



Succession Plan- SOS, Inc.

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Rationale

The Executive Director of SOS, Inc. (herein “agency”) plays a vital role in the success of the organization. In order to safeguard the organization, a plan must be in place to train and educate senior level staff on planned or unplanned absence of the Executive Director. This type of risk management will ensure a smooth leadership transition.

This plan is intended to portray the agency’s commitment to sustainability in the current market. The purpose of the plan is to ensure the leadership in the organization has enough information and a strategy in place to effectively manage the agency in the absence of the Executive Director.

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 SOS, Inc. 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 Core shall be responsible for implementing this policy and its related procedures.

It is also the policy of Core to assess the permanent leadership needs of SOS to help ensure 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 Core assesses the leadership needs and recruits a permanent executive director, Core will appoint interim executive leadership as described below. The interim executive director shall ensure that the organizations continues to operate without disruption and that all organizational commitments previously made are adequately executed, including but not limited to, loans approved, reports due, contracts, licenses, certifications, memberships, obligation to lenders or investors of SOS, and others.

It is also the policy of SOS, Inc. to develop a diverse pool of candidates and consider at least three finalist candidates for its executive director position. SOS shall implement an internal and external recruitment and selection process while at the same time encouraging the professional development and advancement of current employees. The interim executive director and any other interested 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.

Plan Implementation

SOS’s Core will authorize the Core Chair to implement the terms of the plan in the event of a planned or unplanned temporary or short-term absence.

- It is the responsibility of the Executive Director to inform Core of a planned or unplanned absence. Notification must be given as identified herein.
- Following notification of an absence, the Core Chair will notify Internal Affairs Committee to affirm, implement, and oversee the procedures in this plan, or modify as needed.

Priority Functions of the Executive Director

The Executive Director job description is attached to this plan. Among these duties, the following chart identifies key functions and the temporary staffing strategy.

<u>Key Function</u>	<u>Temporary Staffing Strategy</u>
Leadership and Vision	Core Chair and Community Relations Director

Core Administration and Support	Development Coordinator and Grant Administrator
Financial Management	Accountant and Finance Committee Chair
Human Resources	Division Directors and Internal Affairs Committee Chair
Community & Public Relations	Community Relations Director and Development Committee Chair

In the event one of the positions in the staffing strategy is vacant at the time of plan implementation, the Core Chair will select a Director-level staff member to support the listed function.

Succession plan in the event of temporary, planned or unplanned absence- Short Term

- Definitions
 - Planned Temporary or Planned Short-Term Absence- An expected absence. Notification should be at least 10 working days in advance of absence.
 - Unplanned Temporary or Unplanned Short-Term Absence- An unexpected absence. Notification should be as soon as practicable (usually within 1-2 days). If the Executive Director is incapacitated or unable to notify the Core Chair, a key staff person must contact the Core Chair to notify of the Executive Director's absence.
 - Temporary Absence is 30 days or less
 - Short-Term Absence is between 30-90 days.
- Temporary Staffing Strategy
 - For Temporary planned or unplanned absence of 30 days or less, the Temporary Staffing Strategy as identified above will be implemented.
 - For Short-Term planned or unplanned absence of 30-90 days, Core will determine if the Temporary Staffing Strategy is sufficient and identify needs as necessary.
- Appointing Acting Executive Director
 - Based on anticipated duration of absence, Core may appoint an Acting Executive Director in addition to implementing the Temporary Staffing Strategy.
 - The Internal Affairs committee will meet within 48 hours of notification to identify a list of potential candidates. Candidates identified as interested parties will be presented to Core for final selection.
 - Core reserves the right to appoint or split the duties among designated appointees.
 - In the instance a current agency employee is appointed Acting Executive Director, their regular job duties may be re-assigned as Core sees fit.
- Training
 - The Executive Director shall work with the Director-level staff to develop a training plan for each of the key functions of the Executive Director.
 - An updated plan will be attached to this document.
- Authority and Restrictions for Acting Executive Director
 - The Acting Executive Director will have full authority for the day-to-day decision making processes of the regular Executive Director.
 - The following decisions should be made only upon consultation with Core or designee.
 - ✓ Staff hiring and/or terminations
 - ✓ Financial issues
 - ✓ Taking on new projects
 - ✓ Taking public policy positions on behalf of the agency
- Compensation

- In the event the Current or Past Core Chair or current Core member are appointed Acting Executive Director, they may enter into an independent contractor agreement depending on their availability.
- In the event the Acting Executive Director is a Director-level staff, Core may consider a bonus or additional benefit based on duration of the assignment and available resources.
- Core Oversight
 - The Acting Executive Director will report to the Core Chair or designee. In the event the current Core Chair is appointed Acting Executive Director, he/she will report to the Vice Chair.
- Communications Plan
 - Within 48 hours of the appointment of an Acting Executive Director, the Core Chair, Acting Executive Director and Community Relations Director shall meet to develop a communication plan. The communication plan must include information about what information needs to be communicated to whom. The following chart will assist in identifying key supporters.
 - Upon implementation of the communications plan, the Acting Executive Director will announce the temporary leadership structure to staff, Core and key supporters. The following information must be made available to staff.
 - ✓Key Contact List
 - ✓Current Core contact list
 - ✓Past year Core contact list

<u>Key Supporters</u>	<u>Communication Responsibility</u>
Government Leaders Court representatives (Judge, etc.)	Community Relations Director and Core representative
Major Donors	Development Coordinator and Core representative
Operations Support	Program Directors and Core representative
Stakeholders	Communications Director and Core representative

Succession Plan in the event of a temporary, planned or unplanned absence- Long Term

- a. Definition
 - A long-term absence is defined as 90 days or more
- b. Procedures
 - Procedures and conditions shall be the same as the Short-Term absence with the following additions:
 - If the long-term absence is a continuation of a previous short-term absence, Core shall give immediate consideration, in consultation with the Acting Executive Director, to temporarily fill the Executive Director position or reassign priority responsibilities as deemed necessary.
 - The Core Chair along with the Internal Affairs Committee will be responsible for gathering input from staff and reviewing the performance of the Acting Executive Director. An evaluation will be completed within 45 days of the appointment to long-term Acting Executive Director.

Succession Plan in the event of a PERMANENT unplanned absence

- a. Definition

- A permanent unplanned absence is defined when the Executive Director will not be returning to their position due to an unexpected life event such as illness, or death.
- b. Procedures
 - Procedures and conditions shall be the same as the Short-Term absence with the following additions:
 - Core will consider the need to hire an Interim Executive Director. Core will request the Internal Affairs Committee implement the Succession Plan for the Executive Director position.

Succession Plan in the event of a PERMANENT planned absence

- a. Definition
 - A permanent planned absence is defined when the Executive Director will not be returning to their position due to resignation, termination or retirement.
- b. Procedures
 - Procedures and conditions shall be the same as the Short-Term absence with the following additions:
 - Core will consider the need to hire an Interim Executive Director.
 - Core will request the Internal Affairs Committee implement the Succession Plan for the Executive Director position.

Hiring an Interim Executive Director

- If Core deems it appropriate to hire an Interim Executive Director, the Core Chair will negotiate an independent contractor agreement with a defined scope of work.
 - The scope of work will be determined based on the agency's needs at the time of the agreement.
- A rate of compensation will be based on the current range for Executive Director as identified in the agency's job classifications.

Responsibilities of an Interim Director

- The Interim Executive Director will have full authority for day-to-day decision making as a regular Executive Director.
- The following decisions should be made only upon consultation with Core or designee.
 - ✓ Staff hiring and/or terminations
 - ✓ Financial issues
 - ✓ Taking on new projects
 - ✓ Taking public policy positions on behalf of the agency

Board Oversight and Support to the Interim Executive Director

- The Interim Executive Director reports to the Core Chair.
- Core will be responsive to the support needs of the Interim Executive Director.
- The Internal Affairs Committee will be responsible for evaluating the Interim Executive Director. Input from Director-level staff will be used to write the evaluation. The initial evaluation will be done in 45 days and every 90 days thereafter.

Approvals and Maintenance of Records

- a. Succession Plan Approval
 - This Succession Plan will be reviewed and approved by Core initially. Thereafter, the Internal Affairs Committee will be responsible for reviewing the plan annually. Revisions to the plan must be approved by Core.
- b. Signatories
 - The Core Chair, Core Vice Chair and Executive Director shall sign the plan.

- The Core Chair, Treasurer and Secretary, in addition to the Executive Director shall have signature authorization for checks and contracts for the agency.
- c. Maintenance or record
 - A copy of this plan will be maintained by the Core Chair, all Director-level staff and the Executive Director in accordance with document retention requirements.
- d. Final Considerations
- e. It shall be the responsibility of the Core Enrichment Committee to review the agency's financial information during the absence of the Executive Director. Attachments
 - Organizational Chart
 - Organizational Chart reflecting agency structure in the event of a planned or unplanned absence of the Executive Director
 - Information and contact inventory as identified within this plan.

Child Advocacy Center (CAC) Director Succession Plan

A change in leadership is inevitable and can be a very challenging time. Therefore, it is the policy of Child Advocacy Center to be prepared for an eventual change in leadership – planned or unplanned, temporary or permanent – to ensure the stability and accountability of the organization until such time as new leadership is identified. The SOS Executive Director shall be responsible for implementing this policy and its related procedures.

The SOS Executive Director shall assess the leadership needs of the organization to help ensure 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. To ensure the program’s operations are not interrupted while the SOS Executive Director assesses the leadership needs, the SOS Executive Director shall appoint interim leadership as described below. The interim director shall ensure that the program continues to operate without disruption and that all program commitments previously made are adequately executed, including but not limited to reports due, contracts, licenses, certification, memberships, and others.

Procedures for a Temporary Absence of the CAC Director

In the event the CAC Director takes a temporary leave of absence, the SOS Executive Director shall do the following:

1. Within 10 business days:
 - a. Appoint an interim CAC Director, giving primary consideration to CAC staff and leadership team members. The interim director may be offered a temporary salary increase to the entry-level salary of the CAC Director position, or a bonus during the interim period. Or,
 - b. Split the duties of the CAC Director among designated appointees.
2. If an interim director is appointed:
 - a. For a long-term temporary leave of absence (more than three months) of the CAC Director, the SOS Executive Director, in consultation with the interim director, can authorize temporarily filling the position left vacant by the interim director or split the duties of the position left vacant among designated appointees.
 - b. Immediately upon transferring the responsibilities to the interim director, the SOS Executive Director shall inform SOS staff members, Core members, and CAC staff.
 - c. Within 5 days of appointing an interim CAC Director, communicate with key stakeholders regarding the interim successor. The organization shall maintain a current list of key stakeholders who must be contacted, such as foundations and grantors, government agencies, membership associations, and others. See list below.

In order to ensure standards and requirements are being followed and best practices are being utilized, consider the need for consulting assistance from the National Children’s Alliance and the Kansas Chapter of Children's Advocacy Centers, Inc. based on the circumstances of the transition.

Key Stakeholders:

Kansas Department for Children and Families
Kansas Chapter of Children's Advocacy Centers, Inc
National Children's Alliance
Law enforcement in Lyon and Coffey Counties
Victims' Services Division of the Office of the Kansas Attorney General
Jones Foundation
Fourth and Fifth Judicial District Court of Kansas (judges and court clerk)
Lyon County District Attorney's Office

The CAC Director and the SOS Executive Director should jointly determine when the absent CAC Director returns to lead Child Advocacy Center. They will decide upon a mutually agreed upon schedule and start date. A reduced schedule for a set period of time can be allowed with the intention of gradually increasing work time back to full commitment.

Procedures for a Permanent Change in CAC Director

In the event the CAC Director is no longer able to serve in this position (i.e., leaves the position permanently), the procedures for a temporary leave of absence of the CAC Director shall be followed. In addition, the SOS Executive Director shall do the following:

- a. 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.
- b. Establish a time frame and plan for the recruitment and selection process.
- c. Implement the recruitment and selection process according to SOS Inc. policy. (SOS Inc. Employee Handbook, 112 Job Posting)

The interim director and any other interested internal and external candidates are encouraged to submit their qualifications for review and consideration by the SOS Executive Director according to the guidelines established for the search and recruitment process.

This plan will be reviewed annually by the internal affairs committee. Initial approval and subsequent revisions to the plan must be approved by Core.

Approved 04/21/14
Revised 11/24/15