



# Succession Planning Policy

## 1. Introduction

The College of Acupuncturists of Alberta (the College), the Chief Executive Officer, and other roles are critical to the College's continued role in regulating the Acupuncturists Profession under the Health Professions Act (Act) on behalf of the Minister of Primary and Preventative Health Services.

## 2. Purpose

This policy establishes a requirement for the Council and the Chief Executive Officer to establish a leadership succession plan for the appointment of a new Chief Executive Officer and other key roles.

## 3. Definitions

**Employee:** means a person engaged by the College to perform a service in accordance with an employment agreement.

**Leadership succession plan:** means a structured process by which the Council and the Chief Executive Officer identify and develop future leaders to ensure they have the key skills required, based on the strategic needs of the College.

## 4. Policy

- 4.1 The Council will develop and maintain a leadership succession plan to recruit a new Chief Executive Officer and to facilitate the smooth transition of executive leadership from an outgoing to a new incoming Chief Executive Officer.
- 4.2 The Council will ensure that a plan is in place for the recruitment of a new Chief Executive Officer that includes:
  - 4.2.1 a competency profile and job description for the recruitment of the Chief Executive Officer that is developed, reviewed, and finalized prior to recruitment;
  - 4.2.2 an external search and recruitment in alignment with the strategic and operating needs of the Council and according to a timeframe that permits the smooth transition of responsibilities from an existing to an incoming Chief Executive Officer; and
  - 4.2.3 a transition plan that identifies key objectives and goals for the new Chief Executive Officer, provides an appropriate orientation, and effectively communicates the College's future direction to stakeholders and employees.
- 4.3 The Council requires the Chief Executive Officer to develop and maintain a leadership succession plan that can be implemented for the recruitment and development of other key roles.

- 4.4 The Chief Executive Officer will ensure that a leadership succession plan is in place for the Chief Executive Officer and senior management with succession planning processes that facilitate leadership continuity, and that ensures continued, competent operation of the College, should the Chief Executive Officer or any key roles suddenly leave. The leadership succession plan will ensure:
- 4.4.1 There is due diligence in the recruitment and development of leaders that have abilities, skills, and qualifications for the various key roles.
  - 4.4.2 Job descriptions are actively maintained to identify required skills, competencies, and expectations for all roles.
  - 4.4.3 There is a clear and objective, documented process for identifying, assessing, and developing potential leaders from within the College.
  - 4.4.4 There is an individual from the College familiar with the Council and Chief Executive Officer business issues and processes to facilitate operational continuity in the case of the Chief Executive Officer's sudden departure.
  - 4.4.5 There is sufficient internal capacity to enable internal interim successors to provide operational continuity in the event of an unexpected departure of key management.
- 4.5 If the Chief Executive Officer leaves suddenly for any reason, the Council may utilize the Chief Executive Officer leadership succession plan to appoint an interim Chief Executive Officer until a permanent replacement can be found.
- 4.5.1 If it is anticipated that the interim Chief Executive Officer will serve longer than three months, the Council will appoint a secondary person as a backup.
  - 4.5.2 The Council will ensure that a communication plan is in place to appropriately apprise College regulated members, employees, and stakeholders of the situation.
- 4.6 The Council will immediately initiate an external recruitment process for a permanent Chief Executive Officer and will complete the recruitment process within one year of the Chief Executive Officer's departure.

## 5. Authority

This policy is established under the authority of Section 6 of the Act and Article 4.1 of the College bylaws.

## 6. Scope

This policy applies to all Council members and College employees.

## 7. Related Policies and Procedures

None

## 8. Version History

Date	Notes
August 13, 2022	New policy
June 24, 2025	Update Executive Director to Chief Executive Officer; update Minister of Health to Primary and Preventative Health Services