



Last approved by Board on June 11, 2019

The Guild for Human Services, Inc. Executive Succession Plan

A change in executive leadership is inevitable for all organizations and can be a very challenging time. Therefore, it is the policy of The Guild for Human Services (“The Guild”) to be prepared for an eventual, permanent change in leadership – either planned or unplanned – to ensure the stability of the organization until such time as new permanent leadership is identified. The Board shall be responsible for implementing this policy and its related procedures.

It is also the policy of the Board to assess the permanent leadership needs of the organization to help ensure the selection of a qualified and capable leader who is a good fit for the organization’s mission, vision, values, and objectives and who has the necessary skills for the organization. To ensure that The Guild’s operations are not interrupted while the Board assesses the leadership needs and recruits a permanent CEO, the Board will appoint interim executive leadership as described below. The interim CEO shall ensure that the organization continues to operate without disruption and that all organizational commitments previously made are executed adequately, including but not limited to, loans approved, reports due, contracts, licenses, certifications, memberships, and obligations to lenders.

It is also the policy of The Guild to develop a diverse pool of candidates. The Guild shall implement an external recruitment and selection process, while at the same time encouraging the professional development and advancement of current employees. The interim CEO and any other interested internal candidates are encouraged to submit their qualifications for review and consideration by the Board according to the guidelines established for the search and recruitment process.

Procedures for succession:

In the event the CEO of The Guild is no longer able to serve in this position (i.e., leaves the position permanently), the Board shall do the following:

Within five business days appoint an interim Chief Executive Officer.

Within fifteen business days appoint a transition committee, in the event that a permanent change in leadership is required. This committee shall be comprised of the

Board Chair and at least two members of the Board. It shall be the responsibility of this committee to implement the following transition plan:

- Communicate with key stakeholders regarding actions taken by the Board in naming an interim successor, appointing a transition committee, and implementing the succession plan. The organization shall maintain a current list of key stakeholders who must be contacted, such as lenders and investors of The Guild, foundations, government agencies, etc.
- Consider the need for consulting assistance (e.g. executive search consultant) based on the circumstances of the transition.
- Review the organization's business plan and conduct a brief assessment of organizational strengths, weaknesses, and opportunities to identify priority issues that may need to be addressed during the transition process, and to identify attributes and characteristics that are important to consider in the selection of the next permanent leader.
- Establish a time frame and plan for the recruitment and selection process.
- The Board should use similar procedures in the case of an executive transition that simultaneously involves the Chief Executive Officer and other key management. In such an instance, the Board may also consider temporarily subcontracting some of the organizational functions from a trained consultant or other organizations.