



Executive Director Succession Plan

Board Approved: February 5, 2007

Revisions Approved by Board: May 21, 2018

Reviewed: March 18, 2019

Policy Recap and Compliance Requirements:

Policy Responsibility:	HR Director
Changes Approved by:	Board of Directors – As recommended through sub committee
Policy Review:	Annually by HR Committee – with updates to Board members
Training:	As needed to applicable staff

WACOSA
Executive Director Succession Plan

Purpose

The executive director position in a nonprofit organization is a central element in the organization's success. In order to ensure the continuous coverage of executive duties critical to the ongoing operations, WACOSA's Board of Directors has adopted this Executive Director Succession Plan. The purpose of this plan is to outline the recruiting and selection process in the event that the Executive Director position may become vacant.

The goals of this plan are to:

- Provide the Board of Directors with procedures to follow when recruiting a new executive director
- Maintain continuity of internal leadership
- Maintain continuity of coverage of executive duties within the organization
- Assure that the organization continues to carry out its mission without interruption in services
- Maintain systems and processes that are designed to protect the integrity and financial assets of the organization
- Allow the Board of Directors time in which to fill the vacant position

There are several possible scenarios for why the Executive Director position may become vacant. These include, but are not limited to:

- Retirement of incumbent Executive Director
- Resignation of the incumbent Executive Director
- Immediate vacancy due to the death, disability or dismissal of the incumbent Executive Director

Procedures

This Executive Director Succession Plan suggests a course of action for the WACOSA Board of Directors in the event of a vacancy in the Executive Director position. Under normal conditions, WACOSA's incumbent Executive Director is expected to give a minimum of two-months' notice of his/her intent to retire or resign from the position. The written notice to resign or retire should be given to the Board President. The Board President will communicate the information to the rest of the board members. Where possible, the incumbent Executive Director should be expected to be a part of the transition team to assist with the orientation and training of the new Executive Director.

In the event of an immediate vacancy, or the position has not been filled before the incumbent Executive Director leaves, WACOSA's Executive Committee (President, Vice-president, Secretary, and Treasurer) will be responsible for appointing an "Acting Executive Director" who will serve in the position until a new Executive Director is hired.

Acting Executive Director Appointee

At the time that this plan was approved, the position of Acting Executive Director would be offered to:

Name: Nancy Betts

Title: Vice President of Quality Assurance & Programs, WACOSA

If the primary appointee for Acting Executive Director is new to his/her position and fairly inexperienced with the organization (less than 1 year) or is unavailable to serve in this capacity, the Executive Committee may decide to select a back-up appointee to the Acting Executive Director position. The

Executive Committee may also consider the option of splitting executive duties among one or more appointees.

The Executive Committee will give immediate consideration, in consultation with the Acting Executive Director, to **temporarily** filling the management position left vacant by the Acting Executive Director. This is in recognition of the fact that for a term of more than three months, it may not be reasonable to expect the Acting Executive Director to carry the duties of both positions. The temporary position would focus on covering the priority areas in which the Acting Executive Director needs assistance.

Authority and Compensation of the Acting Executive Director

The person appointed as Acting Executive Director shall report to the Board in a similar manner as the regular Executive Director and have the full authority for decision-making and independent action as the regular Executive Director.

At the discretion of the Executive Committee, the Acting Executive Director may be offered:

- A temporary salary increase to the entry-level salary of the executive director position
- A bonus to be designated by the Board Executive Committee; or
- No additional compensation

Note: If duties of the Acting Executive Director are shared, additional compensation (if any) will be shared as designated by the Board Executive Committee.

Communications Plan

Immediately, upon transferring the responsibilities to the Acting Executive Director, the Board President will notify staff members and the Board of Directors. As soon as possible after the Acting Executive Director has begun covering the unplanned absence, board members and the Acting Executive Director shall communicate the temporary leadership structure to key external supporters of the organization. This may include government contacts, major donors, businesses, and other organizations.

Job Description and Strategic Plan Review

When it becomes known that WACOSA will need a new Executive Director, the Executive Committee will review the current Executive Director job description and the Strategic Plan to determine if any changes in the job description or skills and competencies of the Executive Director are necessary and forward recommendations to the Board of Directors for approval.

Executive Director Search Committee

The Board President will form a Search Committee consisting of the Board President, Vice President and HR Committee members who will be responsible for interviewing and recommending the selection of a new Executive Director to the Board of Directors for approval. The Board President, or his/her designee, will be the chair of the committee. The Board President, at his/her discretion, may use outside organizations or paid consultants or contractors as needed to assist with the search process. The Board President is authorized to expend up to \$2,000 at his/her discretion. The Board of Directors has the authority to modify any or all of these procedures as deemed necessary. The HR Director will be an ex-officio member of the committee. The HR Director and the Search Committee will follow the steps outlined below.

Responsibilities of the Search Committee:

- Approve an overall timeline for the recruitment and selection process.
- Approve recruitment materials and information.
- Inform WACOSA's employees of the position opening and selection process.
- Approve an advertising plan for the position opening in the appropriate media.
- Post the position internally per WACOSA's Affirmative Action Policy.
- Coordinate the mailing of information to interested applicants.
- Develop an overall interview and selection process.
- Develop a process for screening resumes and applications.

Receive and screen applicant resumes and applications.
Develop a format for the interviews, including interview questions.
Arrange and conduct first round interviews with candidates.
Conduct second round interviews with final candidates.
Allow direct reports to the Executive Director position an opportunity to meet the final candidates.
Gain input from the outgoing Executive Director on the final candidates.
Conduct a reference check of the selected candidate including credit and criminal background checks.
Recommend a candidate for approval to the full WACOSA Board of Directors.
Communicate the hiring decision by letter to all candidates.
Be prepared to conduct a new search if the initial search fails to produce the desired results.

Conflict of Interest

Members of the WACOSA Board of Directors are not eligible to apply for the position of Executive Director. A WACOSA Board member who wants to apply for the Executive Director position must resign from the Board prior to applying. WACOSA staff and community members who want to apply for the Executive Director position may not serve on the Search Committee.

Executive Director Transition Materials and Information

The incumbent Executive Director is responsible for developing and maintaining, on an annual basis, Executive Director Transition Materials. The transition materials will include the necessary items that an interim or new Executive Director would need to know or have access to and a list of the staff who are primary or backups for critical organizational tasks. The Board President and the Executive Director will meet annually to review the contents of the Executive Director Transition Materials. The materials will be located with the organization's official papers.

WACOSA reserves the right to amend, modify, remove, suspend, terminate, or change this policy in whole or in part at any time with or without notice