

Succession Planning

“The best outcome for succession planning ideally is a partnership between the incumbent Executive and the Board.”

ICVB Board of Directors Special Meeting, October 22, 2021

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If My Departure is Unplanned & Immediate

- Schedule an emergency board meeting
 - AGENDA: Name an interim, Identify a Search Process; subsequent meetings may require approval of budget adjustments, search firm, etc.
- If Interim recommendation is Internal:
 - Meet with candidate/s first to determine willingness/ability
 - Ascertain if will be a candidate for the position fulltime
- If Interim recommendation is External:
 - Depending on the nature of my departure, this may be the more appropriate path
 - Caretaker vs Change-Maker
 - Professional Services contract will be needed and likely will require Council action thus sufficient time to get on a Council agenda (minimum 3 weeks notice at best)
 - Add'l dollars may also be needed for temporary housing if the Interim is not local
 - Budget adjustments may be needed, and these may require Council action
 - You'll still need an "Interim Interim" until an External Interim candidate can be contracted
- Schedule a full staff meeting for the Chair to brief them on the Board's plans for the Interim and the search
 - After that 1st meeting, there should be no further meetings by the Board with staff scheduled until a decision on the successor has been named and will be introduced, or unless the Interim requests it.

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If The Departure Plan Is Mine

- My intention is to provide 6-9 months' notice, depending on timing in the fiscal year
- Board should meet to determine how it wants to handle the search, i.e., specially created task force, existing committee structure, etc.
 - Make sure the Hotel industry is represented in the committee
 - Strongly encourage the Council Liaison's participation in the full process
 - Search committee meetings all will be public and posted
- I will be available to facilitate and work with you as needed/desired throughout the search process.
- I will be available to work with the search firm to identify potential candidates and to provide any input needed.
- I will be available to be of assistance/access to my successor as needed/desired for a period of time.

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The Search Process

- This is likely at least a 6-month process.
- My recommendation will be to hire a search firm, whether you believe there is an obvious internal candidate or not
 - The future of this organization and its impact on the community deserve the benefits of the process.
 - The search firm can help shape where the Board wants to go with its next hire – Changemaker vs Caretaker, etc.
 - Having a search firm manage the process allows the added benefit of a buffer for any potential political interference.
 - The hire is ultimately/still/only the Board's decision - and it is a decision of the full Board.

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The Search Process

- There's really only one firm in the CVB/DMO space – Searchwide
 - This is a Professional Services contract – an RFP would not be needed
 - Contract will need to go on the Council agenda
 - Fees typically are in the range of 30% of the projected salary
 - Contract should also include up to \$20,000 for expenses: candidate travel expenses for interviews, DiSC testing, recruitment ad placements, etc.
- If the candidate is not local, you will need to cover moving costs for the candidate and hotel expenses for some period of time until the candidate finds a home. This would be negotiated through the search firm with the Board's direction.

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Other Issues/Considerations/Comments

- Politics that may be in play in the moment – or have been in the past – i.e., funding or structural over-reaches
- Our government structure initially may limit interest – which is another good reason to use an industry-specific search firm/Searchwide.
 - Don't let that issue change the "facts" of the outcome of the Governance Review we did a few years ago but be open to the possibility of revisiting the issue
- Don't "force the clock" – take the time to do this right.
- Changemaker vs Caretaker – know up front what you're looking for and understand how that should define expectations – for the staff and the board.
- Make sure you're all on board with who you select – no candidate will want to accept an offer coming from a significantly split board.
- No matter who comes in, there will be a significant period of adjustment for all. Especially if Changemaker is the path you choose to pursue.

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Succession Planning for Other Leadership Positions

- Running prospect list for key positions
- Anticipating significant changes in the next few years
 - Mature, tenured staff – many retirement-eligible right now
- Evaluate every vacancy
 - Does filling it make sense?
 - Does filling it the same way make sense?
 - Does it need to be filled by an employee or could it be a contractor?
 - Is there a “shared service” opportunity with another agency/org?
- Diversity considerations
 - Demographically, as well as perspective and experience
- Prefer to use a Search Firm for the AED/VP roles