

*An Example of Position Strategy Succession Planning  
Graciously Offered to Third Sector Company for Training Purposes  
by Our Client to Benefit Other Nonprofit Organizations*



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## MEMORANDUM

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**TO: Members, Executive Committee**  
**FROM: President & Chief Executive Officer**  
**RE: Succession Plan for President & Chief Executive Officer Position**

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As has been discussed with St. Anne's consultants The Third Sector Company, a succession plan for the President and Chief Executive Officer is essential to ensuring ongoing organizational health. Also important is Board succession, but our first priority is having a process in place for the President and Chief Executive Officer position. To that end, I am proposing to the Nominating and Governance Committee a succession plan to meet that requirement.

### **President and Chief Executive Officer**

If the position is open for **less than three months**, the Chief Program and Operating Officer would serve in the interim capacity. As there is an accumulation of knowledge and "big picture" issues and the Chief Program and Operating Officer is most intimately involved at a senior level in programs, operations, finances and development as well as having a key relationship to the Board of Directors, it would be prudent for him/her to assume these responsibilities. All current senior positions would report directly to the Chief Program and Operating Officer during this interim time period.

This interim role would be operating in concert with the Chair of the St. Anne's Board of Directors and Executive Committee. To that end, the Chair of the Board would have regular meetings with the Chief Program and Operating Officer acting in this interim capacity. Communication of this interim role would be to the staff, Board and Trustees and key constituents. As it is limited to a short period of time, careful thought would be given to the number of individuals we would inform of this interim change in leadership.

If the position is anticipated to be open for **up to six months and the President and Chief Executive Officer is expected to return**, the Chief Program and Operating Officer would be appointed to fulfill that role in an interim capacity. As stated previously, there is an accumulation of knowledge and "big picture" issues and the Chief Program and Operating Officer is most intimately involved at a senior level in programs, operations, finances and development, as well as having a key relationship to the Board of Directors, it would be prudent for him/her to assume

these responsibilities. All current senior positions would report directly to the Chief Program and Operating Officer during this interim time period.

As stated previously, this interim role would be operating in concert with the Chair of the St. Anne's Board of Directors and Executive Committee. To that end, the Chair of the Board would have regular meetings with the Chief Program and Operating Officer acting in this interim capacity. Communication of this interim role would be to the staff, Board and Trustees and key constituents. As it would be considered a longer period of time, a wider notification including public and private funders would be made.

If the position is **permanently vacated**, the St. Anne's Board of Directors would secure the services of a recruiting firm with knowledge of the nonprofit community. Although a number are available, (Specific Name Given) would be recommended to assist in the search for a new candidate to fulfill the role. They are well known to the Los Angeles County nonprofit community and utilized by most if not all of the larger, well known nonprofits. The search firm would assist in updating the job description, determining the current salary requirements, and canvassing the field of candidates, both internal and external. They would screen the candidates and recommend the top five for consideration by the Executive Committee of the St. Anne's Board of Directors, acting in the capacity of a search committee.

Based on those recommendations, the final three candidates would be presented to the St. Anne's Board of Directors for consideration. The search firm would conduct background checks and obtain references from at least three sources. The Corporate Members would have final approval of the proposed candidate of the St. Anne's Board of Directors to fulfill this role. Once that approval was obtained, an offer letter would be given to the candidate selected by the St. Anne's Board of Directors and Corporate Members.

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**The Third Sector Company, Inc. is dedicated to fostering a continuity of professional and voluntary leadership for the nonprofit sectors of the United States and Canada through succession planning training and consultation, interim executive management, executive retention support, executive performance planning and review, search committee training and support, and next generation board and executive leadership training.**

*In Southern California – (562) 484-8281  
In The Pacific Northwest – (206) 799-1942*