



Policy Number:
19
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Subject: Employee Succession

PURPOSE:

Camden County Developmental Disability Resources (CCDDR) shall have policies in place that make for a smooth transition of organizational leadership.

POLICY:

A change in leadership is inevitable for all organizations and can be a very challenging time. Therefore, it is CCDDR's policy to be prepared for an eventual change in leadership – either planned or unplanned – to ensure the stability and accountability of the organization until such time as new leadership is identified. The CCDDR Board of Directors and Executive Director shall be responsible for implementing this policy. It is also the Board's policy to evaluate the organization's leadership needs to help ensure the selection of qualified and capable leaders who are representative of the community; a good fit for the organization's mission, vision, values, goals, and objectives; and have the necessary skills for improving the organization.

It is also CCDDR's policy to develop a diverse pool of candidates and promote from within the organization first. CCDDR shall also implement an external recruiting and selection process, while at the same time encouraging the professional development and advancement of current employees.

Executive Director

The CCDDR Human Resource Committee shall have primary responsibility for selecting a new Executive Director. The exiting Executive Director, if able to do so, shall assist the Human Resource Committee in developing and implementing the transition plan. The exiting Executive Director shall also assist in the transition process as directed by the Human Resource Committee.

In the event the CCDDR Executive Director is no longer able to serve in this position and/or cannot participate in the hiring of a successor, the following shall occur:

- A. The interim executive leadership team shall be enabled and shall include:
 - 1. Targeted Case Management Director
 - 2. Community Programs and Relations Manager
 - 3. Compliance Manager

The Board Chairperson shall name the primary point of contact for the interim executive leadership team. Should any of the interim executive leadership team positions be vacant at the time of succession, the Human Resource Committee shall appoint the appropriate employee(s) relative to the vacant position(s).

It shall be the responsibility of the CCDDR Human Resource Committee to implement the following transition plan:

- A. Communicate with key stakeholders regarding actions taken by the Board in naming a successor and implementing the succession plan. The organization shall maintain a current list of key stakeholders who must be contacted, such as the Camden County Commission, government agencies, and other stakeholders.
- B. Consider the need for consulting assistance (i.e., transition management or executive search consultant) based on the circumstances of the transition.
- C. Review the organization's Strategic Plan and conduct a brief assessment of organizational strengths, weaknesses, opportunities, and threats to identify priority issues that may need to be addressed during the transition process and to identify attributes and characteristics that are important to consider in the selection of the next Executive Director.
- D. Establish a time frame and plan for the recruitment and selection process.

Once the transition plan is in place, the CCDDR Human Resource Committee shall initiate the recruitment and selection process for a replacement Executive Director. This shall include the following:

- Determination of the need for any change in total compensation package for the vacant position
- Reviewing current job description
- Engaging services of a management selection firm, if deemed necessary
- Allow current employees to apply for the position
- Advertise the position in area/statewide newspapers
- Advertise the position within state associations (MACDDS, MO-ANCHOR, MARF, etc.)
- Advertise the position using Internet resources
- Review all resumés and applications
- Interview selected applicants
- Select a finalist and make an offer of employment contingent upon background screening requirements
- Conduct all preliminary background checks
- Approve the selected candidate (by the full Board)

Other Leadership Positions

It is CCDDR's policy to foster professional advancement and identify qualified candidates from within the organization who possess the skills and abilities necessary to be successful in other leadership positions. CCDDR embraces employee education, training, and cross training efforts so its employees can develop skills for future advancement opportunities. CCDDR will always consider promoting from within the organization first when other leadership positions become available. When other leadership positions become available, the Executive Director shall first review CCDDR's current list of qualified employee candidates. The Executive Director may appoint a qualified employee to fill the other leadership position in the interim. The Executive Director may also authorize the Compliance Manager to internally post the other leadership position within the organization to solicit competitive applications for an interview process until the best and most qualified employee candidate is chosen. If appropriate and circumstances warrant the need to do so, the Executive Director may consult with employee candidates' supervisor(s), other leadership position's supervisor (if applicable), and/or Compliance Manager before and/or until a final decision is made. If a qualified employee candidate cannot be identified, CCDDR shall implement and execute an external recruiting and selection process until the best and most qualified applicant is chosen for the other leadership position.

REFERENCES:

- CARF Standards Manual