



Succession Plan President and CEO Position

The Board of Directors of Silver Key Senior Services recognizes that this is a plan for contingencies due to the disability, death or departure of the President and CEO.

If the organization is faced with the unlikely event of an untimely vacancy, Silver Key Senior Services has in place the following emergency succession plan to facilitate the transition to both interim and longer-term leadership.

The Board of Silver Key Senior Services has reviewed the job description of the President and CEO (see attached). The Board has a clear understanding of the President and CEO's role in organizational leadership; program development and administration; overall operations and financial operations; resource development and community presence; and Board of Director's relationships.

Succession Plan in Event of a Temporary, Unplanned Absence: Short-Term

A temporary absence is one of less than three months in which it is expected that the President and CEO will return to his/her position once the events precipitating the absence are resolved. An unplanned absence is one that arises unexpectedly, in contrast to a planned leave, such as a vacation or a sabbatical. The Board of Directors is authorized, or authorizes the Executive Committee of Silver Key Senior Services, to implement the terms of this emergency plan in the event of the unplanned absence of the President and CEO.

In the event of an unplanned absence of the President and CEO, the highest ranking staff member is to immediately inform the Board Chair (or highest ranking volunteer board member) of the absence. As soon as it is feasible, the Chair should convene a meeting of the Executive Committee to affirm the procedures prescribed in this plan or to make modifications as the Committee deems appropriate.

At the time that this plan was approved, the position of Acting President and CEO would be: Deborah Ridsen, Chief Operating Officer.

Should the standing appointee to the position of Acting President and CEO be unable to serve, the back-up appointee for the position of Acting President and CEO will be: Valerie Anders, Director of Finance

Authority and Compensation of the Acting President and CEO

The person appointed as Acting President and CEO shall have the full authority for decision-making and independent action as the regular President and CEO. Compensation will be determined by the Executive Committee

Board Oversight

The board committee responsible for monitoring the work of the Acting President and CEO shall be Board Chair or designee on behalf of the Executive Committee. The above named people will be sensitive to the special support needs of the Acting President and CEO in this temporary leadership role.

Communications Plan

Immediately upon transferring the responsibilities to the Acting President and CEO, the Board Chair will notify staff members, members of the Board of Directors and key volunteers of the delegation of authority.

As soon as possible after the Acting President and CEO has begun covering the unplanned absence, Board members and the Acting President and CEO shall communicate the temporary leadership structure to the following key external supporters of Silver Key Senior Services. This may include (but not be limited to) government contract officers, foundation program officers, civic leaders, major donors and others (please specify):

See attached list: A list will be provided of those that will be called personally as well as those that will be notified by email or letter.

Completion of Short-Term Emergency Succession Period

The decision about when the absent President and CEO returns to lead Silver Key Senior Services should be determined by the President and CEO and the Board Chair. They will decide upon a mutually agreed upon schedule and start date. A reduced schedule for a set period of time can be allowed, by approval of the Board Chair, with the intention of working their way back up to a full-time commitment. Leave of absence, return to work and pay considerations will be pursuant to FMLA (Family Medical Leave Act) requirements/guidelines, and Silver Key's PTO (Paid Time Off) and EIB (Extended Illness Bank) benefits and policies. Refer to Silver Key Employee Handbook for full details.

Succession Plan in Event of a Temporary, Unplanned Absence: Long-Term

A long-term absence is one that is expected to last more than three months. The procedures and conditions to be followed should be the same as for a short-term absence with one addition:

The Executive Committee will give immediate consideration, in consultation with the Acting President and CEO, to **temporarily** filling the management position left vacant by the Acting President and CEO. This is in recognition of the fact that for a term of more than three months, it may not be reasonable to expect the Acting

President and CEO to carry the duties of both positions. The position description of a temporary manager would focus on covering the priority areas in which the Acting President and CEO needs assistance.

Completion of Long-Term Emergency Succession Period

The decision about when the absent President and CEO returns to Silver Key Senior Services should be determined by the President and CEO and the Board Chair. They will decide upon a mutually agreed upon schedule and start date. A reduced schedule for a set period of time can be allowed, by approval of the Board Chair, with the intention of working the way up to a full-time commitment.

Succession Plan in Event of a Permanent Change in President and CEO

A permanent change is one in which it is firmly determined that the President and CEO will not be returning to the position. The procedures and conditions should be the same as for a long-term temporary absence with one addition:

The Board of Directors will appoint a Transition and Search Committee to plan and carry out a transition to a new permanent President and CEO. The Board will also consider the need for outside consulting assistance depending on the circumstances of the transition and the board's capacity to plan and manage the transition and search. The Transition and Search Committee will also determine the need for an Interim President and CEO, and plan for the recruitment and selection of an Interim President and CEO and/or permanent President and CEO

Checklist for Acceptance of All Types of Emergency Succession Plans

- ❑ **Succession plan approval.** This succession plan will be approved by the Executive Committee and forwarded to the full Board of Directors for its vote and approval. This plan should be reviewed annually.
- ❑ **Signatories.** The Board Chair, the President and CEO, the Chief Operating Officer and the Acting President and CEO shall sign this plan, and the appointees designated in this plan.
- ❑ **Organizational Charts.** Two organizational charts need to be prepared and attached to this plan. Prepare and attach an organizational chart reflecting staffing positions and lines of authority/reporting throughout the organization. Prepare and attach a second organizational chart that reflects how that structure will change within the context of an emergency/unplanned absence of the President and CEO.
- ❑ **Important Organizational Information.** Complete the attached *Information and Contact Inventory* and attach it to this document. Also attach a current list of the organization's board of directors.
- ❑ **Copies.** Copies of this Emergency Succession Plan along with the corresponding documentation shall be maintained by The Board Chair, the President and CEO, the Acting President and CEO Appointee, the human resources department, and the organization's attorney.