



Winnipeg Regional
Health Authority

Office régional de la
santé de Winnipeg

Caring for Health

À l'écoute de notre santé

Building Leaders for the Future

Employee Guide to Leadership Development Opportunities in the Winnipeg Health Region

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SUCCESSION PROGRAM OVERVIEW

WRHA Human Resources has developed a Succession Program that provides a variety of resources and initiatives to aid in succession planning at the Executive and Management levels within the integrated healthcare facilities. These facilities include:

- WRHA Corporate and Community
- Concordia General Hospital
- Deer Lodge Centre
- Grace General Hospital
- Health Sciences Centre
- Misericordia Health Centre
- Seven Oaks General Hospital
- Victoria General Hospital

The program aims to achieve an internal hire rate of 70-80% for leadership position vacancies. The program provides a focused process of identifying, assessing and developing leadership talent. The goals of the program are:

- To ensure an adequate flow of qualified candidates for key leadership positions in the WRHA
- To identify gaps between current capabilities and necessary skills of current and future leaders
- To further focus our leadership development efforts and programs

This Employee Guide highlights the internal leadership development opportunities, and provides information on sponsorship opportunities for external leadership development programs. The package consists of the following materials that will help you to navigate the various leadership development opportunities within the Winnipeg Health Region:

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Roles & Responsibilities

An overview of roles and responsibilities for the administration of the application process is listed below:

Facility Executive

- Decide how to promote the Succession Program within the facility
- Decide whether to encourage applications from specific employees (i.e. identified as potential successors)
- Determine the amount of funds (if any) available for sponsorship of external leadership development.
- Decide if the facility will have a targeted number of sponsored employees (e.g. 'we will support 2 employees per year').
- Decide if return in service agreements will be required for successful applicants. Generally, a commitment of 1 year of service is requested for every \$5,000 in sponsorship.
- When successful applicants are determined, decide which cost centres should be charged for the sponsorship(s).
- If a return in service agreement is signed by an employee and the agreement is violated, decide whether a repayment of a pro-rated portion of the sponsorship is required.

Human Resources

- Ensure there are copies of the *Employee Guide to Leadership Development Opportunities in the Winnipeg Health Region* available for employees, upon request.
- Ensure there are copies of the *Application for Sponsorship of External Leadership Development* available for employees, upon request. The application form is provided in a separate electronic file.
- Provide a template Return in Service Agreement if needed.
- Determine whether the facility has any policies that contradict or overlap the regional process for application for sponsorship of external leadership development. If these situations exist, consider how to alleviate confusion when the program is promoted at the facility.
- File any copies of academic transcripts, return in service agreements, etc. in the appropriate personnel files.

Organization & Staff Development

- Receive all applications, ensure all applications are complete, complete initial ranking of applications, and send ranked applications to WRHA Senior Management for decision.
- Distribute letters of acceptance/denial.
- Maintain all succession planning documents on the OSD website at <http://www.wrha.mb.ca/osd/ManagementLeadershipDevelopment.html>.
- Maintain copies of all applications for sponsorship of external leadership development.
- Develop and maintain a database of successful applicants.
- Provide a central telephone number and contact person to answer questions about the program and trouble-shoot issues as they arise (Alenka Howell at 787-8945).

GUIDELINES FOR SPONSORSHIP OF EXTERNAL LEADERSHIP DEVELOPMENT

Organizational sponsorship of external leadership development is intended to develop an “Acceleration Pool” of internal candidates who receive organizational sponsorship for leadership development. Over time, this process develops a pool of high-potential employees for a variety of possible leadership positions, as opposed to grooming individuals for specific jobs.

The program operates under the following guidelines:

- Employees may self-initiate an application or be encouraged to do so by their manager.
- Applications are sought at various times throughout the year depending on the program of study. All applicants are notified as to the results of the WRHA review process prior to the official submission of the particular program that they are applying to.
- The number of employees receiving sponsorship, as well as the amount of sponsorship, is dependent on fluctuating funding levels each year. These funding levels are somewhat dependent on annual budgeting processes and organizational priorities.
- The Developmental component of the overall Succession Program relies on a multi-faceted approach to leadership development consisting of:
 - Partial or complete financial sponsorship of external leadership development (e.g. tuition, books, leave of absence, travel, adjusted workload)
 - Encouraging and supporting internal leadership development
 - Assignment of special projects for further development
 - Myers Briggs testing for managers (offered in a workshop format through the Management & Leadership Development program)
- There will be no guarantee of promotion or salary increase associated with an individual’s participation in the program.
- The Developmental component of the Succession Planning program follows the employee handbook and the policies or collective agreements governing employment. The Employee Handbook is available on line at <http://home.wrha.mb.ca/hr/handbook/index.php>.
- All pre-paid expenses must be claimed on an expense form with receipts attached. All employer-paid expenses require an invoice sent to the Finance department for payment. All expenses are to be signed by the sponsored employee’s manager and Executive prior to payment.
- Copies of academic transcripts for sponsored leadership development programs must be sent to Human Resources for the employee’s personnel file.

- Where developmental activities are supported through employer funding for the direct cost of training or paid education/professional development leave, a Return in Service Agreement may be required for up to five years, depending on the sponsorship amount. Generally, a commitment of one year of service will be required for every \$5,000 in sponsorship.
- Return in Service Agreements shall be documented in writing, signed in advance of any employer expenditure on developmental activities, and shall as a general rule, be met through the individual's ongoing employment within the broad framework of WRHA-integrated facilities. Provisions requiring the fulfillment of a Return in Service Agreement within a sub-component of the region (e.g. within a specific service or site), will be the exception.
- Where a Return in Service Agreement is not fulfilled, the individual may be required to repay the employer a pro-rated portion of the financial support provided.

APPLICATION PROCESS

The following steps should be followed to apply for sponsorship of external leadership development programs:

1. Complete the "Application for External Leadership Development Programs". The application is available in a separate pdf electronic file available through Human Resources, Organization & Staff Development (phone: 787-8945) or on the Internet at <http://www.wrha.mb.ca/osd/ManagementLeadershipDevelopment.html>.
2. Submit the completed application form to Organization & Staff Development by the requested due date, Attention: Succession Planning Program
3. Save a copy of the completed application form in the event you want to re-apply in future years.
4. If you still have any questions about the program please call Organization & Staff Development at 787-8945.

PROCESS FOR ACCEPTING AND REVIEWING APPLICATIONS

The administrative process for accepting and reviewing applications is as follows:

1. Employee completes the application process as indicated above.
2. Organization & Staff Development reviews the applications and completes part one of the Application Ranking form. The applications are sorted by ranking and sent to WRHA Senior Management.
3. WRHA Senior Management determines the successful candidates, and letters of acceptance or denial are sent to all applicants.
4. A copy of all applications is kept on file in the WRHA Organization & Staff Development. Successful applications, along with additional related documentation such as Return in Service Agreements, are also maintained in the employee's personnel file in Human Resources.

CRITERIA FOR DETERMINING SUCCESSFUL APPLICANTS

This section explains the minimum requirements for consideration for WRHA sponsorship of external leadership development programs. The criteria used for ranking and prioritizing applications are also listed below.

Minimum Requirements

- Must complete the Application Form for Sponsorship of External Leadership Development Programs
- Currently in a Supervisor, Manager, Director or Executive position or equivalent
- Two or more years of service within a WRHA-integrated facility
- 0.8 FTE or greater in current position
- A certificate or university degree from a recognized academic institution
- Manager's endorsement regarding the applicant's potential to assume a more significant leadership role, from skill, interpersonal and behavioural perspectives.

Ranking Criteria

Upon meeting the minimum requirements for eligibility, the following criteria are used to rank and prioritize applications:

- Chosen career path is congruent with anticipated vacancies in leadership positions
- Employee has pursued professional development independently within the past three years
- Requested program of study is relevant to healthcare
- Program of study includes a work-specific project



- Program of study will add value to the organization e.g. project completion, new program or service, other tangible benefit to the organization
- Response to qualitative questions were well written, thoughtful and thorough:
 - Demonstrated the value to the organization
 - Clearly articulated career path
 - Highly aligned work-related project
 - Strong knowledge translation plan

Particularly in the event of similar scores, the Executive Committee may consider additional factors in the selection process:

- Organizational knowledge
- General leadership competencies
- Personal attributes e.g. work ethic, “soft” skills (e.g. conflict management, interpersonal, negotiating, influencing, problem solving, critical analysis, etc.)
- Job challenges/preparatory experience e.g. large projects completed