

## INTRODUCTION

One of the best practice requirements of Feeding America is that its contractual member food banks have a CEO Succession plan available for their organization's use as needed. The document that follows provides guidance of procedural steps and considerations should a temporary unplanned vacancy of the CEO position occur for personal reasons such as illness or an emergency as well as for a planned resignation or retirement of the CEO. It is recommended that this document be reviewed on an annual basis.

## UNPLANNED LEAVE

### Appointing an Interim Chief Executive Officer

The MANNA Foodbank Board of Directors will be responsible for appointing an interim Chief Executive Officer if a CEO leaves unexpectedly or is out for illness or personal reasons for a defined period of time.

It is expected that the position will be filled by an internal staff person or persons for a defined period of time. In some cases, an external person may be hired when no internal person is appropriate for the position.

- Annually, the Board shall discuss with the current CEO who on the staff might be most appropriate and what individuals and/or positions might provide executive management during a transition or unexpected leave.
  - The Board shall review compensation for individual(s) serving in interim roles and provide an adjustment for increased responsibilities during a transition.
  - The Executive Committee and Board President shall take on more of an active oversight role with the organization during the transition period.
1. The Board President in consultation with the interim CEO shall determine who should be the external voice for the organization in the interim period.
  2. The Board President shall act as the supervisor for the interim CEO. The Board President should expect to have weekly meetings which may be conducted by phone with the interim CEO.
  3. The Board President should prepare a letter to all key funders and stakeholders announcing the interim CEO and providing an outline of the succession planning and steps, as needed.
  4. The Board President shall meet with the full staff to announce the interim position, the board role and outline expectations for the transition time frame. If an external recruitment is going to occur, the Board President should also outline the succession plan, process, timeline, and steps including staff involvement.
  5. The Executive Committee should expect to meet monthly during the transition period.
  6. The Executive Committee should carefully review the budget and year to date financials to determine if any changes should be made for the remainder of the financial year.

**PLANNED RESIGNATION****Appointing New Chief Executive Officer****Search Process**

The Board of Directors has outlined a search process as follows and will review and update it annually. This search process is based upon the Board taking an active role in the search and making the final decision as a group.

**Review and Revision of Job Description and Qualifications**

The first step will be for the full board to establish a screening committee to review the existing job description and qualifications. This committee should outline what skills, experience and background, expertise, management approach, and other characteristics they are seeking in the next Chief Executive Officer. The Board will also need to establish a salary range and benefit package for the position.

As part of the process the Board or its designee will:

- Interview key stakeholders in the community to determine their recommendations and comments. Stakeholders may include funders, peer economic development and non-profit leaders both in the region and nationally, former board members, and community opinion leaders.
- Interview and seek staff input either as a group or in individual meetings.

Important categories for reviewing potential qualifications are the following:

- Management (human resource, financial, and program)
- Fundraising including marketing and public relations
- Industry specific knowledge
- Strategic thinking and communication skills
- Leadership skills

The Screening Committee will prepare a revised and updated job description and a description of the ideal candidate for use by the screening committee. This description should include salary range and benefit package description.

Key questions to ask in reviewing the job description include the following:

- Will the job be the same as what is currently being done?
- What do we want in a CEO? In what ways will it be different than the current structure – will it be different in year one, three to five years from now?
- Do we want a different leadership model than we had in the past?
- Do we want to restructure the position in any significant ways or our expectations about key responsibilities of this position?
- What is our total compensation package? Can we make it attractive to people with different compensation priorities?

### **Screening Committee**

The Board President with input from the Executive Committee shall establish a screening committee. This committee shall be chaired by the Board President or their designee. The committee should be composed of at least three other Board members plus at least one staff member who agree to manage the search process and recommend three finalists for consideration by the full board.

As discussed by the full board, the Screening Committee will:

- Consider adding an external service provider to the committee; such as a recruitment advisory firm or consultant to help with the process.
- Establish a budget and timeline for the process.
- Decide whether they are paying for out of town candidates' expenses and what will be reimbursed.
- Create a marketing plan for advertising the position. This would include key listings on industry websites, networking within the region with a letter to referral sources, ads placed locally, and listing on websites as identified.
- Set up a mailbox to receive all resumes and applications.
- Develop a marketing kit (email PDF) regarding MANNA Foodbank and the position.
- Establish a process to screen and review all submitted resumes.
- Develop ranking criteria and selection process to interview up to 12 candidates. (Could be initial phone screening interviews by individual committee members, then joint in-person or phone interviews by several committee members).
- Complete a background check on each finalist.

The Screening Committee will keep the Board informed on the progress, candidates, and the interview process. The Board President shall keep the staff informed of the process with regular communication and updates.

### **Selection Process**

The final candidate shall be recommended by the Screening Committee to the full board.

The Board President should be authorized to make the offer to the selected candidate. Communication to the other candidates should also be undertaken by the Chair of the Screening Committee.

The Board should develop a communication plan to announce the appointment of the new Chief Executive Officer. This plan should include announcing to staff, funders, and key stakeholders. A press release should be prepared and submitted to local press and distributed in the MANNA newsletter.

### **Supervision**

Using an onboarding and orientation process, the Board President with input from the board shall design the first day, the first week, the first month, and the first six months of expectations and activities for the new executive. The Board should also establish a clear set of six month and annual performance objectives for the new CEO in written form. These objectives can be mutually developed but must be

clearly understood by the Board and the new Chief Executive Officer. The new Chief Executive Officer should be evaluated based on these performance objectives which will act as a guide for the person in the position and the Board.

The Board President will be responsible for developing an orientation to MANNA Foodbank, the Board, and key funders. If the person is from outside of the region, then the Board should be prepared to assist with introductions and key meetings.

**Role of the Departing CEO**

The departing CEO may be retained for up to a three month time frame in a consulting role to assist and advise the new CEO. The departing CEO shall not be involved in the management of the organization.

The Board may choose to ask the departing CEO to mentor the new CEO, in which case the departing CEO shall share a transition memo, review the strategic plan and all key programs, provide introductions to key community stakeholders and assist in other activities to ensure a successful transition.

**Attachment I**

## Checklist – How Prepared is the Organization for a Leadership Change

- ✓ Clearly identified organizational chart with lines of authority and responsibilities designated.
- ✓ Board and staff leaders ready and prepared to step up in an event of a change – planned or unplanned.
- ✓ Accurate and up-to-date list of key stakeholders exists with at least one board member and one staff member having access. (funders, board members, staff members, active volunteers, partner organizations, key collaborators, membership groups, and other important names)
- ✓ Communication plan on who is contacted when and why during a transition.
- ✓ Organized and central source for corporate documents including minutes, grants, contracts, vendors, and account numbers.
- ✓ Annual organizational work plan with key performance outcomes, annual calendar of key activities and funding/contract deadlines.
- ✓ Annual operating budget with current month and year-to-date comparison to actual expenditures. 12 month cash flow projections.
- ✓ Board approved policies and procedures for personnel, finance, operations, etc.
- ✓ Board approved succession plan for filling the position.