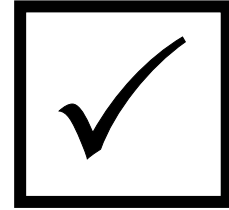


Succession Planning Checklist

Executive Director



- Our organization has a strategic plan to which it is committed.
- The future executive leadership needs of organization have been assessed.
 - We have begun a conversation about the stage of our organization’s evolution and what the next stage might be
 - We have identified the relative importance of organizational management, strategic leadership and/or external partnerships and collaboration building that we will need of a new executive director compared to the outgoing executive director
 - We have articulated some of the opportunities and challenges that face the organization
 - We have identified the experience, values, cultural fit (organizational culture) and skills sets that will be required of a new executive director
 - We have looked at our executive director leadership model to see if we want to change it (e.g. shared leadership vs single executive director)
- We are growing our leadership from within the organization.
 - We have had a long term staff development plan for at least three years
 - We are explicit in creating coaching and mentoring situations
- We will be seeking an external candidate for the position
 - We have a twelve month turnover plan with key steps and dates
 - We have budgeted for overlap between the outgoing and incoming executive director to facilitate the transition
 - We plan to recruit early to draw the interest of those who might contemplate leaving an existing positions but do not want to leave suddenly
 - Our recruitment plan involves reaching out to encourage people to apply. (Advertising the position in the media is only one recruitment method)
 - We have a plan for informing funders and stakeholders of the changes early on and following a new appointment
 - We will consider hiring an real interim ED (e.g. not someone we are “trying out”) if the organization is not quite ready (it is at a transition point) or a great candidate cannot be found
- We have a plan for transferring the knowledge of outgoing executive director to the new
 - Reports on key responsibility areas will be prepared
 - The transfer of “relationship knowledge” will involve the outgoing executive director introducing the new executive director to key stakeholders

We have reviewed our employment benefits package

- We have researched the salary and benefits associated with similar positions in other community organizations
- We have considered wage and benefit package options that could make the position more attractive to people with different compensation priorities.
- We have identified both the tangible and intangible benefits we can offer to potential candidates

We have taken steps to that will help us attract younger and more diverse candidates to the executive director position

- We have developed stronger organizational connections to groups working with diverse constituencies
- Our staff and volunteer complement is multi-generational and diverse
- We will use our networks to seek out potential executive directors and invite them to consider applying
- Our website is attractive, well designed and comprehensive in describing the organization
- Technology plays important role in enabling organization to realize its goals
- We anticipate new organizational initiatives and partnership ideas

This checklist was developed with the help of input from participants in two succession planning workshops for non-profit organizations organized by FOCO and held in Halifax Nova Scotia in early 2008.
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