



CLARITY TRANSITIONS
Keeping your mission on track

SUCCESSION PLANNING: Keeping your mission on track

Decision Template

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Developed in partnership with





How to Use This Decision Template

This template is the basis for a written succession plan. It lays out leadership succession decisions that can be made in advance and, using a multiple choice format, offers many of the most common options for those decisions.

Use the questions and supplied answers as the basis for a discussion within your organization. Because succession plans are always tailored for each organization and its unique situation, not all of the questions may apply to your organization. You are also likely to find that the supplied answers may not be quite right, but they should spur discussion that will help you find your right answer.

Have a note taker keep track of the decisions your team discusses. This template itself can then be turned into a document with the correct edits.

Our experience is that a group can have meaningful discussion and complete this template in five to six hours. Once this plan has been developed, your full board should have a chance for review and input before being asked to formally accept the succession plan.

The template is meant to accompany the Clarity Transitions Succession Planning Toolkit and these are arranged in the same order. Throughout the decision template, you will see the arrow and box symbol and page numbers that refer to the same topic in the toolkit.

 pp x-x

This sample has all section headings and a few example sections. In those examples, decision points are highlighted.



Introduction

In order to ensure the continuous coverage of executive duties critical to the ongoing operations of the organization and its services to clients, the Board of Directors is adopting policies and procedures for an executive absence or transition, planned or unplanned. The board believes that due diligence in exercising its governance functions requires that it have a succession plan in place. It is expected that this plan will ensure continuity in client services, external relationships, and in staff functioning.

Though this plan defines the overall transition process and expectations, it is expected that details of the plan may need to be amended to better fit situational need at the point of transition.

Definitions

Transition Roles and Responsibilities

Notification

Compensation for Current CEO

In the event of an approved **short- or long-term** temporary absence: (choose one)

- No compensation
- ___% of full salary – *may be tiered by timing such as 30 days, 90 days, etc.*
- Insurance benefits will be continued during this period
- Other

Check this against your existing HR Policies.

A departing CEO, will receive pay as defined below for each circumstance.

- _____ With a departure-defined transition – severance pay of \$___ / ___ months pay
- _____ After an emergency transition – severance pay of \$___ / ___ months pay
- _____ After a board-initiated transition – severance pay of \$___ / ___ months pay
- _____ **Other?**

These funds will be accumulated by _____ and **held in reserve**. Reserve levels will be checked and adjusted with each CEO pay change.

Use of an Interim Director

Authority and Restrictions of the Interim Director

The person appointed as Interim Director shall have **the full authority** for decision making and independent action as the regular Executive with the exceptions noted below which require approval from **the Executive Committee**. In cases of significant exceptions, the **Executive Committee** may deem full board approval appropriate to exceed these restrictions.

- Changes in the organization’s vision, mission or values
- Taking on financial commitments (leases, loans, etc.)



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- Sales or purchases of organizational capital assets exceeding \$XXXX
- Spending over a certain amount
- Making investment decisions
- Starting new or discontinuing existing programs
- Hiring and firing of key staff, including named personnel on grants
- Changes in staff pay: increases, decreases, bonuses
- Changes in staff benefits / policy unless required by law
- Starting new or discontinuing existing fund raising events
- Adhering to the communications plan and its limits
- Other

Check this against your existing Policies and By Laws

Interim Director Pay

Evaluate Need for Strategic & Organizational Review

Communication Priorities

New CEO

Job Description

Compensation

Contract

Search Preferences

pp44-47

In the search, we have defined preferences below in several areas. These preferences may be changed depending on the outcomes of the organization evaluation. A change of preferences will be approved by the **Executive Committee**.

- Required skills and characteristics to match **the job description**
- We **will / will not** consider board members with the required skills and characteristics.
 - Any board member who wishes to stand for candidacy **will resign immediately** from the board.
 - If this board candidate is not selected as CEO, he/she will be eligible for reinstatement **(choose one)**
 - once a new CEO has been hired
 - one year after a new CEO has been hired
 - other



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- This member **will/will not** be excused from board donation obligations during their time off the board. Any new board donation obligation will **resume/ be set** when and if the member returns to active board duty.
- We **will/will not** consider staff candidates with the required skills and characteristics.
- We will focus our search **locally/regionally/nationally**
- We **will/will not** employ a search firm to conduct the search.
- We **will/will not** seek search support to facilitate the process.
- We will post the job in the following places:
 - **Add list**

Search Committee Membership

Search Tools

Onboarding

Transition Budget

Review Points

Approvals, Updates, and Maintenance of Record