

## **SUCCESSION PLANNING DONE RIGHT!**

### **RECOMMENDED TIMELINES ADDENDUM TO BLUECROSS BLUESHIELD OF NORTH CAROLINA FOUNDATION'S FIVE GOOD IDEAS PRESENTED BY BETH BRIGGS OF CREATIVE PHILANTHROPY**

#### **ANNUALLY**

##### **BOARD OF DIRECTORS RESPONSIBILITY**

- ❖ **STRATEGIC PLANNING INCORPORATES A REVIEW OF MISSION AND VISION**
- ❖ **PLAN FOR HUMAN AND FINANCIAL RESOURCES NECESSARY TO IMPLEMENT STRATEGIES**
- ❖ **SUCCESSION STRATEGY FOR EACH KEY EMPLOYEE (PRIMARY ATTENTION ON THE EXECUTIVE)**
- ❖ **RECOGNITION OF FUTURE SKILL SETS NEEDED FROM BOARD AND KEY STAFF LEADERSHIP**
- ❖ **CHAIR CONDUCTS EXECUTIVE DIRECTOR'S PERFORMANCE EVALUATION TO IDENTIFY AND REMEDY ANY CONCERNS**

##### **HUMAN RESOURCES COMMITTEE RESPONSIBILITY**

- ❖ **REVIEW/REVISIT STAFF JOB DESCRIPTIONS**
- ❖ **REVIEW EXECUTIVE DIRECTOR'S PERFORMANCE EVALUATIONS OF KEY STAFF MEMBERS**
- ❖ **DEVELOP A 30-60-90 DAY EMERGENCY SUCCESSION PLAN FOR THE EXECUTIVE**

##### **EXECUTIVE DIRECTOR**

- ❖ **CONDUCT STAFF EVALUATIONS**
- ❖ **DEVELOP PERSONAL SUCCESSION PLANNING AND EXIT TIMETABLE.**
- ❖ ***3-5 YEARS PRIOR TO EXIT, DEVELOP INTERNAL STAFF TRANSITION PROGRAM***
- ❖ **ESTABLISH STAFF DEVELOPMENT AND ADVANCEMENT PROGRAM TO GROOM FUTURE LEADERSHIP FROM WITHIN**

### **HIRING A NEW EXECUTIVE DIRECTOR**

**THE TIMELINE FOR EXECUTIVE DIRECTOR SEARCH PROCESS WILL REQUIRE APPROXIMATELY SIX MONTHS**

#### **PROPOSED TIMELINE**

##### **MONTH 1**

- ❖ **SELECTION OF THE SEARCH COMMITTEE CONSISTING PRIMARILY OF BOARD MEMBERS AND COMMITTED VOLUNTEERS. (APPOINTED BY BOARD CHAIR)**

- ❖ COMMITTEE CLARIFIES AND ARTICULATES THE ROLES AND RESPONSIBILITIES FOR THE FUTURE LEADER DEFINING THE SPECIFIC CRITERIA, TALENTS, EXPERIENCE, EDUCATION AND SKILLS
- ❖ MEETING WITH KEY STAFF MEMBERS TO DISCUSS AND CLARIFY THE SKILL SETS THEY DESIRE IN THE NEW EXECUTIVE.

#### **MONTH 2**

- ❖ SEARCH COMMITTEE APPROVES JOB DESCRIPTION AND CANDIDATE CRITERIA
- ❖ JOB DESCRIPTION AND NOTICE PLACED IN SELECT PUBLICATIONS, TO ADVERTISE THE POSITION
- ❖ BOARD MEMBERS CIRCULATE THE JOB DESCRIPTION WITHIN THEIR CIRCLE OF INFLUENCE. MEMBERS AND THOUGHT LEADERS RECEIVE A LETTER FROM THE PRESIDENT ASKING FOR NOMINATIONS.
- ❖ APPLICATION DEADLINE THIRTY DAYS FROM JOB POSTING

#### **MONTH 3**

- ❖ SEARCH COMMITTEE'S INITIAL INTERVIEWS BY PHONE OR SKYPE WITH KEY CANDIDATES TO SELECT TEN FINALISTS FOR FACE-TO-FACE MEETINGS. INTERVIEWS ARE SCHEDULED AS THE APPLICATIONS ARRIVE.
- ❖ SEARCH COMMITTEE NARROWS THE FINALISTS TO THREE TO FIVE TOP CANDIDATES FOR FACE-TO-FACE BOARD INTERVIEWS
- ❖ REFERENCES CHECKED
- ❖ BOARD MEMBERS INTERVIEW THE TOP TWO TO THREE CANDIDATES AND SELECT THE EXECUTIVE DIRECTOR.
- ❖ FINANCIAL BACKGROUND CHECKS ON FINALIST

#### **MONTH 4**

- ❖ NEW EXECUTIVE DIRECTOR JOINS THE STAFF.