

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



MEMORANDUM

TO: Members, Executive Committee
FROM: President & Chief Executive Officer
RE: Succession Plan for Key Senior Management Positions

As was identified in my key objectives for FY 2011, the Executive Committee requested me to outline a plan for the filling of the key senior positions of St. Anne's during a short-term absence of less than three months, a long-term absence of six months, or the permanent vacating of a position.

Although the final decision for filling staff vacancies rests with the President and Chief Executive Officer, it is essential to have the buy-in of the St. Anne's Board of Directors to ensure successful leadership transition. Therefore, at a minimum, the chairs of the respective committees – Program, Leadership, Personnel and Finance/Audit – should be participants in the interview process for the final candidates.

You will find below the presentation of the key senior position succession plan for your review.

Chief Program and Operating Officer

If the position is open for **less than three months**, the President and Chief Executive Officer would serve in the interim capacity. As there is an accumulation of knowledge and "big picture" issues and the President and Chief Executive Officer is most intimately involved in programs and operations, it would be prudent for him to assume these responsibilities.

If the position is anticipated to be open for **up to six months**, the Vice President, Human Resources and Training would be appointed to fulfill that role in an interim capacity. Currently reporting to the President and Chief Executive Officer, the appointment of the Vice President of Human Resources and Training to that interim role would ensure consistency of application of standard rules and operating procedures delegated through the two positions that directly supervise programs and operations – the Senior Director, Community Based Services and the Senior Director, Residential and Support Services.

If the position is **permanently vacated**, the President/CEO would secure the services of a recruiting firm with knowledge of the nonprofit community. Human resources consultant (Specific Name) would be recommended to assist in the search for a new candidate to fulfill the role. As she has been used on several occasions by St. Anne's in the past, her excellent work is well known to the agency. The consultant would assist us in updating the job description, determining the current salary requirements, and canvassing the field of candidates, both internal and external. She would screen the candidates and recommend the top ten for consideration by the President and Chief Executive Officer. Based on those recommendations, the final three candidates would be presented to the Program Committee for interview. The consultant would also do background checks and obtain references from at least three sources. The President and Chief Executive Officer would make the final offer to the best candidate for the position.

Vice President, Development

If the position is open anytime **up to six months**, the President and Chief Executive Officer would serve in an interim capacity. In the role of President and Chief Executive Officer, you are also the Chief Development Officer of the organization and have built the relationships with key funders, both individuals and foundations. The current staff would work well with this seamless direction.

If the position is **permanently vacated**, I would secure the services of a nonprofit recruiting company knowledgeable in fund development. Human resources consultant (Specific Name) would be recommended to assist us in the search for a new candidate to fulfill the role. As outlined previously, she would follow the same steps in identifying a person for consideration. She would screen the candidates and recommend the top ten for consideration by the President and Chief Executive Officer. Based on the recommendations, the final three would be presented to the Leadership Committee for interview. The President and Chief Executive Officer would make the final offer to the best candidate for the position.

Vice President, Human Resources and Training

If the position is open for **less than three months**, the President and Chief Executive Officer would appoint the Training Coordinator to fulfill that position in an interim capacity. That position works very closely with the Vice President, Human Resources and Training and is knowledgeable of all facets of human resources.

If the position is open **up to six months or permanently vacated**, the President and Chief Executive Officer would secure the services of human resources consultant (Specific Name) to act in an interim capacity in the role of Vice President, Human Resources and Training. The consultant is very familiar with St. Anne's as she has served in this interim role previously. She would also be asked to assist us in the search for a new candidate to fulfill the role. She would screen the candidates and recommend the top ten for consideration by the President and Chief Executive Officer. Based on those recommendations, the final three would be presented to the Personnel Committee for interview. The President and Chief Executive Officer would make the final offer to the best candidate.

Chief Financial Officer

If the position is open for **up to six months**, the President and Chief Executive Officer would appoint the St. Anne's Controller to serve in an interim capacity. To ensure additional oversight and support, we would also secure the services of (Specific Name) who has consulted with St. Anne's previously. The consultant is very familiar with nonprofit accounting and has worked closely with – and is respected by – our staff.

If the position is **permanently vacated**, I would secure the services of a nonprofit recruiting firm specializing in Chief Financial Officer positions. Human resources consultant (Specific Name) would be recommended to assist us in the search for a new candidate to fulfill the role. She would screen the candidates and recommend the top ten for consideration by the President and Chief Executive Officer. Based on those recommendations, the final three would be presented to the Finance/Audit Committees for interview. The President and Chief Executive Officer would make the final offer to the best candidate for the position.

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