the ongoing sustainability and the business continuity of the college by mitigating the risk to critical positions.

How the Process Evolved

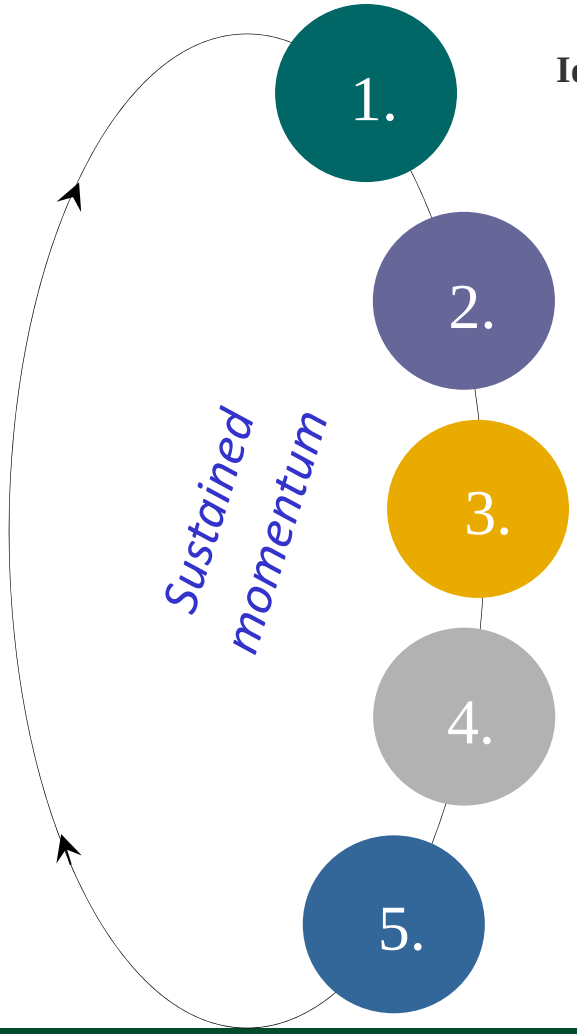
The Board asked administration to develop a formal Succession Plan for the College.

In consultation with Knightsbridge, a succession plan framework was established which:

- Identifies the areas of greatest risk;
- Puts in place additional leadership training opportunities for our employees who have future leadership aspirations;
- Establishes a pool of strong internal candidates with the right strategic knowledge and experience to take the College to new levels of achievement;
- Seeks individuals who are committed to the future of the College and want to play an integral part in its transformation.

Succession Management at Algonquin

A Structured Approach Based on Leading Practices



Identify areas of risk

- High-risk roles where vacancies place the College at risk
- A confidential incumbent vulnerability assessment

Review and revise high-risk role profiles

- Essential characteristics of each high-risk role
- Development pathways for preparing people for these positions

Identify potential candidates for high-risk roles

- Call for talent
- Talent planning session with PEC
- Identification of potential successors for high-risk roles

Conduct assessments and build development plans

- Targeted assessment of potential successor group
- Targeted development planning for high-risk roles

Invest in the development of candidates with potential

- Internal and external professional development programs aligned to the College's needs and risk proximity
- Coaching and mentoring
- On-the-job learning and stretch opportunities

Phase 1 Launch

Launched to a pilot group of Administrative Staff .
(Payband 9 and higher with supervisory responsibilities).

Talent management software was utilized to assist with this process.

80 employees expressed interest in leadership opportunities by “raising their hands”.

100% of the process steps were completed:

- Manager drafts assessment;
- Manager and employee meet to discuss review;
- Employee acknowledges review.

Next Steps

Completion of Phase 1

- Establish talent pools for critical positions.
- Ongoing consultation and refinement of process.
- Obtain support and commitment for targeted development plans.
- Provide feedback to employees who expressed interest in leadership opportunities.
- Employees to create targeted development plans, as required.
- PEC to review talent assessments for pilot group on March 15, 2012.
- New mentorship program to be developed.

Launch of Phase 2 – Fall 2012

- Rollout to remaining administrative staff, faculty and support.

Leading the Way…

Algonquin College's Succession Planning project has lead to other successes through the sharing of our model and experiences to date:

- College Employer Council (CEC)
- Human Resources Coordinating Committee (HRCC)
- Georgian College
- St. Lawrence College
- Sir Sanford Fleming College