

SUCCESSION PLANNING POLICY

PURPOSE

A change in executive leadership and other critical positions is inevitable for all organizations and can be a very challenging time. Therefore, it is important to be prepared for an eventual temporary or permanent change in leadership, planned or unplanned, to insure the stability and accountability of the organization until such time new leadership is retained.

SCOPE

Succession planning is critical for an organization's long-term success. LADD has identified specific positions that are categorized as either, Criticality 1; Must hit the ground running, or Criticality 2; Very important, fully functional within 6 months. These positions are listed however may change should the needs of the organization change. Should this occur, the positions will be updated.

POLICY

LADD is a 24/7/365 operation, therefore has processes in place to adjust and adapt quickly to changes in management to insure back up coverage where ever needed, including leadership roles. Leadership begins with the Board of Directors designating the Executive Director who works with the Steering Committee, then to the Emergency Management Committee, then to Management which in-turn passes all information to staff. The Steering Committee provides Strategic Planning, Quality Improvement, and then Policy and Procedure reviews. Quality Improvement then ensures the necessary training is provided to all necessary parties within the organization/departments along with supporting documentation. This is done in efforts to strengthen our leadership abilities throughout the organization. Planned or unplanned succession occurs through the use of tools as outlined below and use of LADD's Succession Planning Worksheet. The Executive Director role is reviewed by the Board of Directors to assess the leadership needs of the organization, and to help insure the selection of a qualified and capable leader. Said leader would be a representative of the community, a good fit for the organization's Mission, Vision, Values, and align with goals and objectives, as well as possess the necessary skillset. To insure the organization's operations are not interrupted while the Board of Directors assess the leadership needs during short term or the recruitment process, LADD utilizes signed Resolutions to appoint interim executive leadership as described below and/or retains an external consultant with experience. The interim Executive Director and LADD Department Directors work together to ensure that the organization continues to operate without disruption.

PROCEDURE

1. Signed LADD Corporate Resolutions are available designating personnel responsible to carry out executive responsibilities during any time the current Executive Director is not able to perform organizational commitments previously made or need to be adequately executed, including but not limited to, loans approved, reports due, contract issues, licenses, certifications, memberships, obligations to lenders or investors of the and others.
2. Communicate with key stakeholders regarding a short term and/or long-term replacement of a position will occur using the organizations current list of key stakeholders who must be contacted, such as Community Mental Health Agencies, Guardians, Lenders, Third Party Contracts, government agencies, and other.
3. Executive Director, Department Directors and Management positions within LADD all have a job description along with a detailed job responsibilities and training sheet to utilize for both short term coverage as well as training anytime an employee is hired new into a position.

4. Leadership, Department Directors and/or critical positions also have designated back up systems and/or personnel in place for coverage anytime a position is vacated short term or is needed during the recruitment process.
5. Each Region has an Emergency Procedure-Responsible Person w/addresses and phone numbers of who to contact and move to the next on the list until response; this is located in each program.
6. The Succession Planning Worksheet is updated ongoing and reviewed annually by the Board of Directors.
7. LADD maintains a Training Matrix/Requirements to ensure all employees are trained in compliance with contracts and other outside entities as well as available to any internal employees expressing interest in management positions and expanding their knowledge for potential promotion from within.
8. Annual Performance Reviews are conducted along with ongoing day-to-day training and feedback; any corrective actions are documented.
9. LADD has several policies and documents in place to assist in succession planning, these policies include but are not limited to the following:
 - *Leadership Policy*
 - *Recruitment, Application and Hiring Policy*
 - *Human Resource Development Policy*
 - *Policy on Management Continuing Education*
 - *Job Description & Responsibilities*
 - *Job Training and Check sheets per position*
10. Positions available in management will be posted internally unless a candidate has been identified from a previous interview process. When possible, LADD will promote from within, ultimately selecting the strongest candidate who best fits the needs of the specific position, program and/or team. LADD reserves the right to hire outside its current employees if applicants from outside LADD are best matched for the position. LADD also reserves the right to make interim promotions or appointments pending a decision to fill a vacant or newly created position without undergoing the application process.

LADD
WE MAKE THE DIFFERENCE