



## The Planned Camp Executive Director Transition

Three stages:

1) **Announcement/Preparation**    2) **Search**    3) **Engaging the new director**

### Stage 1 - Announcement

- **Draft the message**
  - Have the current executive director draft the talking points as well as the announcement letter.
  - You don't necessarily need to have chosen the interim director, but should announce whether there will be an appointed interim director and that there will be a national search process.
  - Obviously all communications should remain positive - celebrating the previous director and his/her accomplishments and the stability/strength of the organization and its mission.
- **Personal communication to key stakeholders**
  - As soon as possible, have board chair and executive director make a list of executive committee members; federation/community leaders, key major donors, past board leaders and staff. Personally call as many of these folks as possible so they hear from you, not someone else
  - Current director, plus 1-3 board leaders personally tell staff at the same time as board members
  - Email or phone tree Board members and second circle of supporters
    - in next 5 days
  - Snail mail or email to wider donor /community base - in week to 10 days
  - Press announcement - 10 days - 2 weeks

### Stage 2 - Search Process

- **Search Committee**
  - Should be made up of 6-10 members, chaired or co-chaired by trusted leader (past president, or current executive committee member).
  - Include current president plus 4-5 current board members - not just executive committee, but younger future leaders;
  - Include rep from Federation if appropriate or umbrella organization
  - Staff representative – it is up to you and your organization's culture whether to include a voting (or non-voting) member of the staff on the search committee. One method is to let the rep be chosen by staff with voting privileges as a way to engage staff support to the process.
  - Your Grinspoon mentor can also be an ex-officio member of committee
- **Staff support**
  - Committee decides whether to hire an executive search firm (simpler, but costs \$\$) or to have a trusted staff administrative support to the committee.



- **Interim Director**
  - Decide on the right person (internal or external).
  - Know that there are firms that provide interim executive directors
  - Decide if the interim director can/cannot apply for the permanent position.
  - Length of term probably will be 3-6 months, but you could decide to have a term of 12-18 months.
  - Get approval from Executive Committee, not necessarily the full board
  - Make sure there is a built in regular communication link with staff and board to ensure interim director has support they need
  - Have management team and interim director review director job description and collectively decide which staff will take lead on which organizational area – as well as determine how board members can be most helpful
- **Job description**
  - If you do not have a current executive director job description, seek support from your Grinspoon mentor. If you do have a current one, have the current camp director update it asap.
- **Job posting**
  - Shortened version of the job description designed for websites or advertisements.
  - Your organization can decide whether to post the salary range or not and administratively how the applicants will submit their material.
  - DO NOT FORGET to get job posting out to all of your key stakeholders (board, staff) for them to circulate to their colleagues via Llinked in or Facebook or listserves
- **Key desired characteristics**
  - It is recommended that you develop a survey for staff and board (and possible other stakeholders) to give the committee a sense of the community's priority skills and characteristics.
- **In house candidates**
  - It is recommended that all in-house candidates follow the same procedures as external candidates

### **Stage 3 - Selection and Engagement Period**

- **Selection**
  - Each organization will decide on their own process for candidate review.
  - Suggested approach is to have 2-3 people review ALL resumes with a grading scale and only provide the top 10-15 resumes to the full search committee. Narrow these down to the top 4-6 for Skype or phone interviews and save 2-3 finalists for in-person interviews.
  - It is suggested that in-person interviews include both formal interviews with search committee as well as informal get together with board members and staff
- **Engagement**



- This is a critical step which many agencies fail to do. Consciously put in place a process for review and expectations to increase the chance that the new director will be successful.
- Create work objectives for first 6 months and one year
- Establish definitive check-in points with staff and board to evaluate whether mutual expectations are being met