



# Communities Connected *for Kids*

**Series:** 1200 Human Resources

**Policy Name:** Succession Planning

**Policy Number:** 1247

**Origination Date:** 10/7/2019

**Revision Date:** N/A

**Purpose:** Recognizing that changes in management are inevitable, Communities Connected for Kids has established a succession plan to provide continuity in leadership and avoid extended and costly vacancies in key positions. CCKids' succession plan is designed to ensure the systematic and long term development of individuals for critical management positions that become vacant due to retirement, resignation, death or new business opportunities. Critical positions within the organization include, CEO, CFO, COO and director level positions.

**Policy:** It is the policy of Communities Connected for Kids (CCKids) to routinely assess the leadership needs of the company and to ensure the stability and accountability of the organization through the development of qualified leaders that are diverse and a good fit for the organization's mission and goals and have the necessary skills for the organization.

**Procedure:**

## 1. Strategic Planning

CCKids' conducts an annual review of business operations that addresses the following objectives:

- a. Identify significant business challenges in the next one-to five years;
- b. Identify critical positions that are needed to support business continuity;
- c. Identify internal talent to cultivate potential candidates for future position openings.
- d. Identify gaps in needed expertise resources needed and available to support transition activities.



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## **2. Individual Development Planning**

Annually and concurrent with performance evaluations, each CCKids' employee is offered an opportunity to complete, in partnership with their supervisor, an individual development plan (IDP) that outlines their career and advancement goals within the organization. The IDP identifies areas of training and expertise needed in order to prepare for the desired advancement, and provides a plan of training, mentoring, shadowing and support to assist the employee in readiness activities.

Readiness activities may include being appointed to a lead or acting role in the normal or planned absence of their supervisor or director, such as vacation or medical leave.

## **3. Interim and Emergent Situations**

Each member of the senior management team shall designate an individual recommended to take their place and gain interim authority of their position should they become absent for an extended period or incapacitated in any way. Individuals who have been designated will have the opportunity to develop the skills needed to assume the position through the Individual Development Plan Process.

If a member of the senior management team becomes unable to fulfill the duties of their office, the CEO shall notify the designated staff member of their temporary appointment to the position. In such an instance, the direct supervisor of the interim position shall work closely with the individual in order to outline limitations to that authority, including but not limited to areas such as hiring, termination, and significant policy or practice change.

If the CEO becomes unable to fulfill the duties of the office, the chairman of the Board shall notify the designated senior management executive of their temporary appointment to this position. In such an instance, the chairman of the Board shall work closely with the individual and outline limitations to that authority.

## **4. Planned Transitions**

In situations where a critical position is scheduled to become vacant for reasons including resignation or retirement, the ascending supervisor will immediately begin hiring activities to ensure the vacancy is short term. Activities will also include:

- a. ensuring the effective capture and transfer of knowledge from the departing individual prior to their vacating the position.
- b. Anticipating and addressing transitional issues including interim assignment or assumption of duties in the event of a lapse between the current employee and the incumbent.



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The Board of Directors' is responsible for the above activities in the event of a projected vacancy of the CEO. Senior management staff members and the Director of Community Relations will assist the Board of Directors in such circumstances.

## **5. Communication of succession planning and leadership transition**

Communication of succession planning will remain an internal dialogue with CCKids' senior management staff and the Board of Directors, until such time as implementation and transition needs to occur. Dependent upon the nature of the position, the ascending supervisor and in the case of executive employees the Board of Directors will work with the Director of Community Relations to identify the audience of stakeholders and staff and develop messaging points and mechanisms appropriate for the circumstances.

A timeline of communication implementation will be developed to ensure that communications are formal and the messaging meets the intent outlined by the Board of Directors and/or senior management team.

Approved: Carol Deloach

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