



Unitarian Universalist for Social Justice In The National Capital Region Proposed Succession Plan – Draft to Board 5-10-2014

Background: In formulating our plans to conduct a search for an Executive Director to replace Rev. Terry Ellen, who has announced that he will be retiring from this position, we believe it would be helpful to think of our succession planning in a similar fashion to that of a congregation conducting a search for a new settled minister. The process must begin with an evaluation of the needs and desires of the organization. We must also take into account the changes in our purpose and objectives that were established in the new Strategic Plan developed by UUSJ in 2013 and assess the progress and identify the challenges that we have encountered.

It has been ten years since we hired an Executive Director, and we think it is essential that we conduct a thoughtful examination of the way our organization has been functioning and to determine what changes, if any, are required. With this information, it will inform us in the development of an Executive Director Position Description.

Purpose: To establish a succession plan that will provide the process by which UUSJ will hire essential professional staff consistent with UUSJ's purpose and goals set forth in its most recent Strategic Plan, and within available resources.

Approach: Adopt a two track strategy that can be modified as additional information and resources becomes available during the discernment process.

Track A: Hire Executive Director at current hours of 12 per week/11 months per year and/or at the same/lower/or a higher hourly rate, by October 20.

Track B: Hire Executive Director at increased number of hours and/or at a higher hourly rate, by December 15, upon finding additional financial resources.

Actions Required: First, gather relevant documents and staffing information about the current and former Executive Director positions and compensation package. (Completed)

Second, take stock of where we are now as an organization and where we want to go in the next few years. Because UUSJ established a new Strategic Plan in May, 2013 it is appropriate to assess progress and make modifications to the plan as well as how we operate. This will include our financial and administrative audit and review of our by-laws. This information will assist us in creating realistic scope of work such that we can identify the skill sets and expertise needed for the next Executive Director. (May-July)

Gather information from the UUSJ Board, UU organizations, similar-type non-profit organizations, and from consultants or others with expertise in areas including non-profit management and fundraising. While various people at the UUA can provide assistance in

commenting on the position description and compensation package, assist in advertising the position and possibly suggesting candidates, information available to us so far suggest Washington DC-based nonprofit organizations are the closest comparators, i.e., those organizations with most similar functions, compensation packages, etc. (May-July)

Third, draft a position description. Decide if we will hire an employee, and if so, establish a comprehensive employment package, or hire a consultant on a contract basis. (July)

We should allow at least 45 days for advertising the position, and allow up to 30 days for making a decision. Allow three weeks following the applicant's acceptance of the position for the new hire to begin work. (Track A hire by October 20; Track B hire by December 15)

Who Takes Action: Overall succession planning should fall to the Executive Committee serving as the Succession Planning Committee. The recruitment or search shall fall to a Search Committee, the primary hiring decision shall fall to the Executive Committee serving as the Selection Committee, and the UUSJ Board of Directors serving as the policy guide and to ratify the Executive Committee's and Selection Committee's decision. The Board shall be requested to delegate hiring authority to the Executive Committee.

Search Committee: The minimum size recommended is three and maximum size is five. There should be an uneven number of members. The committee chair should be appointed by the Executive Committee and should be able to work closely with the Executive Committee, but should not be a member of the Executive Committee in order to avoid conflict of duties and interests during the hiring process. It would be useful if the members have substantial experience in employee recruitment and selection. It would be helpful if at least one member has experience working on a congregational or other UU search committee. Familiarity with the regional job market, especially the nonprofit sector and venues for seeking applicants, is desirable. At least one member shall be a member of the UUSJ Board with working knowledge of the UUSJ organization and operation.

Tasks and Timeline: Track A and Track B require some common tasks and follow a common timeline up to September when they diverge. Upon completion or during the “Reflection and Evaluation Period” it would be decided if it’s necessary to hire an interim Executive Director, consultants, or campaign manager in order to complete specific tasks and program work. Hiring of such persons shall be the responsibility of the Executive Committee.

| <u>Task</u> | <u>Date/2014</u> | <u>Responsibility</u> |
|---|-------------------------|------------------------------|
| <u>Track A</u> | | |
| Present Concept to Board | May 10 | Co-Chairs |
| Reflection and Evaluation Period Special June Board Meeting | May-July | Executive Committee |
| Form a Search Committee | _____ | Executive Committee |
| Propose ExDir Position Description (PD)& Tentative Compensation Package (CP) or Contract | _____ | Search Committee |
| Approve PD & CP or Contract | _____ | Executive Committee |
| Advertise Job & Receive Applications | 45 days | Search Committee |
| Review Applications | 30 days | Search Committee |
| Report Progress to Board | periodic | Executive Committee |
| Decide to Hire Track A or B | September | Board |
| Recommend Candidates | _____ | Search Committee |
| Decide on Final Candidate | _____ | Executive Committee |
| Make Job Offer | _____ | Executive Committee |
| Executive Director Begins Work | October 20 | Executive Director |

Track B

Hire an Interim Executive Director and/or consultant(s), campaign manager, etc. in order to continue to make progress on UUSJ’s strategic plan while we search for additional funds to hire an Executive Director at a weekly hourly level beyond 12 hours at 11 months per year currently in the budget. Hire an Executive Director by December 15.