

LOUISIANA BAR FOUNDATION

SUCCESSION PLAN

Purpose

The purpose of this plan is to ensure continuity in the executive duties critical to uninterrupted operations. If the Louisiana Bar Foundation (“LBF”) is confronted with an untimely vacancy in the executive director position (“Executive Director”), the following succession plan shall govern both interim and longer-term leadership. While the Board acknowledges that such an absence is highly improbable and undesirable, due diligence and setting forth an appropriate framework requires a written plan of action.

Pendulum Staffing

The Executive Director shall develop a plan for training staff members in the priority functions of the Executive Director. Specifically, the Executive Director shall take steps to prepare staff to assume the responsibilities of Executive Director, including closely collaborating on organizational management issues and encouraging and providing opportunities for these staff to receive training on executive leadership in the non-profit sector. The Executive Director will also actively seek out and cultivate leadership abilities among all staff and encourage staff development and training throughout the organization to enable all to grow and assume responsibilities to their full potential.

Short-Term Planning

Temporary Unplanned Absence: Short-Term

A temporary absence is one of less than three months in which 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 is authorized to implement the terms of this succession plan if the unplanned absence of the Executive Director occurs. As soon as it is feasible, the Board President should convene a meeting of the Executive Committee to affirm the procedures prescribed in this plan or to make modifications as appropriate.

The Authority and Compensation of the Acting Executive Director

The Associate Executive Director shall serve as the Acting Executive Director and shall have the full authority for decision-making and independent action as the regular Executive Director, except that the Acting Executive Director shall not have the unilateral authority to hire or fire staff. The Executive Committee will discuss and decide on appropriate compensation for the Acting Executive Director.

Priority Functions of the Acting Director

The following are mission-critical functions of the Acting Executive Director:

- At the direction of the President, serve as the organization's principal leader and representative in the community;
- Provide financial leadership, in conjunction with the Director of Administration, for the organization in guiding the preparation of the annual operating budget and in making necessary budget adjustments;
- Ensure that obligations to consultants, grantees and funding sources are being met and guide the staff as needed;
- Through monitoring with the LBF Treasurer and Administration Director, ensure sufficient funding to meet operational and programmatic goals;

- Oversee the work plans and goals for each department and incorporates progress towards longer range strategic goals;
- Lead staff as needed; and
- Provide reports to the Executive Committee and Board of Directors as necessary.

Board Oversight

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

Completion of Short-Term Emergency Succession Period

The decision about when the absent Executive Director returns to lead the LBF shall 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 finite period of time is permitted, with approval of the Executive Committee, with the understanding that the Executive Director will eventually return full-time.

Long-Term Planning

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 given that for a term of more than three months it may not be reasonable to expect the Acting Executive Director to carry out 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.

Completion of Long-Term Emergency Succession Period

The decision about when the absent Executive Director returns to the LBF should be determined by the Executive Director and the Executive Committee. Both parties will decide upon a mutually agreed upon schedule and start date. A reduced schedule for a finite period of time is permitted, with approval of the Executive Committee, with the understanding that the Executive Director will eventually return full-time.

Succession Plan For an Immediate or Planned Permanent Change in Executive Director

A permanent change is one in which it is conclusively determined that the Executive Director will not be returning. Once the Executive Director decides he/she is not returning, he/she shall give the Board as much advance notice as possible so that this plan can be activated and a replacement found in a timely manner. Where possible and feasible, the outgoing Executive Director will help with transitioning the new Executive Director into the position.

The procedures and conditions for a new Executive Director should be the same as for a long-term temporary absence with one addition: Within 10 days of the conclusive determination, a Search Committee appointed by the Executive Committee shall plan and carry out a transition to a new permanent Executive Director.

The Executive Committee shall immediately form a Search Committee of five (5) persons to begin a search for a new Executive Director. The President and Vice-President of the Board shall be members of this Search Committee. As it deems appropriate, the Executive Committee shall have the authority to ask non-Board members to be on the Search Committee, provided a majority of the Search Committee are current Board members.

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 Search Committee will also determine the need for the recruitment and selection of an Interim Executive Director and/or permanent Executive Director.

Once applications for a permanent Executive Director are received and reviewed by the Search Committee, the Search Committee shall interview in person, by video-conferencing, or by conference phone at least four (4) candidates, or all candidates if less than four (4), thereafter narrowing the selection down to two finalists who will be interviewed in person by the Search Committee and by any members of the Board who express an interest in participating in the in-person interviews. Current staff members of the LBF may submit their applications and their applications will be considered equally with all other applications received. After the in-person interviews with the two finalists the Search Committee shall make a decision as expeditiously as possible on a recommendation to the Board to make an offer to one of the two finalists. Before submitting its hiring recommendation for the Executive Director's position to the Board, the Search Committee shall confer with the Executive Committee to develop an appropriate salary and benefits package for the new Executive Director. Once the Search Committee has transmitted its hiring recommendation to the Board President, the Board President shall convene the entire Board as soon as possible thereafter by an in-person meeting, to consider and make a decision on the Search Committee's hiring recommendation. Once the Board has approved the Search Committee's hiring recommendation, the Search Committee shall extend the offer of employment to the person so selected. Once an offer of employment has been extended and accepted (or declined), the Search Committee will notify the President of the Board, who then will notify the full Board about the new Executive Director.

Stakeholder Policy

As soon as possible after the new Executive Director is selected, Board members and the former Executive Director, if feasible and desired by the Board, shall communicate the new leadership structure to the following key external supports:

- Key Community Partners;
- Grantees;
- Financial Institutions;
- Major Donors/Supporters;
- Key National Organizations and State Partners; and
- Financial Institutions.

Retention and Review of the Succession Plan

This plan shall be reviewed annually by the Executive Committee. Copies of this plan along with the corresponding documentation shall be maintained as determined by the Board.

Amended this 24th day of July, 2020.

Deidre Deculus Robert
Secretary, Board of Directors