



## EXECUTIVE DIRECTOR SUCCESSION PLAN

The Board of Directors of The Minerals, Metals & Materials Society (TMS) recognizes that this is a plan for contingencies due to the resignation, retirement, dismissal, disability, death, or unplanned absence or departure of the Executive Director.

This plan presumes that the Deputy Executive Director position is not vacant and another staff person has been officially designated by the Executive Director to serve as Emergency Staff Leader in the event that a Deputy Executive Director is not available.

### *I. Succession Plan in Event of a Temporary, Unplanned Short-Term Absence*

A temporary absence is one of less than three months during which the Executive Director is unable to carry out the duties and responsibilities of the position and in which it is expected that the Executive Director will return to his/her position once the events precipitating the absence are resolved. An unplanned absence is one that arises unexpectedly (in contrast to a planned leave, such as a vacation or a sabbatical). The Board of Directors or Emergency Committee is authorized (or authorizes the President of TMS) to implement the terms of this emergency plan in the event of the unplanned absence of the Executive Director.

In the event of the temporary, unplanned absence of the Executive Director, the Deputy Executive Director (or previously designated Emergency Staff Leader should the Deputy Executive Director not be immediately available) is to immediately inform the President (or highest ranking volunteer Board member) of the absence. As soon as it is feasible, the President should convene a meeting of the Board or Emergency Committee to affirm the procedures prescribed in this plan or to make modifications as the Board or Emergency Committee deems appropriate. At this meeting, a staff member should be designated as Acting Executive Director. Primary preference should be given to the Deputy Executive Director to this role. Secondary preference would be for the designated Emergency Staff Leader.

### **Authority and Compensation of the Acting Executive Director**

The person appointed as Acting Executive Director shall have the full authority for decision-making and independent action as the regular Executive Director.

The Acting Executive Director will receive a temporary salary increase to the entry-level salary of the Executive Director position during the period that they serve in the Acting Executive Director role.

### **Board Oversight**

The President shall be responsible for monitoring the work of the Acting Executive Director. The Board will be sensitive to the special support needs of the Acting Executive Director in this temporary leadership role.

## **Communications Plan**

Immediately upon transferring the responsibilities to the Acting Executive Director, the President will notify staff members, members of the Board of Directors and key volunteers of the delegation of authority.

As soon as possible after the Acting Executive Director has begun covering the unplanned absence, the Acting Executive Director shall communicate the temporary leadership structure to key external organizations having relationships with TMS, including but not limited to TMS society partners and government funding agencies in cases where the Executive Director is Principal Investigator or designated contact for grants and contracts.

## **Completion of Short-Term Emergency Succession Period**

The decision about when the absent Executive Director returns to lead TMS will be determined by the President in consultation with the Executive Director. They will decide upon a mutually agreeable schedule and return date.

### ***II. Succession Plan in Event of a Temporary, Unplanned Long-Term Absence***

A long-term absence is one that is expected to last more than three months. The procedures and conditions to be followed will be the same as for a temporary, unplanned short-term absence with one addition:

The Emergency Committee or Board of Directors will give immediate consideration, in consultation with the Acting Executive Director, to temporarily filling the management position left vacant by the Acting Executive Director. This is in recognition of the fact that for a term of more than three months, it may not be reasonable to expect the Acting Executive Director to carry the duties of both positions. The responsibilities of a temporary manager would focus on the priority areas in which the Acting Executive Director identifies the need for assistance.

## **Completion of Long-Term Emergency Succession Period**

The decision about when the absent Executive Director returns to lead TMS will be determined by the President in consultation with the Executive Director. They will decide upon a mutually agreeable schedule and return date.

### ***III. Succession Plan in Event of a Permanent Change in Executive Director Based on an Unplanned Absence***

A permanent change is one in which it is firmly and formally determined by the Board of Directors that the Executive Director will not be returning to the position from his/her absence. The procedures and conditions will be the same as for a temporary, unplanned long-term absence with one addition:

The Board of Directors will appoint a Transition and Search Committee within 15 days of the determination that the Executive Director will not be returning to the position to plan and carry out a transition to a new permanent Executive Director. The Board will also consider the need for outside consulting assistance depending on the circumstances of the transition and the Board's capacity to plan and manage the transition and search. The Transition and Search Committee will also determine the need for an Interim Executive Director, and plan for the recruitment and selection of an Interim Executive Director and/or permanent Executive Director.

***IV. Succession Plan in Event of a Permanent Change in Executive Director Based on Resignation, Retirement, or Dismissal***

In the event that the Executive Director announces his or her intention to leave the Society or the Board of Directors elects to separate from the Executive Director, the Board of Directors will give initial consideration to hiring the Deputy Executive Director as new Executive Director. If the Deputy Executive Director position is vacant or if the Board of Directors does not believe the Deputy Executive Director to be suited to the Executive Director position, the Board of Directors will appoint a Transition and Search Committee to plan and carry out a transition to a new permanent Executive Director. The Board will also consider the need for outside consulting assistance depending on the circumstances of the transition and the Board's capacity to plan and manage the transition and search. The Transition and Search Committee will also determine the need for an Interim Executive Director, and plan for the recruitment and selection of an Interim Executive Director and/or permanent Executive Director.