Executive Leadership Succession Policy

Policy Statement:
A change in executive leadership is inevitable for all organizations and can be a very challenging time. Therefore, the Connecticut Council for Philanthropy shall be prepared for an eventual permanent change in executive leadership - either planned or unplanned - to ensure the stability and accountability of the organization until such time as new permanent leadership is identified. The Board of Directors shall be responsible for implementing this policy and its related procedures. This policy and its related procedures are intended to serve the best interests of the organization and its mission.

Procedures

a. Preparation and Transition Management
   • To be prepared at all times for a leadership transition, the Council shall maintain an up-to-date Emergency Succession Plan that is approved by the Board of Directors and reviewed annually. The Emergency Succession Plan includes guidelines for a planned or unplanned temporary short-term and long term absence of the executive director, and a permanent leadership change.

   • In the event of a leadership transition, the Board of Directors shall take time to assess the permanent leadership needs of the organization before the search for a new President is conducted. The assessment shall include a review and update (if needed) of the organization's strategic plan and be designed to help ensure the selection of a qualified and capable leader who is representative of the community, a good fit for the organization's mission, vision, values, goals and objectives, and who has the necessary skills for the organization.

   • To ensure the Council's operations are not interrupted while the Board of Directors assesses the leadership needs and recruits a permanent executive, the Board may appoint an Interim Executive Director as described in the Emergency Succession Plan. The Interim Executive Director shall ensure that the organization continues to operate without disruption and that all organizational commitments previously made are adequately executed, including but not limited to reports due, contracts, licenses, certifications, membership renewals, and other obligations to funders and other stakeholders.

   • The Board of Directors shall use similar procedures in case of an executive transition that simultaneously involves the President and Director level staff. In such instance, the Board may also consider temporarily subcontracting some of the organizational functions out to consultants or other organizations.

b. Preparation Time Frame
   • The Council believes the optimal period for implementing a planned permanent leadership transition is six to nine months and there is a desire to negotiate a healthy transition with the departing President.

c. Role of the Out-Going President
   • Based on interest and availability, the departing President may be involved in some transition activities such as fund raising, communicating with funders and other stakeholders, and briefing the newly hired executive. The departing Executive's role in the transition shall be negotiated with the Executive Committee and communicated to the Transition Committee.
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d. Initial Transition Plan

- Within 15 business days from the announcement of a planned departure, the Board Chair shall appoint an Executive Transition Committee. This committee shall be comprised of at least one member of the Executive Committee and two other members of the Board of Directors. One or more senior level staff and other community volunteers may be recruited at the discretion of the Board Chair. The size of the committee shall be the discretion of the Board Chair.

- It shall be the responsibility of this committee to implement the following initial transition plan:

  o At its first meeting the Transition Committee shall determine its role, including responsibilities related to conducting the search process. The Transition Committee may recommend that the Board of Directors appoint a separate Search Committee, while the Transition Committee manages the overall transition process for the organization. The Transition Committee shall also determine the need for consulting assistance (i.e. transition management or executive search consultant) based on the circumstances of the transition, and establish a time frame and plan for the recruitment and selection process.

  o There are resources available to boards of directors to support the transition process. Following are some of those resources:

    - Executive Transitions Program of Third Sector New England in Boston provides executive transition consultants, interim directors and information on the process for the three southern New England states. [http://www.tsne.org/site/c.ghLUK3PCLoF/b.1354301/k.268C/Executive_Transitions__Executive_Search.htm](http://www.tsne.org/site/c.ghLUK3PCLoF/b.1354301/k.268C/Executive_Transitions__Executive_Search.htm)

    - Tom Adams is the key consultant for Transition Guides in Maryland. Transition Guides has developed a knowledge base and resources with assistance from Annie Casey Foundation. [http://www.transitionguides.com/](http://www.transitionguides.com/)

    - Support Center of New York has an executive transition program.

    - Executive Transition Services of the Center for Nonprofit Advancement. This site includes a great form for capturing all of the information for your vendors and bank accounts which is attached to this plan. [http://www.nonprofitadvancement.org/information1849/information_show.htm?doc_id=359015](http://www.nonprofitadvancement.org/information1849/information_show.htm?doc_id=359015)

e. Recruitment Process

- The Council shall implement an external recruitment and selection process, while at the same time encouraging the professional development and advancement of current employees.