

EMERGENCY SUCCESSION PLAN

Montana Association of Counties

Procedure for the Appointment of an Acting Executive Director in the Event of an Unplanned Absence of the Executive Director

1. Rationale

In order to ensure the continuous coverage of executive duties critical to the ongoing operations of MACo and its services to members, the Board of Directors is adopting policies and procedures for the temporary appointment of an Acting Executive Director in the event of an *unplanned and extended absence* of the Executive Director.

While the Board acknowledges that such an absence is highly improbable and certainly undesirable, it also believes that due diligence in exercising its governance functions requires that it have an emergency executive succession plan in place. It is expected that this plan will ensure continuity in external relationships and in staff functioning.

2. Priority functions of the Executive Director position at MACo

The full Executive Director position description is attached.

Among the duties listed in the position description, the following are the key functions of the Executive Director to be covered by an acting director:

- Carry out the Mission and Goals of the Montana Association of Counties, as established in the MACo Bylaws
- Serve as the organization's principal leader, representative, and spokesperson to the Montana Legislature, other organizations, the media and the public in general
- Support the Board of Directors by serving as an ex-officio, non-voting member of the MACo Board of Directors and Executive Committee and executes decisions of the Board and Executive Committee
- Manages the day-to-day affairs of the Association
- Directly supervises and/or delegates supervision of all staff
- Provides general oversight of the Association's finances
- Provides general oversight of meetings of the Association and its committees
- Serves as a trustee on MACo's self insurance programs providing business management and promotion for the benefit of the pool members.

3. Succession plan in event of a temporary, unplanned absence -- SHORT-TERM

A. Definitions

1. A temporary absence is one in which it is expected that the Executive Director will return to his position once the events precipitating the absence are resolved.
2. An unplanned absence is one that arises unexpectedly, in contrast to a planned

leave, such as a vacation or a sabbatical.

3. A short-term absence is 3 months or less.

B. Who may appoint the Acting Executive Director

1. The Board of Directors authorizes the Executive Committee to implement the terms of this emergency plan in the event of the unplanned absence of the Executive Director.

2. In the event of an unplanned absence of the Executive Director, the Associate Director shall immediately inform the MACo President, MACo Executive Committee and Trustees of the MACo JPA, MACo JPIA and MACo HCT of the absence.

3. As soon as is feasible, the MACo President shall convene a meeting of the Executive Committee to affirm the procedures prescribed in this plan or to make modifications the Committee deems appropriate.

C. Standing appointee to the position of Acting Executive Director

1. The MACo Associate Director shall serve as Acting Executive Director in the absence of the Executive Director.

a. The MACo Associate Director shall convene the MACo Management team as necessary to assure coordination among the various departments

b. First and second back-ups for the position of Acting Executive Director

Should the Associate Director be unable to serve as Acting Executive Director, the first back-up appointee will be _____. The second back-up appointee will be _____.

c. In the event the standing appointee, the Associate Director, is new to that position and fairly inexperienced with MACo, the Executive Committee may decide to appoint one of the back-up appointees to the acting executive position.

d. The Executive Committee may also consider the option of splitting executive duties among the designated appointees.

D. Authority and restrictions of the appointee

1. The person appointed as Acting Executive Director shall have the full authority for decision-making and independent action as the regular Executive Director as established in the MACo bylaws, unless authority is specifically restricted by the MACo Executive Committee.

E. Compensation

1. The Associate Director, when serving as the Acting Executive Director shall receive a temporary salary increase of 10%.
- F. The Executive Committee of the Board will have responsibility for monitoring the work of the Acting Executive Director. The Executive Committee will also be alert to the special support needs that of the executive in this temporary leadership role.
- G. Communications plan
1. As soon as possible after the Acting Executive Director has begun covering an unplanned absence, the Board and the Acting Executive Director shall communicate the temporary leadership structure to:

County elected officials
Legislative leadership and legislative staff
Organizations of elected officials
Organizations that MACo works closely with on legislative and other matters

4. Succession plan in event of a temporary, unplanned absence -- LONG-TERM.

A. Definition

1. A long term absence is one that is expected to last more than 3 months
2. Procedures - The procedures and conditions to be followed shall be the same as for a short-term absence with one addition:

The Executive Committee will give immediate consideration, in consultation with the Acting Executive Director, to temporarily backfilling the management position left vacant by the Acting Executive Director. This is in recognition of the fact that, for a term of more than 3 months, it may not be reasonable to expect the Acting Executive Director to carry the duties of both positions. The position description of a temporary manager would focus on covering the priority areas in which the Acting Executive Director needs assistance.

5. Succession plan in event of a PERMANENT unplanned absence.

A. Definition

1. A permanent absence is one in which it is firmly determined that the Executive Director will not be returning to the position.

B. Procedures

1. Unless superseded by specific provision of a separate, board-adopted Long term Succession Plan, the procedures and conditions shall be the same as for a long-term temporary absence with one addition:

The Board of Directors and one Trustee from each MACo Pool shall serve as a Transition and Search Committee to plan and carry out a transition to a new permanent executive director.

6. Plan during or immediately preceding a Legislative Session,

- A. Should a an *unplanned and extended absence* of the Executive Director occur immediately preceding or during a Legislative Session, the MACo Executive Committee is authorized to employ a lobbyist or enter into an agreement with a contract lobbyist without further approval, if in the opinion of the Executive Committee, existing staff and officers cannot adequately represent MACo's interests before the legislature.

7. Approvals and maintenance of record

A. Succession plan approval

This succession plan will be approved by the Executive Committee and forwarded to the full Board of Directors for its vote and approval.

B. Signatories

This plan shall be signed by the Board President and the Executive Director

C. Maintenance of record

Copies of this plan shall be maintained by the MACo President, the Executive Director, the Associate Director, and the MACO General Counsel.

D. Effective Date

This Short Term Succession Plan shall be effective upon approval the _____ day of _____, 2012.

POSITION DESCRIPTION

Executive Director

Definition:

Under broad policy guidance and direction of the Board of Directors and the Trustees, this position, coordinates and carries out various administrative and management activities relating to the Association. Plans, organizes, directs, and coordinates the staff programs and activities of the Association to ensure that objectives are attained, plans fulfilled and members needs met.

Distinguishing Characteristics:

Employees assigned to this position must outstanding communication and public relations skills. Must have a thorough understanding of management and leadership to achieve economical, productive performance, forward-looking programming and constructive growth of the Association.

Example of Duties:

The following list of duties and responsibilities is intended to be representative of this position and is not meant to be all inclusive:

Ensures the Board of Directors and the Executive Committee are kept fully informed on the conditions and operations of the Association; Plans, formulates and recommends basic policies and programs which will further the objectives of the Association; Executes all decisions of the Board and Executive Committee; Develops for purpose of day-to day administration, specific policies, procedures and programs to implement the general policies established by the Board; Establishes a sound organization structure for the headquarters office; Directs and coordinates all approved programs, projects and major activities of the headquarters staff; Recruits, hires, indoctrinates, trains, motivates, promotes and terminates all Association personnel; Obtains maximum utilization of staff by clearly defining their duties, establishing performance standards, conducting performance reviews and maintaining competitive salary structure; Provide necessary liaison and staff support to committee chairman and committees to enable them to properly perform their functions; Executes such contracts and commitments as may be authorized by the Board or established policy; Promotes interest and active participation in the Association's activities on the part of membership and reports activities of the Board and Executive Committee through the communications media of the Association; Maintains effective relationships with other organizations, both public and private, and sees that the position of the Association and its members is enhanced in accordance with the policies and objectives of the organization; In cooperation with the appropriate committee and the Fiscal Officer, develops, recommends and upon approval, operates within

an annual budget; Ensures that all funds, physical assets and other property of the Association are properly safeguarded and administered; Plans, coordinates and conducts a public relations program to enhance public opinion of county government; Serves as executive editor of the Association publications, obtaining and editing articles, and providing Business Management to the publication; Conducts research and related projects and prepares reports and publishes the results on subjects deemed of importance to the membership; Develops education program to advance the skills of the membership, operating within established budget and program objectives; Plans, organizes and directs membership promotion and retention programs, evaluates results and recommends policies, procedures and action to achieve full membership; Collects dues and terminates delinquent members; Exercises control of convention budget and all convention arrangements to meet financial objectives; Maintains official minutes of all meetings of the organization; Provides security for all files, legal and historical documents, membership and mailing lists; Responsible for planning, promotion and administration of all official meetings of the organization; Serves as representative of county government at the State Legislature to support desirable legislation and prevent the enactment of undesirable legislation; Carries out such other general responsibilities as may be delegated by the officers and the Board; Serves as a trustee on MACo's self insurance programs proving business management and promotion for the benefit of the pool members.

I. Relationships

Responsible to the Board of Directors for the administration of the headquarters' office and for interpretation and fulfillment of all functions, responsibilities and authority; Serves as a member of the Board of Directors and Executive Committee ex-officio, without the right to vote; Visits counties when feasible and maintains personal contacts with members to the greatest extent possible; Maintains such relationships with other associations, industry, government and public service organizations as are desirable or necessary in the best interest of the Association, and in conformity with the overall objectives and policy of the organization; Establishes such relationships as the Board of Directors and Officers may specify or as deemed advisable in the best interests of the Association; Serves as a member of the insurance trusts and performs a secretarial function for the trusts;

Employment Standards:

Knowledge of:

- Extensive knowledge of principles and practices of association management, budget preparation and personnel management;
- Comprehensive knowledge of local government management, organization and administrative theories, principles, practices, and techniques;

- Comprehensive knowledge of the organization, functions, and methods of operation of the County legislative body, executive staff, and operational departments;
- Principles of organization and management.

Ability to:

- Plan; organize, coordinates and direct administrative and fiscal association management activities;
- Organize and direct a program of public relations;
- Interpret and apply laws and regulations to county government;
- Establish and maintain cooperative relationships with county officials, employees, representatives of other agencies and the general public.
- Communicate effectively, both orally and in writing;
- Lead, motivate, manage, coordinate, supervise and evaluate the work of others;
- Build teams; develop goals, and follow-through on projects;

Education:

- Bachelor's degree from an accredited college in Business Administration, Public Administration or related field.

Experience:

- Ten years progressively responsible supervisory, administrative and management experience.

OR EQUIVALENT COMBINATION OF EDUCATION AND EXPERIENCE

II. Physical Requirements

Frequently required to sit and talk or hear. Occasionally required to walk, use hands to finger, handle or feel objects, tools, or controls; reach with hands and arms. Occasionally required to stoop kneel, crouch or crawl. Must occasionally lift and/or move up to 25 pounds. Vision abilities required include: close vision, and the ability to adjust focus.

This position description does not constitute the offer of an employment contract with Montana Association of Counties.

