

# CAC NAME

# SUCCESSION PLAN

***SAMPLE/ TEMPLATE***

***This sample CAC Succession Plan was created to serve as a resource for CACs. Please note this is intended as a SAMPLE and should be carefully reviewed by the CAC Board of Directors or other governing entity so that it can be revised appropriately to accurately reflect YOUR organization, its capacity and its policies and procedures in the event of a planned or unplanned absence (temporary or permanent) in your CAC Executive Director position.***

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## OVERVIEW

### Rationale

The executive director position in a CAC is a central element in the organization's success. Therefore, insuring that the functions of the executive director are well understood and even shared among staff (when applicable) and volunteer leaders is important for safeguarding the CAC against unplanned and expected change. This kind of risk management is equally helpful in facilitating a smooth leadership transition when it is predictable and planned.

This document outlines a leadership development and succession plan for NAME OF CAC. This plan reflects NAME OF CAC's commitment to sustaining a healthy functioning organization. The purpose of this plan is to insure that the organization's leadership has adequate information and a strategy to effectively manage NAME OF CAC in the event the executive director is unable to fulfill his/her duties.

### Plan Implementation

The Board of Directors authorizes the Board President (OR OTHER APPROPRIATE INDIVIDUAL WITH GOVERNANCE AUTHORITY) to implement the terms of this succession plan in the event of a planned or unplanned temporary or short-term absence.

- It is the responsibility of the Executive Director to inform the Board President of a planned temporary or short term absence, and to plan accordingly.
- It is the responsibility of the Board President to immediately inform the Executive Committee of an unplanned temporary or short-term absence
- As soon as feasible, following notification of an unplanned temporary or short-term absence, the Board President shall convene an Executive Committee meeting to affirm the procedures prescribed in this plan, or to modify them as needed depending on the circumstances of the absence/vacancy.

### Priority Functions of the Executive Director

A current and accurate copy of the full Executive Director position description is attached to this plan. Among the duties listed in the position description, the following are considered to be the key functions of the position and have a corresponding temporary staffing strategy.

<b>KEY FUNCTIONS (SAMPLES)</b>	<b>TEMPORARY STAFFING STRATEGY (SAMPLES)</b>
Leadership and Vision	Board President
Board Administration and Support	Acting or Interim Director Board Development Committee Chair
Client Services and Programs	CAC Program Coordinator or Lead Program Staff Member CAC Program Committee Chair
Financial Management	CAC Finance Director/Bookkeeper/Accountant Board Treasurer
Collaborative Relationships	MDT/Partner Agency Representative
Spokesperson for Chapter; Community Outreach	Board President
OTHER??	

## **SHORT-TERM TEMPORARY SUCCESSION PLAN**

(In the event of a temporary, planned or unplanned absence)

### **Definitions:**

- A temporary absence is one in which it is expected that the Executive Director will return once the events precipitating the absence are resolved.
- An unplanned absence is one that arises unexpectedly, in contrast to a planned leave such as a vacation or a sabbatical
- A temporary absence is 30 days or less
- A temporary short-term absence is between 30 and 90 days

### **Temporary Staffing Strategy**

- For temporary planned or unplanned absences of 30 or fewer days, the Temporary Staffing Strategy described herein (on prior page) may become effective.
- In the event of a temporary short-term planned or unplanned absence, the Executive Committee shall determine if the Temporary Staffing Strategy is sufficient for this period of time.

### **Appointing an Acting Director**

- Based on anticipated duration of the absence, management needs of the organization during the period of absence, the anticipated return date, and accessibility of the current executive director during the absence, the Executive Committee may appoint an Acting Executive Director, as well as continue to implement the Temporary Staffing Strategy.

### **Standing Appointees to the Position of Acting Executive Director**

- Potential candidates to serve as acting executive director may include: *LIST RELEVANT CANDIDATES (i.e. senior staff positions or current or previous Board members, etc.)*
- In the event a current Board member accepts the position of Acting Director, he/she will take a temporary leave of absence from the Board of Directors. This action will be documented in official Board meeting minutes.

### **Cross-Training Plan**

- Ongoing efforts will be maintained to ensure adequate cross-training pertinent to key functions of the Executive Director position occurs and includes all potential Standing Acting Director candidates (listed above)

### **Authority and Restrictions of the Active Executive Director**

- The Acting Executive Director shall have full authority for day-to-day decision making and independent action as exercised by the regular Executive Director.
- Decisions that shall be made in consultation with the Board President and/or Executive Committee include: *LIST THOSE DECISIONS (i.e. staff hiring and terminations, financial issues, initiation of new projects, media communications, taking public policy positions on behalf of the organizations, modifications to current salary structure, etc.)*

## Compensation

- Current staff members appointed as Acting Executive Director may receive *LIST POSSIBLE COMPENSATION MODIFICATIONS* (i.e. end-of-the-year, one-time salary adjustment (bonus); stipend in addition to current salary, etc.)
- A current or former Board member appointed as Acting Director may enter into an independent contractor agreement, depending on the circumstances of their availability.
- The Executive Director on leave may be eligible for disability insurance (*see employee handbook/personnel policies for additional disability leave information*)

## Board Oversight and Support to the Acting Director

- The Acting Executive Director reports to the Board President. In the event the Board President becomes the Acting Executive Director (and takes the requisite leave from the Board to fulfil that role), the Vice President shall assume these and other Board President duties/roles (as per organization's bylaws)
- The Executive Committee shall be alerted to the special support needs of the Acting Executive Director in this temporary role. The Executive Committee shall convene monthly, or more frequently, as needed, when an Acting Director is appointed. Meetings may be held in person, via conference call or by email, as deemed appropriate by the Board President.

## Communications Plan

- Within 48 hours after an Acting Executive Director is appointed, the Board President and the Acting Executive Director shall meet to review the CAC's existing communications plan (or, in the absence of such a plan, to develop a communications plan including identification of information that will be shared and with whom, when).
- The chart below identifies key stakeholders and appropriate individuals responsible for facilitating communications with each.
- As soon as possible, the Board President and Acting Executive Director shall implement the communications plan to announce the organization's temporary leadership structure to staff, the full Board of Directors, partner agencies on the multidisciplinary team, and other key stakeholders as deemed appropriate.
- Updated contact information shall be maintained in the organization's database with the following designations:
  - Key Contacts – including vendors, contractors, etc.
  - Partner Agencies on the Multidisciplinary Teams
  - Donors/Granting Agencies
  - Current Board members
  - Former Board members
  - Other key collaborative organizations/agencies
- Within 5 business days, The Board of Directors shall distribute a press release with general information appropriate to the situation (if appropriate).

<b>Key Stakeholders</b>	<b>Communications Responsibility</b>
MDT Partner Agency Representatives	<i>Staff or Board Member Responsible</i>
Major Donors/Granting Agencies	<i>Staff or Board Member Responsible</i>
NCA, RCAC and Chapter	<i>Staff or Board Member Responsible</i>
Key Vendors	<i>Staff or Board member Responsible</i>

## **LONG-TERM TEMPORARY SUCCESSION PLAN**

**(In the event of a temporary, unplanned absence)**

### **Definition**

- A long-term absence is 90-days or more

### **Procedures**

- Procedures and conditions to be followed shall be the same as for a temporary short-term absence with the following additions:
  - The Executive Committee shall give immediate consideration, in consultation with the Acting Executive Director (if applicable), to (1) employing an Interim Executive Director (see next section); or (2) temporarily filling the management position left vacant by the permanent or Acting Executive Director, or reassigning priority responsibilities where help is needed to other staff or volunteers. This is in recognition that, for a term of 90-days or more, it may not be reasonable to expect an Acting Director to carry the duties of multiple positions.
  - The Board President and Executive Committee are responsible for gathering input from staff and reviewing performance of the Acting and/or Interim Executive Director (if applicable). A review shall be completed between 30 and 45 days.

## **PERMANENT SUCCESSION PLAN**

### **(In the event of a PERMANENT planned or unplanned absence)**

### **Definition**

- A permanent absence is one in which it is firmly determined that the Executive Director will not be returning to the position.

### **Procedures**

- Procedures and conditions to be followed shall be the same as for a temporary short-term absence with the following additions:
  - The Board of Directors shall consider the need to hire an Interim Executive Director from outside the organization instead of appointing an Acting Executive Director from within. This decision shall be guided, in part, by internal candidates for the Executive Director position, the expected time frame for hiring a permanent executive, and the management needs of the organization at the time of the transition.
  - Within 15 days of notice of vacancy or plans to vacate the position, the Board of Directors shall appoint a Transition Committee to implement the Center's Executive Succession Plan to develop and implement the transition to a new permanent executive director.

### **Hiring an Interim Executive Director**

- If an Interim Executive Director is hired, the Board President and Executive Committee shall negotiate an independent contractor agreement with a defined scope of work.
- The scope of the agreement with the Interim Executive Director shall be determined based on an assessment of the organization's needs at the time of the leadership transition.
- The rate of compensation shall be based on availability of financial resources. For current, relevant guidelines on Interim Executive Director compensation reference the following:
  - Transition Management Consultation Contact Information (See Attachment)

### **Responsibilities of the Interim Executive Director**

- An Interim Executive Director shall have full authority for day-to-day decision making and independent action as exercised by the regular Executive Director.
- Decisions that shall be made in consultation with the Board President and/or Executive Committee shall include: *LIST SUCH DECISIONS/ACTIVITIES (i.e. staff hiring and terminations, financial issues, initiation of new projects, media communications, taking policy positions on behalf of the Chapter, etc.)*

### **Board Oversight and Support to the Interim Executive Director**

- The Interim Executive Director reports to the Board President.
- The Executive Committee shall be alert to the special support needs of the Interim Executive Director in this temporary role. The Executive Committee shall convene monthly or more frequently as needed, when an Interim Executive Director is hired. Meetings may be held in person, via conference call or email, as deemed appropriate by the Board President.

### **Search for Permanent New Executive Director**

- It is the policy of the Board to assess the permanent leadership needs of the organization to help ensure the selection of a qualified and capable leader who is compatible with the mission, vision, values, goals and objectives of the CAC and who has the necessary skills to lead the organization.
- It is also the policy of NAME OF CAC when faced with a permanent change in leadership to develop a diverse pool of candidates and, if possible and prudent, to consider at least three finalist candidates for its permanent executive director position.
- The Transition Committee should first explore the eligibility and interest of any potential internal candidates for the position.
- The Transition Committee will also consider the merits of conducting a comprehensive external recruitment and selection process.
- The Transition Committee will also consider whether or not the current/immediate past executive director's participation as a resource in developing the ensuing search process is possible, appropriate and/or would be deemed beneficial to the process and the outcome. If so, the Transition Committee is responsible for outlining the scope of that involvement and negotiating an agreement that reflects the agreed upon scope of involvement.
- Assuming a comprehensive, external search is to be conducted, potential sites for posting the new Executive Director position opportunity include, but are not necessarily limited to:
  - Chapter website
  - RCAC website or Listserv
  - NCA General Listserv
  - Craig's List
  - Opportunity 501
  - *List other appropriate sites, etc. for you state here*
- The Transition Committee shall develop a plan for conducting interviews with potential candidates, determining what, if any, other representation from the Board, Staff or MDT should be included in the interview process.
- With input from the Executive and Finance Committees, the Transition Committee is authorized to negotiate appropriate terms of hire (salary, benefits, etc.) with finalist candidates.

- The Transition Committee shall make a recommendation regarding hire of the permanent new executive director to the Executive Committee and then to the full board for approval (in person, via email, etc.)
- The Transition Committee and the Executive Committee shall develop and implement an appropriate orientation process for the new executive director that may include participation by the current/immediate past executive director, the Interim Director (if applicable), other key staff and/or Board members.

SAMPLE



## APPROVALS AND MAINTENANCE OF RECORD

### Succession Plan Approval

- This succession plan shall be approved initially by the Executive Committee and then forwarded to the full Board for its vote of approval.
- Thereafter, annually, the Executive Committee shall review the plan, ensure related organizational information is current, and recommend amendments to the full Board as needed.

### Signatories

- The Board President, the Executive Director, and the appointees designated in the Succession Plan shall sign the plan.
- At all times the Board President and Treasurer and at least one other staff or Board member – in addition to the Executive Director – shall have signature authorization for checks and contracts for the organization at all times.

### Maintenance of Record

- Copies of this plan shall be shared with all members of the Board of Directors and designated staff members (as deemed appropriate). Copies of the plan will be retained onsite, hardcopy and/or electronic versions, SPECIFY LOCATION(S).

### Financial Considerations

- It shall be the responsibility of the Executive Committee in conjunction with the Finance Committee to review the center’s finances on a monthly basis during an unplanned absence of the Executive Director (temporary or permanent).
- NAME OF CAC maintains fiscal resources for personnel advertising and salary/contract reserves in its annual operating budget.

### SIGNATURES OF APPROVAL

<b>Name, Title/Role</b>	<b>Date</b>
<b>Name, Title/Role</b>	<b>Date</b>
<b>Name, Title/Role</b>	<b>Date</b>
<b>Name, Title/Role</b>	<b>Date</b>

## RECOMMENDED ATTACHMENTS CHECK LIST

- **TRANSITION MANAGEMENT CONSULTANT CONTACT INFORMATION**

*(List of sites where the Board might find resources to assist them in the transition process including but not limited to RCAC, State Chapter, other non-Profit Management organizations in your state, community, professional Interim Executive Directors within your state/community, etc.)*

- **EXECUTIVE DIRECTOR JOB DESCRIPTION (current - review and update, as needed, annually)**
- **INFORMATION AND CONTACT INVENTORY (current – reviewed and updated annually)**
- **ORGANIZATIONAL CHART (current – reviewed and updated annually)**