

Colorado Legal Services
Succession Plan
Executive Director

I. Unanticipated/Temporary

A. Determination: The Chair of the Board, in consultation with the Executive Committee, 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 Chair will request that the Director of Advocacy become the Acting Executive Director. If the Director of Advocacy is unwilling or unable to assume the duties, the Chair will request in turn that one of the Co-Directors of Administration and Access and then the other Co-Director of Administration and Access serve as Acting Executive Director.

C. Transition Team: The Chair, with the help and support of the Administrative Assistant, 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 Chair chooses:

- a. Chair, Board of Directors
- b. Treasurer, Board of Directors
- c. Director of Advocacy
- d. Controller
- e. One client eligible Board member, if not already serving as the Chair or Treasurer.

[If and when any of the people named in a.-e., 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 Chair of the Board may appoint a replacement.] If the Chair is unable to serve, then the Vice Chair will assume that role.

2. Staff: The Administrative Assistant will staff the Transition Team.

3. Function: The Transition Team will advise the Acting Executive Director and the Chair and assist with transition and management issues, including communicating both within the program and externally concerning 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 any business or strategic plan;
5. Develop an internal message regarding the transition; develop an external message;
6. Inform Board, staff, stakeholders and the public.

E. Search Committee: If the vacancy in the Executive Director position is not temporary, the Chair shall appoint a Special Search Committee to hire and orient a new Executive Director.

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 Chair of the Board. In consultation with other members of the Executive Committee, the Chair and Executive Director will set the anticipated date. The Chair and the departing Executive Director will announce the departure to the staff, Board, stakeholders and the public.

B. Transition Team: The Chair, with the help of the Administrative Assistant, 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 Chair chooses:
 - a. Chair, Board of Directors;
 - b. Treasurer, Board of Directors;
 - c. Director of Advocacy;
 - d. A Supervising Attorney, Denver office;
 - e. A Senior Managing Attorney, outlying office;
 - f. Controller;
 - g. Co-Directors of Administration and Access
 - h. One client eligible Board member, if not already serving as the Chair or Treasurer; and
 - i. The Departing Executive Director, if willing and able to serve, and if so desired by the Chair

[If and when any of the people named in a.-i., 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 Chair of the Board may appoint a replacement.]

2. Staff: The Administrative Assistant 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 Chair shall request that the Director of Advocacy become the Interim Executive Director for such time as needed. If the Director of Advocacy is unwilling or unable to serve, the Chair will request in turn one of the Co-Directors of Administration and Access and then the other Co-Director of Administration and Access to serve as Interim Executive Director.

III. Search Committee

A. Appointment: If the departure of the Executive Director will be permanent, the Chair shall appoint a Search Committee consisting of members of the Board and other stakeholders which may, but need not include, for example, the Executive Director of the Legal Aid Foundation of Colorado, the President or Executive Director of the Colorado Bar Association or his/her appointee, the Chair of the Colorado Access to Justice Commission or his/her appointee, the Executive Director of the Colorado Center on Law and Policy or his/her appointee, program staff and consultants, if deemed appropriate. The Search Committee shall consist of at least one-half Board members, including at least one client eligible Board member, one quarter program staff, and, if appropriate, one quarter stakeholders. If a member of the Search Committee becomes Interim Executive Director or a candidate for Executive Director, then that person shall no longer be a member of the Search Committee.

B. Duties:

1. Uses the organizational analysis of strengths, weaknesses, opportunities, and challenges; reviews any available business or strategic plan to determine “What type of leader is needed, and the characteristics required, to take the program into the future”;

2. May consult with the Colorado Nonprofit Association, 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. Reviews and updates the Executive Director job description and qualifications in light of B.1. and B.2., above;
4. Advertises the position;
5. Makes selections for interviews;
6. Conducts interviews of candidates;
7. Conducts reference checks and due diligence on those candidates the Committee is not seriously considering;
8. Selects at least two candidates to recommend to the Board of Directors for its consideration;
9. Reviews the organization's salary structure and compare salaries with similar organizations;
10. Coordinates the training and orientation of the new Executive Director;
11. Identifies and makes formal introductions, as appropriate, and
12. Engages the departing Executive Director for consultation, as appropriate.

IV. Duties of the Board of Directors

A. The Board will conduct interviews of the candidates proposed by the Selection Committee.

B. The Board will provide an opportunity for staff to meet final candidates (meet and greet) and provide feedback as the Board deems appropriate.

C. The Board will select the new Executive Director from the candidates interviewed, the Board will request or direct the Search Committee to conduct more interviews from available candidates, the Board will request or direct that the Search Committee suggest more candidates to the Board to interview or the Board will request or direct that the Search Committee begin the search anew.

V. Things to be done to ease any transition, when it happens:

A. Update the Executive Director's job description and qualifications, as needed;

B. Develop an administrative calendar with immediate and major deadlines;

C. Review program policies and keep current: Personnel Policies; Board Policies; Casehandler Standards; Priorities and Case Acceptance Policies; Financial

Eligibility Guidelines; the Accounting Manual, and any other policies or procedures as identified;

- D. Have security in place for all codes, passwords, keys, etc.;
- E. Update and/or recommend to the Board that it develop or update its business/strategic plan, as appropriate;
- F. Prepare to regularly evaluate the Executive Director.