



Policy Number:  
19  
Effective: May 1, 2008  
Revised: October 16, 2017,  
November 14, 2019, July 9, 2020

---

Subject: Executive Director Succession

**PURPOSE:**

Camden County Developmental Disability Resources (CCDDR) shall have policies in place that make for a smooth transition of executive leadership.

**POLICY:**

A change in executive leadership is inevitable for all organizations and can be a very challenging time. Therefore, it is the policy of CCDDR to be prepared for an eventual permanent change in leadership – either planned or unplanned – to ensure the stability and accountability of the organization until such time as new permanent leadership is identified. The CCDDR Board of Directors shall be responsible for implementing this policy. It is also the policy of the board to evaluate the permanent leadership needs of the organization to help ensure the selection of a qualified and capable leader who is representative of the community; a good fit for the organization’s mission, vision, values, goals and objectives; and who has the necessary skills for the organization. To ensure the organization’s operations are not interrupted while the CCDDR Board of Directors evaluates the leadership needs and recruits a permanent Executive Director, the Board will appoint interim executive leadership as described below. The interim executive leadership shall ensure that the organization continues to operate without disruption and that all organizational commitments previously made are adequately executed, including, but not limited to, services provided, reports due, contracts, licenses, certifications, memberships, and other obligations of CCDDR.

It is also the policy of CCDDR to develop a diverse pool of candidates and consider at least three finalist candidates, if possible, for its permanent Executive Director position. CCDDR shall implement an external recruiting and selection process, while at the same time encouraging the professional development and advancement of current employees. The interim executive leadership and any other interested internal candidates are encouraged to submit their qualifications for review and consideration to the Human Resource Committee according to the guidelines established for the search and recruitment process.

Succession Planning

- I. The CCDDR Human Resource Committee shall have primary responsibility for selecting a new Executive Director. The exiting Executive Director, if able to do so, shall assist the Human Resource Committee in developing and implementing the transition plan. The exiting Executive Director shall also assist in the transition process as directed by the Human Resource Committee.

II. In the event the CCDDR Executive Director is no longer able to serve in this position (i.e., leaves the position permanently) and/or cannot participate in the hiring of a successor, the following shall occur:

A. The interim executive leadership team shall be enabled and shall include:

1. Targeted Case Management Supervisors
2. Accounting Manager
3. Compliance Manager

The Board Chairperson shall name the primary point of contact for the interim executive leadership team. Should any of the interim executive leadership team positions be vacant at the time of succession, the Human Resource Committee shall appoint the appropriate employee(s) relative to the vacant position(s).

III. It shall be the responsibility of the CCDDR Human Resource Committee to implement the following transition plan:

- A. Communicate with key stakeholders regarding actions taken by the Board in naming a successor and implementing the succession plan. The organization shall maintain a current list of key stakeholders who must be contacted, such as the Camden County Commission, government agencies, and other stakeholders.
- B. Consider the need for consulting assistance (i.e., transition management or executive search consultant) based on the circumstances of the transition.
- C. Review the organization's Strategic Plan and 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 Executive Director.
- D. Establish a time frame and plan for the recruitment and selection process.

IV. Once the transition plan is in place, the CCDDR Human Resource Committee shall initiate the recruitment and selection process for a replacement Executive Director. This shall include the following:

- Determination of the need for any change in total compensation package for the vacant position
- Reviewing current job description
- Engaging services of a management selection firm, if deemed necessary
- Advertise the position in area/statewide newspapers
- Advertise the position within state associations (MACDDS, MO-ANCHOR, MARF, etc.)
- Advertise the position using Internet resources

- Review all resumés and applications
- Interview selected applicants
- Select a finalist and make an offer of employment contingent upon background screening requirements
- Conduct all preliminary background checks
- Approve the selected candidate (by the full Board)

**REFERENCES:**

- CARF Standards Manual