

DWELLING PLACE CEO SUCCESSION PLANNING TIMELINE

PURPOSE: In order to ensure that the Dwelling Place Board and Staff have a shared understanding of the Dwelling Place CEO search process, the following timeline is being proposed to prepare for the planned retirement of the current CEO, Dennis Sturtevant, on July 30, 2021.

March 11, 2020 (Executive Committee)

Current CEO and Board Executive Committee meet to discuss, review and prepare a recommendation for the Succession Planning Process to the Board. The recommendations should include:

- A timeline for the search process
- An RFP for Search Consultant(s)
- A solicitation for board volunteers to be appointed by the Board to serve on the Search Committee
- A description of roles, if any, to be played by the CEO, COO, CFO and/or other staff in the search process

April 1, 2020 (Board)

Board meets to:

- Review and approve recommended search process
- Appoint the CEO Search Committee
- Identify and address any additional known or perceived transition concerns from the board, staff and/or the community

April 24, 2020

CEO Search Committee has convened its first meeting and identified local/national search consultants to request proposals from.

May 29, 2020

RFPs from consultants are due to the CEO Search Committee.

June 26, 2020

CEO Search Committee completes Consultant RFP review process and signs contract with consulting firm.

July 31, 2020

CEO Search Committee meets with Search Consultant(s) to plan CEO recruitment process and identify key tasks and timeframes for search process. The CEO Search Committee and the Search Consultant(s) shall also discuss and address other succession planning issues including but not limited to:

- Potential survey or focus group work with board or key staff to identify strategic organizational issues and key qualifications
- A review of the current CEO position description to consider any updates
- Identification of desired leadership skills and traits for new CEO
- Defining any internal (staff and board) or external (funders, investors, partner agencies, community, etc.) communication plans for the search process and the key spokesperson for the organization

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relative to the search process. The Search Committee and Consultant might consider a communication strategy that span several years as the successor is identified, hired and professionally supported to assume the departing CEO's role. Having a longer view in a communications strategy may help alleviate funder, investor and/or other larger community concerns about the organization's future direction and sustainability, particularly since the departing CEO has been in that role for more than 30 years.

August 28, 2020

Search Consultant(s) provide(s) Search Committee with Search Plan for review and approval with specific tasks and timelines defined.

January 29, 2021

During the period between September 2020 and January 2021 the Consultant(s) will provide the Search Committee with written progress reports as frequently as needed but on at least a monthly basis, with a goal to provide the Search Committee with a detailed background analysis of the top 10 prospective candidates and a recommendation of the top 5 prospective candidates to consider for formal interviews.

February 12, 2021

Search Committee completes its review of prospective candidates with the Search Consultant(s) and identifies those selected for formal interviews.

March 12, 2021

The Search Committee completes its formal interview process with 2-5 candidates, including reference and background checks and identifies top candidate(s) for final interview with full Board of Directors on April 7, 2021 (regular board meeting) or at a special board meeting in early April 2021.

April 9, 2021

The Dwelling Place Board completes final interview(s) with prospective candidate(s) and makes its selection for CEO.

April 30, 2021

The Board and new CEO complete final negotiations on salary, benefits and other conditions of employment. An offer letter is offered by the Board and accepted by the candidate.

May 14, 2021

An official start date for the new CEO is determined including the process and timeframe for transition between the current CEO who will retire officially on July 30, 2021 and the new CEO who will assume the CEO role on August 1, 2021. The board should also determine the parameters of the CEO's emeritus role, if any, as a resource only to the new CEO.

August 1, 2021

New CEO officially assumes his/her executive role.

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Pre-Consulting Board Preparation Assignment

In preparation for working with a Search Consultant, the board and/or the CEO Search Committee can provide assistance to the consultant by identifying the most important organizational responsibilities they believe a new CEO will need to be capable of managing. Key qualifications and desirable leadership traits should also be identified in a process leading up to hiring a search consultant.

Matching organizational needs with leadership competencies desired in the next CEO is one of the most important responsibilities for the CEO Search Committee and the CEO Search Consultant. It will also be important to distinguish any changes in job requirements from those of the departing CEO and the new CEO. The CEO Search Committee should clearly communicate to the board, the rationale for any changes being proposed. The following set of questions may be considered by the Board and/or key staff in pre-planning for work with the CEO Consultant(s).

- a. Identify the top three objectives and/or challenges outlined in the strategic plan that fall under the CEO's core responsibilities.
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- b. Based on these objectives and/or challenges, determine how these might have an impact on the CEO's position description. (e.g., skills - core leadership and management, strategic thinking, board oversight, staff management, agility skills, etc.)
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- c. What expertise and experience are critical components in a new CEO (e.g. affordable housing development experience, fundraising, real estate finance, social work, human resources, community building and engagement, etc.)
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- d. What leadership traits are most desirable to meet the position requirements?
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