

EXECUTIVE DIRECTOR SUCCESSION PLAN

AIA Wisconsin

The purpose of a succession plan is to inform the organization's leadership about what needs to be done to continue operations and protect assets in the event of the sudden, unexpected absence of the Executive Director. The Board of Directors of AIA Wisconsin recognizes that this is a plan for contingencies due to the disability, death or departure of the Executive Director. This Executive Director Succession Plan is intended to facilitate the transition to both interim and longer-term leadership if some "unplanned event" makes the Executive Director unable to perform the essential duties of the position.

The plan outlines the authority and roles of the Executive Committee, Board of Directors and staff. It directs the Executive Committee to take appropriate steps to protect member interests, assure management continuity and maintain the confidence of members, staff and stakeholders. The Executive Committee has reviewed the job description of the Executive Director and has a clear understanding of this lead management staff position's role in organizational leadership, program development, program administration, operations, governance relationships, financial operations, resource development and community presence.

This Succession Plan was approved by the Executive Committee on the date noted below and forwarded to the Board of Directors for its information. The Executive Committee will review this plan annually.

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

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 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 Director or other highest ranking staff member is to immediately inform the President of the absence. As soon as it is feasible, the President shall convene a meeting of the Executive Committee to affirm the procedures prescribed in this plan or to make modifications as the Executive Committee deems appropriate.

The Executive Committee may appoint an Acting Executive Director to manage the affairs of the organization during the absence of the Executive Director. At the time that this plan was approved, it was the intention of the Executive Committee that Brenda Taylor, Deputy Director and Communication Manager, would be appointed to the position of Acting Executive Director.

If the Acting Executive Director is new to his/her position [less than 24 months] and fairly inexperienced with this organization, the Executive Committee may consider the option of splitting executive duties among designated staff.

Authority, Compensation and Oversight 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.

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

Communications Plan

Immediately upon transferring the responsibilities to the Acting Executive Director, the President will notify staff members, members of the Board of Directors, committee chairs and other key volunteers of the delegation of authority.

As soon as possible after the Acting Executive Director has begun covering the unplanned absence, Board members and the Acting Executive Director shall communicate the temporary leadership structure to the key external supporters of AIA Wisconsin. This may include WAF Board of Directors, AIA membership and component affairs department, allied design and construction industry organizations, and other stakeholders.

The Acting Executive Director shall provide status report to the Executive Committee regarding the outlook (potential problems, delays, etc.) for current projects, plans for change or deferral of scheduled events or activities, assistance or counsel that could be provided by members, need for unbudgeted temporary staff, services, etc., and potential for deviations from budget or other unfavorable financial results.

Completion of Short-Term Emergency Succession Period

The decision about when the absent Executive Director returns to lead AIA Wisconsin should be determined by the Executive Director and the Executive Committee. They will decide upon a mutually agreed upon schedule and start date. A reduced schedule for a set period of time may be allowed, with the intention of the schedule working back up to a full-time commitment.

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

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:

The 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 months, it is not 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.

III. Succession Plan in Event of a Permanent Change in Executive Director

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:

The Executive Committee will appoint a Transition and Search Committee to plan and carry out a transition to a new permanent Executive Director.

The Executive Committee also will consider the need for outside consulting assistance depending on the circumstances of the transition and the organization's capacity to plan and manage the transition and search. The Executive Committee, in collaboration with the Transition and Search Committee, also may consider the need for an Interim Executive Director, with an appropriate recruitment and selection plan developed for such an appointment.

Bylaws

AIA Wisconsin bylaws contain the following provisions related to the Executive Director:

8.02 Executive Director. The administrative and executive offices of the Society shall be in the charge of the Executive Director, who shall be employed by and report to the Executive Committee. The Executive Director shall be responsible for the administration of the affairs of the Society and such other duties as the Executive Committee may assign. Specifically, the Executive Director shall:

1. Serve as assistant Secretary and assistant Treasurer to perform such duties as the Secretary and Treasurer may delegate;
2. Employ such staff as the Executive Committee may authorize as may be necessary to perform the duties assigned by the Executive Committee;
3. Attend all meetings of the Executive Committee and the Board of Directors as a member ex officio without vote;
4. Make reports to the Board of Directors on the affairs and business of the Society when requested by the Board of Directors.

Transition and Search Committee

The Transition and Search Committee, in collaboration with the Executive Committee, shall:

1. Develop a statement that includes:
 - a. Description of the duties of the Executive Director
 - b. Qualifications, including but not limited to the following:
 - Educational background
 - Successful association management and fund raising experience
 - Skills as administrator/planner/leader
 - People skills
 - Ability to develop a staff to serve the unique needs of AIA Wisconsin
 - Ability to work with voluntary membership
 - Written and oral communications
 - Capacity to serve as editor
 - Creativity and imagination
 - Interest in the organization's mission
 - c. List of candidate materials for review
2. Develop salary and benefits guidelines
3. Prepare and distribute position announcement and application procedures
4. Prepare rating instrument for screening and interviewing candidates

5. Develop a packet of information to give to candidates selected for interview—the packet should include, but is not limited to, the following:
 - a. History and background of AIA Wisconsin
 - b. Bylaws
 - c. Policies and procedures
 - d. Budget and financial condition
 - e. Membership statistics
 - f. Current and projected services and activities
 - g. Long-range planning report
 - h. Employment agreement, including benefits
 - i. Other considerations [e.g. projected decision calendar and employment dates, etc.]
6. Provide copy of all materials to Board Directors for review and information
7. Select a pool of potential executive talent from:
 - a. Recommendations of prior Executive Director
 - b. Within the staff, if feasible
 - c. Referrals from Wisconsin Society of Association Executives, AIA Component Affairs and Council of Architectural Component Executives
 - d. Applications from announcements
 - e. Referrals from employment agency
 - f. Search firms that specialize in association executive searches
8. Conduct the following selection process:
 - a. Distribute position announcements and request applications, resumes and references
 - b. Review resumes and check references
 - c. Rate candidates and select those to be interviewed, thanking the candidates not selected for their interest
 - d. Inform the Executive Committee who will be interviewed and give a brief background of each candidate
 - e. Select site and date and arrange for interviews
 - f. Prepare an interview schedule to assure equitable treatment of all candidates; also include opportunities for additional committee and candidate questions
 - g. Prior to the close of the interview, make sure that the candidates are aware of all requirements for the position, employment conditions and remuneration, and scope and purpose of AIA Wisconsin
 - h. Ascertain that the candidates want and would be willing to accept the position
 - i. Recommend top two candidates to Executive Committee for final interviews and selection, thanking other interviewed candidates for their interest

Final Selection

Following interviews with the top two ranked candidates, the Executive Committee will recommend one candidate to the Board of Directors for ratification. The Executive Committee will secure acceptance and prepare an employment agreement with the selected candidate, notify the other candidate, prepare news release and introduce new Executive Director to membership, staff and allied organizations.

Approved by Executive Committee: **March 29, 2012**