

**Guide to Succession Planning for Nonprofit Organizations**

A quick start framework to start and sustain succession planning

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**Webinar Objectives**

Understand	Know	Do
Understand the guiding principles of succession planning	Know the key strategies to execute and sustain a quality succession plan	Be ready to create a meaningful succession plan using an adaptable framework

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## Study Background



Doctorate  
Project



Exploratory  
Study



Qualitative  
Interviews with  
18 Nonprofit  
Chief Executives



Summer 2020

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## The Research tells us...



The transition of the organization's chief executive officer is one of the most significant transitions for nonprofit organizations



73% of surveyed nonprofit organizations have NO written succession plan



Several no-cost tools are available that address elements of a solid succession plan

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## 3 Critical Elements of Succession Planning



**Emergency  
Succession  
Planning**



**Leader  
Development**



**Departure-  
Defined**

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## Experts shared three principles



**Mission First**



**Create  
Opportunities**



**Leadership  
Team Dynamics**

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## Mission First



### Standard Bearer of the Mission

- Transparency with adequate notice

### Assure Sustainability during Transition

- Assures systems are in place for critical operational functions



### Legacy

- *“leave the place better than whence you found it...so it can continue to grow”*



### Self-Awareness

- Reflect and objective perspective

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## Create Opportunities



### Leader Development

- Cultivate a ‘leadership-legacy’



### Project Leadership

- *“Project leadership is one of the purest forms of giving people opportunities to demonstrate leadership potential.”*



### Specialized Training

- ‘Leadership’ skills & financial practices

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## Team Dynamics



### Shared Leadership

- Invests energy to develop relationships that expand the problem-solving capacity

### Organizational Sustainability

- Involve other key organization roles and conduct annual performance evaluations to be mindful of succession planning

### Systems Approach

- Organizational leadership is a dynamic organism and when one shifts it has an impact on the larger system

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## Making the Plan Work

Key Tips to Executing a Quality Succession Plan



= Additional resources will be in the Guidebook

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## Legacy Planning



### Provides a record and structure

- CEO's goals and action plan to leave the organization in a better place
- Annual check-in to assess progress and guard against burn-out
- Opportunity to engage an independent, neutral and objective third party such as an Executive Coach

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## Communication Plan

### Communication is intentional and continuous before, during & after

- Key organizational stakeholders (employees, Board of Directors, key funders)
- Create a plan of the steps that are periodically reviewed and updated

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A black silhouette of a person's head and shoulders is shown on the left. To its right is a circular icon containing a clock face with hands, all set against a light gray background.

## Use of Interim CEO


### Internal vs. External

- Allow time for the CEO Search
- Provide short-term operating support
- Prepare for a major change or merger

### Board Executive Committee

- Increase frequency to lend support

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A large yellow magnifying glass is centered on the left side of the slide, set against a white circular background.

## Search Committee

### Committee Members

- Identify members and process

### Create Search Framework

- Identify skills and expertise
- Culture disruption vs. maintenance
- Incoming CEO reputation
- Merger option

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## Employment Agreement

### Continuity

- Assure continuity for senior positions

### Notice

- Stipulate required notice

### Incentives

- Specialized training
- Deferred compensation incentives

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## Onboarding CEO

### More likely to be first time CEO

- Create a plan to introduce the CEO to the internal and external stakeholders
- Identify how the incoming CEO will be supported to develop necessary skills
- Support with an executive coach

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## CEO Transition

### Organization Change

- Suspend major organizational changes

### Overlap between CEOs

- Offsite & available to assist with logistics and stakeholders
- 1 to 4 weeks

### Technical Assistance

- Departing CEOs on a retainer in an advisory capacity

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## Minimum Notice

### Retirement

- 6 months to 2 years


### Resignation

- Minimum of 90 days

### Transition

- Departing CEO on a 'retainer'

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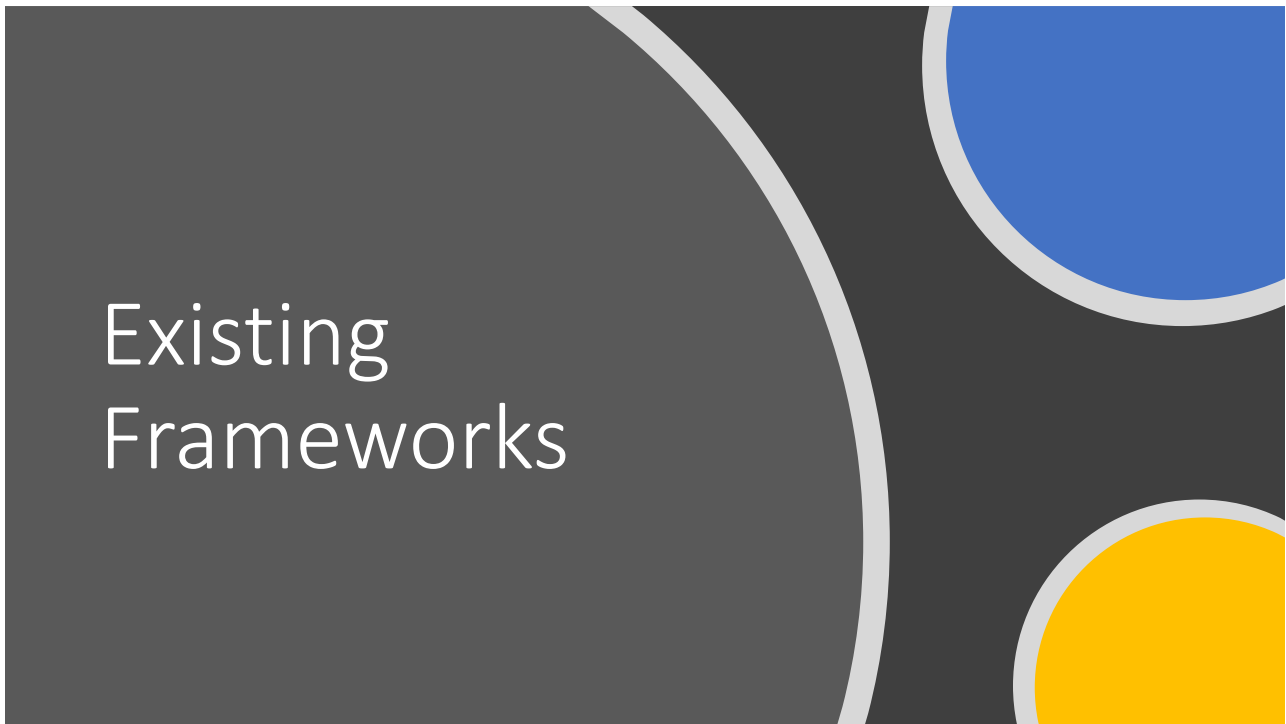


## Supporting Structures

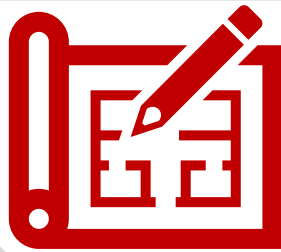
- Emergency Planning**
  - Annual Risk Assessment, Board Policies and Key Lists
- Annual Review**
  - Minimize perceived threat by making it a routine review
- Legacy Check-In**
  - Routine review with executive coach

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## Existing Frameworks



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# A Collection of Publicly Available Tools & Resources

Succession Plan Resources with Brief Description by Approach				
Title/Year	LD	ED	DD	
	Strategic Leader Development	Emergency Succession Planning	Depense Defined Succession Planning	
	L	E	D	D
<b>How to Survive an Executive Transition through Good Management - Laura O'Neil (n.d.)</b> - White Paper (7 pages) A ten-step process to develop a succession plan for a planned and unplanned departure of the chief executive position. <a href="https://www.leadnonprofitcenter.org/wp-content/uploads/2014/03/exec-trans-whitepaper-Revised-1.pdf">https://www.leadnonprofitcenter.org/wp-content/uploads/2014/03/exec-trans-whitepaper-Revised-1.pdf</a>				X
<b>Nonprofit Succession Plan</b> - Worksheet (n.d.) Sample Plan (17 pages) A customizable template in Word to capture organizational specific information related to unplanned short-term, long-term and permanent unplanned changes in the chief executive position. <a href="https://www.smartstreet.com/succession-planning-templates">https://www.smartstreet.com/succession-planning-templates</a>			X	X
<b>Executive Transition Milegraph Series</b> - Annie F. Casey Foundation (7 Part Series) (2004-2008) Capturing the Power of Leadership Change (2004) (20 pages) <a href="https://www.aacfi.org/resources/capturing-the-power-of-leadership-change/">https://www.aacfi.org/resources/capturing-the-power-of-leadership-change/</a> Interim Executive Directors (2005) (20 pages) <a href="https://www.aacfi.org/resources/interim-executive-directors/">https://www.aacfi.org/resources/interim-executive-directors/</a> 3. Founder Transitions: Creating Good Endings and New Beginnings (2005) (28 pages) <a href="https://www.aacfi.org/resources/founder-transitions/">https://www.aacfi.org/resources/founder-transitions/</a> 4. Up Next: Generation Change and the Leadership of Nonprofit Organizations (2005) (24 pages) <a href="https://www.aacfi.org/resources/up-next/">https://www.aacfi.org/resources/up-next/</a> 5. Staying Engaged, Stepping Up (2006) (20 pages) <a href="https://www.aacfi.org/resources/staying-up-staying-engaged/">https://www.aacfi.org/resources/staying-up-staying-engaged/</a> 6. Building Leaderful Organizations (2007) (23 pages) <a href="https://www.aacfi.org/resources/building-leaderful-organizations/">https://www.aacfi.org/resources/building-leaderful-organizations/</a> 7. Next Staff: Beyond the Nonprofit Leadership Crisis (2008) (16 pages) <a href="https://www.aacfi.org/resources/next-staff/">https://www.aacfi.org/resources/next-staff/</a>	X	X	X	
<b>Executive Transition Initiative Succession Planning Toolkit</b> - Leadership Transitions, LLC (4 Part Series) (2008) 1. Overview of Succession Planning (16 pages) 2. Depense Defined Transition Toolkit (20 pages) 3. Emergency Succession Planning Toolkit (16 pages) 4. Strategic Leadership Development Toolkit (17 pages) <a href="http://leadstransition.com/resources/succession-transition-initiative/toolkit">http://leadstransition.com/resources/succession-transition-initiative/toolkit</a>	X	X	X	X

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# Sample Succession Plan developed by the Association of Baltimore Area Grantmakers

## 1. Rationale

The executive director position in a nonprofit organization's success. Therefore, insuring that the function understood and even shared among senior staff and volute the organization against unplanned and unexpected change equally helpful in facilitating a smooth leadership transition

This document outlines a leadership development and eme Association of Baltimore Area Grantmakers. This plan reflex and its commitment to sustaining a healthy functioning org insure that the organization's leadership has adequate infor manage ABAG in the event the executive director is unable

## 2. Plan Implementation

The Board of Directors authorizes the Board Chair to imple succession plan in the event of a planned or unplanned ten

- It is the responsibility of the Executive Director to ir planned temporary or short-term absence, and to pl
- It is the responsibility of the Strategic Initiatives Dir Chair of an unplanned temporary or short-term abse

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## Sample Plan Table of Contents

- Rationale
- Plan Implementation
- Priority Functions of the Executive Director
- Plan in the event of a temporary, planned or unplanned absence – **SHORT TERM**
- Plan in the event of a temporary, unplanned absence – **LONG TERM**
- Plan in the event of a **PERMANENT** unplanned absence
- Approvals and maintenance of record

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## Absence Type

Temporary

Unplanned

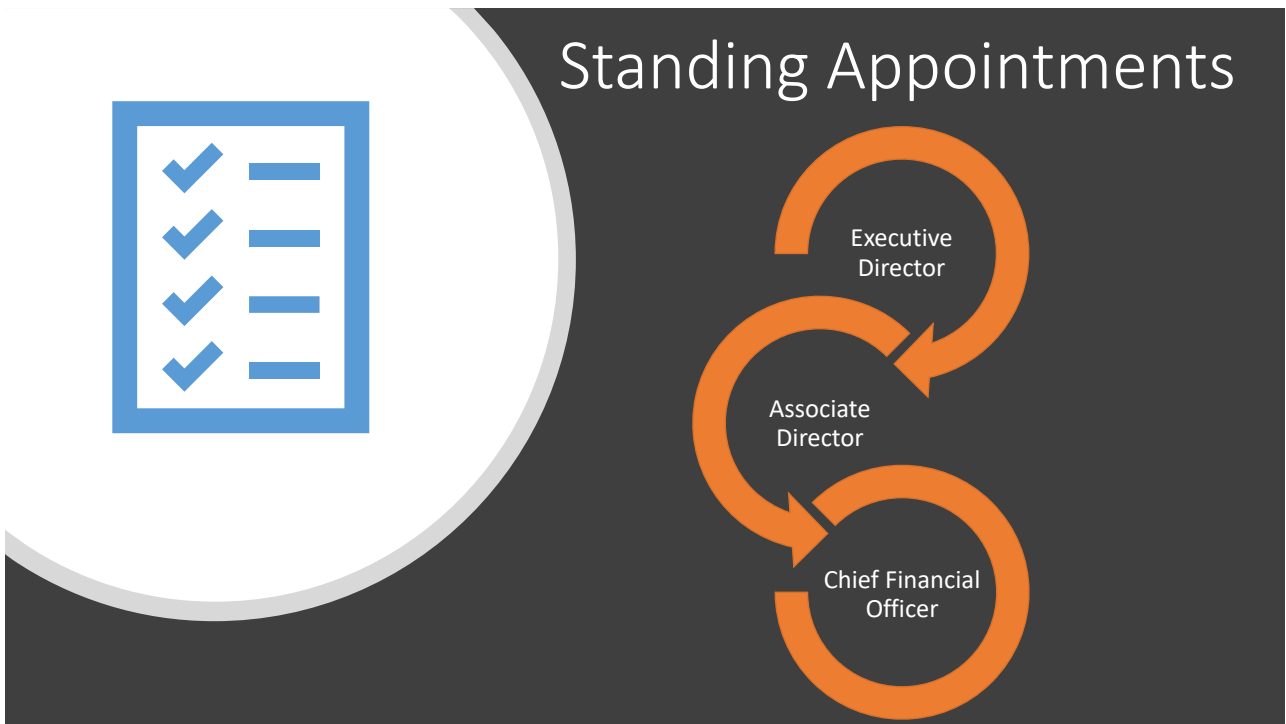
Short-term

Long-term

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# Temporary Staffing Strategy

## Temporary Staffing Strategies for Chief Executive



Key Executive Functions	Temporary Staffing Strategy
Leadership and Vision	Board President with Associate Director – see Appendix C: Administrative Leadership Team Calendar for a schedule of activities that supports a high performing organization. See Appendix A: Planning Document for the list and timeline of planning documents to support organization operations.
Board Administration and Support	Associate Director – see Appendix B: Board & Board Council Calendars for the schedule of activities including routine reports for risk mitigation, human resources, financial reviews, and budget planning.
Financial Management	Chief Financial Officer with Board Treasurer
Human Resource	Chief Financial Officer with Director of Human Resources
Programs & Services	Associate Director with support of Program Leadership Team
Community & Public Relations	Director of Development
Spokesperson	Board President and/or his or her designee
Community Representative	Associate Director to review Appendix D: Stakeholder Groups to assure representation as needed.

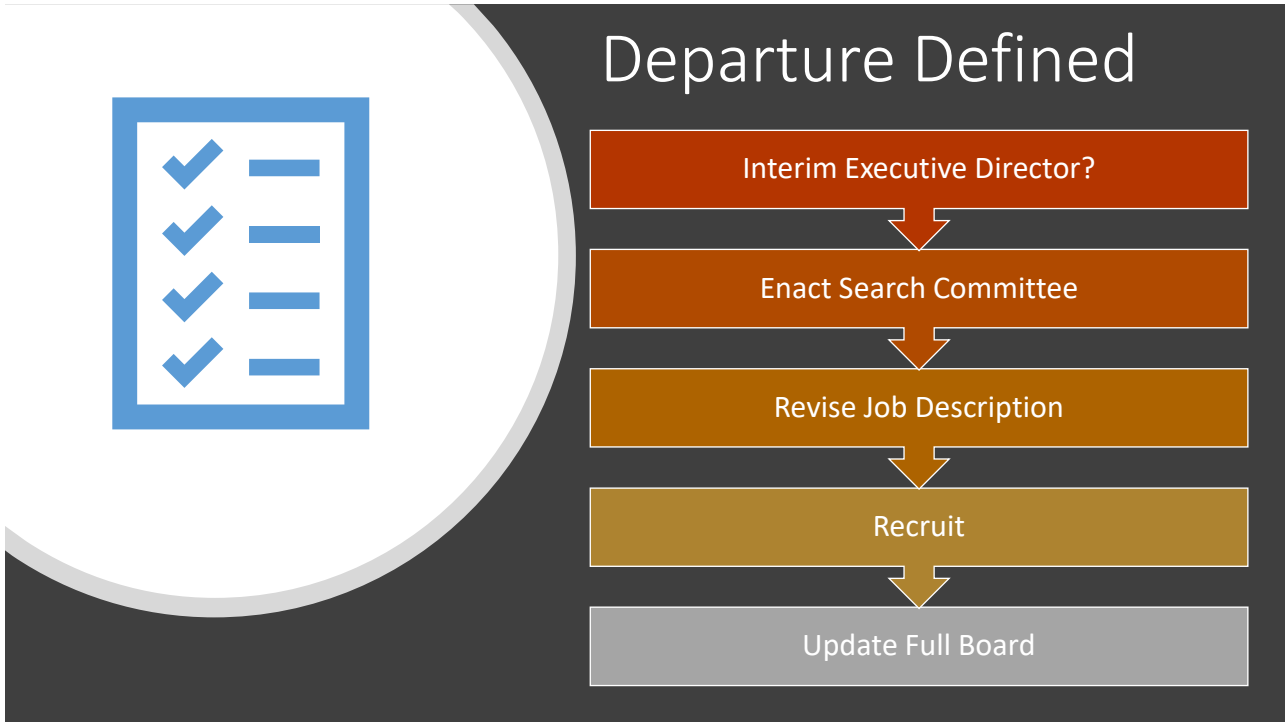
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# Communications Plan



Key Supporters	Communication Responsibility
Employees	Board President & Associate Director Communication Strategies: Weekly Mission Monday E-Mail, Monthly All-Staff Meetings/Check-Ins; Monthly Work Anniversary Lunches; New Employee Orientation
Nonprofit Partners	Associate Director to generate list
Major Government Funders	Board President
Foundations	Director of Development to generate list
Major Donors	Director of Development to generate list for designated Board Members to phone call (top 10) followed by a letter to all donors
Board Members	Board President
Board Alumni	Board President
Council on Accreditation	Associate Director
Auditor	Chief Financial Officer
Banks, Depository Accounts and Vendors	Chief Financial Officer

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# Approval & Review



Succession  
Plan Approval

Signatories

Financial  
Considerations

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# Regulatory & Compliance Requirements



List of Annual Mandatory Registration	Report	Renewal Date	Renew at	Registration code	Notes	
System for Award Management (SAM) Registration:	Registration for Federal Grants	Annual by 5/30	SAM.gov		Must have an active SAM registration in order to submit any information in Grants.gov.	CFO
FL Division of Corporation	Annual Report	Annual by 5/1	sunbiz.org		Must file annual report to register as an active corporation that can conduct business in Florida	CFO
FL Division of Corporation	Annual Report	Annual by 5/1	sunbiz.org		Check status of Fictitious name: Family Learning Center.	CFO
FL Department of Agriculture	Charitable Organizations Registration	Annual by 7/31	csapp.800helpfla.com		Must file application for CFC and Fictitious Name (FLC) annually in order to conduct any fundraising activity in Florida	CFO
US Department of Commerce Census Bureau	Report of Services provided by location	Annual by 2/25	portal.census.gov		Survey takes 3-4 hours to complete. Data is collected and combined with all FL Corporations.	CFO
FL Department of Health	Registration of Food Service Program for FLC	Annual by 8/30	floridahealth.gov		Annual registration necessary for food service program, and determination of rate.	CURRENT UNASSIGNED

Annual review to assure the organization maintains regulatory compliance

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# Inventory of Planning Documents



	Name	Frequency of Update	Last Update	Owner	Log
Board	Sustainability & Strategic Plan	TBD	Expires 2020	Board	
Board	Annual Plan	Annual	Jan. 2020	Board	
Board	Board Assessment	TBD	TBD	Board	
Board	Succession Plan	Annual	Sept 2020	Board	
FIN	Agency Budget	Annual	Jan. 2020	CFO	
PQI	Performance & Quality Improvement (PQI) Plan	Annual	April 2020	Executive Director	
RPM	Risk Prevention & Management (RPM) Plan	Annual	Jan. 2020	Executive Director	
RPM	Emergency Preparedness Plan	Annual	June 2020	Office Manager	
RPM	Facility & Safety Management Plan	Annual	June 2020	Office Manager	
HR	Workforce Assessment	Annual	Feb. 2020	Director of Human Resources	Year End HR Briefing
HR	Human Resource (HR) Internal Audit	Annual	June 2020	Director of Human Resources	
HR	Staff Professional Development & Training Plan	Annual	March 2020	Associate Director	
HR	Employee Engagement Plan	Annual	August 2020	Director of Human Resources	
DEV	Fund Development Plan w/ Budget	Annual	January 2020	Director of Development	
DEV	Communications Plan	Annual	May 2017	Director of Development	
PRG	Service Philosophy & Delivery Plan	Annual	Nov. 2016	Associate Director	
PRG	Touchpoints Site Plan	Annual	March 2019	TP Trainers	
PRG	Family Nurturing Center Plan	Annual	June 2019	NPP Trainer	

Conduct an inventory of the key organizational planning documents

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# Board Calendar



Key Activities in 2020: Board Self-Evaluation (pending from last year)

Meeting Dates 5:30-7:00 pm	Key Activities
Jan 16, 2020	
Feb 20, 2020	<ul style="list-style-type: none"> <li>2019 Year End Human Resources (HR) Briefing (including Workforce Assessment, Analysis of Workforce Composition and Retention 2019 Employee Engagement Survey Results)</li> <li>2019 Year End Risk Prevention &amp; Management Plan (RPM) Report</li> <li>2020 Risk Prevention &amp; Management Plan</li> <li>Develop timeline &amp; structure for Sustainability &amp; Strategic Planning Process</li> </ul>
March 17, 2020 (NEW DATE)	<ul style="list-style-type: none"> <li>Overview of COA Accreditation Process</li> <li>Review Board Composition Matrix to aid Board Member Recruitment Strategy</li> </ul>
April 16, 2020	<ul style="list-style-type: none"> <li>Performance Quality Improvement Plan Review/Update</li> </ul>
May 21, 2020	<ul style="list-style-type: none"> <li>Q1 2020 HR Briefing (including Annual Employee Satisfaction Survey Results)</li> <li>Q1 2020 RPM Report</li> <li>Quarterly YTD Contract Performance Review</li> <li>Sustainability &amp; Strategic Planning Discussion</li> </ul>
June 18, 2020 (corrected date)	
July	Typically No Meeting
Aug 20, 2020	<ul style="list-style-type: none"> <li>Q2 2020 HR Briefing</li> <li>Q2 2020 RPM Report</li> <li>Quarterly YTD Contract Performance Review</li> <li>Review Draft of Sustainability &amp; Strategic Plan</li> </ul>
Sept 17, 2020	<ul style="list-style-type: none"> <li>Review Final Draft of Sustainability &amp; Strategic Plan for September Board Meeting</li> </ul>
Oct 15, 2020	
Nov 19, 2020	<ul style="list-style-type: none"> <li>Q3 2020 HR Briefing</li> <li>Q3 2020 RPM Report</li> <li>Quarterly YTD Contract Performance Review</li> </ul>
December	Typically No Meeting

Board Recruitment & Nomination

Calendars are a helpful tool to assure processes stay in place

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# Senior Staff Calendar



Month	Focused Discussion Rotated Topics for in-depth discussion 1 <sup>st</sup> Tuesday @ 2pm	Team Meeting Standing Topics: Incident Reports, Grievances & Complaints, Leadership Values 3 <sup>rd</sup> Friday @ 1:30pm
January	January 7 <sup>th</sup> Planning All Staff Meetings	January 17 <sup>th</sup>
February All Staff Meeting	February 4 <sup>th</sup> Quarterly Reviews <ul style="list-style-type: none"> <li>2020 Annual Risk Assessment Review</li> <li>4<sup>th</sup> Quarter Risk Review (Oct – Dec)</li> <li>4<sup>th</sup> Quarter HR Briefing (Oct-Dec)</li> </ul>	February 19 <sup>th</sup>
March	March 3 <sup>rd</sup> <ul style="list-style-type: none"> <li>Emergency Preparedness Plan Review</li> <li>Facilities and Safety Management Plan Review</li> <li>Annual Training calendar 2020</li> <li>Begin mapping out permission groups &amp; think of process to clean up files on k-drive</li> </ul>	March 20 <sup>th</sup>
April Staff Mtg	April 7 <sup>th</sup> PQI Plan Review	April 17 <sup>th</sup>
May	May 5 <sup>th</sup> Quarterly Reviews <ul style="list-style-type: none"> <li>1<sup>st</sup> Quarter Risk Review (Jan – Mar)</li> <li>1<sup>st</sup> Quarter HR Briefing (Jan-Mar)</li> <li>Quarterly YTD Contact Performance Report</li> </ul>	May 15 <sup>th</sup>
June	June 2 <sup>nd</sup> Human Resources <ul style="list-style-type: none"> <li>Annual Employee Satisfaction Survey Analysis</li> <li>HR Audit Review</li> <li>Employee Handbook Review</li> </ul>	June 19 <sup>th</sup> Dates have been switched ←
July	July 7 <sup>th</sup>	July 17 <sup>th</sup> CANCELED
August All Staff Meeting	August 4 <sup>th</sup> Quarterly Reviews <ul style="list-style-type: none"> <li>2<sup>nd</sup> Quarter Risk Review (Apr-Jun)</li> <li>2<sup>nd</sup> Quarter HR Briefing (Apr-Jun)</li> <li>Quarterly YTD Contact Performance Report</li> </ul>	August 21 <sup>st</sup>
September	September 1 <sup>st</sup> Agency Budget Prep	September 18 <sup>th</sup>
October	October 6 <sup>th</sup>	October 16 <sup>th</sup>
November	November 3 <sup>rd</sup> Quarterly Reviews <ul style="list-style-type: none"> <li>3<sup>rd</sup> Quarter Risk Review (Jul-Sep)</li> <li>3<sup>rd</sup> Quarter HR Briefing (Jul-Sep)</li> <li>Quarterly YTD Contact Performance Report</li> </ul>	November 20 <sup>th</sup>
December All Staff Celebration	December 1 <sup>st</sup> Employee Engagement <ul style="list-style-type: none"> <li>Annual Employee Engagement Survey Analysis</li> </ul>	December 18 <sup>th</sup>

Calendars are a helpful tool to assure processes stay in place

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# External Relationships



Stakeholder Group	Description
Child Abuse Death Review Committee – Hillsborough County	Community partners that focus on ways to reduce preventable child abuse deaths in Hillsborough County by developing a communitywide approach to address such cases and contributing factors. Monthly meetings attended by Executive Director.
Children's Committee	Florida Department of Children & Families - Suncoast Region monthly meeting to support children and families with community services to prevent involvement in the dependency and court systems. Lead author of the 5 Year Prevention and Permanency Plan.
Healthy Families Hillsborough Advisory Committee	Community members representing the faith community, business owners, diverse cultures, early childhood and current or former Healthy Families participants that serve as advisors in the planning, implementing, and assessing of HFH program services. Quarterly Meetings attended by Associate Director.
Healthy Families Hillsborough Partnership	A mechanism to facilitate constructive communication among programs and services involved with delivery Healthy Family services within Hillsborough County. Monthly meetings attended by Associate Director.
HCPRC	The Hillsborough County Parenting & Resource Coalition collaborates to provide resources and education to insure effective continuum care of life. Monthly meetings attended by case management staff.
Healthy Start Coalition Hillsborough Partnership Meeting	Health and social services, media, schools, universities, government agencies, and businesses who impact issues related to our mission of improving the health and well-being of pregnant women, children and families in Hillsborough County. Monthly meeting attended by Associate Director.
Home Visiting Advisory Board	An advisory board comprised of local and statewide representatives of the locally available maternal child-health and early childhood home visiting models to develop a high-quality system of coordinated services that provide appropriate, targeted, and unduplicated services and referrals to all children, mothers, and families. Quarterly meetings attended by Associate Director and Program Director.
Infant Mental Health Steering Committee	Network of services and supports for children and families in a variety of disciplines including information and referral, early care and education, early intervention, child welfare, child abuse prevention and infant mental health. Monthly meetings attended by Associate Director.
REACH UP Interagency Management Team	A mechanism to facilitate constructive communication among maternal child health partners to further develop effective system of care among various health & family services. Six meetings year attended by Associate Director.
Sulphur Springs Neighborhood of Promise Leadership Council	The Leadership Council is comprised of active residents and executive members from service providers and funders. The Leadership Council meets monthly and sets policies, goals and action and serves as the Board of

Annually document the list of partners and which employee is responsible for that relationship

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## How to Start...

### 1. Start with a risk prevention and create an emergency plan

- Board Policy on Delegation of Authority, Document Protocols, Back-Up Signatories

### 2. Adapt an existing framework to grow leader development

### 3. Begin regular conversations with organization leadership and begin legacy planning

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## In Closing...

- Questions
- Follow-up Survey
- Resources
- Guidebook coming...

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