



Policy Number:

19

Effective: May 1, 2008

Revised:

Subject: Executive Director Succession

POLICY:

It is the policy of Camden Co. Developmental Disability Resources (CCDDR) to have policies in place that make for a smooth transition of executive leadership. A change in executive leadership is inevitable for all organizations and can be a very challenging time. Therefore, it is the policy of CCDDR to be prepared for an eventual permanent change in leadership – either planned or unplanned – to insure the stability and accountability of the organization until such time as new permanent leadership is identified. The CCDDR Board of Directors shall be responsible for implementing this policy and its related procedures. It is also the policy of the board to assess the permanent leadership needs of the organization to help insure the selection of a qualified and capable leader who is representative of the community, a good fit for the organization’s mission, vision, values, goals and objectives, and who has the necessary skills for the organization. To insure the organization’s operations are not interrupted while the CCDDR Board of Directors assesses the leadership needs and recruits a permanent executive officer, the board will appoint interim executive leadership as described below. The interim Director shall ensure that the organization continues to operate without disruption and that all organizational commitments previously made are adequately executed, including but not limited to, services provided, reports due, contracts, licenses, certifications, memberships, and other obligations of CCDDR.

It is also the policy of CCDDR to develop a diverse pool of candidates and consider at least three finalist candidates for its permanent Director position. CCDDR shall implement an external recruitment and selection process, while at the same time encouraging the professional development and advancement of current employees. The interim Director and any other interested internal candidates are encouraged to submit their qualifications for review and consideration by the transition committee according to the guidelines established for the search and recruitment process.

PROCEDURES:

- I. The CCDDR Personnel Committee shall have primary responsibility for Succession Planning.
- II. In the event the CCDDR Director is no longer able to serve in this position (i.e., leaves the position permanently) and/or cannot participate in the hiring of his/her replacement, the CCDDR Personnel Committee shall do the following:
 - A. Within 5 business days appoint an interim Director according to the following line of succession:

1. Service Coordination Supervisor
2. Temporary External Consultant (with experience as an SB 40 board Director or management position with Regional Office or Division of MR/DD)
3. Service Coordination Staff

III. It shall be the responsibility of the CCDDR Personnel Committee to implement the following preliminary transition plan:

- A. Communicate with key stakeholders regarding actions taken by the Board in naming an interim successor, appointing a transition committee (Personnel Committee), and implementing the succession policy. The organization shall maintain a current list of key stakeholders who must be contacted, such as the Camden Co. Commission, government agencies, and other.
- 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 permanent leader.
- D. Establish a time frame and plan for the recruitment and selection process.

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

- Determination of a total compensation package for position
- Reviewing current job description
- Engaging services of management selection firm, if deemed necessary
- Advertising position in area/statewide newspapers
- Advertising position within state associations (MACDDS, MO-ANCHOR, MARF)
- Advertising position using Internet sources
- Reviewing applications
- Interviewing applicants
- Selecting finalist and making an offer of employment
- Conducting preliminary background checks
- Approval of applicant by full board

REFERENCES:

- CARF Standards Manual, Section 1J