
Chapter: **ADMINISTRATION**
Title: **SUCCESSION PLAN - EXECUTIVE DIRECTOR**

Prior Approval Date: 1/12/10
Current Approval Date: 8/22/18

Approved by: BOARD ACTION


Executive Director

08/22/18
Date

(Board Review: 8/22/18)

I. Abstract

This policy establishes the guidelines of the Macomb County Community Mental Health Board for succession planning for replacement of its Executive Director.

II. Application

This policy shall apply to the MCCMH Board.

III. Policy

It is the policy of the MCCMH Board that its members shall approve and follow a succession plan for its executive leadership to ensure continuity of leadership due to the planned or unplanned departure of its Executive Director.

IV. Definitions

None.

V. Standards

- A. The Board shall review and approve the position description for its Executive Director including the position responsibilities, educational requirements, prior experience and other specifications.
- B. The Board shall develop and approve a selection process for filling the position of Executive Director.
- C. To manage the risk of a unplanned Executive Director vacancy, the Board shall request

could fill the position of Executive Director on a temporary or permanent basis.

- D. The Board shall develop and utilize a consistent format and set of questions/criteria for each applicant to be interviewed for the Executive Director position.

VI. Procedures

- A. In its succession planning for the position of Executive Director, the Board's considerations for the core job functions and traits/characteristics of candidates shall include, but not be limited to, the following:

Core Job Functions

Traits/Characteristics

Provide vision and direction for the organization.

- Innovation, inspiration, confidence
- Sets long term goals, is forward thinking with a vision of the future
- Perseverance in accomplishment of goals
- Demonstrate capacity to make timely and appropriate changes in thinking, plans and methods.

Provide leadership in collaboration with community partners

- Knowledge and competence in how to collaborate with community partners
- Focus on the visible hand of the organization in the community

Communicate effectively with local and external groups

- Experience working with elected officials, state and federal groups
- Capacity to establish trust, build confidence, form linkages
- Sincerity, integrity and candor in actions

Formulate and recommend policy to the board in clinical, financial, and operational arenas

- Capacity for policy development and oversight of successful implementation
- Actions based on reason and moral principles with a view to broad impact
- Capacity to think things through and be decisive in plan implementation

Oversee the selection, development, supervision and evaluation of staff, contractors

- Capacity to maintain qualities of fairness, objective approach, empathy and sensitivity with an orientation to staff empowerment
- Integrity, honesty, and even-handedness in interactions with others

- Provide intelligent oversight for development and implementation of clinical services program management, and contract/fiscal management – Willingness to study/seek challenging assignments
- Capacity to strategically plan with knowledge of state and federal policies, directions, and trends
- Maintain commitment to protection and enhancement of recipient rights, person-centered planning, and consumer-driven approaches throughout the public system of services – Empathy, good listening skills, open-mindedness, imagination

B. The Board shall address questions to the applicants that will elicit responses directed toward revealing the applicant’s ability to carry out the core functions delineated above, and the traits that support that capacity for each functional area.

C. Selection Process for Executive Director

Following are the procedural steps to be taken by the Board during the selection process with participants noted for each action step:

Actions:	Participants:
1. Review current Executive Director position description	CMH Board Personnel Committee
2. Meet with HR - review position description	
– Make revisions (if needed)	CMH Board Personnel Committee
– Discuss selection process	“ ”
– Formulate selection criteria/questions	“ ”
– Approval of position description and selection process	Full CMH Board
3. Once Executive Director has notified CMH Board of resignation:	
– Establish dates for posting period with application deadline	CMH Board Personnel Committee, HR
– Draft cover letter for posting; attach position description	Executive Director, HR
– Announce Executive Director’s retirement	CMH Board Chair
– Draft advertisement for position	Executive Director, HR

4. Post and advertise position with:
 - State PIHPs / CMHSPs, CAs HR
 - Newspapers - News, Free Press, MI Chronicle and other sources (as determined by CMH Board Personnel Committee and HR) HR
 - Out state publications HR
 - Colleges, Universities HR

5. Once Applications are received:
 - Complete 1st "cut" of applications based on experience, selection criteria and qualifications CMH Board Executive Committee
 - Select applicants to be interviewed CMH Board Executive Committee
 - Orient CMH Full Board and Personnel Committee to interview process CMH Board Executive Committee

6. Once applicants are selected to be interviewed:
 - Conduct interviews of selected applicants CMH Board Executive Committee
 - Recommend 2 or more finalists to be re-interviewed CMH Board Executive Committee
 - Interview finalists Full CMH Board
 - Make selection / appointment Full CMH Board

- Follow-Up:

7. Once selection for position has been made:
 - Offer position to appointee CMH Board Chair and CMH Board Personnel Committee
 - Discuss contract, any remaining employment issues " "

VII. References / Legal Authority

- A. Michigan Mental Health Code, P.A. 258 of 1974, as amended
- B. MCCMH MCO Policy 5-004 Board By-Laws
- C. Commission on Accreditation Rehabilitation Facilities (CARF) 2000 Standards Manual, §1.B., "Governance (Optional)," 4., p. 44

VIII. Exhibits

- A. None.