

# Peaceful Valley Donkey Rescue Succession Plan

## 1. Rationale

In order to ensure the continuous coverage of executive duties critical to the ongoing operations of the Peaceful Valley Donkey Rescue and its services, the Board of Directors is adopting policies and procedures for the temporary appointment of an Acting Executive Director in the event of an *unplanned and extended absence* of the Executive Director.

While the Board acknowledges that such an absence is highly improbable and certainly undesirable, it also believes that due diligence in exercising its governance functions requires that it have a succession plan in place. It is expected that this plan will ensure continuity in external relationships and in volunteer functioning.

## 2. Priority functions of the Executive Director position at Peaceful Valley Donkey Rescue

The full Executive Director Position description is;

- Appointed by the Board of Directors
- Will be the day-to-day operational manager of Peaceful Valley Donkey Rescue.
- Will report to and be accountable to the Board of Directors for taking the necessary actions to ensure proper management of Peaceful Valley Donkey Rescue
- Will also be the authorized signer on all savings and checking accounts held in the name of Peaceful Valley Donkey Rescue

Among the duties listed in the position description, the following are the key functions of the Executive Director to be covered by an acting director:

- Serve as the organization's principal leader, representative, and spokesperson to the greater community
- Support the Board of Directors
- Ensure integrity and strength of Board leadership and address issues around clarity of role, governance, bylaws/policies, corporate structure, and membership
- Assist with recruitment and orientation of new Board members
- Prepare Executive reports to Board of Directors and Executive Committee
- Convene and lead the Management Team
- Participate in recruitment of volunteers
- Strategize organizations' short-range and long-range program and project goals, particularly in Organizing and Planning
- Identify overall resource development goals and fund raising plan
- Establish , maintain and cultivate relations with donors, foundations and other resources to support organizational programs and activities
- Maintain accountability for current year operating budget and for financial performance of portfolio

## 3. Succession plan in event of a temporary, unplanned absence -- SHORT-TERM

### a) Definitions

- A temporary absence is one in which it is expected that the Executive Director will return to his position once the events precipitating the absence are resolved

- An unplanned absence is one that arises unexpectedly
  - A short-term absence is 3 months or less
- b) Who may appoint the Acting Executive Director
- The Board of Directors authorizes the Executive Committee to implement the terms of this succession plan in the event of the unplanned absence of the Executive Director
  - In the event of an unplanned absence of the Executive Director, the Assistant Executive Director shall immediately inform the Chair of the Executive Committee of the absence
  - As soon as is feasible, the Chair shall convene a meeting of the Executive Committee to affirm the procedures prescribed in this plan or to make modifications the Committee deems appropriate

c) Standing appointee to the position of Acting Executive Director

The position description of the Assistant Executive Director specifies that he/she shall serve as Acting Executive Director in the absence of the Executive Director

- First and second back-ups for the position of Acting Executive Director should the Assistant Executive Director be unable to act as Acting Executive Director
  - o The first back-up appointee will be the Chief Financial Officer
  - o The second back-up appointee will be the Assistant Treasurer
- In the event the standing appointee, the Assistant Executive Director, is new to the position and fairly inexperienced with Peaceful Valley Donkey Rescue, Inc. the Executive Committee may decide to appoint one of the back-up appointees as the acting executive director
- The Executive Committee may also consider the option of splitting executive duties among the designated appointees.

d) Cross-training plan for appointees

The Executive Director, with assistance from the Assistant Executive Director, shall develop a plan for training the three potential appointees in each the priority functions of the Executive Director which are listed above (section 2).

e) Authority and restrictions of the appointee

The person appointed as Acting Executive Director shall have the full authority for decision making and independent action as the regular Executive Director.

f) Compensation

The acting executive Director shall remain at his/her current pay rate.

g) Board committee responsible for oversight and support to the Acting Executive Director

As with an Executive Director, the Executive Committee of the Board will have responsibility for monitoring the work of the Acting Executive Director. The Executive Committee will also be alert to the special support needs that of the executive in this temporary leadership role.

h) Communications plan

As soon as possible after the Acting Executive Director has begun covering an unplanned absence, Board members and the Acting ED shall communicate the temporary leadership structure to the following key supporters

- Government officers
- Foundation program officers
- Civic leaders
- Major donors

#### **4. Succession plan in event of a temporary, unplanned absence -- LONG-TERM**

##### a) Definitions

- A long term absence is one that is expected to last more than 3 months

##### b) Procedures

- The procedures and conditions to be followed shall be the same as for a short-term absence with one addition:
  - o The Executive Committee will give immediate consideration, in consultation with the Acting Executive Director, to temporarily backfilling the management position left vacant by the Acting Executive Director. This is in recognition of the fact that, for a term of more than 3 months, it may not be reasonable to expect the Acting Executive Director to carry 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.

#### **5. Succession plan in event of a PERMANENT unplanned absence.**

##### a) Definitions

- A permanent absence is one in which it is firmly determined that the Executive Director will not be returning to the position.

##### b) Procedures

- The procedures and conditions shall be the same as for a long-term temporary absence with one addition:
  - o The Board of Directors shall appoint a Transition and Search Committee to plan and carry out a transition to a new permanent executive director.

The Succession Plan is adopted by the Board of Directors via  
email confirmation on the 28th day of March, 2021

\_\_\_\_\_