

### Sample: Leadership Transition(LT) Committee Work Plan

Activities	Person(s) Responsible	Deadline/Due Date
<b>Launch Meeting:</b> Review phases of Leadership Transition, roles and responsibilities of the Leadership Transition Committee, the timeline, and qualifications for the new ED. Agree on a meeting schedule.	LT Chair, Senior Staff, and Board Members on LT Committee	
<b>Organizational Assessment:</b> Online organizational assessment is prepared and disseminated in order to inform interview questions and the Transition Memo.	LT Chair prepares the assessment tool. Board members and ED complete the assessment survey.	
<b>Position Announcement:</b> Finalize ED Job Description/Position Announcement.	LT Chair with committee input	
<b>Departure Announcement:</b> Prepare final copy and mailing list/e-list. Send out Departure Announcement.	ED and Board Chair	
<b>Stakeholder Calls:</b> ED calls all major stakeholders (e.g. funders, donors and major community leaders/officials) to personally inform them about her departure and reassure them about the transition plan.	ED	
<b>Job Postings:</b> Have copy and payments ready for submission ahead of time. Initiate postings.	Fiscal Director, Bookkeeper, or Administrator	
<b>Outreach:</b> Each LT Committee and Board member develops outreach list and calls his/her contacts to send the position announcement.	All LT Committee and Board members	
<b>Job Postings:</b> Deliver brief oral report to LT Committee on job posting status.	Bookkeeper or Administrator	
<b>Screen Resumes:</b> Review resumes twice weekly and update LT Committee weekly. This may include brief phone calls to potential candidates.	LT Chair	

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<b>Three Interview Dates Selected:</b> (i.e., 60 minute interviews plus 15 minute debrief, 3 candidates per evening – at least one date should be a Friday to accommodate out of town candidates)	LT Committee	
<b>Salary Research:</b> Review past compensation research and conduct additional research as needed.	LT Chair conducts new research, and ED provides past research	
<b>Interviews:</b> First round interview questions are developed and approved by LT Committee.	LT Chair prepares draft and Transition Committee finalizes questions	
<b>Candidate Rating Criteria:</b> Scoring sheet developed and disseminated to LT Committee for final approval.	LT Chair prepares draft and LT Committee finalizes questions	
<b>Salary Research:</b> Review past compensation research and conduct additional research as needed.	LT Chair conducts new research, and ED provides past research	
<b>Transition Memo:</b> Disseminate the first draft of a memo outlining the current status of the organization in all major areas (e.g. programs, infrastructure, fundraising, etc.). The memo includes recommendations for next year.	LT Chair provides guidance; ED to complete first draft of memo for discussion	
<b>Initial Interviews Conducted</b>	LT Committee	

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<p><b>Determine 2-3 semi- finalists - OR - develop an alternative strategy:</b> LT Committee meets to decide if there are viable finalists to recommend to the board. If not, the LT Committee deliberates on alternative strategies (i.e., an interim director, more outreach, hiring a search firm, etc.).</p>	<p>LT Committee provides summary to the board including strengths, weaknesses and questions on each semi-finalist</p>	
<p><b>Assuming viable semi-finalists, a second of interviews are conducted:</b> Recommendations are summarized and submitted to the board for deliberation.</p>	<p>LT Committee interviews semi-finalists</p>	
<p><b>Board meets to interview finalists and ratify recommendation, or determines an alternative:</b> A decision is made whether to make an offer (including terms of employment and parameters for negotiation) and if no candidate is selected the Board decides on an alternative strategy.</p>	<p>Full Board of Directors, Board Chair to negotiate terms</p>	
<p><b>Terms of Employment Negotiated</b> and hiring letter is sent out confirming appointment, terms and start date.</p>	<p>Board Chair and Board Executive Committee</p>	
<p><b>On Boarding Process is Planned:</b> This may include ED orientation, welcome reception/activities, as well as, a written working agreement between the board and ED on communication, consultation and decision making parameters, etc.</p>	<p>LT Committee</p>	
<p><b>Outgoing ED Transition Planning:</b> A final departure date is determined, a farewell activity is planned, issues related to overlap time between outgoing and incoming ED are negotiated and/or future role, if any, of the outgoing ED are settled, etc.</p>	<p>Board of Directors</p>	

Activities	Person(s) Responsible	Deadline/Due Date
<b>New ED Hiring Announcement and Press Release Issued.</b>	Board of Directors	
<b>Outgoing ED prepares Final Version of Transition Memo:</b> Updating any developments and tailoring it for review by the Board and incoming ED.	ED	
<b>New ED Commences Work.</b>	ED	
<b>First Year Success Benchmarks Negotiated.</b>	Board Chair and ED	
<b>First 90 Day Plan Developed.</b>	ED with Board consultation	

**Note: This work plan assumes the outgoing ED will stay on until the new ED is scheduled to start; the work plan can be amended to include scenarios where an acting director oversees work before the new ED is hired.**