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| Leadership Succession Plan  Template | PIC logo final November 2017 |

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20. Executive Director
21. Job Description

*[insert job description here]*

1. Planned/Temporary Leave

A planned leave is temporary and it is expected that the ED will return to the position. Planned leaves include vacations, sabbaticals, and planned family or medical leave. The ED is responsible for ensuring coverage of her or his role and shall communicate these plans to the Chair.

1. Sudden/Temporary Leave

As with a planned leave, a sudden leave is also temporary and it is expected that the ED will return to the position. However, a sudden leave arises unexpectedly and is generally associated with an emergency. The Board is authorized to implement the terms of this succession plan in the event of sudden, unplanned absence of the ED.

In the event of an unplanned absence of the ED, the [other highest ranking staff member] is to immediately inform the Chair and Vice Chair of the absence. The Chair shall promptly convene a meeting of the Board.

The Board will [select the Acting ED] OR [affirm the [Deputy Director, COO, or other high level staff] as Acting ED]. The Acting ED will then have executive decision-making authority and will serve as the direct liaison to the Board. She or he will also continue the critical reporting and contract responsibilities of the ED. She or he will collaborate with the staff for smooth continuation of their duties.

Upon transferring the responsibilities to the Acting ED, the Chair or Vice Chair will notify staff and key volunteers of the delegation of authority.

The Executive Committee shall monitor the work of the Acting ED, being sensitive to the support needs of the Acting ED in this temporary leadership role.

The Acting ED shall have the full authority for decision-making and independent action as the regular ED.

In addition to continuing to be responsible for their current responsibilities, the following individuals will be responsible for the current additional responsibilities:

* List here

Depending on the details of the absence, the Executive Committee and the Acting ED may also communicate the temporary leadership structure to the following key external supporters. This may include, but is not be limited to, government contract officers, foundation program officers, civic leaders, and major donors.

1. Permanent Departure

Any unplanned absence shall be treated as Sudden/Temporary Leave until it is firmly determined by the board that the ED will not be returning to the position. The Board shall rely upon the strategies described in the Sudden/Temporary Leave section until an interim or permanent ED is in the position.

A planned departure is one in which the ED has given advance notice of her or his departure. The ED is requested to provide at least two months’ written notice of the planned departure to the Chair and Vice Chair. Whenever possible, the transition plan shall allow for a two-week overlap between the incoming (whether permanent or interim) and outgoing EDs.

The Board will appoint a Transition Committee promptly to plan and conduct a smooth transition to a new permanent ED. The Transition Committee will determine the need for external consulting assistance, the need for an Interim ED, and the recruitment and selection of a permanent ED and, if appropriate, an interim ED. The Transition Committee shall also identify an appropriate salary range based on an assessment of the local living wage and review of comparable salaries paid by similar organizations to similarly qualified individuals doing similar work.

a. Off-Boarding. *[Is the outgoing ED asked to have an exit interview to learn Will there be a point person to make sure that something appropriate is done to show appreciation? To stay in touch? Remember, individuals who leave roles can be a detriment to the organization if they were unhappy, they can be neutral, or they can be a positive voice in the community on behalf of the organization, referring volunteers, clients, staff or donors in the future.]*

b. Recruitment & Selection. *[Where will the position be posted? List any accounts to post online, such as Idealist, GlassDoor, LinkedIn, community email lists, etc. Who is responsible for posting the position? Are there policies regarding diversity to be considered that will affect how or where the position is posted?]*

*[Consider identifying relevant search firms (along with url and phone number). A good place to look for more alternatives is to search for similar positions in LinkedIn—as if you are looking for a job yourself—and see which firms are handling those types of positions. Be sure to call the organizations yourself to learn if they’d recommend them, and also check the firms’ websites to make sure they are a good cultural fit.]*

c. Orientation & On-Boarding. *[Are materials prepared to provide a formal orientation (even if brief)? Who is responsible for creating or updating them? How will the new person be trained and how will early successes be recognized? Does the new ED have a mentor, or a point person to ask questions of?]*

d. Education, Mentoring & Retention. *[Are there ongoing educational or professional development opportunities? Who will make sure the individual is aware of any opportunities? Are such opportunities limited by cost, number of days off, or both; are any recommended in particular? Is there a mentor or buddy for this individual that they can turn to with questions or meet with regularly? Success in the position and retention are linked to educational and mentoring opportunities.]*

1. Locations of Organization’s Records

*[These are the types of records that a successor will need to know, however, every organization is different. Tailor this list to meet your needs.]*

a. Nonprofit Status. *[Describe the location of the organization’s IRS determination letter; Articles of Incorporation; Tax exemption application/Form 1023 and attachments; State or District sales tax exemption certificate; bylaws; mission statement.]*

b. Governance & Administration. *[Describe the location of the organization’s Board minutes and policies; employee handbook or personnel policies; computer passwords; donor, client, and vendor records; reports (annual, survey, or any other); board and advisory board committee charters.]*

c. Facilities. *[Describe the location of copies of receipts and warranties for major appliances and supplies.]*

d. Finances. *[List the Employer Identification Number (EIN) #; DUNS # (if any); location of Form 990s; current and previous audited financial statements; financial statements; blank checks.] .*

e. Vendors and Businesses. *[Provide company name; account numbers; business and direct contact address/phone/email/url for businesses used by the organization, such as:*

* *Auditor*
* *Bank*
* *Criminal Background Checks*
* *Disability and Life Insurance Plans*
* *Facilities Information & Inspections*
* *General Liability Insurance*
* *Health Insurance*
* *Human Resources*
* *Investments*
* *Legal Counsel*
* *Payroll*
* *Retirement Plans*
* *Unemployment Claims and Billing*
* *Worker’s Compensation Insurance]*

1. Recurring Duties
   1. Daily. *[What does someone covering the role need to know in order to ensure smooth daily operations? If the current ED was suddenly not available, what would be helpful for a person stepping into that role to know?] Meals on Wheels TIP: I keep a document on my desktop for people who cover for me – it’s not everything I do, but it’s what keeps the daily operation running. Here’s what my “Daily Duties” document covers in step-by-step detail:*
2. *Opening up*
3. *Covering phones*
4. *Filling routes*
5. *Prep for tomorrow’s routes*
6. *Closing down*
   1. Monthly & Annually. *[What does the ED ensure is handled throughout the year, by month? Is detail helpful, or a general outline?] Meals on Wheels TIP: I don’t spell out procedures here, just a list of what needs to happen each month; what someone would need to do to keep everyone happy and the organization out of hot water! Here’s some of what’ on my list (and I have folders with procedures and samples on my computer for each of these):*

*Monthly client invoices and county reports*

*January MLK Day of Service, donor thank you letters, volunteer survey*

*February final update of prior year finances and general liability insurance*

*March client surveys and volunteer survey report*

*April client survey report*

*May participant registration update and worker’s comp insurance*

*June review and update policies; create next year’s meeting calendar*

*July 990 preparation*

*August direct mail appeal planning*

*September celebration event planning*

*October begin MLK Day of Service prep*

*November Celebration event and Thanksgiving meals*

*December direct mail appeal*

1. Board Members
2. Job Description

*[insert job description here]*

1. Recruitment & Selection

*[How are future board members identified, recruited, and selected?]*

1. Orientation & On-Boarding

*[How are board members on-boarded? Are they assigned a mentor or buddy? Do they shadow or have the opportunity to ask questions of individuals who have held the role previously? Is there a formal training, e.g. a recorded webinar or procedures notebook or other resource? Are they required or invited to attend one or more trainings or professional events?]*

1. Education, Mentoring & Retention

*[Are there ongoing educational or professional development opportunities? Who will make sure the individual is aware of any opportunities? Are such opportunities limited by cost, number of days off, or both; are any recommended in particular? Is there a mentor or buddy for this individual that they can turn to with questions or meet with regularly?]*

1. Off-Boarding

*[Will there be a point person to make sure that something appropriate is done to show appreciation? To stay in touch? Remember, individuals who leave roles can be a detriment to the organization if they were unhappy, they can be neutral, or they can be a positive voice on behalf of the organization, referring volunteers, clients, staff or donors in the future.]*

1. Officers
2. Job Descriptions
   1. Chair

*[insert job description here]*

* 1. Vice Chair

*[insert job description here]*

* 1. Secretary

*[insert job description here]*

* 1. Treasurer

*[insert job description here]*

1. Recruitment & Selection

*[How are prospective future officers identified, recruited, and selected? What qualities or skills do you seek? Is there a training period?]*

1. Orientation & On-Boarding

*[How are officers on-boarded? Do they shadow or have the opportunity to ask questions of individuals who have held the role previously? Is there a formal orientation or training, e.g. a recorded webinar or procedures notebook or other resource? Are they required or invited to attend one or more trainings or professional events?]*

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