The NCRA/ANREC Succession Planning Template for Radio Stations

Completed November 2023

Intro

Do you have a plan in place if your staff suddenly leaves you? Say, next Friday, perhaps even unannounced. How do you ensure that your organization's operation and momentum survive expected and unexpected staff turnover?

Succession planning for Staff and Board Members is essential in any organization but is rarely found in community radio, let alone small non-profits. Radio stations are meant to outlive the staff, generally. They are organizations meant to have a long, continuous lifespan, build legacies, and adapt to future needs.

This document will help stations build their plan and address possible future issues. It is designed so that you can make a copy and replace the information with your station-specific details.

Simply use the File > Make a Copy function and *delete what is listed as an instruction* or highlighted for change. If you see this, “Responsibility _____”, someone should be assigned that role to complete the task when you are executing the plan.

Additional Instructions
If your station uses the following terms, simply use the Find > Replace function to update this document.
CEO instead of a Station Manager

Approval

This plan was created by Barry Rooke, in October 2023 and has been approved by the Board of Directors as of XXX
Attach any updates below, keeping a record of who drafted it and when/how was it approved.

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PURPOSE OF THE SUCCESSION PLAN

Succession planning is not about replacing an existing employee(s). The purpose is to prepare a member station and develop its bench strength for future organizational requirements when key team members change. Thus, it is a living document designed to guide both staff and the board through transitions using best practices.

The transition of core leadership/core staff, such as a Station Manager, Chief Executive Officer or Executive Director. For simplicity's sake, we will refer to the "Station Manager" as the position of focus for the succession, although it can refer to any fundamental staff change. The “Station Manager” is one of the most significant transitions for non-profit organizations. As such, this plan will focus on the Station Manager's succession and include the process to be followed when key staff leave the station. In addition, Board member succession is also addressed. The principles in this document should/will be used to help with other transitioning staff.

Mission, Vision & Values

Insert your Mission, Vision, Values or other related station information that you want the reader to know - this should be the main focus of the document introduction so that the reader understands why these decisions are being made and has a place to focus on.

Mission

(NCRA/ANREC) To advance campus, community and Indigenous radio in Canada, through advocacy, promotion, and education.

Vision

To strengthen Canadian communities, amplify diverse voices and empower people to share their perspectives.

Values

- **Equity, Diversity & Inclusion** – Creating space for under-represented groups; Proactively seeking out meaningful contributions from diverse voices; Ensuring access and support for all.
- **Community** – Collective groups of peoples and stations brought together by common interests; Culture of service, volunteer contributions, and grassroots activities.
- **Collaboration** – Stronger together; Openness to working with others and seeking mutually-beneficial opportunities; Networking and sharing between members.

Who is involved

The Station Manager and the Board are involved in succession planning and building competencies. Through delegation, the Station Manager is tasked with developing the Succession & Development Plan ("The Plan") when they first start and annually.

The Board must be acutely aware of the Station's Purpose and Values and must maintain a culture that ensures succession planning takes place. The Board must hold the Station Manager accountable for succession planning. The Board and Station Manager must also commit the necessary resources to build competencies in the Organization's key staff that may be considered as candidates to fill the Station Manager role with the incumbent resigns or retires:

The following are in charge of developing The Plan

- Station Manager
- Committee of Board Members (ie the "Succession Committee")
- Anyone else deemed necessary or supported by the Station Manager/Board

The following are in charge of implementing The Plan

- Station Manager
- Chair of the Board
- Other Key Staff

The Plan impacts the following

- Station Manager
- All Board Members
- All Staff
- All Membership
- Partners of the Organization
  - Advertisers
  - Building Managers
  - Universities or student associations/organizations
  - Etc

WHY HAVE A PLAN

According to BoardSource, only 27% of nonprofit organizations had written succession plans for their chief executives in 2017.

The Station Manager must provide training to develop internal candidates to be considered for possible succession to the Station Manager role and ensure that a succession plan is created, monitored, evaluated, and adapted so that the Organization can track its succession planning investment in paying dividends.

The Station Manager must develop the Organization's best people and embrace a disciplined, purposeful approach of coaching, mentoring, guiding, and developing key staff to broaden their skills through various means, one of which will be training (e.g., leadership skills, understanding of budgets and financial practices, etc.). This effort must be intentional, and the Station Manager must be mindful of creating equitable opportunities for all possible internal succession candidates.

Determining the skill sets required for key positions builds the capacity of the Organization's leadership and operations to sustain beyond the current Station Manager’s tenure.

By understanding what requirements exist within one or more key positions, an inventory of skills and attributes will serve as a checklist to audit what a Station Manager succession candidate presently offers and needs to develop. See Appendix

The Station Manager will need to identify which key staff members have the demonstrated knowledge, skills, potential, and interest to develop to a level of additional responsibility as a potential successor to the Station Manager to carry out the vision of the Organization into the future. The internal succession candidates' commitment to the process and abilities are integral to identifying who to develop. This is dependent on the size of the organization.

The succession planning process must look at building the competencies and skills for current and future Organizations' needs. Succession planning concerns ‘what is next?’ not just ‘who is next?’.

There will be one set of competencies (i.e., knowledge, skills, and abilities) for the Station Manager position (refer to Schedule A). However, in creating a development plan to build the competencies of succession candidates to be ready for the intended future role, there will be different development plans for each succession candidate. As such, when The Plan is enacted, The first steps should be to review Schedule A and update it to ensure it is consistent with the organization's plans. This should be done by the Station Manager and confirmed by the Succession Committee.

Minimum Notice & Communication to Board and Staff

Update this section with dates/times related to your internal HR policies.

Definition: A permanent absence is an existing Station Manager not returning to the position. A long-term absence is 90 days or more.

Resignation

The Station Manager must provide at least 90 days' notice to the Board Chair, signalling their intention to resign. Shortly after that, this information should be communicated to the Board members. The Station Manager should make staff members aware of their pending departure before interviews with internal candidates and/or a formal search is undertaken. The Board of Directors will determine the need for a search consultant to be engaged (see below), and a media release will be developed by the Board and distributed to members and external stakeholders (See Schedule E).

Retirement

An intended retirement should be communicated to the Board Chair, followed closely by the Board members. This communication can occur six months or up to two years in advance, with the first year as internal planning with the Board and made public in the second year. Staff members should be made aware of the pending departure of the Station Manager before interviews with internal candidates and/or a formal search is undertaken.

No Notice

In the case of a sudden Station Manager exit (illness, inability to perform duties etc.), the Board should convene to execute an Emergency Replacement Plan of Action.

The following organization should be contacted for assistance if deemed necessary.

Name, Contact, Reference
https://www.boyden.com/contact/index.html
Boyden is a high-end placement firm, they are very expensive and are listed above as a reference, We would encourage your station to find someone else, locally, who might be a better fit but they are aware of our program.

Acknowledge Notice

The board of directors should formally accept the Station Manager's resignation and communicate this acceptance to the Station Manager in writing. This communication should also include the effective date of the resignation. Due date: _____ Responsibility _____

The organization should communicate with its staff to ensure they know the Station Manager's resignation and transition plan. This communication should be clear, transparent, and respectful of the Station Manager's privacy and contributions. Due date: _____ Responsibility _____

Communicate the Station Manager's departure to the organization's stakeholders, members, donors, and partners. Ensure the communication is clear, professional, and respectful of the departing board member's privacy and contributions. Due date: _____ Responsibility _____

Recognition and Farewell: The organization should recognize the Station Manager's contributions and say goodbye to them professionally and respectfully. This could include hosting a farewell event or sending a farewell message to the Station Manager. Due date: _____ Responsibility _____

Exit Strategy

The outgoing Station Manager must enact an Exit Strategy and should be thinking of this before a planned decision to leave is made. Before the departure of the Station Manager, and depending on the time of year, development and finalization of the following year's budget, staff compensation and bonus entitlement, etc., should be undertaken with the HR officer, and then the Finance Committee with acknowledgment of the Board of Directors.

The Station Manager should prepare a detailed Transition Memo for the incoming Station Manager, including a list of significant stakeholders, ongoing projects, status, responsibilities, etc.

The Board should consult the outgoing Station Manager's employment contract for any outstanding dues owing (eg. Vacation, Sick Pay, Sales Bonuses etc). Responsibility _____

The Outgoing Station Manager (if planned) or President of the Board (if unplanned) will ensure that the Station Manager's emails, contacts, contracts and other pertinent documents are archived and made available to the incoming Station Manager.

In a planned departure, The Board is advised to keep the departing Station Manager on a retainer for on or off-site consultation with the incoming Station Manager for six months to one year, with a defined set of expectations (e.g., advocacy) when financially possible. Once the departing Station Manager vacates the chair, they should remain available to facilitate the on-site transition vis-à-vis official documents, orientation to office logistics, introductions to stakeholders, etc., depending on the new Station Manager's familiarity with the organization and its stakeholders. During the transition, the departed Station Manager should consider creating an initial separation by maintaining a low profile and staying offsite to allow the incoming Station Manager time to establish themselves as the new leader. The on-site transition period is expected to last approximately one to four weeks.

The Board of Directors, through recommendation from the Succession Committee, will need to determine the financial stability of the organization and the need for extended support after the departed Station Manager has left the company.

Significant organizational changes should be suspended during the transition from the outgoing Station Manager to the incoming Station Manager, including strategic planning processes, position changes, compensation packages and reorganization.

Report of Outgoing Station Manager

The report of the outgoing Station Manager to the board of directors should provide a comprehensive overview of the organization's performance and achievements during the Station Manager's tenure. The Succession Committee should determine an acceptable date for the report. Here are some crucial areas that should be included in the report and highlight areas where there may be problems an incoming Station Manager may face:

- *Financial Performance:* Provide a detailed analysis of the organization's financial performance, including revenue, expenses, and profits or losses. This should also include a review of the organization's budget, financial forecasts, and any significant financial challenges or opportunities.
- *Operational Performance:* Provide an overview of the organization's performance, including key performance indicators (KPIs), metrics, and benchmarks. This should also include reviewing the organization's strategic plan, initiatives, and progress toward achieving its goals.
- *Organizational Culture:* Provide an assessment of the organization's culture, including its values, norms, and practices. This should also include a review of the organization's diversity, equity, and inclusion efforts and any efforts to improve employee engagement, retention, and development.
- *Stakeholder Engagement:* Provide an overview of the organization's stakeholder engagement efforts, including its relationships with customers, partners, donors, and other key stakeholders. This should also include a review of the organization's communication and marketing strategies and any notable achievements or challenges in these areas.
- *Leadership and Team Performance:* Provide an assessment of the organization's leadership and team performance, including an evaluation of the Station Manager's performance and any notable achievements or challenges in building and leading a high-performing team.
- *Succession Planning:* Provide recommendations for the organization's succession planning efforts, including any gaps in leadership or team capabilities that need to be addressed and suggestions for identifying and developing future leaders.

Leadership

Ensuring critical leadership and administrative functions can continue without disruption during an unplanned, temporary absence is critical.

As such, the Station Manager should confirm who would be the interim Station Manager with the board of directors. In the case of the NAMEOFSTATION, this would be the president of the NAMEOFSTATION.

All announcements should follow the organization's Communications Plan concerning the chain of command.

The communications plan above is that of the NCRA/ANREC, we encourage you to have your own, or pull language from that plan and include it in this document.

Information Gathering

Emergency Contact

When a Station Manager first views this document, the individual is expected to provide contact information in case of an emergency. This individual should be fully aware of the information, location and more of the Station Manager in case of incapacitation and be prepared to provide such information when requested. Responsibility _____

The board president should email or phone the Emergency Contact, identify who they are and provide a way to validate their identity.

The Emergency Contact for the NAMEOFSTATION Executive Director is:
NAME - EMAIL - PHONE

Passwords and Equipment

If the Station Manager is not available, The Board can access important information by

1. Plan 1 to access passwords
   Passwords for the NAMEOFSTATION can be accessed if the Station Manager is not around by….
2. Plan 2 to access physical spaces.
   Keys to access physical spaces can be collected by …
3. Plan 3 Other staff can be contacted by:
   a. Name/Email/Phone

Additionally, physical equipment and access to offices are available by …. *Note this does not apply to the NAMEOFSTATION as we operate without an office*

Finance and Banking

If the Station Manager is unavailable, The Treasurer should contact our bank to inform them of the change in leadership and ensure access to funds and the ability to make payments. The Treasurer and President should have signing authority, per the NAMEOFSTATION Financial Policy.

Banking information is here:
NAME
ACCOUNT LOCATION

ACCOUNT NUMBER
CONTACT AT BANK (Account Representative)

Replacement Process

Emergency Meeting to Address Replacement

As soon as possible, the president of the organization should call a meeting of the board to address the following areas:

1. Notice of resignation to the board
2. Striking a succession committee
3. Determine the need for an Interim Station Manager
4. Determine the need for changing the job roles/descriptions to find a suitable replacement
5. Determining/Confirming a Job Description
6. Determining compensation levels for incoming Station Manager
7. Communicate the Station Manager's departure to the organization's stakeholders, such as staff, members, donors, and partners. Ensure the communication is clear, professional, and respectful of the departing board member's privacy and contributions. Responsibility ______

Striking the Succession Committee

1. The Succession Committee shall comprise four directors appointed at an emergency board meeting. The current President and HR Rep shall both be members if willing to serve, and two other members of the current Board of Directors shall also be appointed. If determined appropriate at the emergency meeting, the outgoing Station Manager should join the committee.

2. A quorum at any Succession Committee meeting shall consist of three members present in person or by teleconference. The Succession Committee shall meet once or twice to develop a list of recommended nominees.

3. The Succession Committee, in filling vacancies within the Board, the office of Vice Chair and Chair if there is no Vice Chair, term extensions for any current Board members, and other representatives to the Board, shall consider the following in their determinations, amongst other relevant criteria.

A. history of and level of engagement with and support for the Organization.

B. needs of the Board to ensure a broad representation amongst stakeholder connections, location, and types of personal characteristics.
C. the need to demonstrate diversity and inclusion within the industry;
D. such other relevant criteria may be relevant at the time and from time to time.

Compensation Levels

The Board of Directors should be in charge of determining the range of compensation at the board's first meeting after resignation. A review of the current financial situation of the organization, as well as environmental factors, needs to be taken into consideration. This should determine and confirm compensation to be included in a Job Description.

Replacement across multiple jobs

The Strategic Committee should discuss changing/adjusting job descriptions among its current staff or shifting roles with an incoming position(s). In some cases, a simple one-for-one replacement is not possible due to the capacity of the outgoing position (i.e. they can accomplish more than an incoming replacement can due to historical knowledge and environmental circumstances), the need for a change in structure to focus on areas of deficiency or the availability of quality, qualified candidates.

The Succession Committee will need to determine and propose to the board any changes in structure.

In the case of a long running Station Manager, it would be tough to find a straight replacement for the Station Manager without increasing the compensation levels dramatically and still receiving the same impact. In this case, it is recommended that …

Key Skills

The following is a list of key skills identified for the Station Manager position

1. Strategic thinking: A Station Manager must have the ability to think strategically, to develop and execute a long-term vision for the organization.
2. Leadership: A Station Manager should be a strong leader who can inspire and motivate employees, build effective teams, and manage people and resources effectively.
3. Communication: Effective communication is crucial for a Station Manager, both in terms of conveying the company's vision and strategy to employees and stakeholders, and in representing the company externally.

4. Financial management: A Station Manager must have a solid understanding of financial management, including budgeting, forecasting, and financial analysis.
5. Decision-making: A Station Manager must be able to make tough decisions quickly and effectively, based on a careful analysis of the situation and available data.
6. Adaptability: A Station Manager must be able to adapt to changing circumstances, including economic and market shifts, technological advancements, and shifts in consumer behavior.
7. Problem-solving: A Station Manager must be able to identify problems and find creative solutions to address them.
8. Emotional intelligence: A Station Manager should have strong emotional intelligence, which includes self-awareness, empathy, and the ability to build strong relationships with others.
9. Industry knowledge: A Station Manager should have a deep understanding of the industry in which their organization operates, including its key trends, competitors, and challenges.

Overall, a Station Manager must have a combination of strategic thinking, leadership, financial acumen, communication skills, and emotional intelligence to lead a successful organization.

Job Description

A draft position of the Station Manager is found in Schedule A

Job Posting & Locations

When posting a job to a job board, it is essential to provide clear and detailed instructions to ensure the posting is compelling and attracts qualified candidates. Here are some instructions that should be given when posting a job:

1. Job Title: Provide a clear, concise, and accurate job title that accurately reflects the role and responsibilities of the position.
2. Job Description: Write a detailed and comprehensive job description that outlines the position's essential functions, duties, and responsibilities. This should include required qualifications, experience, and preferred or desirable skills.
3. Company Information: Provide information about the organization, including its mission, values, and culture. This can help candidates understand the organization's overall mission and vision and determine whether it aligns with their own career goals.
4. Application Instructions: Clearly outline the application process, including how to apply, what materials to include (such as a cover letter, resume, or references), and any deadlines or timelines.

5. Contact Information: Provide contact information for the hiring manager or HR representative who will be responsible for reviewing applications and scheduling interviews. This should include an email address and phone number.
6. Equal Opportunity Employer Statement: Include an Equal Opportunity Employer statement to demonstrate the organization's commitment to diversity, equity, and inclusion.
7. Relevant Keywords: Use relevant keywords in the job description and title to improve the chances of the posting appearing in relevant job searches.

Posting should be made once a job description is approved by the board of directors and posted on the following websites and physical locations. The board of directors should approve costs associated with job postings at the emergency meeting.

1. Milkman Unlimited ($)
2. Charity Village ($)
3. NCRA/ANREC Job Board
4. NCRA/ANREC Mailing List
5. LinkedIn
6. Media Job Search in Canada
7. Station Website
8. Staton Social Media
9. Station Newsletter
10. *Other*

Internal Support from Key Staff

By involving other key staff in the succession planning process, organizations can create a more holistic and effective plan that supports the long-term success and sustainability of the organization.

Why and how can this be done?
Identifying Potential Successors: Other key staff members often have valuable insights into their colleagues' strengths, skills, and potential as potential successors. Involving them in the identification process can lead to more comprehensive and accurate assessments.

Building Buy-In and Support: Involving key staff in the succession planning process can foster a sense of ownership and buy-in. When staff members feel included and valued in decision-making, they are more likely to support and advocate for the selected successors.

Encouraging Knowledge Transfer: Key staff members possess critical knowledge and expertise that may need to be documented. Engaging them in the succession planning process allows for transferring tacit knowledge to potential successors, helping them be better prepared for future roles.

Enhancing Team Collaboration: Succession planning can impact the dynamics and functioning of the team. By involving other key staff, potential successors can better understand the team's dynamics and build relationships with their future colleagues.

Gathering Diverse Perspectives: Different staff members bring unique perspectives and experiences. The succession plan can be more comprehensive and robust by involving a diverse group of employees.

Identifying Skill Gaps: Key staff can help identify skill gaps and development needs within the organization. Their insights can inform the training and development plans for potential successors.

Ensuring Continuity: Involving other key staff ensures a smoother transition during leadership changes. They can provide valuable input on potential challenges and opportunities during the succession process.

To effectively engage other key staff in the succession planning process:

- Communicate the importance of their involvement and explain the benefits of their contributions.
- Conduct one-on-one discussions to gather feedback and insights.
- Facilitate group discussions and workshops to brainstorm potential successors and development opportunities.
- Encourage open and candid feedback throughout the process.
- Recognize and appreciate the contributions of all participants in the process.

Responsibility ______

Hiring an Interim Station Manager

If the Succession Committee recommends hiring an interim Station Manager, the Board President and Succession Committee will negotiate an independent contractor agreement with a defined scope of work. The scope of the agreement with an interim Station Manager will be determined based on the nonprofit's needs at the time of the leadership transition. The rate of compensation will be based on the availability of organizational resources. The board of directors will approve this plan.

The interim Station Manager reports to the board president. The Succession Committee will support the needs of the interim Station Manager in this temporary role. When a Station Manager is hired, the Succession Committee will meet monthly or more frequently as needed. Meetings are held in person when possible or via conference call/video call as called by the Board President. The board president and Succession Committee are responsible for gathering input from staff and reviewing the performance of the interim Station Manager. The Board

President and Succession Committee should conduct an initial review of the interim Station Manager after 30 days and every 90 days after that.

Identifying Potential Candidates

This section can only be skipped if the station is interested in something other than a firm. This should be decided when the policy is agreed to. Depending on your selection, delete the Hiring a Firm or Internal Replacement Process sections below.

Hiring a Firm

To replace the Station Manager, the recommended approach is for the HR Committee of the Board to hire a search firm to interview internal candidates and conduct a national search to identify a diverse, highly qualified, and broad pool of candidates. Below is a recommended firm that has already been contacted by the NAMEOFSTATION and is aware of our succession plan:

Name, Contact, Details

Responsibility to contact and negotiate the hiring of a firm _____

Internal Search Process

Recruiting can also be done through the Board through its contacts and by word of mouth. This may yield a radio executive who understands the industry but needs to learn the association management space. At the price point available for this position, many individuals may be interested, including those in the sunset of their careers and those up & comers who are interested in policy matters and see themselves as a leader in media. There are highly skilled association management executives that could also fill the role of Station Manager, but they may need to gain Community Radio experience. These are options that the board needs to weigh before determining which path to go down.

Hiring Process

Hiring a Station Manager or new staff member would follow the process outlined in the organization's Human Resources Policy available [here].
**** Note this is the active NCRA/ANREC policy designed for an Ontario not-for-profit (not federally regulated), and your stations should have their own, for assistance in developing something, please feel free to contact NCRA/ANREC staff*

Contract

A contract that meets the organization's needs should be continually updated when adjustments are made. The organization will hire someone indefinitely with a permanent position offered, which includes a 6-month probation period / hire on an annual basis (or another term), understanding that contracts are still subject to permanent employment and seniority labour laws. Schedule B outlines the standard contract available for use, which would need customization based on the staff level and individual position requirements.

Additional Information to be aware of

In addition to the information outlined in this document, its essential to be aware of the following during the succession process:

Training and Development: have a plan for training and development opportunities provided to potential successors. This may involve internal or external training programs, mentoring, and coaching to prepare individuals for leadership roles.

Performance Evaluation: Outline the process for evaluating potential successors' performance and progress during the succession planning period. Regular evaluations help assess their readiness for leadership roles.

Diversity, Equity, and Inclusion: This plan needs to follow the organization's aims to promote diversity, equity, and inclusion in the succession planning process to ensure a fair and inclusive selection of candidates.

Succession Planning Evaluation: Establish a process for evaluating the effectiveness of the succession planning efforts to determine if the plan's objectives have been achieved.

Timeline

Schedule a transition meeting as soon as possible / within two weeks of notice (if no board meeting is scheduled).

When the succession committee is struck, it is up to that committee to insert dates and who is responsible for completing the tasks below to address the timeline for replacement.

1. Job Posting: The hiring process typically starts with creating a job description and posting the job on various job boards and career websites. This can take a few days to a week. Due date: _____ Responsibility _____

2. Screening Resumes: After posting the job, the organization will typically receive resumes from interested candidates. The organization will screen these resumes to identify candidates who meet the minimum requirements for the role. This process can take several days to a week. Due date: _____ Responsibility _____
3. Initial Interviews: The organization will typically conduct initial interviews with the top candidates. This can be done via phone or video call, typically lasting 30-60 minutes per candidate. This process can take several days to a week. Due date: _____ Responsibility _____
4. Secondary Interviews: The organization will typically conduct secondary interviews with fewer candidates after the initial interviews. These in-person interviews may involve other organization members or the hiring committee. This process can take several days to a week. Due date: _____ Responsibility _____
5. Reference Checks: After the secondary interviews, the organization will typically conduct reference checks with the candidate's former employers or colleagues. This process can take several days. Due date: _____ Responsibility _____
6. Background Check: After accepting the offer, the organization will typically conduct a background check to verify the candidate's employment history and credentials. This process can take several days. Due date: _____ Responsibility _____
7. Offer and Negotiation: If the organization decides to extend an offer, it will typically negotiate the terms of the offer with the candidate. This can take several days to a week. Due date: _____ Responsibility _____

Other Key Staff Leaving

The following is a list of key staff who, if they were to leave, the organization would enact a timeline to address swift replacement. The Station Manager will oversee other staff, following the typical replacement process under the Human Resources Policy.

- Program Director
- Music Director
- Technical Director
- Head of Sales
- XYZ

In the case of the NAMEOFSTATION, the only key staff member is the Executive Director, and all other hirings would be completed following the steps in the Human Resources Policy.

Other Key Roles Leaving

President, Secretary, Treasurer

In the case of a key board member leaving the organization, the board should hold an emergency meeting (if no board meeting is scheduled within two weeks of the announcement) to discuss:

- Review the board member's roles and responsibilities within the organization and ensure that these are correctly reassigned or delegated to other members of the board or staff.
- Assess the impact of the board member's departure on the organization's overall board composition. Consider whether it is necessary to recruit new members or adjust the size or structure of the board.
- Confirm the timeline for replacement as per policy and/or bylaws (if necessary)
- Make sure all relevant equipment is returned. Responsibility _____
- Review the board member's access and permissions to the organization's resources, such as email, computer systems, financial accounts, and other confidential information. Ensure their access is revoked promptly to protect the organization's data and privacy. Responsibility _____
- Update CRA/Corporations Canada Responsibility _____
- Communicate the board member's departure to the organization's stakeholders, such as staff, members, donors, and partners. Ensure the communication is clear, professional, and respectful of the departing board member's privacy and contributions. Responsibility _____

Other Board Members

In the case where other board members leave, the board will follow its typical board replacement policy, as outlined in the bylaws, Nominations Committee Terms of Reference (or other documentation)

Recruitment for Board of Directors

The NAMEOFSTATION has a strict recruitment catchment outlined in its bylaws. Station recruitment may vary, and it's highly suggested you customize this list, including your won Nomicaitons Committee.

Posting should be made once a job description is approved by the board of directors and posted on the following websites and physical locations. The positions below outline the pool of possible directors from locations they could be nominated. More information is found in the Nominations Committee Terms of Reference

1. NAMEOFSTATION Mailing List

2. NAMEOFSTATION Website
3. NAMEOFSTATION Newsletter
4. NAMEOFSTATION Social Media
5. Local Volunteer Centre
6. etc.

REVIEW OF THE PLAN

Select who is in charge of the update (it is easiest for a committee to oversee it after the Station Manager has reviewed it) and have it approved at a board meeting that is a good time for the annual updates - we recommend one of the least busy times of the year.

Annual Review

This plan will be reviewed by the HR Committee with input from the Station Manager & President, on an annual basis, updated if required, and reported on at the September Board meeting.

Directly After Hiring

The new Station Manager will review this plan within one week of hiring and submit any proposed updates/comments to the board of directors at the first board meeting.

The Succession Committee's responsible for informing the new Station Manager of this requirement.

Before the Succession Committee Disbands

The committee should complete a short report focusing on the following key areas, and submit it to the board of directors and the new Station Manager for archiving:

<u>Employee Feedback:</u> Gather feedback from the remaining staff members who worked with the succession committee. This feedback can provide insight into how well the new staff members have integrated into the team and the organization.

<u>Skill and Knowledge Transfer:</u> Evaluate how effectively critical skills and knowledge were transferred from the departing staff members to their successors. This assessment can help determine if there were any knowledge gaps or if additional training was required.

Impact on Organizational Goals: Review the impact of the succession process on the organization's overall goals and performance. Assess whether the new staff members have contributed positively to the organization's success.

Time and Cost Efficiency: Evaluate the time and cost efficiency of the succession process. Assess whether the process was completed within a reasonable timeframe and whether it was cost-effective.

Lessons Learned: Conduct a post-mortem review to identify lessons learned from the succession process. Use this feedback to refine and improve future succession planning efforts. Evaluate the overall effectiveness of the succession plan itself. Determine whether the plan adequately addressed the organization's needs and whether the identified successors met expectations.

Schedule A - Draft Station Manager Job Description

****Note this is a draft Job Description and should be customized to your station's needs based on the organization structure, staffing and strategic goals.*

About the Station:
Include information here

Position Overview:
The station manager is responsible for managing a not-for-profit radio station. They will work closely with the elected board of directors and oversee staff and/or volunteers to ensure the station is financially sustainable, community-oriented, and provides high-quality content to listeners.

Key Responsibilities:

- Manage day-to-day operations of the radio station, including scheduling programming, overseeing staff, and ensuring adherence to station policies and procedures.
- Develop and implement strategic plans for the station, including fundraising, marketing, and community outreach initiatives.
- Manage the station's budget and ensure financial sustainability through effective budgeting, grant writing, and donor management.
- Collaborate with staff and volunteers to produce relevant and engaging, high-quality radio content for the station's audience.
- Build relationships with community organizations, businesses, and listeners to promote the station and increase community involvement.
- Ensure compliance with all regulatory requirements, including CRTC regulations and reporting.
- Provide leadership and mentorship to staff and volunteers, fostering a positive and collaborative work environment.
- Attend board meetings and provide regular reports on station operations and progress toward strategic goals.

Qualifications:

- Bachelor's degree in communications, journalism, or a related field.
- 3-5 years of experience in radio station management, preferably in a not-for-profit environment.
- Strong organizational and financial management skills.
- Excellent written and verbal communication skills.
- Demonstrated ability to develop and implement strategic plans and fundraising initiatives.
- Knowledge of CRTC regulations and reporting requirements.
- Strong leadership and mentorship skills.

Schedule B - Contract

****Note a lawyer has not reviewed this contract, it is highly recommended that if you use this template, you get outside support to confirm it meets your station's needs.*

Employment Contract (Permanent Employee)

This contract of employment shall be effective as of **DATE, Between the employer:**

NAMEOFSTATION, herein referred to as the 'Company'
Address
Phone
Email

And the employee:

NAME herein referred to as the 'Employee'
Address
Phone
Email

The parties shall agree as follows:

General Terms

In accepting your position, it shall be deemed that you have accepted all the terms and conditions set out within this Employment Contract.

These terms and conditions of employment annul any previous agreement, whether verbal or written, given to you at any time from the Company.

The Employee agrees that they have been given time and the opportunity to seek and obtain independent legal advice with this Employment Contract.

The Employee agrees that they have entered into this Employment Contract of their own volition and are of sound mind and body.

Job Description

The Employee agrees to provide services to the Company that align with their skill set and are described in the STATION MANAGER job description. The Employee agrees that they have reviewed and signed the job described above.

The Employee understands that position titles, job duties, responsibilities, and expectations can change to meet the needs of the Company. The Company may provide advanced notice aligned with the Federal Labour Standards Act requirements.

Compensation and Deductions

The Company agrees to the annual compensation of the Employee in the amount of **$XX,XXX**

The Company currently issues payroll bi-weekly. Payroll schedule and deposit dates are subject to change at the discretion of the Company.

Payroll is directly deposited into employee bank accounts. The Employee must provide the Company with a void cheque or direct deposit sheet. Any changes in Employee bank account information must be provided at least one week in advance to ensure proper payment.

The Company agrees to deduct all requisite taxes and submit all payable deductions as required by law, including but not limited to Employment Insurance, income tax, and Canada Pension Plan.

The Company shall not recoup from the Employee, through payroll deductions or any other means, any costs incurred by the recruitment or retention of the Employee. These may include but are not limited to any amounts payable to a third-party staffing agency or recruiter.

Work Location

The Employee's work duties will primarily be performed at the employee's residence.

The Employee will be required to travel for work. Work travel is addressed through the Company's Human Resources policy.

The Employee could be expected to perform work duties at other locations or sites deemed reasonable by the Company. Prior permission is required to work remotely.

Hours of Work

The Employee shall work **40 hours** per week under the Company requirements and legislative regulations.

The Employee's typical work hours shall be **9am to 5pm**. The Employee may be asked to work extra evenings or weekends to accommodate work demands. The HR Officer, President and/or Board of Directors must always pre-approve extra hours.

The Employee will be provided scheduled breaks and meal periods as per employment legislation and in alignment with company practice and Human Resources/Employment Policy (whichever is the greatest).

Overtime

The Employee is entitled to overtime after **40hours/week**. Extra hours are banked and available for the Employee to take paid time off. Please see the Company's banked time policy under the Human Resources Policy for more information on the required process.

Group Benefits

The Employee is responsible for completing and returning benefit enrolment forms within one month of employment. Late enrolment may result in the benefits company requiring additional medical information that could result in a reduction or the complete loss of the entitled benefits.

Company benefits are subject to change at the discretion of the Company. The Company and the Employee pay for Company benefit premiums. The Employee is responsible for paying for any additional extended benefits outside of the plan provided.

Time Away from Work

Outlined as per the Company's Human Resources policy.

Workers' Compensation (Workplace Safety Insurance)

Outlined as per the Company's Company's Human Resources policy.

Best Efforts

The Company agrees to act in good faith through consistent practice and clear expectations. The Company agrees to provide policies and directions related to company expectations.

The Employee agrees to read, review, and seek to fully understand the Company policies, practices, direction, and expectations relating to their role within the Company, including but not limited to the Company's Human Resources policy, Bylaws, Communications Plan and Strategic Directions.

The Employee agrees that they will always perform their job duties faithfully and diligently to the best of their abilities and perform all of their required job duties to the reasonable satisfaction of the Company.

Workplace Concerns

The Company recognizes that from time to time, conflicts or disagreements may happen and as such, has developed a process for employees to address workplace concerns.

The Employee agrees to address all concerns related to the workplace, including but not limited to performance, wage, discipline, safety, harassment, discrimination, human rights, termination, conduct, or other violations through the Company's Company's Human Resources policy. In the case of the Executive Director, the HR Officer or identified Staff Liaison will be available as directed.

Outside Employment

The Employee will devote the focus of their time, attention, knowledge, and skills solely to the business and interest of the Company. The Company will be entitled to all of the benefits, profits, inventions, ideas, or other issues that arise from or are incidental to all performance of work, services, and professional advice produced by the Employee.

Nothing contained within this contract will be deemed to prevent, discourage, or limit the rights of the Employee to invest any of their funds or capital in any company that is publicly owned or regularly traded in any public exchange, nor shall anything contained herein be deemed to prevent or discourage the Employee from investing or limit the Employee's right to invest funds or capital in real estate.

Confidentiality

Outlined as per the Company's Company's Human Resources policy.

Ending of Employment Contract

The Employee may terminate this employment contract by providing the standard requirements outlined in the Federal Labour Standards.

If employment is terminated without cause, the Employee will be provided with notice or pay instead of notice by the Federal Labour Standards. All benefits and entitlements owed to the Employee will be maintained during the required notice period.

Suppose the employee is unable to work for an extended period and there is no reasonable prospect of the employee returning in the foreseeable future. In that case, this inability will be deemed a frustration of contract and the Employee will be provided with notice or pay instead of notice as well as any severance entitlements per the Federal Labour Standards. All benefits and entitlements owed to the Employee will be maintained for at least the required notice period.

The Company can terminate this agreement at any time for just cause if the Employee breaches any term or condition of this contract or for reasons listed under the Employment Standards Act, including but not limited to insubordination, abuse of company policy and practice, dishonesty, theft, violence, harassment, violations of the Company code of conduct, refusal of reasonable alternative work, and refusal to return to work following a temporary layoff. During a just cause termination, the employee will not be entitled to any notice or compensation.

In the event of an economic downturn or changes within the business, the Company may enforce temporary or permanent layoffs by the Federal Labour Standards. In such situations, the Company will provide notice or payment instead of notice, any applicable severance entitlements, and benefit coverage as outlined within the Employment Standards Act and any other applicable legislation.

Suppose the ending of employment is a result of the discontinuance of business. In that case, the Company will align with the Federal Labour Standards legislation on the continuance of business expectations or the notice or payment instead of notice, any applicable severance entitlements, benefit coverage applicable under the Federal Labour Standards, and any other applicable legislation.

If another contract is not signed after this contract, employment continues as per the Federal Labour Standards.

Modification of the Employment Contract

Any modification of this employment contract or any additional obligation assumed by either the Employee or the Company in connection with this employment contract shall be binding only if supported by written documents signed by each party or an authorized representative of each party.

Effect of Partial Invalidity

The invalidity of any portion of this employment contract will not and shall not be deemed to affect the validity of any other provision. If any provision of this agreement is invalid, both the Employee and the Company agree that all remaining provisions shall be deemed to be held in full force and effect as if they had been executed by both parties after the deletion of the invalid provision.

Legal Compliance

All agreements, covenants, and declarations in this agreement have been designed to comply with the employment laws of Federal labour standards. This contract will be subject to all applicable employment legislation.

In any legal action, particular proceeding, or other proceedings that may be brought arising out of, in connection with, or because of this agreement, the laws of Federal labour standards shall be applicable. They shall govern to the exclusion of the law of any other forum without regard to the jurisdiction in which any action or particular proceeding may be instituted.

No Waiver

Where either party fails to enforce any of the terms or conditions of this employment contract, this shall not be grounds for the waiver of this employment contract. Regardless of any previous failure to enforce the terms or conditions of any part of this employment contract, the validity of this employment contract will remain unimpeached and remain in full force and effect as if no such failure or waiver had transpired.

In witness of which, the parties state that they have read and accepted all the terms and conditions stipulated in the present contract.

Acknowledgement and Agreement

This employment contract was prepared on **DATE** by **NAME**, on behalf of the Company.

I acknowledge that I have the legal authority and authorization to represent the Company through the offer of this employment contract.

Employer:

President – NAMEOFSTATION
DATE

Employee:

I, NAME, accept these terms and conditions of employment as set out within the employment contract.

NAME - NAMEOFSTATION Station MAnager
DATE

Schedule C - Strategic Plan

Insert your strategic plan link here

Schedule D - Board of Directors Roles

As per the NAMEOFSTATION bylaws

President

As per the NAMEOFSTATION bylaws

Secretary

As per the NAMEOFSTATION bylaws

Treasurer

As per the NAMEOFSTATION bylaws

Schedule E - Notice to Membership

Dear Staff, Stakeholders, and Public,

We are writing to inform you that our Station Manager, [Name of Station Manager], has left the organization. The Board of Directors has accepted the resignation and we are now beginning the process of finding a new Station Manager to lead the company.

We want to assure you that the departure of [Name of Station Manager] will not affect the day-to-day operations of our organization. Our committed team of employees will continue to provide the same high-quality services to our clients and stakeholders that we are known for.

We would like to take this opportunity to thank [Name of Station Manager] for his/her contribution to our organization during his/her time here. We appreciate the hard work and dedication he/she has shown in advancing our mission and achieving our strategic goals.

We understand that there may be questions or concerns regarding this change in leadership. We want to assure you that we are committed to providing updates as the search for a new Station Manager progresses. We will work diligently to ensure a smooth transition and will keep you informed of any developments.

We thank you for your continued support and look forward to working with you as we navigate this transition.

Sincerely,

[Name of Company/Organization]

Schedule F - Skills and Knowledge Checklist

Creating a checklist to analyze the skills and knowledge needed for a replacement in an organization can help ensure a systematic and comprehensive evaluation of potential candidates. Here's a step-by-step guide to creating such a checklist:

Identify the Position: Clearly define the position for which you seek a replacement. This should include the job title, department, and a brief overview of the role's responsibilities.

Review the Job Description: Refer to the existing job description for the position. Identify the key responsibilities, duties, and qualifications required for the role. This will form the foundation of your checklist.

Determine Critical Skills and Knowledge: Identify the critical skills and knowledge required to perform the job effectively. These may include technical skills, industry-specific knowledge, soft skills, and other relevant competencies.

Consult with Stakeholders: Gather input from various stakeholders, including current employees in similar roles, supervisors, and team members. Seek their perspectives on essential skills and knowledge for the role.

Prioritize the Checklist: Rank the skills and knowledge in order of importance. Focus on the most critical competencies that directly impact job performance.

Define Skill Levels: Specify the desired proficiency level for each skill or knowledge area. This could be categorized as "basic," "intermediate," or "advanced."

Include Behavioral Competencies: Besides technical skills and knowledge, consider including behavioural competencies like communication, leadership, adaptability, and problem-solving.

Align with Organizational Goals: Ensure the checklist aligns with the organization's strategic goals and values. The replacement should be someone who can contribute to the overall success and culture of the organization.

Consider Future Needs: Anticipate the organization's future needs and include skills and knowledge that will be valuable in the long term.

Review and Refine: After creating the initial checklist, review it with key stakeholders and subject matter experts. Revise and refine the checklist based on their feedback.

Develop Interview Questions: Based on the checklist, create questions assessing each skill and knowledge area. This will help you evaluate candidates consistently and objectively.

Apply the Checklist: During the hiring process, use the checklist to assess potential candidate's suitability for the role. Evaluate their skills and knowledge based on the defined criteria.

- ☐ Review the Job Description:
  - ☐ Key responsibilities and duties
  - ☐ Required qualifications and experience
- ☐ Determine Critical Skills and Knowledge:
  - ☐ Technical skills
  - ☐ Industry-specific knowledge
  - ☐ Soft skills
  - ☐ Other relevant competencies
- ☐ Consult with Stakeholders:
  - ☐ Gather input from current employees in similar roles
  - ☐ Seek perspectives from supervisors and team members
- ☐ Prioritize the Checklist:
  - ☐ Rank skills and knowledge in order of importance
- ☐ Define Skill Levels:
  - ☐ Specify desired proficiency levels (e.g., basic, intermediate, advanced)
- ☐ Include Behavioral Competencies:
  - ☐ Communication
  - ☐ Leadership
  - ☐ Adaptability
  - ☐ Problem-solving
  - ☐ Other relevant behavioral competencies
- ☐ Align with Organizational Goals:
  - ☐ Ensure the checklist aligns with the organization's strategic goals and values
- ☐ Consider Future Needs:

- ☐ Anticipate future needs of the organization and include relevant skills and knowledge
- ☐ Review and Refine:
  - ☐ Seek feedback from key stakeholders and subject matter experts
  - ☐ Revise and refine the checklist based on feedback
- ☐ Develop Interview Questions:
  - ☐ Create interview questions that assess each skill and knowledge area
- ☐ Apply the Checklist:
  - ☐ During the hiring process, use the checklist to assess potential candidates' suitability

Appendix F - Organizational Chart NAMEOFSTATION

*****End of Document*****

Drafted By Barry Rooke - May-October 2023
Modified by -
Approved by Board of Directors - October 2023