BOYS & GIRLS CLUBS
OF THE EAST VALLEY

Proposal Policy Statement

TOPIC: President/CEO Succession Plan

Approved Policy:

The Boys & Girls Clubs has a plan to prepare for the time in which this organization must replace the current President/CEO. This plan will allow the organization a structured process during this transition as well as prepare current staff for potentially assuming the role as either an "Interim President/CEO" capacity or for placement in the President/CEO position.

Preparing the Organization and Staff for Change of Leadership

The key to a successful transition of leadership is preparing key staff and board leaders for the change. Specific steps can be developed to create an organization that can meet the demands of a change in the President/CEO position.

The following steps are to be implemented as part of the annual Tactical Plan in preparing for such a leadership change:

Board of Director Leadership

1. The Executive Committee and Committee Chairs will actively participate to accomplish established organizational projects as well as address new organizational challenges as outlined in the current Strategic Plan.

2. The Board of Directors will be encouraged to participate in Boys & Girls Clubs of American National Conferences, Board Leadership Conference, Arizona Alliance of Boys & Girls Clubs and Area Council to fully grasp the opportunities and challenges of this organization.

3. Individual board members will fulfill their agreed upon "Minimum Requirements".

Key Management Staff

1. The President/CEO will select members of the key management team and determine them to be "valued-added" employees. The continued professional development of these employees is important to the organization and Boys &

2. Select members of this management team will be assigned specific executive level tasks to gain actual, practical experience.
    a. Support the Chair by attending and participating in conducting a board corporate meeting.
        i. Board of Director's meeting
        ii. Executive Committee meeting
        iii. School Board meeting
    b. Staff liaison to assigned board committees.
    c. Staff leadership to auxiliary groups.
        i. Auxiliary Boards
        ii. Boys & Girls Clubs Foundation
        iii. Heritage Club

When the President/CEO Vacancy Occurs

The following steps will be followed by the Board of Directors, under the leadership of the Chairman, at such time it is determined that an opening will occur for the President/CEO position:

1. Arrange a special meeting of the Executive Committee to review the approved steps of this policy.
2. A representative of the Executive Committee will contact the Regional Service Director at the Boys & Girls Clubs of America – Pacific Service Center to inform them of the opening.
3. The Executive Committee will meet with the Regional Service Director to complete the following tasks:
    a. Update the President/CEO job description
    b. Update any needed Salary Administration Plan modifications for the President/CEO position
    c. Determine the budget for candidate interviews and final candidate relocation expenses.
    d. Advise Human Resources to post a requisition on the Boys & Girls Clubs of America job board.
    e. Determine where to announce the vacancy to secure qualified applicants and to fulfill required EEO guidelines as outlined in the organization's Personnel Policies.
    f. Review the Boys & Girls Clubs of America Selection Process, Interview Guides and recommendations on the interview process.

4. Once resumes have been collected for the opening, the Regional Service Director will meet with the Executive Committee to screen for interview invitations.

5. No current board member may apply for the opening of President/CEO position unless they resign from the Board of Directors.
6. The Executive Committee will create a subcommittee of members of the Executive Committee and could include community representatives, such as major donors, business leaders, school board members, and experienced executive directors from other local nonprofit organizations, to interview candidates and make hiring recommendations. This process should promote inclusiveness to insure the best candidate is recommended in the process.
7. The Chairman will contact the final candidate and offer the position.

Guidelines for the Use of an Interim President/CPO

The decision to place a current staff member or outside individual in the role of Interim President/CEO must include the following:

1. Clear understanding of the role of this staff position.
2. Current organizational projects.
3. Impact upon current staff members.
4. Expectations of the Board of Directors.
5. Continue with the Core Mission.

The Executive Committee, under the leadership of the Chair, will determine if an Interim President/CEO position will be created until an individual is secured to fill the executive director vacancy.

If the decision is not to create such a position, the Executive Committee will create a Management Plan involving current selected staff to address the specific job tasks of the President/CEO.

Using a Current Employee in the Role of Interim President/CEO

The Executive Committee may utilize a current management employee in the role of Interim President/CEO. When that decision is made the following guidelines and steps are to be followed by the Executive Committee.

1. A specific job description will be created for the Interim President/CPO.
2. A salary range will be approved to fill the temporary vacancy. This salary will be in effect only during such time the employee fulfills the role as Interim President/CEO. The method of payment of this salary will be determined by the Executive Committee either as a bonus payment each scheduled pay date or as a lump sum at the end of the interim period.
3. A target length of time for the interim position will be determined.
4. The position is an “at-will” employment relationship as outlined in the organization’s Personnel Policies. The Boys & Girls Clubs may at any time return the staff member back to their previous position at the previous salary level.

5. A subcommittee, created by the Executive Committee will:
    a. Review the candidates of key management staff based on their most recent performance review.
    b. Review candidates performance in past leadership roles.
    c. Interview candidates.
    d. Make recommendations to contract an Interim President/CEO to the Executive Committee.

6. The Chair will contact the final candidate and offer the position.

The Executive Committee must review the impact upon the selected employee and their current job assignments in their past positions. It must be determined if additional part-time, temporary staffing would need to be hired to fulfill those job duties.

If it is determined that such staffing is needed, the new Interim President/CEO would be authorized to fill such a position on the budget approved by the Executive Committee.

Expected Outcomes

This Boys & Girls Club will prepare itself for change and will implement an action plan that best fits the needs of the organization.

The organization will have a clear understanding of management needs of the Boys & Girls Clubs and the Charter School.

Key management staff will receive advance training to prepare them for potential executive leadership of this Boys & Girls Club.

The Board of Directors will be prepared for an executive recruitment process utilizing the services of Boys & Girls Clubs of America.

This Boys & Girls Club will attract a quality of pool candidates for the President/CEO vacancy.

The best individual to meet the needs of the Boys & Girls Clubs and Charter School will be recruited and hired to fill the role of President/CEO.

The Boys & Girls Clubs and Charter School will be in the position to fulfill its Mission and services to local youth in the community.