

OCO Inc. Succession Plans

Policy: Continuity of leadership is essential to the success of OCO. This plan was developed for contingencies due to the possible disability, death or departure of the Executive Director. If OCO is faced with the unlikely event of an untimely vacancy, these succession plans will facilitate the transition to both interim and longer-term leadership.

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

A. Definition, authorization and identification of succession leadership

A temporary absence is one of less than three months in which it is expected that the Executive Director 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 authorizes the Executive Committee of OCO to implement the terms of this emergency plan in the event of the unplanned absence of the Executive Director.

In the event of an unplanned absence of the Executive Director, the Deputy Executive Director is to immediately inform the Board President of the absence. As soon as it is feasible, the President 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 Executive Director would be:
Deputy Executive Director.

Should the standing appointee to the position of Acting Executive Director be unable to serve, the first and second back-up appointees for the position of Acting Executive Director will be:

- 1) Division Director
- 2) Division Director or CFO

If this Acting Executive Director is new to his/her position and fairly inexperienced with this organization (less than 18 months), the Executive Committee may decide to appoint one of the back-up appointees to the acting executive position. The Executive Committee may also consider the option of splitting executive duties among the designated appointees.

B. Authority and Compensation of the Acting Executive Director

The person appointed as Acting Executive Director shall have the full authority for decision-making and independent action as the regular Executive Director. The Acting Executive Director may be offered a temporary salary increase to the entry-level salary of the executive director position.

C. Board Oversight

The Board Executive Committee shall be responsible for monitoring the work of the Acting Executive Director. The Board Executive Committee will be sensitive to the special support needs of the Acting Executive Director in this temporary leadership role.

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D. Communications Plan

Immediately upon transferring the responsibilities to the Acting Executive Director, the Board President will enact the following communication plan.

Board President notifies:

1. Vice President who in turn notifies board members representing elected officials and the Deputy Executive Director
 - a. Deputy Executive Director who in turn notifies Division Directors, IT/IS Manager and Facilities Manager.
 - b. Division Directors who in turn notifies division advisory committees including Head Start Policy Council and division supervisors/managers.
 - c. Division supervisors/managers who in turn notifies direct service personnel.
2. Board Treasurer who in turn notifies board members representing private organizations and the Director of Finance.
 - a. Director of Finance who in turn notifies banks, vendors and funders.
3. Board Secretary who in turn notifies board members representing the population served by OCO and the Human Resources Manager.
 - a. HR Manager who in turn notifies administrative personnel.
4. Political partners, as appropriate, including the Chair of the County Legislature, County Executive, State Senator, State Assembly Members and Congressional Representatives of the Oswego County area.

E. Completion of Short-Term Emergency Succession Period

The decision about when the absent Executive Director returns to lead OCO should be determined by the Executive Director and the Board President. 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 President, with the intention of working his/her way back up to a full-time commitment.

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

A. Definition

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:

1. The Board Executive Committee will give immediate consideration, in consultation with the Acting Executive Director, to temporarily filling the management position left vacant by the Acting Executive Director. This is in recognition of the fact that for a term of more than three

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months, it may not be reasonable to expect the Acting Executive Director 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 Executive Director needs assistance.

B. Completion of Long-Term Emergency Succession Period

The decision about when the absent Executive Director returns to lead OCO should be determined by the Executive Director 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.

Section III: Succession Plan in Event of a Permanent Change in Executive Director

A. Definition and transition process

A permanent change is one in which it is firmly determined that the Executive Director 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:

1. The Board of Directors will appoint a Transition and Search Committee within 14 calendar days to plan and carry out a transition to a new permanent executive director. 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 Executive Director, and plan for the recruitment and selection of an Interim Executive Director and/or permanent Executive Director.

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