Transition Plan: Hire Executive Director

Note: Timelines –job end notice to choosing replacement: 7-8 weeks.
Advance preparations 4 – 6 weeks depending on Board meetings

Timelines:

- Advance prep: Board to make decisions #1 through #5 in Board decision list below
- Scenario: Executive Director gives advance notice of 2 to 3 months.
- Board decides #6 through #8 Week one.
- Job posted Week 2.
- Application closure date: 3 weeks from posting date.
- Review resumes and conduct phone interviews: Week 5
- In person interviews: Week 6; 2-day window
- Reference checks conducted: Week 6/7; Allow 4-5-day window
- Top 2 – 3 candidates for presentations determined and notified- within 2 days of reference check window. Allow 5 days for candidates to prep for presentation.
- Presentations to the board: Week 8 – Board votes immediately following presentations.
- Candidate notified the day after presentations. By end of week 8.
- Candidate to start work: Week 10 – need to allow for 2 weeks' notice for current employer.
- 2 to 3 week overlap of incoming and outgoing ED's.

Financial considerations:

- Hiring budget – for advertising and associated cost to be set. ($200 - $400 range)
- Cost of overlapping wages (2-3 weeks; 2 ppl)
- Years of service recognition package: The board needs to discuss and decide on this, plus, a farewell event and gift.
- Wage range for new hire.

Alternate scenario: ED gives little to no notice or is let go:

- Appoint an interim ED from current staff or bring in a consultant to do this. Some organizations will utilize a board member but this is not ideal.
- Assess current work duties: what can be delayed or assigned to other staff.
- Immediately Assign HR task force members from board and start the task list.
- Communications: create message to be conveyed to membership and media and communication plan. Damage control if appropriate. President to be only spokesperson – stay on message. Decide how and when message to be delivered – i.e. membership email, social media, press release etc.

Task Lists:

Advance Preparations:

A Consultant could supply to Management Committee (recommended as a volunteer board has limited time):

1. Results of an HR review conducted with recommendations and Job descriptions.
2. Job Descriptions for Committee to review and the BOD to approve
    - Recommended job titles and job descriptions – to approve
    - Qualifications required for Executive director (for use in job postings)
    - Draft of job posting

3. Evaluation Template
    - Skills filled in. (Goals to be done by ED with Management Committee later)
    - BOD to approve template

4. Terms of Reference for Hiring Task Force
    - This assigns responsibilities & lays out template for process

5. Interview Question Template

6. Ideal Transition Plan
    - Overlap outgoing and incoming and any other considerations.
7. Recommend an exit package for current Executive Director:
    - Possibly EI eligible – ROE to reflect this. This would only be possible if a job title and job description has been changed – i.e. from General Manger to Executive Director; job has been phased out so is considered restructuring of organization – use Box A on ROE.
    - Compensation paid for years of service appreciation.
    - Farewell event and gift if appropriate.

Board Decisions #1 - 5 ideally done well in advance – even if your ED has no plans to leave any time soon this should be in the hopper and ready to use. You never know what will happen!
#6-8 as soon as ED leave notice is eminent or given. #9-11 during the process.

Management Committee can recommend, suggest or motion

1. Decision to go with an open call for job search as opposed to promoting from within.
2. Task Force Parameters – approve Terms of Reference which will include:
    - Tasks to carry out
    - Responsibility for outcome: Present/recommend/decide?
3. Decide if you will hire a consultant to assist the Task Force.
4. Approve Job Description, qualifications and job posting.
5. Approve transition plan
6. Assign board members to the Hiring Task Force of 2 – 3 people.
7. What will the role of current Managing Director be in the process?
8. Decide on the wage range to be offered. This should be in job posting
9. Approve an exit package for Managing Director
10. Create and approve the Employment Agreement.
11. Vote on whom to hire.

Managing Director and Staff:

1. Office manual created with all systems, procedures and processes recorded. (A)
2. ED: Running the organization 101, include; some history, relationships, best practices (A)
3. Redistribution of some of the Executive Director's work load to facilitate documentations and tasks required for a smooth transition. (D)
4. Complete an update, clean up and back up of office computers. (D)

A=Advance, D=During