

Action Register for Implementation of Succession Plan

Phase I: Getting Ready	Who's Responsible?	When
<ul style="list-style-type: none"> Annually update succession plan document including selection committee assignments 	Board with Executive Director	
<ul style="list-style-type: none"> Annually review position description or contract of key leaders 	Board with Executive Director	
<ul style="list-style-type: none"> Annually confirm the "contract" or "employee" arrangement is appropriate for key leader. 	Board	
<ul style="list-style-type: none"> Deciding short-term who's in charge of what when change happens 	Board	
<ul style="list-style-type: none"> Assessing organization priorities and health 	Board with Executive Director	
<ul style="list-style-type: none"> Confirm an up-to-date strategic plan 	Board	
<ul style="list-style-type: none"> Immediately upon notification, request a detailed exit report from departing leader 	Board	
<ul style="list-style-type: none"> Hiring interim manager, particularly if not ready to hire or in crisis 		
<ul style="list-style-type: none"> Identify and confirm key leaders functions (See following table) 		
<ul style="list-style-type: none"> Plan and carry out any cross training needed to fulfill key leader functions 		
<ul style="list-style-type: none"> Developing profile of new executive attributes, knowledge, skills 		
<ul style="list-style-type: none"> Setting a competitive compensation strategy 		
<ul style="list-style-type: none"> Saying an appropriate good bye to your departing executive 		
<ul style="list-style-type: none"> Understanding and dealing with departing executive's legacy 		
Phase II: Recruiting	Who's Responsible?	When
<ul style="list-style-type: none"> Agreeing on a recruitment strategy, including diversity outreach 		
<ul style="list-style-type: none"> Consider changes that you may desire to accompany this change 		
<ul style="list-style-type: none"> Proactively seeking candidates 		
<ul style="list-style-type: none"> Plan assessment process 		
<ul style="list-style-type: none"> Receive applications 		
<ul style="list-style-type: none"> Consider how to involve any staff members 		
<ul style="list-style-type: none"> Screening and ranking candidates against profile 		
<ul style="list-style-type: none"> Design Interview 		
<ul style="list-style-type: none"> Choose whom to interview 		
<ul style="list-style-type: none"> Completing thorough reference checks before final interviews or selection 		
<ul style="list-style-type: none"> Spending informal time with finalists and introducing to key stakeholders 		
<ul style="list-style-type: none"> Selecting and negotiating 		

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• Draft employment agreement		
• Having a back-up plan if first candidate declines		
• Completing letter of appointment		
Phase III: Post-Hire	Who's Responsible?	When
• Announce the appointment		
○ Letter to stakeholders from chair		
○ Brief bio of new executive		
○ A press release		
• Welcoming and introducing new executive		
• Orienting new executive to organization and community		
• Set clear expectations		
• Making agreements between board and new executive on three-, six- and twelve-month work plan		
• Agreeing on formal executive evaluation process		
• Identify needs and provide support		
• Executive development planning by new executive with board support		
• Agreeing on when to revisit strategic plan and direction of organization		

IDENTIFY AND ASSIGNMENT OF KEY LEADER FUNCTIONS

Key Leaders Functions	Temporary Staffing Strategy <i>(Who will take lead during interim?)</i>	Training Needed to Fulfill This Assigned Function
Leadership and Vision		
Board Administration and Support		
Member Services and Programs (includes membership renewal)	<i>(may be more than one)</i>	
Financial Management		
Human Resources		
Community and Public Relations		
Spokesperson		
Key Executive Director Functions	<i>(as identified by chair and executive committee)</i>	