SUCCESSION PLANNING POLICY AND PROCEDURE

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SUCCESSION PLANNING POLICY AND PROCEDURE

Purpose and Scope

The purpose of this policy and procedure is to set how Bilingual Care will continue operating effectively and meet the business' Mission and objectives when responsible persons and critical operational roles vacate their position. It provides a structured approach to identifying, developing, and retaining talent for critical operational roles to maintain continuity of care.

This policy and procedure applies to Bilingual Care's Leadership Team and meets relevant legislation, regulations and Standards.

Applicable Strengthened Aged Care Quality Standards

- *Standard 2. The Organisation*
- *Standard 3. The Care and Services*

Definitions

Critical Operational Role - a position essential to the ongoing delivery of core services and functions within an organisation. These roles are vital for maintaining safety, compliance, and continuity of care, and their absence would significantly disrupt operations or impact consumer wellbeing. Examples might include roles such as:

- care managers or coordinators
- registered nurses and allied health professionals
- frontline support workers
- key administrative staff responsible for scheduling and service delivery

Responsible Person – someone that is:

- a member of the group of persons who are responsible for the executive decisions of the entity at that time
- any other person who has authority or responsibility for (or significant influence over) planning, directing, or controlling the activities of the entity at that time
- if, at that time, the entity conducts an aged care service:
    - any person who is responsible for the nursing services provided by the service (must hold a recognised qualification in nursing) and
    - any person who is responsible for the day-to-day operations of the service
    - whether or not the person is employed by the entity
- if, at that time, the entity proposes to conduct an aged care service:
    - any person who is likely to be responsible for the nursing services to be provided by the service (must hold a recognised qualification in nursing) and
    - any person who is likely to be responsible for the day-to-day operations of the service or
    - whether or not the person is employed by the entity.[1]

[1] *Aged Care Act 1997 (Cth)*

Succession planning - systematic identification and development of replacement strategies for responsible persons and critical operational roles.

> ***Long-term succession planning*** – the arrangements for permanently filling a vacancy when responsible persons or critical operational roles leave their role permanently. Vacancies can be unexpected or be known well in advance.
>
> ***Short-term succession planning*** – the arrangements for temporarily filling a vacancy when responsible persons and critical operational roles take planned or unplanned leave, including the immediate unexpected departure of a person. Appointments in the short-term are acting appointments.

Policy

Bilingual Care's succession planning identifies current and future workforce needs, as well as specific replacement strategies for responsible persons and critical operational roles. We are committed to:

- proactively identifying roles essential to Bilingual Care's service delivery and organisational stability
- developing internal talent pipelines through training, mentoring, and career development
- minimising disruption during planned or unplanned absences by maintaining succession plans and
- ensuring succession planning aligns with workforce diversity, capability, and regulatory requirements.

Succession planning does not replace Bilingual Care's merit-based recruitment and selection processes.

Procedures

To develop a sustainable workforce for Bilingual Care, the Leadership Team must develop and regularly review its *Succession Plan* for all responsible persons and critical operational roles. Preparing and implementing a *Succession Plan* is also an opportunity to grow Bilingual Care's talent pool, keep existing workers engaged, and be prepared should any responsible persons or staff in critical operational roles unexpectedly leave the business.

Responsibilities

The Leadership Team is responsible for:

- approving and endorsing the succession planning strategy and ensuring it aligns with Bilingual Care's strategic goals and compliance requirements
- allocating resources (budget, training programs, technology) to support succession planning activities
- monitoring risk exposure related to critical role vacancies and reviewing mitigation strategies and
- undertaking reviews of succession reports and ensuring accountability for implementation.

The Managing Director is responsible for:

- identifying critical operational roles within their teams and assessing the impact of vacancies

- nominating potential successors based on performance, capability, and career aspirations
- conducting regular talent discussions with staff to understand development needs
- support development plans by facilitating training, mentoring, and job shadowing opportunities where appropriate and operational scheduling allows and
- communicating clearly with staff about career pathways and expectations.
- maintaining the Succession Plan, ensuring it is accurate and up to date
- coordinating talent assessments and readiness evaluations for identified successors
- developing and delivering training programs to build leadership and technical skills
- tracking progress of development plans and report outcomes to the Leadership Team and
- ensuring compliance with diversity and inclusion principles in succession planning.

All staff are responsible for:

- engaging in career planning discussions
- participating in training and mentoring programs to build skills for future roles
- provide feedback on development activities and readiness for progression and
- maintain performance standards and demonstrating commitment to organisational values.

General

Succession Planning requires the following steps:

1. Identify Bilingual Care's key positions and skill sets currently in place.

2. Consider the future needs of the organisation with respect to key positions and skill sets.

3. Identify the gaps between the current key roles and planned future workforce.

4. Identify any potential risks should responsible persons or staff in critical operational roles leave unexpectedly.

5. Determine if there are currently any internal high potential candidates who could be upskilled or who could fill those roles now.

6. Identify any training/education/mentoring that would be required to support the current potential internal candidates.

7. Consider the strategies or approach required if there are no current potential internal candidates e.g., recruitment options.

8. Determine and implement actions to enable Bilingual Care to replace key positions effectively and efficiently when needed, using existing capable employees where appropriate.

The *Succession Plan* developed by Bilingual Care will be aligned with its *Strategic and Operational Plans* and consider the process above, including:

- responsible persons and critical operational positions, both now and for the future
- high potential internal candidates
- skills gaps and training opportunities to support high potential internal candidates
- strategies to ensure continuity for responsible person roles

- continuity risks (areas where significant disruption may be experienced if key staff leave)
- age profiles with known retirement plans of key personnel and
- performance assessments of key personnel.

As part of succession planning, Bilingual Care provides equal opportunity for all workers and support of gender equality.

The *Succession Plan* can also be used during emergencies, as part of business continuity planning. See also Bilingual Care's *Emergency and Disaster Management Policy and Procedure*.

Delegations

While succession plans identify and prepare individuals to step into key roles permanently or temporarily, delegations define who has authority to make decisions or perform tasks when the primary responsible person is unavailable.

To maintain uninterrupted services, Bilingual Care has documented delegations for decision-making and operational tasks. These delegations specify who can act on behalf of managers or coordinators when they are unavailable.

For more information see Bilingual Care's *Governance Policy and Procedure* and *Delegation of Care Policy and Procedure*.

Reviews

The Leadership Team formally reviews and updates the *Succession Plan* each financial year and at times of significant and unanticipated change.

Notifications

Bilingual Care must notify the Aged Care Quality and Safety Commission of all changes to responsible persons, or a responsible person's suitability, within 14 days of being made aware of the change. For more information see the *Compliance Policy and Procedure*.

Supporting Documents

Documents relevant to this policy and procedure include:

- *Compliance Policy and Procedure*
- *Delegations of Care Policy and Procedure*
- *Governance Policy and Procedure*
- *Succession Plan*
- *Business Continuity Plan*
- *Strategic and Operational Plans*

Monitoring and Review

This Policy and Procedure will be reviewed at least every three years by the Leadership Team. Reviews will incorporate staff, consumer, and other stakeholder feedback, where relevant.

Annual satisfaction surveys will assess consumer and staff satisfaction with the continuity of supports provided by Bilingual Care and provide stakeholders with the opportunity to provide feedback on areas for improvement.

Bilingual Care's *Continuous Improvement Plan* will be used to record improvements identified and monitor the progress of their implementation. Where relevant, this information will be considered as part of Bilingual Care's service planning and delivery processes.

DOCUMENT CONTROL

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