

**HENRICO CASA PROGRAM**  
**EXECUTIVE SUCCESSION PLAN POLICIES**

# Henrico CASA Executive Succession Plan Policy

## **POLICY STATEMENT:**

A change in executive leadership is inevitable for all organizations and can be a very challenging time. Therefore, it is the policy of Henrico CASA to be prepared for temporary and permanent, planned and unplanned, changes in executive leadership to insure the stability and accountability of the organization. The Henrico CASA Board of Directors shall be responsible for implementing this policy and its related procedures.

During said time, it is 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 ensure the organization's operations are not interrupted while the Board of Directors assesses leadership needs and recruits a permanent Executive Director, the board may appoint interim leadership as described below. The Acting or 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: report submissions, pursuit of funding, the fulfillment of obligations to donors and community partners of Henrico CASA, and others.

It is the policy of Henrico CASA to develop a diverse pool of candidates and consider the most highly qualified candidates for the permanent Executive Director position. Henrico CASA shall implement an external recruitment and selection process, while at the same time encouraging the professional development and advancement of current staff. The Interim Director and any other interested internal candidates are encouraged to submit their qualifications for review and consideration by the Board of Directors according to the guidelines established for the search and recruitment process.

The Henrico CASA Executive Succession Plan Policy is approved by the current Board of Directors, passed by majority vote, on the date \_\_\_\_\_

## **Signatures of Approval:**

Name: \_\_\_\_\_ Title: \_\_\_\_\_

Name: \_\_\_\_\_ Title: \_\_\_\_\_

Name: \_\_\_\_\_ Title: \_\_\_\_\_

## **Succession Plan in Event of a Temporary, Unplanned Absence: Short-Term**

A temporary absence is one of less than three months in which it is expected that the Executive Director will return to his/her position once the events precipitating the absence are resolved. An unplanned absence is one that arises unexpectedly, in contrast to a planned leave, such as a vacation or a sabbatical. The Henrico CASA Board of Directors will implement the terms of this “emergency” plan in the event of the unexpected absence of the Executive Director.

In the event of an unplanned absence of the Executive Director, the Program Director is to immediately inform the Board President of the absence. As soon as it is feasible, the President will convene a meeting of the Board of Directors to affirm the procedures prescribed in this plan or to make modifications as the President deems appropriate.

At the time that this plan was approved, the position of Acting Executive Director was designated as: *The Henrico CASA Board President*. Should the President be unable to serve, the first and second back-up appointees for the position of Acting Executive Director will be:

- (1) Vice President
- (2) Director at-large (by Board vote)

If this Acting Executive Director is new to his/her position and fairly inexperienced with Henrico CASA (less than 1 year), the Board of Directors may decide to appoint one of the back-up appointees to the acting executive position. The Board of Directors may also consider the option of splitting executive duties among the designated appointees.

### **Authority and Compensation of the Acting Executive Director**

The person appointed as Acting Executive Director shall have the full authority for decision-making and independent action as the regular Executive Director.

The Acting Executive Director may be offered:

- A temporary salary as agreed to between the Acting Director and the Board
- A consulting fee during the Acting Executive Director Period, or
- No additional compensation

### **Board Oversight**

The board member(s) responsible for providing oversight of the work of the Acting Executive Director shall be the back-up appointees, or alternate members as voted on by the full Board. This oversight committee will be sensitive to the special support needs of the Acting Executive Director in this temporary leadership role.

### **Communications Plan**

Immediately upon transferring the responsibilities to the Acting Executive Director, the Board Chair (or next highest ranking Board member) will notify staff members, all members of the Board of Directors, and key collaterals of the delegation of authority.

As soon as possible after the Acting Executive Director has begun covering the unplanned absence, he/she shall communicate the temporary leadership structure to the following key external supporters of Henrico CASA. This may include (but not be limited to) government contract officers, foundation program officers, civic leaders, major donors, and specifically:

1. VA DCJS
2. National CASA
3. Henrico County
4. Presiding JDR Judge(s)

### **Completion of Short-Term Emergency Succession Period**

The decision about when the absent Executive Director returns to lead Henrico CASA should be determined by the Executive Director and the Board President. They will decide upon a mutually agreed upon schedule and start date. A reduced schedule for a set period of time may be allowed, by mutual approval, with the intention of working back up to a full-time commitment.

### **Succession Plan in Event of a Temporary, Unplanned Absence: Long-Term**

A long-term absence is one that is expected to last more than three months. The procedures and conditions to be followed should be the same as for a short-term absence with one addition:

The Board of Directors will give immediate consideration, in consultation with the Acting Executive Director, to temporarily filling the position left vacant by the Executive Director. This is in recognition of the fact that for a term of more than three months, it may not be reasonable to expect the Acting Executive Director to carry the duties of the position. The position description of a temporary consultant would focus on covering the priority areas in which the Board and Acting Executive Director see the need.

### **Succession Plan in Event of an Unplanned Permanent Executive Change**

A permanent change is one in which it is firmly determined that the Executive Director will not be returning to the position. The procedures and conditions should be the same as for a long-term temporary absence with one addition:

The Board of Directors will appoint a Transition and Search Committee within five days to plan and carry out a transition to a new permanent executive director. The Transition and Search Committee will determine the need for an Interim Executive Director, and plan for the recruitment and selection of an Interim Executive Director and/or permanent Executive Director.

## **Succession Plan in Event of a Planned Permanent Executive Change**

Though the best possible scenario, a planned, timely executive succession can still be a stressful time for any agency. If at all possible, it is preferable for the Executive Director to notify the board at least two months ahead of their intended departure date in order to accomplish a smooth transition.

Within five days of notification of the Executive Director's expectation to resign, the Henrico CASA Board President will appoint a Transition and Search Committee to plan and recommend a transition to the Board for the recruitment of a new Executive Director. The Board may also consider the need for outside consulting assistance depending on the circumstances of the transition and the board's capacity to plan and manage the transition and search. The Transition and Search Committee may recommend the need for an Acting and/or Interim Executive Director, and plan for the recruitment and selection of an Interim Executive Director and/or permanent Executive Director.

The Transition and Search Committee shall consult the Succession Plan Policy Statement, and conduct their executive search accordingly. The Board may choose to solicit the outgoing Executive Director's support in this effort. The particulars of the search, and the terms of employment, are the sole responsibility of the Henrico CASA Board of Directors.

In a best case, the selection of the interim or permanent Executive Director will be made with time for proper, live transition, in collusion with the out-going Director. In any case, the Henrico CASA Personnel Policy Manual and Henrico CASA Activities Calendar outline all agency responsibilities, including those of the Henrico CASA Executive Director. Transition should be made with proper review and understanding of these documents, in collaboration with the out-going Director, the Board President or representative, and/or senior staff member, whomever is properly experienced in the various executive functions. Referral to the above mentioned documents, as well as the following Inventory, is highly advisable.

## **Information and Contact Inventory for Henrico CASA**

Knowing where your organization's key information is located is critical so that if an emergency succession should occur, your organization would be able to quickly continue work in the most efficient and effective way.

	<b>Onsite Location</b>	<b>Offsite Location</b>	<b>Server Location</b>
<b>Nonprofit Status</b>			
IRS Determination Letter	<input type="checkbox"/> _____	<input type="checkbox"/> _____	<input type="checkbox"/> _____
IRS Form 1023	<input type="checkbox"/> _____	<input type="checkbox"/> _____	<input type="checkbox"/> _____
Bylaws	<input type="checkbox"/> _____	<input type="checkbox"/> _____	<input type="checkbox"/> _____
Articles of Incorporation	<input type="checkbox"/> _____	<input type="checkbox"/> _____	<input type="checkbox"/> _____
Board Minutes	<input type="checkbox"/> _____	<input type="checkbox"/> _____	<input type="checkbox"/> _____

### **Financial Information**

Federal Identification Number #: \_\_\_\_\_

Current and previous Form 990s	<input type="checkbox"/> _____	<input type="checkbox"/> _____	<input type="checkbox"/> _____
Current & previous audited financial statements	<input type="checkbox"/> _____	<input type="checkbox"/> _____	<input type="checkbox"/> _____
Financial Statements	<input type="checkbox"/> _____	<input type="checkbox"/> _____	<input type="checkbox"/> _____
State or District Sales-Tax Exemption Certificate	<input type="checkbox"/> _____	<input type="checkbox"/> _____	<input type="checkbox"/> _____
Blank Checks	<input type="checkbox"/> _____	<input type="checkbox"/> _____	<input type="checkbox"/> _____
Computer passwords	<input type="checkbox"/> _____	<input type="checkbox"/> _____	<input type="checkbox"/> _____
Donor Records	<input type="checkbox"/> _____	<input type="checkbox"/> _____	<input type="checkbox"/> _____
Client Records	<input type="checkbox"/> _____	<input type="checkbox"/> _____	<input type="checkbox"/> _____
Vendor Records	<input type="checkbox"/> _____	<input type="checkbox"/> _____	<input type="checkbox"/> _____
Volunteer Records	<input type="checkbox"/> _____	<input type="checkbox"/> _____	<input type="checkbox"/> _____

*Auditor/Reviewer*

Name: \_\_\_\_\_

Phone Number/Email: \_\_\_\_\_

*Bank*

Name(s): \_\_\_\_\_

Account Numbers: \_\_\_\_\_

Account Purpose: \_\_\_\_\_

Branch Representative(s): \_\_\_\_\_

Phone Number: \_\_\_\_\_

Fax: \_\_\_\_\_

Email: \_\_\_\_\_

*Bank*

Name(s): \_\_\_\_\_

Account Numbers: \_\_\_\_\_

Account Purpose: \_\_\_\_\_

Branch Representative(s): \_\_\_\_\_

Phone Number: \_\_\_\_\_

Fax: \_\_\_\_\_

Email: \_\_\_\_\_

*Investments*

Financial Planner / Broker Company \_\_\_\_\_

Representative Name: \_\_\_\_\_

Phone Number: \_\_\_\_\_

Email: \_\_\_\_\_

**Legal Counsel**

*Attorney*

Name: \_\_\_\_\_

Phone Number: \_\_\_\_\_

E-mail: \_\_\_\_\_

**IT Contract**

Name: \_\_\_\_\_

Phone Number: \_\_\_\_\_

E-mail: \_\_\_\_\_

**Key Henrico CASA Partners**

**Name:** \_\_\_\_\_

Phone Number: \_\_\_\_\_

E-mail: \_\_\_\_\_

This Risk Management Plan was approved by the Board of Directors of Henrico CASA on the 18th day of March 2010.

---

Pat Hackler, President

---

Katie Pinkard, Secretary