

Turks & Caicos Civil Aviation Authority (TCICAA) Succession Plan



2018/19 – 2020/21

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Succession Planning Policy & Objectives

Introduction

Succession Planning is a process designed to ensure TCICAA identifies and develops a talent pool of employees through mentoring, training and job rotation to replace key employees within the organization in the event those key individuals leave their positions.

Policy Statement

TCICAA is prepared with a succession plan to ensure and support service continuity when the Managing Director, senior managers or other key personnel leave the organization. The policy also ensures suitable, qualified and motivated replacement employees are identified for key incumbents in executive, management, technical, and professional positions within the organization. This policy covers key leadership roles, middle management positions and technical positions within the Turks and Caicos Civil Aviation Authority.

Objectives

The objectives are;

- To ensure the Organization is prepared with a plan to support operation and service continuity should a member of senior management or key business leader leave their position.
- To identify suitably qualified, motivated and high-potential employees capable of rapid advancement to positions of higher responsibility than those they presently occupy.
- To ensure the systematic and long-term development of individual's career paths to replace key incumbents as the need arises due retirements, disabilities, deaths and other unexpected losses.
- To provide a continuous flow of talented people to meet the Organization's management, business and operational needs.
- To deliver a message to the Organization's employees that they are valuable.
- To develop reliable assessment procedures and ensure that these procedures are applied systematically across the Organization.

Responsibilities

Both TCICAA's Board and the Managing Director have pivotal roles to play in succession Planning. The Board is responsible for succession planning for the Managing Director position and overseeing the identification and development of all top executive talent, i.e. other Board Members. The Board hires the Managing Director to ensure it has a skilled Manager at the helm to implement the organization's mission and vision. The Board should either internally

promote or externally hire the new Managing Director, when the existing Managing Director leaves.

The Board, with the assistance of the MD and the HR Officer, oversees executive officer development and succession plans for the MD and other executive officers to provide for continuity within the senior management team.

The Board must ensure the new Managing Director has the required skills to implement the Organization's mission and vision. This will be achieved through the implementation of a documented procedure and meeting criteria. The Board shall prepare themselves with an interim solution for when the Managing Director leaves until the suitable candidate is ready to fulfil the role. A succession planning contingency plan is under development which will be reviewed by the Board on a regular basis.

The Managing Director is responsible for succession planning for the Deputy Managing Director position and all other key positions within the organization. The Managing Director, with the assistance of the Deputy Managing Director and the HR Officer, oversees the development and succession planning of all non executive staff but who hold key positions within the organization.

Details of the whole process are documented in the Organization's Quality Management System and the Staff Policies and Procedures Manual.

The Board, Managing Director and Senior Management Team fully support the succession planning process. This gives all employees an understanding and emphasis on the importance of succession planning within the organization. Adequate time will be provided to the selected candidates for development and mentoring when filling a new role.

Measurement

The succession plan shall be reviewed regularly and updated by the MD and the Deputy MD to ensure the organization has reassessed the hiring needs and to minimize risks and to determine whether the development process of selected candidates is effective and efficient.

This policy shall be reviewed by the Board annually but the Board may review succession planning more frequently as it deems necessary.

The Succession

Business & succession details

Business Name: Turks & Caicos Civil Aviation Authority

Business Structure: TCICAA is a corporate body, having perpetual succession and a common seal with the power to regulate and to provide oversight of the civil aviation industry. The responsibility for Civil Aviation within the Turks and Caicos Islands is shared between the Minister responsible for Aviation, the Governor and its Board members appointed tri-annually by the Minister responsible for Aviation.

Business Role: The TCICAA is responsible for aviation regulatory oversight throughout the Turks & Caicos Islands and for aircraft registered on the Turks & Caicos Island Aircraft Registry. The Authority is comprised of various divisions that specifically regulate and license aerodromes, aviation personnel, aircraft maintenance organizations and conduct aircraft airworthiness surveys.

Planned Succession Type: The current plan is for me to retire from my role as Managing Director completely on the date published within this succession plan.

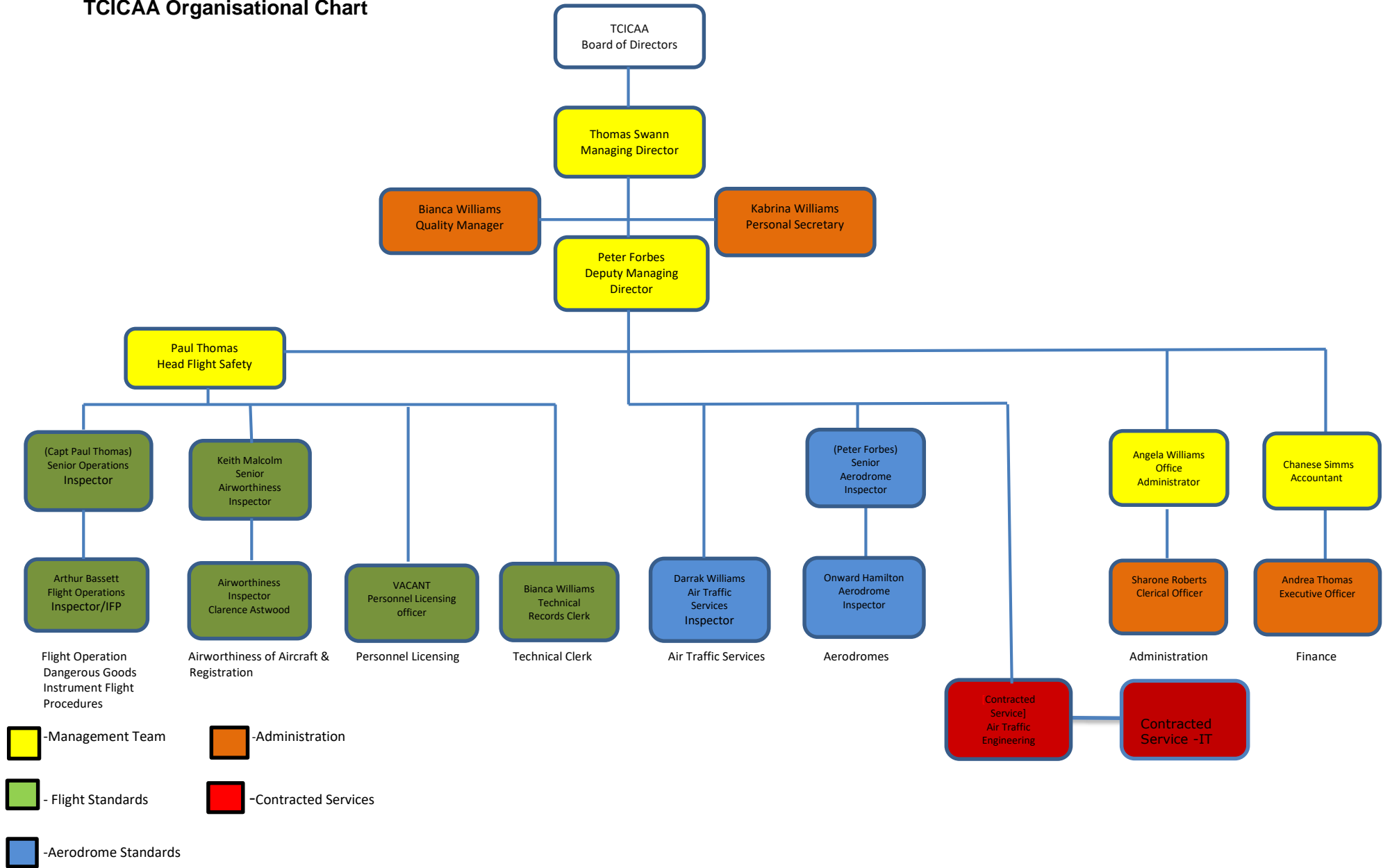
Successor Details: There are currently three candidates within the organization who meet the criteria for the role and they are Mr Peter Forbes, current Deputy Managing Director & Senior Aerodromes Inspector, Mr Paul Thomas, Senior Flight Operation Inspector and Head of Flight Safety and Mr Arthur Bassett, Flight Operations Inspector.

At the end of March 2018 a formal announcement shall be communicated throughout the organisation announcing the date of my retirement. The communication shall inform employees that the opening position of Managing Director shall be advertised internally in due course. To remain in line with our HR recruitment processes, an internal advertisement shall be published, encouraging and inviting employees who believe they can meet the criteria and possess the sufficient skills, knowledge and expertise to apply for the Managing Director post. Obviously once a successful candidate has been identified, there will be impacts upon other roles within the organisation and this plan shall be updated to reflect any changes and planning required.

Succession Timeframe: It is my aim to retire from TCICAA on the 28 September 2018 and to be replaced by a suitable candidate from within the organization. It is my intention to have a gradual handover period of two months from July 2018 to assist in the smooth transition of my successor. Therefore, I intend to implement this succession plan from 2 April 2018.

Restrictions: Due to the responsibilities of this particular role, it is vital that a probationary period be set. Given that there is only a two month handover period, it is only practical that the probationary period is set for a longer term than the standard period outlined in our Staff Procedures Manual. A longer probationary period will allow sufficient time for the individual to settle into the role and the Board can establish the individual's competency, progress and succession within the organization. Therefore a probationary period shall be discussed and determined by TCICAA Board.

TCICAA Organisational Chart



Key personnel changes

These are key personnel which have been identified as being suitable candidates within the organisation who could possibly fill the role.

Job Title	Name
Deputy Managing Director & Senior Aerodromes Inspector	Mr Peter Forbes
Head of Flight Safety & Senior Flight Operations Inspector	Mr Paul Thomas
Flight Operations Inspector	Mr Arthur Bassett

Skill retention strategies

The Board of Directors is responsible for policies and general administration of the affairs of TCICAA, and for ensuring that funds are being allocated to provide for the proper functioning of the organisation including the personal development and competency of staff. The Board ensures continual commitment to the development of staff by ensuring that relevant policies and guidelines are in place and that they meet regional and international Standards.

Prior to my retirement announcement and internally advertising the position, the TCICAA Board shall review and approve the Managing Director Job Description, which will include all allocation of responsibilities within the role and include specific set criteria which must be met by my successor. Reviewing the MD job description shall ensure that current skills, knowledge and expertise are still appropriate for the business.

Training programs

The successful candidate shall be assessed for future training requirements in connection with the role. Any formal training required shall be provided as set out in our training procedures, financial management training shall be of a high a priority for this role. On the job training will be provided and shall commence during the two month handover period. The successful candidate shall also participate in our Orientation Programme which is a formal process designed to make employees feel comfortably informed about the TCICAA, and prepared for their new position. Employee orientation is coordinated by the Office Administrator/Training Coordinator on behalf of the receiving department.

I am also considering change management training for the organisation in preparation for the succession, this will undoubtedly need to be carried out by external training providers.

Registration changes

Registration transfers: The only changes necessary would be telephone numbers for the successor and business cards.

Legal considerations

Contracts/legal documents: Once a successful candidate has been identified, a new contract of employment shall be drawn up for his consideration and shall be signed prior to taking up the post.

Insurance

Current insurance: I shall review current insurance policies to ensure any impacts in the role changes are addressed appropriately.

Succession timetable

Phase	Succession action items	By Whom	Start date	End date
Phase 1 – Announcements, Reviews, Impacts and Advertising	A formal announcement shall be distributed throughout the organisation about my retirement.	MD	30/03/18	30/03/2018
	Arrange a Succession Planning Strategy meeting with TCICAA Board Members.	MD	02/04/18	06/04/18
	Conduct SP Strategy meeting.	TCICAA Board	16/04/18	20/04/18
	The current MD Job Description shall be reviewed and a specific set criteria will be created and included in the new MD JD.	TCICAA Board	16/04/18	20/04/18
	Review JD's for subsequent roles made available due to MD position being filled.	TCICAA Board	16/04/18	20/04/18
	Establish interview panel.	TCICAA Board	16/04/18	20/04/18
	Pre-book interview dates with all members of interview panel.	TCICAA Board	16/04/18	20/04/18
	Mitigate all impacts & risks raised at SP Strategy meeting.	MD	16/04/18	20/04/18
	New Version of MD Job Description to be published.	TCICAA Board	23/04/18	27/04/18
	Implement process for internally advertising Managing Director position.	MD & HR	30/04/18	18/05/18

Phase	Succession action items	By Whom	Start date	End date
Phase 2 – Application review, Interviews, Selection Process and appointment	Review all internal applications received for MD position and shortlist.	TCICAA Board & HR Representative MD & HR	21/05/18	22/05/18
	Arrange internal interviews.		TBA	TBA
	Conduct interviews.	TCICAA Board & HR	TBA (But no later than end of May 2018)	TBA
Phase 2 cont'd	Implement selection process.	TCICAA Board & HR	06/06/18	08/06/18
	Offer appointment to successful candidate & prepare offer letter and confirm a start date and new employment contract.	MD & HR	12/06/18	15/06/18
Phase 3	Implement process for internally/externally advertising available positions.	MD & HR	29/06/18	13/07/18
	Review all internal applications received for available positions and shortlist.	TCICAA Board & HR	16/07/18	17/07/18
	Arrange internal interviews.	MD & HR	TBA	TBA
	Conduct interviews.	TCICAA Board & HR	TBA	TBA

Contingency/risk management

Succession risk	Likelihood	Impact	Contingency
Interview panel member falls ill or cannot attend due to unforeseen circumstances.	Unlikely	Low	Appoint back up interview panel members at the Succession Planning Strategy Planning meeting.
The candidate cannot make the interview due to illness or unforeseen circumstance.	Unlikely	Low	Arrange interviews across a wider time period to be able to offer another interview date in the event of this risk actually happening.

Succession risk	Likelihood	Impact	Contingency
The chosen candidate may decline the offer.	Unlikely	Low	Discuss the risks during the Succession Planning Strategy meeting & plan to identify who would be the next best suitable candidate who was interviewed initially.

The Finance

Costs to consider: Set out below is a list of what costs need to be considered as a direct result of my retirement.

- Successful candidates remuneration packages
- Training costs
- External Advertising costs
- Successor's Retirement income/payment

Supporting Documentation

Attached is my supporting documentation in relation to this succession plan. The attached documents include:

- *Candidates Resumes*
- *Managing Director's Job Description*
- *Set Criteria (To be determined by the Board)*
- *COP 31 Technical Staff Training Procedure*
- *Regulatory Competency Profiles*
- *Training Plan for MD Role*