

## Leadership Development and Emergency Succession Plan

### 1. RATIONALE

This document outlines a leadership development and emergency succession plan for the Connecticut Council for Philanthropy. This plan reflects the Council's Executive Succession Policy and its 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 the Council in the event the president is unable to fulfill her duties.

### 2. PLAN IMPLEMENTATION

The Board of Directors authorizes the Board Chair to implement the terms of this emergency succession plan in the event of a planned or unplanned temporary or short-term absence.

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

### 3. PRIORITY FUNCTIONS OF THE PRESIDENT

The full President 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 President and have a corresponding temporary staffing strategy (see Section #3 for further guidance about temporary staffing).

| Key President Functions          | Temporary Staffing Strategy   |
|----------------------------------|---|
| Leadership and Vision            | Board Chair with Director of Finance & Administration and Director of Special Initiatives |
| Board Administration and Support | Communications Manager  |
| Member Services and Programs     | Resources/Membership Committee Chair with Program Chair and Director of Member Services   |
| Financial Management             | Treasurer with Director of Finance & Administration                                       |
| Human Resource Management        | Director of Finance & Administration  |
| External Relations               | Board Chair and Communications Manager  |
| Spokesperson                     | Board Chair or his/her Designee   |

The positions assigned in the Temporary Staffing Strategy are based on the Council's organization structure as of March, 2011. In the event this plan is implemented and assigned positions are vacant or no longer available, the Board Chair shall select other senior staff to support each of the key President functions.

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#### 4. **SUCCESSION PLAN IN THE EVENT OF A TEMPORARY, PLANNED OR UNPLANNED ABSENCE - SHORT-TERM**

##### **a. Definitions**

- A temporary absence is one in which it is expected that the President 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 vacation or a sabbatical.
- A temporary absence is 6 weeks or less.

##### **b. Temporary Staffing Strategy**

- For temporary planned or unplanned absences of 6 weeks or less, the Temporary Staffing Strategy described above 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.

##### **c. Appointing an Acting Executive Director**

Based on the anticipated duration of the absence, the anticipated return date, and accessibility of the current president, the Executive Committee may appoint an Acting Executive Director, as well as continue to implement the Temporary Staffing Strategy.

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

- The first position in line to be Acting Executive Director is the current Board Chair. If the current Board Chair accepts the position he/she will take a temporary leave from the Board of Directors.
- The second position in line is a previous Board Chair or current Board Member.
- The third position in line is Director level staff.
- In the event the available staff is new to the position or fairly inexperienced with the Council, the Executive Committee may consider another appointee or the option of splitting executive duties among designated appointees.

##### **e. Cross-Training Plan**

The President shall exercise best efforts to train staff for each of the key functions of the President listed in Section 3 and make sure procedures are in place.

##### **g. Board Oversight and Support to the Acting Executive Director**

- The Acting Executive Director reports to the Board Chair. In the event the Board Chair becomes the Acting Executive Director, the Vice President shall be appointed Board Chair.
- The Executive Committee shall be alert to the special support needs of the Acting Executive Director in this temporary role. The Executive Committee shall convene monthly when an Acting Executive Director is appointed.

##### **h. Communications Plan**

- The Executive Committee will determine what public messages will be shared, when and with whom, as well as develop a plan for keeping the full Board apprised of the interim activities. The following chart identifies key supporters and a primary contact to facilitate communication.

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- As soon as possible, the Board Chair and Acting Executive Director and Executive Committee shall implement the communications plan to announce the organization's temporary leadership structure to staff, the Board of Directors and key supporters.

| Key Council Supporters   | Communication Responsibility   |
|--|--|
| Government, Civic and Nonprofit Leaders<br>Connecticut Association of Nonprofits         | Communications Manager with designated Board Members   |
| Foundation Program Officers (funders)<br>(holding Grants and Contracts with the Council) | Director of Finance & Administration with designated Board Members                                       |
| Major Donors   | Designated Board Members responsible for phone call to top 10 followed by a letter to all donors         |
| Members  | Designated Board Members with Staff create phone tree  |
| Non-Members  | Designated Staff   |
| National Colleagues  | Communications Manager   |
| Personal Colleagues  | Director of Special Initiatives with designated Board Members  |
| Operating Support (based on need)  | Auditor – Director of Finance & Administration<br>Insurance Agent – Director of Finance & Administration |

### 5. SUCCESSION PLAN IN THE EVENT OF A TEMPORARY, UNPLANNED ABSENCE - LONG-TERM

#### a. Definition

A long-term absence is 90 days or more.

#### b. Procedures

- Procedures and conditions to be followed shall be the same as for a temporary short-term absence with the following addition:
  - The Executive Committee shall give immediate consideration, in consultation with the Acting Executive Director, to temporarily filling the management position left vacant by the Acting Executive Director, or reassigning priority responsibilities where help is needed to other staff. This is in recognition that, for a term of 90 days or more, it may not be reasonable to expect the Acting Director to carry the duties of both positions.
- The Board Chair and Executive Committee are responsible for gathering input from staff and reviewing the performance of the Acting Executive Director according to the organization's Performance Review Policy. A review shall be completed between 30 and 45 days.

### 6. SUCCESSION PLAN IN THE EVENT OF A PERMANENT UNPLANNED ABSENCE.

#### a. Definition

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

#### b. 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. 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.

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- o The Board of Directors shall appoint a Transition Committee to implement the organization's Executive Succession Policy to transition to a new permanent executive director. A copy of this policy is attached.

### **c. Hiring an Interim Executive Director**

- If an Interim Executive Director is hired, the Board Chair and Executive Committee shall negotiate an independent contractor agreement with a defined scope of work.
- The scope of the agreement with an Interim Executive Director shall be determined based on an assessment of the organization's needs at the time of the leadership transition.

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

- An Interim Executive Director shall have full authority for day-to-day decision-making and independent action as the regular Executive Director.
- Decisions that shall be made in consultation with the Board Chair and/or Executive Committee include staff hiring and terminations, financial issues, taking on a new project, and taking policy positions on behalf of the organization.
- For additional communication guidelines refer to the organization's operating policies on transitions.

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

- The Interim Executive Director reports to the Board Chair.
- 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 with the Interim Executive Director.
- The Board Chair and Executive Committee will consult with staff and the Interim Executive Director to assure a smooth transition within 2 months and at least quarterly thereafter.

## **7. APPROVALS AND MAINTENANCE OF RECORD**

### **a. Emergency Succession Plan Approval**

- This emergency succession plan shall be approved initially by the Board of Directors.
- Thereafter, annually, the Executive Committee shall review the plan and recommend amendments to the full Board as needed.

### **b. Signatories**

- The Board Chair, the President and the Treasurer as designated in the board signatory resolution shall sign the plan.
- At all times the Board Chair and Treasurer and the President, shall have signature authorization for checks and contracts for the organization.

### **c. Maintenance of record**

- Copies of this plan shall be maintained by all members of the Board of Directors, Director level staff and the organization's auditor.
- The Board President will handle any confidential communications and make any judgments regarding confidential information, consulting legal counsel as required.

### **d. Financial Considerations**

- It shall continue to be the responsibility of the Finance Committee to review the organization's finances during an unplanned absence of the President.
- The Council maintains an operating reserve that the Board Chair is authorized to access with Board approval.