JFCS Emergency CEO Succession Plan Policy

A change in executive leadership is inevitable for all organizations but can be very challenging should the change be unplanned. Jewish Family and Children's Service of Minneapolis (JFCS) has created an Emergency CEO Succession Plan that would be implemented should the CEO leave the organization suddenly. The plan is designed to ensure the stability and accountability of JFCS until such time as new leadership is identified. The Board of Directors shall be responsible for implementing this policy and its related procedures.

It is the responsibility of the JFCS Board of Directors to assess the long term leadership needs of the agency to help ensure the selection of a qualified and capable leader who is representative of the community, a good fit for JFCS’s mission, vision, values, and goals, and who has the necessary skills to lead and manage the agency. To ensure JFCS's operations are not interrupted while the Board of Directors assesses the leadership needs and recruits a Chief Executive Officer, the Board will appoint interim executive leadership as described below. The Interim Chief Executive Officer shall ensure that JFCS continues to operate with minimal disruption and that all organizational commitments previously made are adequately executed.

This succession plan will guide JFCS through this transition. All information contained in the Emergency CEO Succession Plan will be reviewed and updated annually by the Chief Operating Officer and/or the Board President to ensure it is current and accurate. Copies of the Plan will be held by the Board President, the Incoming Board President, and the Chief Operating Officer.

This CEO Succession Plan Policy is hereby approved this date of

\[2/14/15\], by:

\[Signature\]  
JFCS Board President

\[Signature\]  
JFCS Chief Operating Officer
JFCS EMERGENCY CEO SUCCESSION PLAN

In virtually all circumstances, this procedure will be implemented as written. It is the responsibility of the Executive Committee to determine any modifications needed based upon the circumstances confronting JFCS at the time.

Circumstances that trigger implementation of the Emergency Succession Plan:
- Death of CEO
- CEO becomes permanently incapacitated
- Sudden unexpected resignation or termination of the CEO

In the event of one of these circumstances, the JFCS Emergency CEO Succession Plan will be implemented and the Chief Operating Officer (COO) will assume leadership of the Agency as Interim CEO. If the COO is unable to assume leadership of the Agency, as determined by the Executive Committee, the Executive Committee will designate who will serve in this capacity. The Executive Committee may also consider the option of splitting executive duties among designated employees. The Executive Committee will give consideration, in consultation with the Interim CEO, to temporarily filling the management position left vacant by the Interim 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 Interim CEO to carry the duties of both positions.

First 24 Hours:

1) Emergency conference call or meeting with Executive Committee scheduled as soon as possible to confirm the Interim CEO or to create an action plan, timeline and assign responsibilities. The Executive Committee will also notify Board of Directors of situation and of the steps that are being taken.

2) The Chair of the Human Resources/Finance Committee will consult with the Human Resources Manager or outside expertise to advise on personnel issues regarding disability insurance, other benefits for the CEO and compensation and benefits for the Interim CEO.

3) If appropriate, based upon circumstances, a JFCS attorney will be notified with questions and concerns regarding any potential legal issues.

4) A memo will be emailed to all JFCS staff from the Board President explaining events and anticipated actions. The memo will include:
   - Announcement of CEO departure
   - Circumstances of departure if appropriate to share
   - Appointment of Interim CEO or person temporarily responsible until an Interim CEO is named
   - Person to whom employees should refer questions
   - Person designated to provide information to media, donors, state
agencies, and others
- Process for hiring new CEO
- When and how additional information will be provided
- Availability of counseling or support services, if necessary

5) In the event of an unexpected resignation or termination, begin taking steps to:
- Secure cash and checks (CFO)
- Secure employee files (HR Manager)
- Secure contracts which have been signed by CEO (COO and CFO)
- Change security codes, passwords and combinations (Office Manager and IS Administrator)
- Change locks (Office Manager)
- Safeguard personal property of departing CEO (Office Manager)
- Cancel or change credit cards and authorization cards (CFO)
- Change signature cards (CFO)

6) Activate Emergency Communication Plan for CEO departure led by Marketing/Communications Director in coordination with Board President and Chief Operating Officer. Communication with key stakeholders regarding actions taken by the Board in naming an interim successor, appointing a transition committee and implementing the succession policy will be a top priority.

First Week:

1) The Executive Committee will appoint/confirm an Interim CEO according to the following line of succession:
   A. Chief Operating Officer (COO) of Jewish Family and Children's Service
   B. Board Designee

   The Interim CEO shall assume the authority for operations of the Agency. The Interim CEO may be offered a temporary salary increase or bonus, depending upon the length of service as Interim CEO, to be negotiated during the Interim CEO period.

2) Activate the Board Executive Transition Committee, which is appointed by the President, and consists of the President-Elect, the Immediate Past President, the President, the Chair of the Human Resources/Finance Committee and one additional current or past Board member. It shall be the responsibility of this committee in conjunction with the Interim CEO to implement the following preliminary transition plan (with the exception of the hiring process, which will not necessarily involve the Interim CEO):
A. Consider the need for consulting assistance (i.e. transition management or executive search consultant) based on the circumstances of the transition.
B. Support needs of the Interim CEO in this temporary leadership role and act accordingly to ensure continued agency operations.
C. Review JFCS's business and strategic plans. Conduct a brief assessment of organizational strengths, weaknesses, opportunities and threats to identify priority issues that may need to be addressed during the transition process and to identify attributes and characteristics that are important to consider in the selection of the next leader.
D. Establish a plan and timeframe for executing the recruitment and selection process.
E. Refer to the CEO Hiring Policy and Procedures contained in this document.
F. Notify AJFCA and IAJVCS regarding CEO status and request all materials and assistance at their disposal.

3) The Board President appoints a CEO Search Committee that may include the members of the Executive Transition Committee and additional Board Members, as well as community members.

4) Notification provided to the following persons/organizations:
   A. Key funders, lenders, agency partners, and relevant media
   B. Organizations in which JFCS has active membership
   C. Any agencies involved in licensing, bonding, accreditation, etc.
   D. Update to staff on progress

**First Month and beyond until new CEO assumes position:**

1) Update staff and other key stakeholders on progress
2) If appropriate, identify and announce plan to honor former CEO

The Board should use similar procedures in case of an executive transition that simultaneously involves the CEO and other key management. In such instance, the Board may also consider temporarily subcontracting some of the organizational functions from trained consultants or other organizations.