

Tips: Organizational Business Continuity Planning

Ten Planning Tips for Leadership Transition

1. Gain the commitment of board and staff to manage transition intentionally.
2. Identify current challenges and those that lie ahead, and the corresponding leadership qualities needed to successfully navigate the challenges.
3. Consider whether placing an interim leader at the helm is the right path for your nonprofit.
4. Draft a timeline for leadership successions that are planned.
5. Adopt an *Emergency Leadership Transition Plan* to address the timely delegation of duties and authority whenever there is an unexpected transition or interruption in key leadership.
6. Identify leadership development opportunities for staff and board members to expand their leadership skills so that the organization will have a “deeper bench” of future leaders.
7. Cross-train current staff to minimize the disruption from unexpected staffing changes.
8. Make plans to adequately support newly-placed employees, such as with coaching, mentoring, and defining goals.
9. Communicate: What will your organization say to stakeholders before, during, and after a transition of leadership? Thoughtful communication is needed to support the staff and organization during the transition process.
10. On-board deliberately: Help new board chairs and chief staff leader feel confident and find their voices.

National Council of Nonprofits <https://www.councilofnonprofits.org/tools-resources/succession-planning>

Business Continuity & Planning Guide	<ul style="list-style-type: none"> ○ The Vital Documents & Information * https://www.ncmainstreetconference.com/organization for samples for both short (excel & by NCMS staff) & long versions available (Nonprofit Coordinating Committee of New York, August 2018) ○ The Critical Relationships
Staff performance plan	<ul style="list-style-type: none"> ○ Complete understanding and status of job ○ Accurate status of incumbent ○ Priorities & Description align with director and priorities ○ Vacancy planning documented
Board Development	<ul style="list-style-type: none"> ○ Leadership development process detailed ○ Board-Chair elect identified ○ All board committees have Vice-Chair position
Interim Professionals	<ul style="list-style-type: none"> ○ Relationship established with potential resource ○ Interim management identified as a capacity-building opportunity for the organization

Center for Nonprofit Management <https://www.cnmsocal.org>

Information Inventory for Main Street Organizations:

- Develop a thorough inventory checklist. Some of this information will be confidential and there needs to be two keepers of this information with ability to access it for the successor. These items are examples of what should be included but you and your executive committee should work together to develop a thorough list and who would be able to access if in case of your sudden departure:



Organization Tech Sheet

- **Access to your organization's documents that are fundamental to the management and operation of a nonprofit organization. Such as:**
 - Articles of Incorporation,
 - Bylaws
 - Personnel Policies
 - Tax Exempt Documentation
 - Tax records
 - Financials. Most current and who is responsible and how to access them
 - Office equipment, passwords to the equipment
 - Current board member list and their contact information
 - Current committee list and their contact information
 - Most current Plan of Work
 - Reports: Annual Statistics (including password to log in), annual assessment, annual program review/report, market studies, etc.
 - All passwords/log in information
 - Grant information and contacts
 - Charitable Registration (solicitation license) and any other document that required permits or license
- **Timeline/Deadline information for:**
 - North Carolina Main Street deadlines such as annual assessment, annual statistical reporting and your organization's timeline for projects/programs
 - Budget
 - Board Nominations
- **Vendors. Contact vendors who provide services and counsel to the organization including but not limited to:**
 - Auditors/Accountants
 - Insurance providers
 - Legal service providers
 - Banking services
 - Payroll services
 - Facilities maintenance
- **Contracts:** make sure to leave a list of current and open contracts. These contracts present legal obligations of the organization to provide service or operate in a specific fashion.
- **Major donors/sponsors:** these folks may represent significant sources of contributions to your organization therefore it is important to contact them and inform them of the transition.

Key areas of operations that is vital to the organization and needs to be gathered and accessible for review:

- Finance & Payroll
- Banking
- Tax records (past & current)
- Insurance
- Legal
- Human Resources
- Facilities
- Service contracts
- Fundraising