

**Boys & Girls Club of Henderson County
Hendersonville, North Carolina**

Executive Director Succession Plan

Proposed Policy:

The Boys & Girls Club has developed a plan to prepare for the time in which this organization must replace the current Executive Director. This plan will allow the organization a structured process during this transition as well as prepare current staff for potentially assuming the role as either an “Interim Executive Director” or for placement in the Executive Director position.

Preparing the Organization and Staff for Change of Leadership

The key to a successful transition of leadership is preparing key staff and board leaders for the change. Specific steps can be developed to create an organization that can meet the demands of a change in the Executive Director position.

The following steps are to be implemented as part of the Strategic Plan in preparing for such a leadership change.

Board of Director Leadership

1. The Executive Committee and Committee Chairs will actively participate to accomplish established organizational projects as well as address new organizational challenges as outlines in the current Strategic Plan.
2. The Board of Directors will participate in Boys & Girls Clubs of America conferences, North Carolina Alliance of Boys & Girls Clubs and the North Carolina Area Councils to fully grasp the opportunities and challenges of this organization.
3. Individual board members will fulfill their agreed upon responsibilities regarding the governing and funding of the organization.

Key Management Staff

1. The Executive Director will identify members of the key management team and determine them to be a potential Chief Professional Officer of the organization. The continued professional development of these employees is important to the organization and Boys & Girls Club Movement. Special training and tasks will be provided to these employees to prepare them for future management leadership as well as executive leadership of a local Boys & Girls Club.
 - a. ***B&GCA Executive Management Program*** will be provided to those selected managers.
 - b. The Executive Director will determine, based on recent Performance Reviews of the selected management staff, specific training needs of these individuals to prepare them for the role of Executive Director.
 - i. Board Development
 - ii. Facility Management
 - iii. Budget Development & Fiscal Management
 - iv. Strategy Planning
 - v. Human Resources
 - vi. Leadership Role
 - vii. Program Management

- viii. Marketing & Public Relations
 - ix. Advanced Supervision
 - x. Community Collaboration
 - xi. Conflict Resolution
2. Select members of this management team will be assigned specific executive level tasks to gain actual, practical experience.
- a. Assist the Board President in conducting a corporate meeting.
 - i. Board of Director's meeting
 - ii. Executive Committee meeting
 - b. Be a staff liaison to assigned Board committees.
 - c. Be a staff liaison to a board level auxiliary group

GUIDELINES FOR THE USE OF AN INTERIM EXECUTIVE DIRECTOR

The decision to place a current staff member or outside individual in the role of Interim Executive Director must include the following:

1. Clear understanding of the role of this staff position
2. Current organizational projects
3. Impact upon current staff members
4. Expectations of the Board of Directors

Using Current Employee in the Role of the Interim Executive Director

The Executive Committee may utilize a current management employee in the role of Interim Executive Director. When that decision is made the following guidelines and steps are to be followed by the Executive Committee:

1. A specific job description will be created for the Interim Executive Director position.
2. A salary range will be approved to fill the temporary vacancy. This salary will be in effect only during such time the employee fulfills the role as Interim Executive Director. The method of payment of this salary will be determined by the Executive Committee either as a bonus payment each scheduled pay date or as a lump sum at the end of the interim period.
3. A target length of time for the interim position will be determined.
4. The position is an "at will" employment relationship as outlined in the organization's Personnel Policies. The Boys & Girls Club may at any time return the staff member back to their previous position at the previous salary level.

The Executive Committee must review the impact upon the selected employee and their current job assignment in their past position. It must be determined if additional part-time, temporary staffing would need to be hired to fulfill those job duties.

If it is determined that such staffing is needed, the new Interim Executive Director would be authorized to fill such a position based on the budget approved by the Executive Committee.

NOTE: At this time the staff person designated by the Executive Director as a “potential interim Executive Director” of the organization is the Operations/Unit Director. It is anticipated that as the organization grows or changes, additional staff may be designated.

Using an Outside Individual in the Role of Interim Executive Director

The following steps are to be followed by the Executive Committee:

1. A specific job description will be created for the Interim Executive Director position.
2. A salary range will be approved to fill the temporary vacancy.
3. A target length of time for the interim position will be determined.
4. Search for candidates for the position will be from the following sources:
 - a. Boys & Girls Clubs of America-Southeast Region Service Center
 - b. Classified Ads in local newspapers
 - c. Other such sources as determined by the Executive Committee
5. A current Board Member may be eligible for the Interim Executive Director position.

WHEN THE EXECUTIVE DIRECTOR VACANY OCCURS

The following steps will be followed by the Board of Directors, under the leadership of the Chair, at such time it is determined that an opening has occurred or will occur for the Executive Director position:

- The Executive Committee, in consultation with other board members as needed, selects one of the designated staff as the interim Executive Director of the organization.
- This individual is to contact the Regional Offices of Boys & Girls Clubs of America (located in Atlanta) to ensure that they are aware of the vacancy. This individual will give to the Regional office the name, address and phone number of the President of our local Board of Directors.
- It is the responsibility of the Regional Office to guide our Board of Directors through the process by which a permanent Executive Director is selected.
- The Chair of the board of Directors must work closely with the Regional Offices of Boys & Girls Clubs of America to ensure that the agreed upon selection process is followed to the satisfaction of both the local organization and the National Office.
- Upon the selection of the permanent Executive Director, this succession policy is to be updated reflecting the new leadership responsible for guiding this organization.

Note: The following names and numbers are accurate. However, these are subject to change:

Southeast Regional Office:

Phone: (404) 892-3317

Contacts:

Duane Hinshaw, Senior Regional Service Directors (404) 487-5782

Steve Morris, Regional Service Director for North Carolina