

LEGAL AID SOCIETY
of Middle Tennessee and the Cumberland

**SUCCESSION PLAN
EXECUTIVE DIRECTOR**

I. Unanticipated/Temporary

- A. Determination: The President of the Board will determine that there is a vacancy in the Executive Director position, whether for reason of illness, death, incapacity, resignation or other unanticipated or temporary reason.
- B. Acting Executive Director: The President will request that the General Counsel become the Acting Executive Director. If the General Counsel is unwilling or unable to assume the duties, the President will request in turn the Assistant General Counsel and then the Director of the Nashville Pro Bono Program.
- C. Transition Team: The President, with the help of the Administrator in the Nashville office, will form and convene a Transition Team.
 - 1. Composition: The Transition Team will consist of the following members and any other Board, staff or consultants the President chooses, including consultants from the Center for Nonprofit Management:
 - a. President, Board of Directors
 - b. Treasurer, Board of Directors
 - c. General Counsel
 - d. Assistant General Counsel
 - e. Director, Nashville Pro Bono Program
 - f. Public Relations Consultant

If and when any of the people named in a.-f., above, or any other member of the Transition Team, becomes either Acting Executive Director or a candidate for Executive Director, then that person shall no longer be a member of the Transition Team and the President of the Board may appoint a replacement.

- 2. Staff: The Administrator in the Nashville office will staff the Transition Team.

3. Function: The Transition Team will advise the Acting Executive Director and the President and assist with transition and management issues, including communicating about the transition.
- D. Immediate Management Issues: The Acting Executive Director with any assistance from the Transition Team or others will
1. Tend to any security issues, including signature authorizations, locks, codes, passwords, credit cards, technology.
 2. Identify major deadlines.
 3. Assess financial obligations and contracts; request a special audit if indicated.
 4. Conduct an organizational analysis to identify strengths, weaknesses, opportunities, and challenges; review strategic plan.
 5. Develop an internal message regarding the transition; develop an external message.
 6. Inform Board, staff, and Community Advisory Council and share transition plans; Development Director will inform the Campaign Chair and committee members.
- E. Search Committee: If the vacancy in the Executive Director position is not temporary, the President shall appoint a Search Committee to hire, train, and orient a new Executive Director (see below).

II. Anticipated or Permanent Change

- A. Determination: When the Executive Director anticipates a resignation or retirement, that anticipation and the anticipated date should be discussed first with the President of the Board. In consultation with other members of the Executive Committee, the President and Executive Director will set the anticipated date. The President and the departing Executive Director with assistance from the Public Relations Consultant will announce the departure to the staff, Board, Community Advisory Council, Campaign Committee, and public.
- B. Transition Team: The President, with the help of the Administrator in the Nashville office, will form and convene a Transition Team.
1. Composition: The Transition Team will consist of the following members and any other Board, staff or consultants the President chooses, including consultants from the Center for Nonprofit Management:

- a. President, Board of Directors
- b. Treasurer, Board of Directors
- c. General Counsel
- d. Assistant General Counsel
- e. Director, Nashville Pro Bono Program
- f. Public Relations Consultant
- g. Equal Opportunity Officer

If and when any of the people named in a.–g., above, or any other member of the Transition Team, becomes either Acting Executive Director or a candidate for Executive Director, then that person shall no longer be a member of the Transition Team and the President of the Board may appoint a replacement.

2. Staff: The Administrator in the Nashville office will staff the Transition Team.
 3. Function: The Transition Team will coordinate the transition, including the transfer of responsibilities and interim administrative matters. The departing Executive Director and the Transition Team will agree on a list of management issues for the transition and assign responsibilities. The Transition Team, in consultation with the Search Committee, will determine whether or not an Interim Executive Director should be appointed and the timing for doing so.
- C. Interim Executive Director: If the Transition Team determines that an Interim Executive Director should be appointed, the President shall request that the General Counsel become the Interim Executive Director for such time as needed. If the General Counsel is unwilling or unable to serve, the President will request in turn the Assistant General Counsel and the Director of the Nashville Pro Bono Program.

III. Search Committee

- A. Appointment: If the departure of the Executive Director will be permanent, the President shall appoint a Search Committee consisting of members of the Board, staff, Community Advisory Council, campaign committee, and any consultants. The Search Committee shall consist of at least one-third staff and at least one-third Board members. If a member of the Search Committee becomes Acting

Adopted
6/27/06

Executive Director or a candidate for Executive Director, then that person shall no longer be a member of the Search Committee.

B. Duties:

1. Conduct organizational analysis to identify strengths, weaknesses, opportunities, and challenges; review strategic plan (“What type of leader is needed to take us into the future?”).
2. Consult with the Center for Nonprofit Management, the Management Information Exchange, the National Legal Aid and Defender Association, or any other appropriate organization in preparing for and conducting the search.
3. Review and update the Executive Director job description and qualifications in light of B.1. and B.2., above.
4. Advertise the position
5. Make selections for interviews
6. Conduct interviews
7. Select a candidate to recommend to the Board of Directors
8. Coordinate the training and orientation of the new Executive Director
9. Identify and make formal introductions
10. Engage departing Executive Director, as appropriate

IV. Good things we should do all along to make any transition better when it happens:

- A. Annually update job description and qualifications
- B. Review organization’s salary structure and compare with similar organizations
- C. Regular evaluation of Executive Director
- D. Develop administrative calendar with major deadlines
- E. Keep policies current: Personnel Policies; Board Policies; Salary Administration Policy; Administrative Policy; Priorities and Case Acceptance Policies; Financial Eligibility Guidelines
- F. Have double check in place for all codes, passwords, keys, etc.
- G. Update strategic plan