



SUCCESSION PLANNING

Date Issued: September 2008
Board Approved: 26 September 2008
Revised: 13 February 2014
6 November 2018

Purpose

Succession planning provides a framework for ensuring that the long-term or permanent absence of critical staff, for any reason, can be accommodated without undue disruption to the Museum's administration and operation.

Indispensability

Critical positions carry varying degrees of indispensability, which may be graded as to whether they are of immediate, medium or of long-term concern. For example, if the CEO suddenly were to be absent, the Museum could carry on during the short or medium-term, for several months perhaps, with no immediate obviously serious deleterious effect. The long-term consequences, however, would be very serious, with loss of Board liaison, loss of department coordination, and loss of many of the functions for which the CEO is responsible.

In contrast, if the Director of Finance, and/or the Director of Administration, were to be absent, many of the Museum's accounting and administration functions would suffer almost immediately. Accounting updates would fall behind, bills and salaries would not be paid, and the audit - if it were that time of the year - would be challenging.

Coordinators and Managers fall into the category of delayed consequences, but in most instances departments and branches have staff capable of assuming the tasks of their supervisors, at least for the normal length of time it would take to recruit a permanent replacement.

Loss of non-management staff within each department generally can be accommodated sufficiently, in the short-term, by reshuffling of duties among remaining staff, or by hiring temporary assistance until the vacancy can be resolved.

Succession management and perspectives

In circumstances where succession is of concern, it is helpful to have both a short-term contingency plan, and a long-term solution.

The long-term solution may be more straight-forward, as it involves going through established hiring procedures to find a candidate suitable for filling the vacant position. The CEO is responsible for conducting or delegating this process for all Museum employees. The exception, of course, is for the CEO, whose selection and hiring is the responsibility of the Board.

The short-term solution, which accommodates the vacated duties until the position can be permanently filled, might be resolved in several ways. A suitable individual may be hired from outside the Museum, on a temporary basis. There may be someone from within the Museum who can assume the duties in an acting capacity, critical duties may be shared among staff, or activities may be temporarily halted until the position is filled.

WDM position assessment

All WDM employment positions are important. This policy deals specifically with succession planning for management positions. The following is a listing of these positions, how critical they are and strategies for managing the vacancy until such time as hiring for the position has been completed.

Short-term may be viewed as one month or less, medium-term up to six months, and long-term more than six months, more, or less, depending on the position.

Position	Term	Solution
Administration		
CEO	medium	Director of Finance, Director of Administration
Director of Finance	short	Director of Administration
Director of Administration	short	Director of Finance, Administrative Assistant
Department Managers		
Curator	long	Collections Manager; CEO
Collections Manager	medium	Curatorial Assistants; Conservator; Curator
Chief Engineer	long	Steam program operations would be on hold until position filled.
Exhibits Manager	medium	Assistant Exhibits Designer
Director of Education	long	Education Assistant
Director of Marketing	long	CEO; Marketing & Development Assistant
Manager of Philanthropy	long	CEO; Marketing & Development Assistant
Branch Managers		
Moose Jaw Manager	medium	Museum Operations Officer
North Battleford Manager	medium	Office Manager
Saskatoon Manager	medium	Gift Shop Manager; Food Services Manager
Yorkton Manager	medium	Education & Public Programs Coordinator; Museum Assistant