

**Succession Plan**

**For**

**United Way of Calhoun County**



**Of Calhoun County**

Approved by the Board of Directors – June 14, 2016

The Executive Director position is a central element in the United Way of Calhoun County's success. Therefore it is prudent to safeguard the organization against an unplanned and/or expected change in leadership. This type of risk management is equally important in facilitating a smooth leadership transition when it is predictable and planned.

The Board of Directors of the United Way of Calhoun County (UWCC) has adopted this plan for contingencies resulting from a disability, death or departure of the Executive Director. This plan has been developed to ensure if the organization is faced with the unlikely event of an untimely vacancy, UWCC has in place an emergency succession plan to facilitate the transition to both interim and longer-term leadership.

The Board of UWCC regularly reviews the job description of the Executive Director and has a clear understanding of the Executive Director's role in organizational leadership, program development and administration, operations, Board of Director's relationships, financial management, resource development and community presence.

### **SUCCESSION PLAN IN EVENT OF A TEMPORARY OR UNPLANNED ABSENCE: SHORT TERM**

A temporary absence is one of less than three months in which it is expected 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 UWCC's bylaws authorize the Executive Committee to implement the terms of this plan in the event of the temporary and/or unplanned absence of the Executive Director.

If such an absence occurs, the Board President will convene a meeting of the Executive Committee as soon as possible. The purpose of the meeting will be to affirm the procedures contained in this plan, make any modifications the Committee considers appropriate, and develop and implement a temporary staffing strategy. Based on the anticipated duration of the absence and accessibility of the current Executive Director, the Executive Committee may appoint a person to serve as Acting Executive Director. In the event there is no other staff person, the Executive Committee may consider another appointee, including a current or former board member, or the option of splitting executive duties among several appointees.

In the event the Executive Director is suddenly and immediately incapacitated and unable to perform his/her duties, the Board President will assume the responsibilities of the Executive Director until the Executive Committee meets and a staffing strategy is implemented.

#### **1. 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 awarded compensation for their efforts. This shall be determined by the Executive Committee based on the duration of the assignment and available resources.

#### **2. BOARD OVERSIGHT**

The Executive Committee of the board shall be responsible for monitoring the work of the Acting Executive Director and provide special support as needed by the Acting Executive Director in this temporary leadership role.

### **3. COMMUNICATIONS PLAN**

Immediately upon transferring the responsibilities to the Acting Executive Director, the Board President will notify staff members, members of the Board of Directors and key volunteers of the delegation of authority. The Board President or their appointee will serve as the spokesperson to the media in the event a transfer occurs and the media inquiries.

As soon as possible after the Acting Executive Director has begun serving in their interim capacity a plan shall be developed to communicate the temporary leadership structure to key external supporters of UWCC. This may include (but not be limited to) partner agencies, campaign partners, civic leaders, major donors and others whom the Executive Committee and Acting Executive Director deem appropriate.

### **4. COMPLETION OF SHORT-TERM EMERGENCY SUCCESSION PERIOD**

The decision about when the absent Executive Director returns to lead UWCC 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 can be allowed, by approval of the Executive Committee, with the intention that the Executive Director will eventually resume 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 or does last more than three months. The procedures and conditions to be followed should be the same as for a short-term absence with the following addition:

The Executive Committee will give immediate consideration to temporarily filling the position by naming an Interim Executive Director which may or may not be a current staff member or volunteer. This is in recognition of the fact that for an absence of more than three months, it may not be reasonable to expect a staff member or current volunteer/board member, etc. to carry the duties of the Executive Director along with their other responsibilities.

An Interim Executive Director shall have the full authority for day-to-day decision making and independent action as the regular Executive Director. Compensation for the Interim Executive Director shall be recommended by the Executive Committee with final approval by the board of directors.

### **SUCCESSION PLAN IN EVENT OF A PERMANENT CHANGE IN EXECUTIVE DIRECTOR**

A permanent change is one in which it is understood that the Executive Director will not be returning to the position due to injury or death, has made the decision to resign or retire or employment is terminated

by the board of directors. 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 30 days of official notification that the Executive Director has or will be vacating the position. The size and scope of a Transition and Search Committee will be determined by the Board of Directors but should include various constituents such as community/civic leaders, Executive Directors of the funded programs, member/s of the board of directors and other campaign donors. The Committee will be responsible for planning the recruitment and selection process of a permanent Executive Director. The Committee will also determine the need for an Interim Executive Director and consider the need for outside consulting assistance, which will be dependent on the circumstances of the transition and the Committee's capacity to plan and manage the transition and search. The Committee will be chaired by the Vice President of the Board of Directors.

This succession plan will be approved by the Executive Committee and the Board of Directors. The Board President and Executive Director shall sign this plan. Copies of this Succession Plan, along with any supporting documentation, shall be maintained by the current Board President and a copy placed in the UWCC Policies and Procedures files in the office computer. The Board of Directors is charged with reviewing and/or updating this plan at a minimum of every three years.

SIGNATURES OF APPROVAL:

Board President

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Name Date

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Executive Director Date

**United Way of Calhoun  
County Job Description**

**Position/Title:** Executive Director (Executive Office)  
**Reports to:** Board President  
**Date Revised:** December 12, 1998

**Function:** Provides strong, innovative, collaborative leadership for the organization in developing financial resources and identifying and responding to community priorities in health and human services. Creates and builds awareness of the local United Way's role in the community and assures involvement of its diverse constituencies. Assures that policies of the organization, as established by the Board of Directors, are carried out. Suggests new policies and programs as indicated for the consideration of the Board. Assures that the organization's objectives are effectively pursued. Maintains accountability for overall operational and fiscal integrity of the organization within the policies set by the Board of Directors.

**Responsibilities:**

**I. Fund Raising:**

- A. Conduct an annual campaign drive that generates a maximum degree of financial support.
- B. Attract the highest level of community leadership to the drive.
- C. Assure that a master campaign plan with time schedule is prepared and adhered to by the staff and volunteers.
- D. Assure that accountability is maintained in reporting returns from the campaign.

**Specific Duties:**

1. Prepare agency budget packets and distribute appropriately to Budget and Allocations Committee.
2. Cooperate and provide appropriate records to bookkeeper regarding all financial operations.

**II. Planning and Allocations:**

- A. Help develop and carry out an acceptable plan for the distribution of funds available for support of agency services.
- B. Develop the process by which recipient agencies assure the United Way that they are, in fact, doing what they say they are doing with the funds, and to continually search for better and more effective ways of assuring the efficient delivery of quality services to people in need of these services.
- C. Attract the highest level of volunteers to this function.
- D. Keep abreast of current and new developments in this area.

**III. Public Relations**

- A. Assure that a year-round program of public relations is conducted to bring the broadest possible positive support to the United Way from all of its publics using all of the media available.
- B. Attract the most efficient volunteer leadership to this function.
- C. Continually assess the attitudes of citizens toward the organization.
- D. Search for new ways to be more effective in bringing broad understanding of the United Way to the community.

- E. Continually prepare and present an up-to-date presentation to area groups, individuals, organizations, etc. about the United Way.
- F. See that the Board of Directors has the broadest knowledge possible.

**IV. Administration and Management**

- A. Assure that the business and financial affairs of the United Way are conducted in accordance with all acceptable standards of business and regulatory agencies at the lowest possible cost.
- B. Assure that any staff (volunteer or paid) is made up of competent, productive individuals who are work up to their utmost performance level and that appropriate training opportunities are available.
- C. Continually search for less costly ways of conducting our business without sacrificing quality performance.

**V. Relations with Governing Bodies**

- A. Keep the Board fully informed of the status of work within the organization.
- B. Keep the Board aware of the latest developments affecting the United Way in other United Ways or by government actions.
- C. Suggest new policies and programs that will keep the organization viable and responsive to changing needs and times.
- D. Participate in fund raising activities by writing letters, making speeches and stimulating activities of others in direct fund raising and provide overall direction.

**VI. Operations**

- A. Preparation of statistical information
- B. Make arrangements for various meetings and receptions.
- C. Routine clerical duties:
  - 1) Typing
  - 2) Filing
  - 3) Using office machines
  - 4) Using office computer
- D. Work day to day with Board members on various projects as required.
- E. Coordinate efforts of office volunteers in preparing campaign materials.
- F. Provide any requested records or information to accounting professional in a timely manner.

**Qualifications for Effective Performance:**

1. Demonstrated organizational experience
2. Ability to work with volunteers and a volunteer Board of Directors
3. Ability to work under pressure.
4. Professional appearance.
5. Computer Skills
6. Fund raising experience desirable.
7. Possess routine clerical skills (typing, filing, etc.)