Executive Director
Senior Management
Council Members

Sudden changes in Council leadership roles

Transitions occur on the member and staff levels

Examples:

- Members who cannot fulfill their appointed term.

- Members who cannot fulfill an appointed or elected position.

- Staff who need to take extended leave.

- Staff who leave the Council.

Council members who serve in leadership positions

- Most Councils include information in their bylaws about what happens if the Chair cannot fulfill their duties.

- What about other positions?

- Does your Council actively develop leadership within the Council? Do you develop leaders within?

Council members

- Membership is based on term limits.

  - What do you do when a member leaves early?

  - What do you do if a member does not want to continue to serve until their successor is named?
    - Any gap in membership means a voice is not represented on the Council.
    - Will your Council meet quorum requirements to conduct business if someone resigns?

  - Do you have applications on hand for immediate consideration or do you wait for recruitment efforts to be done?

Succession planning for members: Council member inventory

Key questions include:

- What are the skills, talents, and attributes the Council requires?
- How does the Council find people with these skills, talents, and attributes?
- Once people are found, how do you attract them to the Council?

Best practice involves

- Developing an inventory of current Council members skills, talents, and attributes
  - Skills (e.g., accounting, policy development, strategic planning)
  - Talents (e.g., networking, questioning skills, non-judgmental, conscious awareness)
  - Attributes (e.g., disability diversity, gender, age, ethnicity, geographic location)

Council staff

Urgent transitions

What would happen if....

Council staff needed to be out on extended leave or suddenly left their position?

- A fiscal manager - Who would monitor the Council budget, process invoices, contracts, and prepare financial information for reports?

- A program planner - Who would develop and submit the PPR and State plan updates?

- A public policy advisor - Who would take up public policy work and represent the Council on PP interests?

- An Executive Director – Who would interface and manage Council and Council Committee work, oversee staff, authorize business documents?

- Program staff – who would collect and analyze state plan data and prepare for reporting?

Our Focus for this discussion

- Preparing for abrupt staff departures
- Consideration of all key positions on the Council staff
- Passing along institutional knowledge
- Communicating change
- Document and information inventory

Starting

It is important to have an idea of which staff can "back-up" key functions so that core business continues.

Why? A plan ensures stability by providing a proactive, orderly plan to keep Council business moving.

Council Core Business Areas

Fiscal operations

Interim management

Programmatic operations (state plan implementation)

Council and committee operations

Federal Reporting

What to consider

- Identify key Council business functions within each area.

- Decide on staff back-ups.

- Cross train.

- Identify types of authorizations for purchases, approvals, etc., determine who has the credentials to approve (or who can acquire the credentials).

Consider Roles

For each key function think about the following:

- Role of the Council (decision making, approval, denial)

- Role of current Council staff (what staff perform tasks to keep thing moving?)

- Role of the Designated State Agency (as appropriate to the task

- Role(s) for others?

Fiscal

- Role of the Council is to make funding decisions for state plan work, approve a budget or budget adjustment(s) if needed.

- Role of Council staff (staff member "y" will prepare information for Council discussion and vote; staff member "x" will process invoices, contracts, and review documentation to approve requests for reimbursement).

- Role of DSA (fiscal personnel will process payment requests, provide reports, and process contracts).

Example: Identify Roles to a Core Business Area

Council knowledge

- How do you maintain the knowledge base of Council staff members?

    - Identify a few key things you want every staff member to know or be able to do.
    - Consider capturing useful information from all staff members they feel is important for others to know.
    - Make it accessible to staff as they come into the Council (shared drive or other online access method).
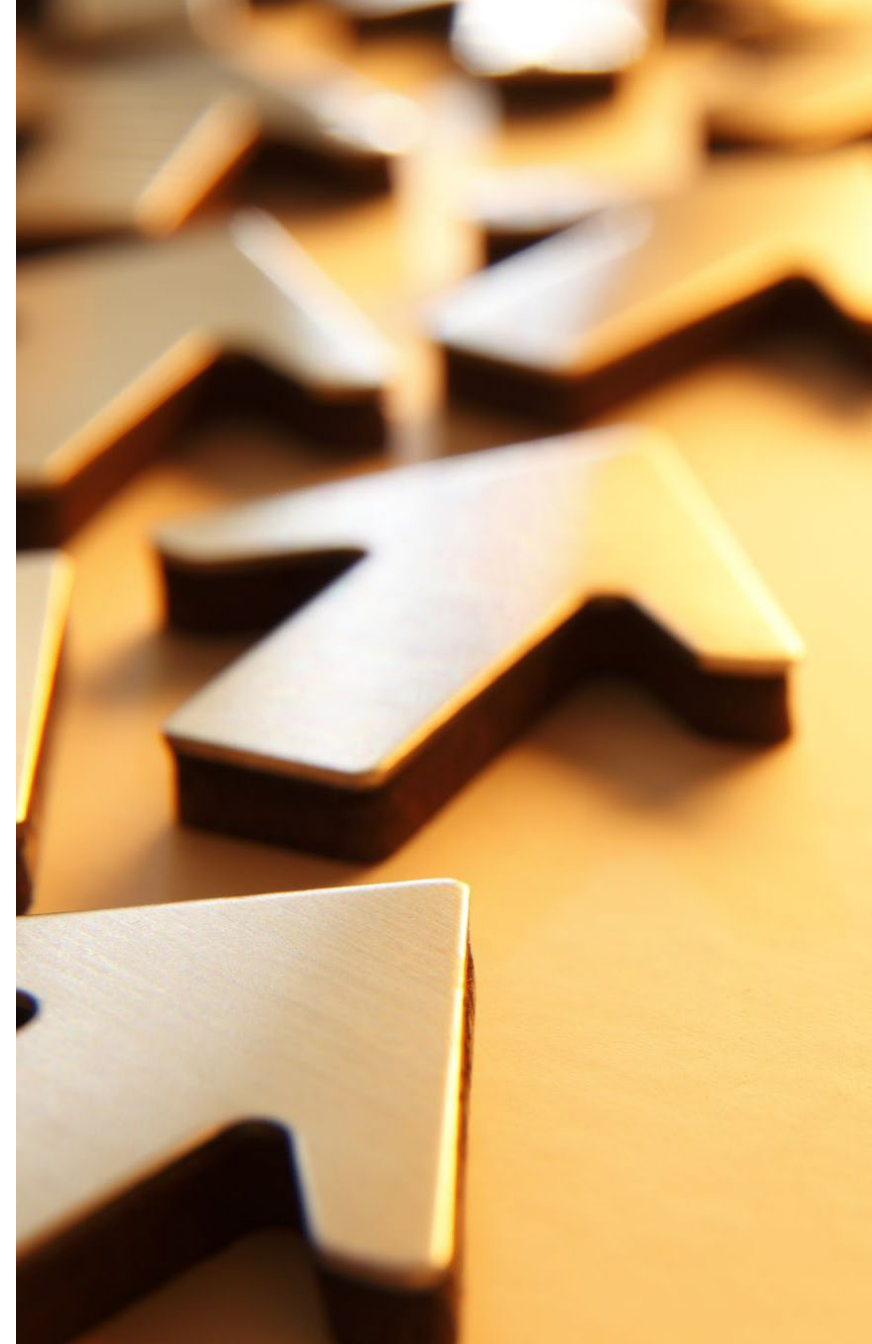
Communicating Change

- Identify the first point of contact in the event of a change
  - The point of contact may be different to address the type of change

- Council Chairperson communicates to the Council.

- Identify key partners and tell them about the change (as appropriate) and the plan for a leadership transition or how the business area will be handled.

Create a document and Information Inventory

- Contact information for all employees and Council members

- Chart of accounts (as applicable)

- Location of legal documents (bylaws, executive order or establishing legislation, others).

- Current calendar year outline with due dates.

- List of grantees or contractors, community partners, associations, coalitions and other groups.

- Computer passwords and any security questions for login.

Information

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