



Executive Director Succession and Transition Plan for Retirement

DOCUMENTATION

- I. **A. Develop personal plan/timelines (EXECUTIVE DIRECTOR Retirement)**
 - Financial plans
 - Family plan
 - Office plan and timeline for benchmarks
 - B. Transition Committee of the Board/Volunteers**

Suggestion: Current officers, 1-2 past presidents, young lawyer

 - Retirement package
 - Budgeting for transition and search
 - Recruitment and search costs
 - Salary (including any concurrent salary costs)
- II. **Executive Director Documentation of Key Organizational Documents, Processes and Procedures**
 - A. Governance
 1. Bylaws
 2. Articles of Incorporation
 3. Strategic plan
 4. Three years of board minutes
 5. Whistle Blower policy
 6. Sexual Harassment policy
 7. Conflict of Interest policy
 8. Donation acceptance policy
 9. Editorial policy
 10. Advertising policy
 11. Committee charges
 12. Representative to other bodies (ABA, Network, NYSBA)
 13. Timelines for governance reporting (ex. NYSBA delegates)
 - B. Financial Policy and Administration
 1. Dues billing cycle process documentation
 2. Three-years of budget summaries
 3. Three-years of audit reports
 4. Three years of financial reports (statements of financial position, balance sheets, cash flow reports)
 5. Credit card merchant agreements, accounts, passwords
 6. Bank account information, contacts, passwords
 7. Corporate credit card information

8. Insurance policies and contracts
 - a. List of policy numbers and renewal dates
 9. Members benefit contracts¹
 10. Three-years 990 Tax Returns
 11. 1099's for payments to consultants
 12. Three-years sales tax remittance records
 13. Depreciation schedule
 14. NYS Charities Bureau registration number and filing information
 15. IRS determination letter for tax exempt status
 16. Payroll administration contact information
 - a. Department of Labor filings (as applicable)
 17. Sponsor contacts, agreements
- C. Operations
1. Building Security (alarms, contacts)
 2. Building maintenance contracts
 3. List of building maintenance repair and service providers
 4. Maintenance contracts
 - a. List with contact and expiration date of each
 5. Inspection and other certificates of compliance information
- D. Administration and Staffing
1. Organizational chart
 2. Job descriptions
 3. Contact information and rosters
 4. Rosters of committees, sections and their chairs
 5. Employee Handbook (personnel policies)
 - a. Leave (sick, vacation, personal)
 - b. Holidays
 - c. Overtime
 - d. Jury Duty
 - e. Weather
 - f. ADA compliance
 - g. FMLA
 - h. EEOC statement
 - i. Equipment use, building access
 - j. Security
 - k. Sexual harassment
- E. Technology
1. Software documentation
 2. Hardware and software history dates
 3. Database documentation
 4. Service and vendor contracts, expiration
 5. Process documentation for CRM/AMS
 6. Equipment serial numbers

¹ It is suggested that a spreadsheet be created with a master list of all contracts and their expiration dates

7. Phone system manual, documentation
 8. Dues billing documentation
 9. Equipment inventory
- F. Communications
1. Newsletters
 2. Process documentation for newsletter production
 - a. Electronic
 - b. Print
 3. Editorial calendar
 4. Social media policy
 5. Social media accounts, names and passwords
 6. Member recruitment and retention materials
 7. Pamphlets and other public promotional materials
- G. Programming
1. CLE
 - a. Yearly calendar of events
 - b. CLE accreditation information and filings
 - c. "How to CLE program" process
 - d. Marketing
 2. Annual Dinner
 - a. Planning calendar
 - b. Venue contracts
 - c. Comp invites
 - d. Dignitaries list
 - e. Protocol
 - f. Prior programs
 3. LRS
 - a. Guidelines
 - b. Panel listings
 - c. Forms
 - d. Process documentation
 4. Pro Bono
 - a. Clinics
 - b. Relationships
 - c. Contracts/agreements
 - d. "How to" documentation
- H. Relationships
- a. Key members of the judiciary
 - b. Leadership of other organizations
 - c. Bar executives
 - d. Bar leaders

- III. Create a vision/plan for what's next (board exercise, short term strategic plan for sustainability) that creates benchmarks and timelines
- IV. Engage in Long-term Financial Plan (align with short term strategic sustainability plan)
 - A. Physical space
 - B. Reserve
 - C. Revenue diversification
- V. Develop Timelines for the Transition
 - A. Benchmarks for budgeting
 - B. Search

Ten-Twelve Months Out

- VI. Public Process
 - A. Announcement with date of retirement
 - B. Confirm Search Committee
 - 1. Position description for executive director
 - a. Reporting
 - b. Structure
 - c. Educational requirement
 - d. Experience
 - e. Background
 - 2. Candidate profile
 - a. Attributes
 - b. Skillset
 - 3. Search options for administration
 - a. Firm
 - b. Qualification to hire
 - c. Placement service
 - d. Committee
 - 4. Surveys of board, key leaders, staff, stakeholders such as program partners for candidate profile
 - 5. Establish interview process and timelines
 - 6. Finalize salary range
 - a. NABE Comp and Benefits Survey
 - b. Local nonprofits
 - c. Bureau of Labor Statistics
 - 7. Communications plan

Eight-Ten Months Out

- VII. Search Commences
 - A. Position advertised

1. [ABA Division for Bar Services](#)
 2. State or local societies of association executives
 3. [Indeed](#), [GlassDoor](#), [LinkedIn](#) (Free to paid depending on length and type of posting)²
 4. Law School Career Centers (many are fee)
 5. Personal outreach
 6. Bar website and social media channels
 7. Search Committee members' social media channels
- B. Resume review, Interviews
1. Determine questions, screening questions
 - a. How many rounds? Who will be involved at each?
 2. Prepare documents that candidates may request as part of the process
 - a. Budget
 - b. 990 (most recent)
 - c. Bylaws
- C. Reference check and Verification
- a. Verification of education and employment
- D. Offer letter, memorandum of understanding, or contract (contract vetted by counsel)
- E. Public announcement upon acceptance
- VIII. Transition and Onboarding
- A. Start date
 - B. Documentation review
 - C. Welcome event
 - D. Key meetings scheduled
 - E. Background material
 - F. Expectations/performance review schedule

² Suggest using one of the services listed, not all. Zip Recruiter is not recommended for this position.