

Name of Organization -- Succession Plan
Approved by Board of Directors
Date

I. INTRODUCTION

A change in executive leadership is inevitable for all organizations. It is a time of both risk and opportunity. Due diligence requires that the (ORGANIZATION) Board of Directors adopt a succession plan to address a planned or unplanned absence or departure of the (ORGANIZATION) Chief Executive Officer (CEO). This plan ensures organizational sustainability by providing a proactive, orderly process for executive leadership transition.

The CEO position is a central element in the (ORGANIZATION)'s success. Therefore, it is important that the Executive Committee (as defined in the (ORGANIZATION) Bylaws, Article V, Committees) and senior management staff (those individuals at the POSITION level and higher) understand the functions of the CEO to ensure organizational stability and leadership continuity in the event of a planned or unexpected change.

To that end, the (ORGANIZATION) Board of Directors adopted this succession plan for purposes of

- Establishing principles, role clarity, and procedures to support positive leadership transitions that foster good endings and beginnings with departing and arriving leaders and to build organizational capacity when a planned or unplanned executive leadership change occurs.
- Focusing attention on leadership team development through annual communications between the CEO and the Executive Committee about the depth of staffing and succession plans for senior management team positions.
- Ensuring the continuous performance of duties critical to the ongoing successful operations of the (ORGANIZATION).

The Board Chairperson will be responsible for implementing this policy and its related procedures. The Executive Committee will be responsible for annually reviewing and updating the policy as needed and communicating any changes to the Board of Directors. Input from (ORGANIZATION) senior staff will be incorporated as appropriate.

It is expected that this plan will ensure continuity in the administration of the organization's day-to-day programs and operations, management of external relationships, and supervision of staff and finances during the process for the appointment of a new CEO.

II. GUIDING PRINCIPLES

- The preeminent goal of a transition to a new CEO is maintaining continuity of the (ORGANIZATION)'s mission-related work. A transition also presents an opportunity for the organization to continue to grow along the same trajectory and develop across new frontiers for the organization.
- In order to support the Board's due diligence and ensure that the best possible candidate is hired, the (ORGANIZATION) is open to and willing to consider both internal and external candidates when filling the CEO position.
- Should a member of the sitting Board of Directors apply for the position, he/she must submit his/her resignation in writing to the Chairperson of the Board before the application is considered. A new Board member will be elected by the Board to fill out the term. (See ORGANIZATION Bylaws (*cite section*)).
- In order to develop a finalist pool that is reflective of the needs of the (ORGANIZATION), the organization will work proactively to develop a diverse pool of candidates for the CEO position.
- In organizations such as the (ORGANIZATION), the CEO position is often shaped by the incumbent's talents and areas of specialized interest. That person's absence or departure might necessitate other organizational changes, including the creation of new positions or realignment of current positions.

III. LINES OF AUTHORITY

- The selection of the CEO is the responsibility of the Board. (See ORGANIZATION Bylaws, section, Chief Executive Officer.)
- The CEO has the responsibility to continuously identify, encourage, and help to develop senior managers within the organization who are qualified to meet future leadership needs, whether that be on a temporary or permanent basis. The organization will encourage the professional development of current employees.
- The CEO has the responsibility to plan for the orderly transition of all senior manager positions as they become vacant.
- The Board Chairperson, or Board Chairperson Elect in the absence of the Board Chairperson, will appoint the (second) as Acting CEO in the event of a planned or unplanned absence of the CEO. (See Section V of this Succession Plan.)

IV. PRIORITY FUNCTIONS OF THE (ORGANIZATION) CEO POSITION

The CEO's position description is attached. (See Attachment 1.)

Of the duties listed in the position description, the Succession Plan outlines responsibilities that are considered to be examples of the key functions of the CEO, and therefore, have a corresponding staffing strategy in the event of an extended absence of the CEO. (See Attachment 2: Staff Key Functions.)

The staffing strategy is intended to minimize disruption in quality service and maintain business as usual to the extent possible.

In the event this plan is implemented and those assigned are no longer available or the positions are vacant, the Acting CEO, in consultation with the Board Chairperson, may select other senior staff to support each of the key CEO functions.

V. ACTING CEO

To assure the organization's operations are not interrupted in the absence or departure of a CEO, the Board Chairperson will appoint an Acting CEO.

- Unless there are circumstances that would provide for another strategy, the Board Chairperson will designate the (second), to fill the position of Acting CEO. His/her position description will specify that he/she serves as Acting CEO in the absence of the CEO unless otherwise decided by the Board Chairperson. He/she will have an emergency backup succession plan with designated appointees if he/she becomes Acting CEO or if he/she is otherwise unable to serve the functions of (second).
- Should the (second), be unable or unwilling to serve as Acting CEO, the Board Chairperson may consider appointing another member of the (ORGANIZATION) senior staff, most likely the (POSITION title), as Acting CEO. Another option for consideration would be to hire an outside consultant to fill the position. (See Attachment 2: Staff Key Functions.)
- The Acting CEO will have the same authority for day-to-day decision-making, including check signing, staff hiring and terminations, and independent action as the CEO. To ensure that the organization continues to operate without disruption and that all organizational commitments previously made are appropriately executed, such duties will include, but are not limited to, grant and contract obligations, reports, licenses, certifications, and other obligations to funders and other stakeholders [INSERT any other applicable duties].
- If needed, the Board Chairperson, in consultation with the Acting CEO, may convene a meeting of the Executive Committee to make modifications in the implementation of the Succession Plan.

- The Acting CEO will give immediate consideration, in consultation with the senior management, to temporarily back-fill the position left vacant by the Acting 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 Acting CEO to carry out the duties of both the (second), and Acting CEO positions. The position description of a temporary appointment would focus on covering the priority areas in which the Acting CEO needs assistance.
- The Board Chairperson and Executive Committee will have the primary oversight and responsibility for monitoring the work of the Acting CEO. The Acting CEO will provide regular updates and meet with the Executive Committee as the Board Chairperson may determine.
- The Board Chairperson, in consultation with the Executive Committee, may consider a salary adjustment for the Acting CEO.

VI. TRANSITION AND SEARCH COMMITTEE

In the event of the CEO's departure (planned or unplanned), the Board Chairperson, in consultation with the Executive Committee, will appoint a Transition and Search Committee which will plan and manage the transition, including the search for a new CEO.

- Within fifteen (15) days of the announcement of the CEO's departure, the Board Chairperson will appoint a Transition and Search Committee and Committee Chair.
- The Board Chairperson Elect is authorized to implement this succession plan in the event that the Board Chairperson is unavailable. Phone calls and conference calls are an acceptable substitute for any meetings designated in this plan.
- The Transition and Search Committee will be comprised of seven (7) members, with at least three being members of the Board, including the Board Chairperson and the Board Treasurer. An effort should be made to include representatives from all member categories on the Transition and Search Committee. At least four (4) of the seven members of the Transition and Search Committee should represent voluntary health agencies.
- Other external stakeholders or (ORGANIZATION) staff may be recruited to assist the Transition and Search Committee at the discretion of the Board Chairperson.
- The Transition and Search Committee will review the CEO position description and prepare an initial assessment of the leadership needs of the organization. The assessment will be designed to help assure the selection of a qualified and capable leader who fits well with the organization's mission, vision, values, culture, goals, and objectives, and who has the necessary skills to lead the organization.

- At its first meeting, the Transition and Search Committee will determine its role, including responsibilities related to conducting the search process. The Committee will also discuss and decide how the senior management staff will be involved in the succession planning process and consulted in the selection process.
- The Transition and Search Committee will determine the need for consulting assistance (i.e., transition management consultant) based on the circumstances.
- The Board Chairperson, in consultation with the Transition and Search Committee, will have the discretion to hire an executive search firm. (A draft RFP for an Executive Search Firm has been developed to be used in the event a decision is made to hire such a firm.)

VII. TIMELINE

The optimal period for the CEO to announce his/her departure from that role is at least 90 days prior to the date of departure. The organization's Board understands that the time normally required for successfully completing a planned leadership transition is typically eight to twelve months. The CEO (or the (second), in the CEO's absence), working in cooperation with the Transition and Search Committee, will ensure that the following steps are taken as prescribed. The timelines below may vary based on circumstances.

In the case of a planned departure

- The CEO will inform the Board Chairperson.

In the case of an unplanned departure

- The (second), will immediately inform the Board Chairperson.
- The Board Chairperson will appoint the (second), as the Acting CEO.

In either situation

- Within 24 hours after being notified, the Board Chairperson and the CEO or Acting CEO will notify the Board Executive Committee, and the CEO or Acting CEO will inform (ORGANIZATION) staff. The Board Chairperson (and potentially other officers) will consult with the CEO or the Acting CEO on the circumstances of the absence or departure, organizational situation, and related factors.
- Within 24 hours after notifying the Executive Committee, the Board Chairperson and the CEO or the Acting CEO will jointly notify the entire Board of Directors.
- Within 24 hours after the Board is informed, the CEO, the (second), and the Vice President, Communications and Marketing, will meet to implement an internal and external communications plan to announce the departure or absence, including the organization's temporary leadership structure and the kind of information that will be shared and with whom (e.g., members, major donors, government officials, and all companies, organizations, and governmental bodies that partner with the

(ORGANIZATION) or on which the CEO served an official role). (See Attachment 3: Key Stakeholders Contact List and Attachment 4: Succession Communications Plan.)

Updated Key Stakeholders Contact information will be maintained by the POSITION, in the (ORGANIZATION)'s electronic contact management system for easy access on an ongoing basis.

VIII. ROLE OF THE OUTGOING CEO

The outgoing CEO's role during the transition and after the new CEO starts will be developed in consultation with the Board Chairperson and the Transition and Search Committee and will be communicated to the Board.

The outgoing CEO, in collaboration with the (second), will develop a plan for training potential backup staff in the priority functions of the CEO.

IX. PLAN MAINTENANCE

- The organization will maintain an up-to-date Succession Plan for the planned or unplanned absence or departure of the CEO. This plan will be approved by the Board of Directors and reviewed annually by the Executive Committee.
- The Executive Committee may review and amend the Succession Plan if the first or second backup appointee is no longer available to serve in an Acting CEO capacity. The Executive Committee may reevaluate the plan when new designees are appointed.
- The Board Chairperson, the CEO, and the backup appointee(s) designated in this plan will sign this plan.
- The Board Chairperson, the CEO, and the backup appointee(s) designated in this plan will maintain copies of this plan.

Approved by (organization) Board of Directors on MONTH DAY, YEAR. Revised by (organization) Executive Committee on _____.

Board Chairperson

(CEO), Chief Executive Officer

I acknowledge that I have reviewed this plan and have received a copy.

(second) _____ (date)

(staff) _____ (date)

Attachment 1

CHIEF EXECUTIVE OFFICER POSITION DESCRIPTION

Position Title: Chief Executive Officer
Reports To:
Exempt

OVERVIEW

The Chief Executive Officer (CEO) has full responsibility and accountability for the success of the (ORGANIZATION). He or she is the strategic and operational leader and public face of (ORGANIZATION). The CEO both helps develop and ensures that the (ORGANIZATION's) strategic plan is carried out as envisioned and approved by its Board of Directors and proactively seeks ways that the (ORGANIZATION) can expand its reach and capitalize upon its stellar standing in the health care community. The CEO works collaboratively to build strong working relationships with (ORGANIZATION) members and maintain an efficient, impactful, and effective organization. The CEO provides overall direction of internal and external policy and program development and oversees all (ORGANIZATION) operations. The CEO serves as the chief spokesperson for the (ORGANIZATION) and primary liaison with the health care community. The CEO is also primarily responsible for developing revenue sources to support approved programs. The CEO is an ex-officio, non-voting board member, and manages a team of approximately (XX) employees.

QUALIFICATIONS

- A minimum of (XX) years of experience in leadership roles with broad public policy involvement in health care with a solid appreciation for patient advocacy.
- A thorough understanding of how health-related organizations influence public policy initiatives and the importance of achieving change through building consensus, relationships, influence, and sensitivity.
- Substantive experience working successfully with a not-for-profit board of directors.
- Knowledge of voluntary health agency structure and operations.
- Exceptional experience as a strategic, visionary leader with a record of building teams and leading ambitious strategic initiatives without shying away from risk to accomplish goals.

- A keen awareness of health care policy considerations, the private and public health care delivery systems (insert -- including the Affordable Care Act), and the importance of the (organization) role in both patient advocacy and the broader public “wellness” context.
- A solid understanding of the rapidly changing environment in research, development, and delivery of health care, in private and public healthcare funding, and the digitalization of the health market.
- Superior written and verbal communication skills, with the ability to communicate in a compelling and effective manner both one-on-one and with large audiences in the public and private sectors.
- A concrete understanding of the political and regulatory process and ability to become an influential voice in (city/area), and other major political arenas.
- Strong organizational, marketing, and resource management skills.
- A bachelor’s degree from a recognized college or university; an advanced degree in business, health-care administration, public policy, law, or a related field is desirable.

DUTIES AND RESPONSIBILITIES

- Consult with (ORGANIZATION) members and the Board of Directors on how the organization can continue to provide proactive value-added services to its members and their constituencies.
- Provide forward thinking and proactive leadership in executing the organization’s mission to provide a united voice for people with chronic diseases and disabilities and their family caregivers and in carrying out its policies as established by the Board of Directors.
- Bring a creative, entrepreneurial spirit to the organization, leveraging its position in the health care advocacy space, and create and seize upon opportunities to make and keep the (ORGANIZATION) relevant in a dynamic, fast-paced, and highly politicized health care marketplace.
- Be a passionate and effective public advocate for the chronically ill and disabled and for the research, development, and delivery of effective and affordable medical products and services.
- Evaluate whether the (ORGANIZATION) could play a role as a value-added leader in creating and implementing emerging health care policies.
- Develop and recommend strategic policies and initiatives to the Board of Directors to better define (ORGANIZATION) member needs, build brand awareness, communicate the organization’s value to all (organization) members, and be a source for new ideas.

- Monitor, evaluate, and report to the Board of Directors on the (ORGANIZATION's) annual and long-term strategic plans and budgets and progress in achieving them.
- Serve as the (ORGANIZATION) primary spokesperson, including public, government and media appearances, in pursuit of its patient advocacy and public policy agendas; and seek other opportunities to speak on behalf of the (ORGANIZATION) and to foster dialogue and collaboration between (ORGANIZATION) members and other health leaders in both the public and private sectors.
- Develop and execute effective programs to increase both funding sources (including grants, sponsorships, and contracts) and membership.
- Strengthen the (organization) financial condition through sound fiscal management, making sure that expenditures are prioritized.
- In partnership with the (COMMITTEE), ensure the integrity of the budgeting process and the implementation of financial policies and procedures; provide the Board of Directors with complete and accurate financial reports in a timely manner.
- Promote the active participation of members, the Board of Directors, and other appropriate constituents in the (ORGANIZATION's) activities.
- Promote and facilitate transparency, collaboration, and open communication among the (ORGANIZATION) and its members, to build strong, cooperative relationships.
- Lead and mentor the staff, provide them with professional development opportunities, and evaluate their progress towards achieving their goals.
- Continuously review the (ORGANIZATION's) organizational structure and succession planning, recommending refinements to the Board of Directors when necessary and implementing changes as required to ensure effective and efficient operations.
- Appoint executive staff to liaise with board committees, so that all committees are provided with adequate, relevant, and timely information to effectively function.
- Implement and manage an effective process for communications between the (organization's) executive staff and members and encourage members to provide strategic vision to the organization.

LEADERSHIP AND MANAGEMENT COMPETENCIES

- Dynamic and energetic, with the ability to inspire enthusiasm, trust, and commitment from employees, (ORGANIZATION) members, and the Board of Directors.

- Solid business judgment and the ability to thoughtfully consider all available information, draw sound conclusions, and to make calculated decisions.
- Pragmatic, externally grounded yet introspective, with high emotional intelligence, acutely aware of the skills needed to successfully manage the internal and external relationships necessary to accomplish the (ORGANIZATION's) objectives.
- Self-actualizing and independent, yet aware of the vital role and contribution of the Board of Directors and the members.
- The ability to forge beneficial working relationships within the health care and pharmaceutical communities and with national governmental agencies.
- A collaborative consensus-builder who can take a strong stand when necessary while being open to thoughtful counsel and advice and flexible enough to change his or her mind when reason calls for change.
- A charismatic, business-savvy leader who easily earns respect and builds trust among the organization's various constituencies.

PERSONAL CHARACTERISTICS

- Unwavering integrity coupled with the highest levels of personal and professional ethics.
- A clear passion for and dedication to health care, health care policy, and patient advocacy.
- A capacity for solving problems, coupled with a tolerance for ambiguity and the ability to exhibit grace under pressure.
- An executive presence and a personal demeanor that will quickly engender confidence and respect by the members, the Board of Directors, the public and private sectors, as well as from the organization's executives and staff.
- An active listener who is open to new concepts and ideas, and who is able to synthesize complex issues and provide clarity and illumination to others.
- The ability to adapt to various personalities, influence and persuade others, and demonstrate resilience and reconciliation after vigorous debate.

RELATIONSHIPS

- Frequent interaction with the Board of Directors in directing the (ORGANIZATION's) operations and serving as a nonvoting, ex-officio member of the Board of Director.

- Frequent interaction with key (ORGANIZATION) members and leaders in government and the health community to pursue the (ORGANIZATION's) public policy agenda.
- Frequent interaction with senior staff to provide leadership and direction.
- Interaction as needed with standing committees to ensure they are effectively carrying out their charges and aligning their work with the (ORGANIZATION's) mission and vision.

ATTACHMENT 2: STAFF KEY FUNCTIONS

Chief Executive Officer:

First Backup:

Second Backup:

Date:

STAFFING OF KEY FUNCTIONS IN ABSENCE OF CEO

Key Functions	Staffing Strategies
• Governance	
Strategic leadership	
Board relations and Board development	
(organization) relations	
• Income Development	
Corporate Relations (Pharmaceutical)	
Corporate Relations (Non-pharmaceutical)	
Dues	
Foundations	
• Financial Management/ Administration	
Provide overall financial management	
Review and provide final approval of annual budget	
Review and execute contracts	
Provide overall guidance regarding use of and improvements to technology	

• Staff Management	
Align staff objectives with organizational objectives and strategic plan	
Performance management	
Review and approve personnel policies and benefit plans, e.g., health, dental, travel, pension	
• Public Policy	
Represent (ORGANIZATION) with government agencies and external organizations	
Engage grassroots	
• Member Engagement and Services	
Member recruitment	
Member retention	
• Implementation of Communications and Marketing Plan	
Media relations	
Brand development	

**Attachment 3
KEY STAKEHOLDERS CONTACT LIST**

Name:
 First Backup:
 Second Backup:
 Date:

The Key Stakeholders Contact List will be updated at a minimum of once a year following the (organization)'s ((ORGANIZATION)) annual meeting. Contact names and information will be maintained in the (ORGANIZATION) electronic constituent management system for ease of access, unless noted differently below. The (ORGANIZATION) (POSITION) is responsible for maintaining the database of contact information.

NOTIFICATION RESPONSIBILITIES

Notify Leadership Change To:	Person Accountable For Notification	Timeline For Notification
Board Chairperson	Chief Executive Officer (if planned absence) First Backup (if unplanned absence)	CEO will notify the Board Chairperson in a timely manner and prior to any public announcement. First Backup will notify the Board Chairperson within 24 hours of learning about an unplanned absence.
Executive Committee	Board Chairperson and either CEO, Acting CEO, or First Backup	Within 24 hours after notifying Board Chairperson
Staff	First Backup	Within 24 hours after notifying Board Chairperson
Board of Directors	Board Chairperson and either CEO, Acting CEO, or First Backup	Within 24 hours after notifying Executive Committee

All organizations, companies, and governmental bodies where CEO or (ORGANIZATION) has an official role (membership, appointment, etc.)	Board Chairperson and either CEO, Acting CEO, or First Backup	Within 72 hours after informing the Board
Other company, organization, and governmental contacts	First Backup	TBD
Standing Committee Chairs	Board Chairperson and either CEO, Acting CEO, or First Backup	Within 72 hours after informing the Board

CONTACT CATEGORIES – INTERNAL

Staff List –

Board Executive Committee –

Board Members –

Audit Committee –

Finance Committee –

CONTACT CATEGORIES – EXTERNAL

Key Congressional Contacts –

Key Federal Contacts – Contact name and information for (ORGANIZATION)’s federal contacts is saved in the (ORGANIZATION) SYSTEM.

Office	Title	Name	Contact Method

Key Opinion Leaders & Others – Contact name and information for other individuals with whom the (ORGANIZATION) works and for the organizations with whom the CEO serves is saved in the (ORGANIZATION) SYSTEM.

Organization	Name/Title	Contact Method

Sponsors – In addition to the contacts above, other key stakeholders that should be contacted are the individuals who manage sponsorship agreements with the (ORGANIZATION). Current information on sponsor organizations is maintained by POSITION.

Organization	Name/Title	Contact Method

Attachement 4 SUCCESSION COMMUNICATIONS PLAN

Name: (CEO), Chief Executive Officer
First Backup:
Second Backup:
Date:

Purpose

This plan is designed to provide guidance to the Board Chairperson, Chief Executive Officer (CEO), Board of Directors, First Backup, and staff in finalizing communication methods and messages in the event of a planned or unplanned absence of the CEO. The communications plan builds consensus among key leaders on messages that will be consistently and confidently communicated to various publics.

The specific circumstances surrounding a transition will guide the final decisions about timing, audience, and messages. The following outline and questions are intended to provide a starting framework for such decision making. Senior management, in consultation with the Board Chairperson, will be responsible for developing answers to the questions posed below. The following is designed as a checklist to ensure important information is included in messages being disseminated.

Communications Checklist for Planned or Unplanned Absence (See Attachment 3: Key Stakeholders Contact List)

- Notification by phone to Board Chairperson by CEO for planned absence or by First Backup for unplanned absence
- Notification in person or by e-mail to staff by First Backup
- Personal calls to key stakeholders by CEO for planned absence, by First Backup for unplanned absence
- Notification of all other stakeholders by e-mail by CEO or First Backup and Board Chairperson
- Notice on website and to the media by staff
- E-mail to other allied organizations by CEO for planned absence or by First Backup for unplanned absence
- Search launch and communications (position announcement and application information) posted on website by staff
- Announcement of successor – after Board decides and job offer is accepted

Questions to be Answered Prior to Notification of Full Board

- 1) What is the emergency if an unplanned absence?
- 2) If a planned absence, what are the future endeavors of the CEO?
- 3) Who is appointed Acting CEO?
- 4) How long will the appointment be? How long will it take to select a successor?
- 5) If a temporary Acting CEO is appointed due to an emergency absence, how do we decide when the emergency is over?
- 6) What are the cell phone numbers of anyone who we might need to contact and e-mail addresses of those involved in implementing the plan?

- 7) Is this notification confidential at this time? When will it become public?
- 8) Will there be any additional compensation considerations for the Acting CEO?

Scenario 1 – CEO out on unplanned absence

Message:

- The (organization) Chief Executive Officer has taken an unplanned leave of absence due to *(insert reason agreed to by CEO and Board Chairperson)*. S/He will resume her/his duties on *(insert date certain or month certain if specific date not known)*.
- *All key stakeholders of (organization) will receive periodic updates on when the CEO will return.*
- (organization) has in place a leadership succession plan adopted by the Board in 2009 and updated it annually to address situations like this.
- *(Announce if there will be an Acting CEO, when the appointment becomes effective, and include the person's bio.)* S/He will work closely with the senior management team and the Board Executive Committee during this interim leadership period.
- All services and commitments will continue in a business-as-usual fashion.
- For more information or if you have a question, please contact *(insert First Backup name)* at *(insert phone and e-mail)*.

Scenario 2 – CEO out on planned absence of a determined length

Message:

- The (organization) Chief Executive Officer has taken a planned leave of absence due to *(insert reason agreed to by CEO and Board Chairperson)*. S/He will resume her/his duties on *(insert date certain)*.
- (organization) has in place a leadership succession plan adopted by the Board (date) and updated it annually to address situations like this.
- *(Announce if there will be an Acting CEO, when the appointment becomes effective, and include the person's bio.)* S/He will work closely with the senior management team and the Board during this interim leadership period.
- All services and commitments will continue in a business-as-usual fashion.
- For more information or if you have a question, please contact *(insert First Backup name)* at *(insert phone and e-mail)*.

Scenario 3 – CEO has announced resignation

Message:

- The (organization) Chief Executive Officer has announced her/his resignation effective *(insert date certain)*.
- *(Insert reason for resignation.)*
- (organization) has in place a leadership succession plan adopted by the Board (date) and updated it annually to address situations like this.
- *(Announce if there will be an Acting CEO, when the appointment becomes effective, and include the person's bio.)* S/He will work closely with the senior management team and the Board during this interim leadership period.
- All services and commitments will continue in a business-as-usual fashion. *(Insert details about selecting a successor.)*

- For more information or if you have a question, please contact (*insert First Backup name*) at (*insert phone and e-mail*).

**ATTACHMENT 5: DRAFT RFP FOR SELECTING EXECUTIVE SEARCH FIRM
(date)**

**(organization) Request for Proposal
Selection of an Executive Search Firm**

Overview

The (organization) ((ORGANIZATION)) seeks to conduct a search for the position of Chief Executive Officer (CEO) and is issuing this request for proposals (RFPs) to solicit submissions from qualified Executive Search Services to assist the (ORGANIZATION) Board of Directors in the identification and selection of a CEO.

A proposer's presentation and/or submittal of a proposal or subsequent participation in presentations or contract negotiations create no obligation on the (ORGANIZATION) to award a contract or to pay any associated costs.

About the (organization)

INSERT: Paragraph about the organization here.

Scope of Work

The Executive Search Firm ("Consultant") is expected to seek out and provide a minimum of three (3) to five (5) suitable candidates to the Search Committee. The Transition and Search Committee ("Committee") anticipates being actively involved in the process, participating in the short-listing of candidates, and conducting preliminary/secondary interviews, along with other key activities.

The Consultant will provide the following services to the (ORGANIZATION):

- Working in partnership with the Transition and Search Committee, identify the appropriate CEO skill set and competencies, and develop a position description, which clearly defines the required experience and other characteristics necessary to meet the needs of the (ORGANIZATION).
- Conduct interviews with selected Committee members and current CEO to ascertain background information necessary for candidate identification.
- Receive and screen resumes and information of qualified applicants and prepare summaries for review by the Committee.
- Discuss and evaluate candidates for serious consideration by performing thorough reference, educational, and background checks with individuals who are or have been in a position to evaluate the candidate's performance on the job.
- Meet with the Committee to identify and rank those with the most promising qualifications.
- Conduct initial interviews (screenings) with qualified applicants.
- Work with select Committee members to design the candidate assessment/evaluation process.

- Recommend finalist candidates to the Committee.
- Schedule personal interviews with the designated finalists with Committee.
- Notify candidates not selected for interview.

Vendor Response

Respondents to this RFP shall submit proposals in the following manner:

- An electronic copy in portable format (PDF).
- Eight (8) paper copies of the proposal delivered to the (ORGANIZATION) office located at the address listed below.

Paper and electronic copies of responses must be received by 5:00 pm EST on *[insert date]*. Responses are to be addressed to the attention of:

[insert name]
[insert person's title]
(organization)
Address
[insert email address]

Format and Contents of Proposal

- The firm is encouraged to outline additional services or alternative approaches that it feels are in the (ORGANIZATION)'s best interest.
- Itemized list of fees and expenses. A clear itemization of any options that are not included in the fees and expenses provided such options are necessary to carry out this recruitment.
- The firm should commit to the use of best efforts to deliver services in accordance with the delivery schedule provided in the proposal.

Evaluation Process

(ORGANIZATION) will initially review all proposals to determine the responsiveness to the RFP and then perform an evaluation of each proposal. Criteria used as the basis for the evaluation and ranking shall include:

- Professional capability, demonstrated competence, and specialized experience in conducting CEO searches for organizations comparable to the (ORGANIZATION);
- Experience of personnel that will be assigned to this engagement;
- Staffing capability, workload, and ability to meet schedules;
- Nature and quality of completed services for other clients;
- Reliability and continuity of firm;
- Work plan and methodology; and
- Proposed agreement terms and price proposal.

**(organization) Request for Proposal:
Selection of an Executive Search Firm
Date:
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After the evaluation of all responses received, the (ORGANIZATION) will select 2 or 3 firms to participate in an interview with the proposal evaluation team. The (ORGANIZATION) will notify firms by *[insert date]* if they have been selected to be interviewed.

Appendix A — Questionnaire

This Questionnaire is designed to allow the (organization) ((ORGANIZATION)) to gain a better understanding of the prospective executive search firm's qualifications and suitability for the proposed tasks. For this reason, it is important to provide accurate, complete, and thorough information.

1. Company information including the following: name of the firm, mailing address, phone number, firm website URL, and any social media used by the firm to communicate with clients.
2. Contact person(s) name, title, address, phone number, and email.
3. Give a brief history of your firm.
4. State your firm's qualifications for this assignment, give specific details with regard to the nature of services provided and with special attention to non-profit CEO searches and experience with executive searches for voluntary health agencies.
5. State qualifications and experience of personnel who would be assigned to staff this engagement, as well as current and planned role the individual(s) will play, relative to this assignment. (ORGANIZATION) reserves the right to request additional documentation regarding the firm and its procedures should key personnel leave or become unavailable during this process.
6. Explain your firm's procedures in the event that a key person assigned to the proposed engagement leaves your firm during the engagement.
7. Has your firm or any predecessor firm ever been involved in any litigation arising from the firm's role as an executive search firm? Is your firm currently involved in any litigation? Please comment.
8. Is your firm or an affiliate currently conducting a CEO search for another health related non-profit or voluntary health agency? If so, identify the organization. Would you view simultaneous retention by the (ORGANIZATION) to be a conflict?
9. Describe your company's research capacity for recruiting CEOs, including its network of professional contacts within large corporations, non-profit organizations, voluntary health agencies, associations, or similar institutions.
10. Provide a work plan, which includes a description of how the firm will:
 - a. Generate a sufficient and qualified pool of applicants
 - b. Deal with internal candidates
 - c. Narrow the field of candidates to those that best meet the (ORGANIZATION)'s needs
 - d. Provide project management, including a description of procedures to be utilized, such as documentation, reference-checking methodology, and background checking of candidates.
 - e. Identify potential problems. Describe the firm's approach to resolving these problems, and any special assistance that may be requested from the (ORGANIZATION)

- f. Implement a timetable for performing the search, including estimated days/weeks allotted to each major task, staffing plan (including both the firm and the (ORGANIZATION)'s resources), and a schedule of progress reports that would be submitted to the (ORGANIZATION)'s Transition and Search Committee
11. Provide details about how the firm would guarantee a replacement candidate in the event that the (ORGANIZATION) or the individual hired as a result of the search terminates employment for any reason during a one-year period following the hire date.
12. Provide a statement describing similar CEO searches that your firm has performed over the last five years for clients similar to the (ORGANIZATION). The statement should include:
- a. The client name
 - b. A description of the client's mission/business and operational scope (revenue size, lines of business, workforce size)
 - c. A description of the client's organizational state, and any challenges and opportunities that the client was facing at the time the CEO search was conducted
 - d. The start and end date of the search
13. Please include a list of references and a letter indicating your permission authorizing (ORGANIZATION) to contact those references.