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Interim Executive Director Program

Stuart C. Mendel
Cleveland State University, scmendel@cs.com

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Interim Executive Director Program



Cleveland State University

Maxine Goodman Levin College of Urban Affairs
Center for Nonprofit Policy & Practice

September 2007



Welcome to the Interim Executive Director Program

Thank you for allowing us to join you on your transition journey. We will be working together to assist your board and staff with this change in leadership.

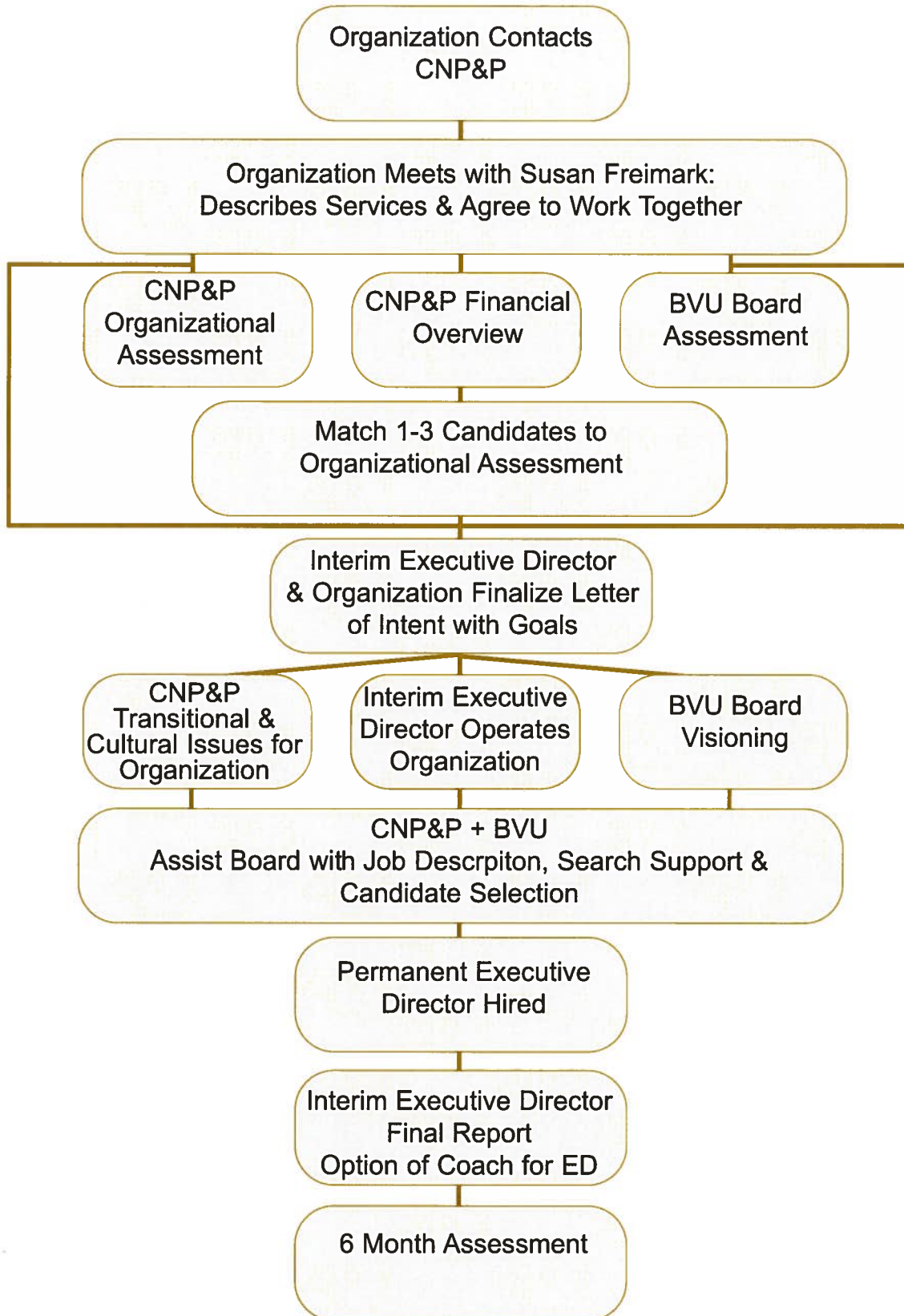
Many things will be occurring simultaneously over the next few weeks. Below is a guide and checklist of what will be asked of you:

- Identify key board and staff members to serve on the Transition Team. Complete the Transition Team Contact Information form and fax it to Susan Freimark at (216) 687-9239.
- Work with staff to complete the Organizational Survey as soon as possible and return it to Susan Freimark.
- Dr. Stuart Mendel will contact you to meet about the Financial Overview. If you prefer to contact him, his phone number is (216) 687-6908.
- Ivy Turkington will contact you to set a time for the Pre-Program Evaluation. This should not take more than one hour. If you prefer to contact her, Ivy's phone number is (216) 658-1958. She will leave with you two surveys and memos to go with each:
 - an Organizational Role Survey, to be completed by all staff members, and
 - an Organizational Climate Survey, to be completed by the transition team.
- Please ensure all surveys are completed and returned as soon as possible to Susan Freimark.

When you have returned the five items listed above, the process will begin. The information gathered in the surveys will help us to make an appropriate interim executive director match with an individual who has experience with the unique issues facing your organization. Up to three candidates will be presented to you. We recommend that you interview these candidates and make your choice within two days of the interviews. Your Interim Executive Director Manual includes sample letters to use at the time of hire.

Bear in mind that the sooner you provide us with the information we have requested, the sooner an interim executive director can be placed. If you have any questions or concerns, please contact Susan Freimark at (216) 687-6895 or susanf@urban.csuohio.edu.

Interim Executive Director Program Flowchart



ASSESSMENTS

Interim Organization Needs Assessment Form

Name of organization: _____

Name of contact: _____

Mailing address: _____

Phone: _____ Fax: _____

Website: _____

E-mail address: _____

To apply for participation in the Interim Executive Director Program, please provide all checklist items and complete questions listed below.

- History of organization
- Annual report
- Organizational chart
- Organizational budget for the current fiscal year
- Board roster (including name, affiliation, tenure, and contact information)
- Copy of the organization's letter from the IRS indicating tax-exempt status
- Promotional materials (brochures, etc)

This section is to be completed by key staff and board members.

1. Is your organization an independent 501(c)(3)?
 - Yes
 - No
2. Is your organization an affiliate of a national organization?
 - Yes
 - No
3. Age of organization: _____
4. Size of organization's annual operating budget: \$ _____

Interim Organization Needs Assessment Form (continued)

5. Number of employees:

Full Time _____

Part Time _____

6. Dates of tenure of current or most recent Executive Director:

7. Is current Executive Director the founder?

Yes

No

8. Reason for most recent Executive Director's departure (resigned, illness, retired, dismissed, etc)

9. History of Executive Directors since founding:

Name: _____

Tenure: _____

Name: _____

Tenure: _____

Name: _____

Tenure: _____

Name: _____

Tenure: _____

10. What is the Board seeking in an Interim Executive Director?

Change agent

Maintain status quo

Undecided

11. Anticipated length of Interim Executive Director's tenure (in months)

Interim Organization Needs Assessment Form
(continued)

12. Area(s) of prime concern for the Interim Executive Director:

- Internal relations
- External relations
- Finance
- Fundraising
- Human resources
- Other _____

13. Biggest challenge to the Interim Executive Director?

14. How would you characterize the work environment of your organization? (Informal, structures, friendly, serious, etc.)

15. What would you want to know if you were the incoming Executive Director?

Interim Executive Director Transition Team Contact Information

Organization Name: _____

Address: _____

Phone: _____ Fax: _____

Website Address: _____

Main Contact

Name: _____ Position: _____

Office Number: _____ Mobile Number: _____

Fax: _____ E-mail address: _____

1. Name: _____

Position: _____

Office Number: _____

Mobile Number: _____

Fax: _____

E-mail address: _____

2. Name: _____

Position: _____

Office Number: _____

Mobile Number: _____

Fax: _____

E-mail address: _____

Interim Executive Director Transition Team Contact Information
(continued)

3. Name: _____
Position: _____
Office Number: _____
Mobile Number: _____
Fax: _____
E-mail address: _____

4. Name: _____
Position: _____
Office Number: _____
Mobile Number: _____
Fax: _____
E-mail address: _____

5. Name: _____
Position: _____
Office Number: _____
Mobile Number: _____
Fax: _____
E-mail address: _____

6. Name: _____
Position: _____
Office Number: _____
Mobile Number: _____
Fax: _____
E-mail address: _____

**Interim Executive Director Program
Overview of Organization Financial Information
Intake and Assessment**

Today's date: _____ Organization name: _____

I. IMPORTANT DATES TABLE

ITEM	DATE OF DOCUMENT	DATE COVERED
Annual report		
Cash statement		
Interim (quarterly) reports		
Monthly statements		
Audited financial statement		
Other documents		

II. FISCAL YEAR BUDGET

LAST YEAR

Revenue _____

Sources _____

Restrictions _____

THIS YEAR

Revenue _____

Sources _____

Restrictions _____

Proportional Distribution (pie chart)

Expenses _____

Salary _____

Non-salary _____

Expenses _____

Salary _____

Non-salary _____

Proportional Distribution (pie chart)

III. ANALYSIS OF BUDGET INFORMATION BASED UPON SALARY AND NON-SALARY

IV. PROGRAM DESCRIPTION AND SIZE BASED UPON DOLLARS

V. DESCRIPTION OF CASH FLOW (SOURCES AND TIMING OF DOLLARS)

VI. ISSUES AND OBSERVATIONS

VII. ATTACHMENTS

Disclaimer: This document is intended for internal use only and represents a summary of materials submitted by the organization to the reviewer. It is not intended to serve in place of a financial audit statement or management letter completed by a credentialed accountant or accounting firm.

Organizational Survey

In this survey, you will be asked a series of questions about your board, organizational and staff characteristics, and management systems.

We recognize that some of the information asked in this survey may need to be gathered from your colleagues. Please read through the survey and assess whom you will need to approach to answer some of the questions. Try to answer each question. If you are not sure of the answer, give us your best estimate. If you think a question is misleading, please free feel to explain why on the survey.

If you have any questions, please feel free to contact us. Thank you.

Center for Nonprofit Policy & Practice
 Maxine Goodman Levin College of Urban Affairs
 Cleveland State University
 (216) 875-9972 or jsowa@urban.csuohio.edu

BACKGROUND INFORMATION

1. What was the year of your organization's founding? _____

2. Is your organization an independent 501(c)(3)?

- Yes
 No

3. Is your organization an affiliate of a national organization?

- Yes
 No

If yes, where does the governing authority rest: with the affiliate or with the national organization? _____

4. How many full-time and part-time staff do you have?

- a. Full-time _____
 b. Part-time _____

BACKGROUND INFORMATION (CONTINUED)

- 5. How many volunteers does the organization utilize? (NOTE: Regular (i.e., permanent or ongoing) volunteers rather than special event or one-time volunteers)_____
- 6. How many members are on your organization’s board of directors?_____
- 7. What is the annual operational budget of your organization? \$_____
- 8. How many programs does your organization operate? _____

Please provide us with an example of two programs (Describe what activities are included in the programs):

- 9. Do you have any founding staff members employed at your organization?

- Yes
- No

If yes, how many_____?

- 10. Is your most recent executive director the founding executive director?

- Yes
- No

- 11. Do you have any founding board members serving on the board of directors?

- Yes
- No

If yes, how many_____?

BACKGROUND INFORMATION (CONTINUED)

12. Which statement best describes the current status of your organization?

- We are currently experiencing challenges in the operation of our organization.
- Despite our best efforts, we are struggling to deliver the major programs of our organization.
- We are currently stable, but can not handle any new challenges.
- Our organization is operating smoothly and can handle new challenges in the future.

GOVERNANCE AND STRUCTURE

13. How often does your board of directors meet:

- Weekly
- Monthly
- Quarterly
- Annually
- Other (Please specify) _____

14. Which of the following groups are represented on your current board? (Check all that apply):

- Clients
- Local business persons
- Law professionals
- Accountants
- Educators
- Bookkeepers
- Financial planners/Financial consultants
- Marketing/Public relations professionals
- HR experts
- Management consultants
- University faculty members
- Public officials (non-elected)
- Community activists
- Information Technology Specialists
- Fundraisers
- Other (Please specify) _____

GOVERNANCE AND STRUCTURE (CONTINUED)

15. Please circle the appropriate response:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The board exhibits effective leadership	1	2	3	4	5
The board is effective in setting the organizational vision and mission	1	2	3	4	5
The board is effective in ensuring adequate resources to meet mission objectives	1	2	3	4	5
The board is effective in recruiting members with the needed skills and talents	1	2	3	4	5
Board members regularly review financial statements	1	2	3	4	5
Board members understand the financial statements they receive	1	2	3	4	5
Board members ask questions about income and expenses as necessary	1	2	3	4	5
The board understands the organization's current financial condition	1	2	3	4	5
Board and staff agree on their respective roles in the organization	1	2	3	4	5
The board structure meets the organization's needs	1	2	3	4	5
The board has a plan for maintaining its current membership	1	2	3	4	5
Current board members possess the necessary skills and expertise	1	2	3	4	5

16. Who has responsibility for the following management functions? (separate department, person (e.g., Finance Director), or the executive director):

Human resource management/personnel
 Department Person Executive Director No one

Finance
 Department Person Executive Director No one

Accounting
 Department Person Executive Director No one

Strategic planning
 Department Person Executive Director No one

Fundraising
 Department Person Executive Director No one

GOVERNANCE AND STRUCTURE (CONTINUED)

17. Please list each of your board committees and indicate whether or not each committee is active (attach additional sheet if necessary):

BOARD COMMITTEE	ACTIVE OR NONACTIVE
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

18. Does your board have a plan for its orientation and development?

- Yes
- No

19. Please identify any critical issues that have arisen with your board in the past two years:

HUMAN RESOURCE MANAGEMENT

20. Please provide the following information about your organization's performance management system. (Please circle)

Questions	Yes	No
Is the executive director formally evaluated each year?	1	2
Are management staff formally evaluated each year?	1	2
Are the front-line workers or staff formally evaluated each year?	1	2
Does your organization develop written staff training plans for management staff?	1	2
Does your organization develop written staff training plans for front-line staff?	1	2
Are staff training plans developed in conjunction with performance appraisals?	1	2
Is staff compensation determined in conjunction with performance appraisals?	1	2
Does your organization use cost of living adjustments? (Annual salary increase based on annual cost-of-living increase.)	1	2

HUMAN RESOURCE MANAGEMENT (CONTINUED)

21. Please describe how salary increases (or raises) are awarded in your organization:

22. Please estimate the annual turnover in your organization for the following positions (number of people):

	Voluntary	Involuntary	Retirement
Management			
Support/Administrative staff			
Front-line/Direct service workers (i.e., those who deliver services to clients)			

23. Please estimate your organization's annual expenditures on training and development:
\$ _____

24. Please estimate annual spending per employee on training and development:
\$ _____

25. Does your organization track staff participation in training and development courses?

- Yes
- No

26. Does your organization offer tuition reimbursements?

- Yes
- No

27. Are newly hired employees subject to a probationary period?

- Yes
- No

If yes, how long is the probationary period on average? _____

HUMAN RESOURCE MANAGEMENT (CONTINUED)

28. For the previous year, how many employees were terminated during the probationary period? _____

29. What forms of training does your organization supply to its staff (Please circle):

Ethics	Yes	No
Technical (Apprenticeship)	Yes	No
First Aid Training	Yes	No
Performance Management	Yes	No
New Employee Orientation	Yes	No
Leadership Development	Yes	No
Supervisory Skills	Yes	No
Computer Use	Yes	No
Management Skills	Yes	No
Other Training: (please specify)	_____	

30. Please indicate which benefits your organization offers to its management staff and other staff:

Benefits	Management	Other Staff
Health insurance	<input type="checkbox"/>	<input type="checkbox"/>
Dental insurance	<input type="checkbox"/>	<input type="checkbox"/>
Life insurance	<input type="checkbox"/>	<input type="checkbox"/>
Paid parental leave	<input type="checkbox"/>	<input type="checkbox"/>
Paid holidays	_____ days/year	_____ days/year
Paid vacation days	_____ days/year	_____ days/year
Paid sick and personal days	_____ days/year	_____ days/year
Retirement		_____ %
If yes, please indicate the percentage of the salary contributed		
Other:	_____	

HUMAN RESOURCE MANAGEMENT (CONTINUED)

31. To what extent is the following true about staff development and promotion in your organization?

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Our organization engages in succession planning for future leadership changes	1	2	3	4	5
Personnel policies facilitate staff development	1	2	3	4	5
Top management is willing to invest considerable time and resources to ensure the development of staff	1	2	3	4	5
Staff have good career opportunities in the organization	1	2	3	4	5
Staff have professional development plans	1	2	3	4	5
Current staff have a good chance of being promoted	1	2	3	4	5
Current staff are given priority in filling job vacancies	1	2	3	4	5

FINANCIAL MANAGEMENT

32. Please circle the appropriate response:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Direct fundraising and administrative expenditures account for less than 30% of our total annual budget	1	2	3	4	5
We have sufficient unrestricted income to develop in areas most important to our organization	1	2	3	4	5
We have a ready source of (or access to) cash or cash equivalents to cover shortfalls	1	2	3	4	5
We review the budget throughout the year	1	2	3	4	5
We retain positive net working capital at the end of each year	1	2	3	4	5
We have more unrestricted income than expenses each year	1	2	3	4	5
We have established an operating reserve to finance cash shortfalls and program growth	1	2	3	4	5

FINANCIAL MANAGEMENT (CONTINUED)

33. Please circle the appropriate response to the following questions:

The organization has systems in place to provide information to make sound financial decisions	Yes	No
The organization prepares timely financial statements (e.g., balance sheet, statement of revenue and expenses)	Yes	No
The organization monitors unit costs of program and services through the documentation of staff time and direct expenses	Yes	No
The organization monitors unit costs of programs through a process for allocation of management, general program, and fundraising expenses	Yes	No
The organization prepares cash flow projections	Yes	No
The organization forecasts year-end revenue and expenses to make sound management decisions through the year	Yes	No
The organization reconciles all cash accounts monthly	Yes	No
The organization has an oversight process to monitor that they are receiving appropriate and accurate financial information from the financial processing	Yes	No
Government contracts are all in compliance with regulations	Yes	No
Payroll is prepared following appropriate state and federal regulations	Yes	No
The organization has a written financial policy and procedures manual	Yes	No
All expenses are approved by a designated person before payment is made	Yes	No
The organization has a written policy related to investments	Yes	No

34. Does your organization use internal financial statements, such as a balance sheet of financial position?

- Yes
- No

How often are they provided to you?

- Monthly
- Quarterly
- Semi-annually
- Annually
- Not regularly provided

How often are they provided to your board of directors?

- Monthly
- Quarterly
- Semi-annually
- Annually
- Not regularly provided

FINANCIAL MANAGEMENT (CONTINUED)

35. Has your organization had a cash shortage/cash flow problem in the last three years?

- Yes
- No

If a recurring issue, approximately how many months out of each year does this occur? _____ months

36. To what do you attribute your cash flow problem? (check all that apply)

- A prior deficit
- Delays in grant disbursements/payments
- Timing of fundraising campaigns
- Spent unexpected money that we did not receive
- Unanticipated emergency expenses
- Malfeasance
- Normal business cycles

37. How does your organization respond to cash shortages? (check all that apply)

- Approach a foundation for emergency funding
- Increase fundraising activity
- Cut non-essential expenses
- Hold salaries
- Delay payment of bills
- Cut program services
- Approach board for loan or special contribution
- Transfer money from other funds
- Use cash reserves
- Rely on existing line of credit or loan
- Try to speed collection of awarded grants
- Request loan from bank

38. If your organization has had a deficit of unrestricted income to cover annual operating and program expenses in the past five years, how did you handle it? (check all that apply)

- No deficit
- Used prior year's reserve
- Did not pay bills
- Borrowed money
- Fundraised
- Cut expenses
- Brought deficit forward into the next year's budget
- There was nothing we could do

FINANCIAL MANAGEMENT (CONTINUED)

39. If your organization has had a surplus of unrestricted income to cover annual operating and program expenses in the past five years, how did you use it? (check all that apply)

- No surplus
- Spent it to cover organizational need
- Kept it in our regular account for cash flow
- Put it into savings to be added to yearly with the intention of developing a reserve
- Put it into savings as a reserve for a specific purpose

40. How important is it to you to have a surplus of unrestricted income at the end of the year? (check ONE only)

- If we had a surplus, we would not be able to fundraise
- Not important at all
- Would be nice to have, but not that important
- Important, but impossible under current circumstances
- Essential, we budget for and attain a surplus each year

41. Circle the appropriate response for each:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
We have sufficient resources to ensure stable programming	1	2	3	4	5
The board of directors and management hold themselves responsible for the financial stability of the organization	1	2	3	4	5

42. Is an independent financial audit by a Certified Public Accountant (CPA) conducted in your organization?

- Yes
- No

If yes, how often? _____

Is the independent financial audit reviewed by the board? _____

OTHER ISSUES

43. What are the primary methods of fundraising used by the organization (check all that apply):

- Capital campaigns
- Phone solicitation
- Mail solicitation
- Planned giving
- Special events
- Membership dues
- Other (Please specify) _____

44. Does your organization have a written marketing plan?

- Yes
- No

45. Does your organization have director and officers liability insurance?

- Yes
- No

46. Does your organization have access to the Internet?

- Yes
- No

47. Does your organization have a website?

- Yes
- No

If yes, please supply URL: _____

How often is the website updated? _____

OTHER ISSUES (CONTINUED)

48. Please circle the appropriate response for each of the following:

We have sufficient access to expertise or expertise on staff to meet our needs in:	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Program development and management	1	2	3	4	5
Program evaluation	1	2	3	4	5
Financial management	1	2	3	4	5
Accounting	1	2	3	4	5
Auditing	1	2	3	4	5
Human resources	1	2	3	4	5
Planning	1	2	3	4	5
Training	1	2	3	4	5
Operations and risk management	1	2	3	4	5
Legal	1	2	3	4	5
Technology	1	2	3	4	5
Data processing	1	2	3	4	5
Fundraising	1	2	3	4	5
Marketing and communications	1	2	3	4	5

49. Of the categories listed in question 48, which two represent your organization's greatest strengths?

OTHER ISSUES (CONTINUED)

50. Please circle the appropriate response for each of the following:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Our organization has a clear, written mission statement	1	2	3	4	5
Our organization has a clear vision for the future	1	2	3	4	5
Our organization engages in strategic planning	1	2	3	4	5
Our organization has clear strategic priorities	1	2	3	4	5
The vision of the organization is translated into clear operating goals	1	2	3	4	5
Our organization has clear action priorities for the next year	1	2	3	4	5
Our organization communicates the vision to all the staff	1	2	3	4	5
Our organization communicates the action priorities to all the staff	1	2	3	4	5
Our organizational culture supports the achievement of the strategic plan	1	2	3	4	5
Our organization tracks progress toward the accomplishment of the strategic plan	1	2	3	4	5

51. What is your 10-year organizational vision? What challenges exist in reaching that vision?

52. What were the one or two successes during the past year that have given you the most satisfaction? What were the one or two organizational disappointments that have occurred over the past year?

OTHER ISSUES (CONTINUED)

Please indicate whether your organization has the following materials and please provide a copy:

- Organizational chart
- Mission statement
- Strategic plan
- The budget for the past two years
- Most recent audited financial statement
- 990 tax return
- Copy of the organization's by-laws
- Promotional materials
- Board roster
- Staff handbook (HR Policies)
- Compensation schedule
- Job descriptions

Thank you very much for completing the survey. If you have any questions, please contact us at (216) 875-9972.

Organization: _____

Name: _____

Position: _____

Address: _____

Phone: _____

Email: _____

Organizational Role Survey

People are one of the most critical resources of any effective nonprofit organization. In this survey, you will be asked a series of questions about **your role or position** in the organization and how you experience your role.

Try to answer each question. If you are not sure of the answer, give us your best estimate. If you think a question is misleading, please free feel to explain why on the survey.

ORGANIZATIONAL ROLE

Instructions: Please circle your feelings about the following statements based on this scale:

- 1=Never see things this way
- 2=Occasionally (a few times) see things this way
- 3=Sometimes see things this way
- 4=Frequently see things this way
- 5=Very frequently or always see things this way

	Never	Occasionally	Sometimes	Frequently	Very Frequently
1. My role tends to interfere with my family	1	2	3	4	5
2. I am afraid I am not learning enough in my present role to prepare me for higher responsibility	1	2	3	4	5
3. I am not able to satisfy the conflicting demands of various people who are superior to me in the organization	1	2	3	4	5
4. My role recently has been reduced in importance	1	2	3	4	5
5. My workload is too heavy	1	2	3	4	5
6. Other people do not give enough attention and time to my role	1	2	3	4	5
7. I do not have adequate knowledge to handle the responsibilities of my role	1	2	3	4	5
8. I have to do things in my role that are against my better judgment	1	2	3	4	5

	Never	Occasionally	Sometimes	Frequently	Very Frequently
9. I am not clear about the scope and responsibilities of my role (job)	1	2	3	4	5
10. I do not receive the information that is needed to carry out the responsibilities assigned to me	1	2	3	4	5
11. My role does not allow me to spend enough time with my family	1	2	3	4	5
12. I am too preoccupied with my present role responsibilities to be able to prepare for taking on greater responsibilities	1	2	3	4	5
13. I am not able to satisfy the conflicting demands of the various people at my peer level and of my subordinates	1	2	3	4	5
14. Many of the functions that should be part of my role have been assigned to other people	1	2	3	4	5
15. The amount of work I have to do interferes with the quality I want to maintain	1	2	3	4	5
16. There is not enough interaction between my role and other roles	1	2	3	4	5
17. I wish I had more skills to handle the responsibilities of my role	1	2	3	4	5
18. I am not able to use my training and expertise in my role	1	2	3	4	5
19. I do not know what the people with whom I work expect of me	1	2	3	4	5
20. I do not have access to enough resources to be effective in my role	1	2	3	4	5
21. I have various other interests (social, religious, etc.) that are neglected because I do not have the time to attend to them	1	2	3	4	5
22. I do not have the time or opportunities to prepare myself for the future challenges of my role	1	2	3	4	5

	Never	Occasionally	Sometimes	Frequently	Very Frequently
23. I am not able to satisfy the demands of clients and others because they conflict with one another	1	2	3	4	5
24. I would like to take more responsibility than I have at the present	1	2	3	4	5
25. I have been given too much responsibility	1	2	3	4	5
26. I wish there were more consultation between my role and other roles	1	2	3	4	5
27. I have not had pertinent training for my role	1	2	3	4	5
28. The responsibilities I have are not related to my interests	1	2	3	4	5
29. Several aspects of my role are vague and unclear	1	2	3	4	5
30. I do not have enough people to work with me in my role	1	2	3	4	5
31. My organizational responsibilities interfere with my non-work roles	1	2	3	4	5
32. There is little room for personal growth in my role	1	2	3	4	5
33. The expectations of my superiors conflict with those of my subordinates	1	2	3	4	5
34. I can do much more than what I have been assigned	1	2	3	4	5
35. There is a need to reduce some parts of my role	1	2	3	4	5
36. There is no evidence of involvement of several people (including myself) in joint problem solving or collaboration in planning action	1	2	3	4	5
37. I wish that I had prepared myself better for my role	1	2	3	4	5

	Never	Occasionally	Sometimes	Frequently	Very Frequently
38. If I had full freedom to define my role, I would be doing some things different from the way I do them now	1	2	3	4	5
39. My role has not been defined clearly and in detail	1	2	3	4	5
40. I am worried that I lack the necessary resources needed in my role	1	2	3	4	5
41. My family and friends complain that I do not spend time with them because of the heavy demands of my work role	1	2	3	4	5
42. I feel stagnant in my role	1	2	3	4	5
43. I am bothered by the contradictory expectations that different people have of my role	1	2	3	4	5
44. I wish that I would be given more challenging tasks to do	1	2	3	4	5
45. I feel overburdened in my role	1	2	3	4	5
46. Even when I take initiative for discussions or help, there is not much response from other people	1	2	3	4	5
47. I feel inadequate in my present job role	1	2	3	4	5
48. I experience conflict between my values and what I have to do in my job role	1	2	3	4	5
49. I am not clear about what the priorities are in my role	1	2	3	4	5
50. I wish that I had more financial resources for the work assigned to me	1	2	3	4	5

BACKGROUND INFORMATION

1. How would you identify your position?
 - Top management
 - Middle management
 - Front-line staff (provide services)
 - Specialized staff (budget analyst, HR specialist)
 - Administrative staff

2. What is your highest level of education completed?
 - High school/GED
 - Some college
 - Associate's degree
 - Bachelor's degree
 - Master's degree
 - JD
 - PhD/Medical degree

3. How long have you been with the organization?
 - Less than one year
 - One to four years
 - Five to nine years
 - Ten years or more

Organizational Climate Survey

An essential component of an effective nonprofit organization is the mission and vision of the organization. In this survey, you will be asked a series of questions about your organizational mission and vision and how that vision is communicated in the organization and implemented through your programming.

Try to answer each question. If you are not sure of the answer, give your best estimate. If you think a question is misleading, please free feel to explain why on the survey.

If you have any questions, please feel free to contact us (216) 875-9972. Thank you.

Center for Nonprofit Policy & Practice
 Maxine Goodman Levin College of Urban Affairs
 Cleveland State University
 (216) 875-9972 or jsowa@urban.csuohio.edu

ORGANIZATIONAL MISSION AND OPERATION

I. Please circle the appropriate response:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The organization has a current written mission statement	1	2	3	4	5
I know the mission statement	1	2	3	4	5
Staff and board know the mission statement	1	2	3	4	5
Staff and board can consistently articulate the mission in public	1	2	3	4	5
There is internal consensus regarding the meaning of our mission	1	2	3	4	5
Our mission connects with our audience/customer needs	1	2	3	4	5
Our current programming is consistent with our mission	1	2	3	4	5
Our collective vision for the future is consistent with our mission	1	2	3	4	5
Staff explicitly refer to the mission in decision making	1	2	3	4	5
Our board explicitly refers to the mission in decision making	1	2	3	4	5

2. Please circle the appropriate response:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Our market is growing	1	2	3	4	5
The organization has developed a formal process for identifying and expanding its most effective and needed programs	1	2	3	4	5
There is steady demand for our services	1	2	3	4	5
In the eyes of the community, our organization is clearly distinguished from others in our service area	1	2	3	4	5
We are not overly dependent on government for funding	1	2	3	4	5
We are not overly dependent on one foundation for funding	1	2	3	4	5
We are not overly dependent on a small number of clients	1	2	3	4	5
There are no services that are likely to replace ours in the near future	1	2	3	4	5
There are few threats to our organization from external environment changes (i.e. economy, demographics, social attitudes)	1	2	3	4	5
We are not spread too thin	1	2	3	4	5
We are not overworked or overstressed					
The people who work here trust and respect one another	1	2	3	4	5
We have a strong sense of teamwork and cooperation	1	2	3	4	5
Our resources (time, people, money) are focused to produce the best results	1	2	3	4	5
Programs are congruent with the organizational mission	1	2	3	4	5
There are incentives to do what is important	1	2	3	4	5
We have accurate, useful, and timely information on key performance areas	1	2	3	4	5
We regularly measure customer satisfaction	1	2	3	4	5
We regularly measure employee satisfaction	1	2	3	4	5

3. What is the most influential factor in selecting new programs for the organization? (select one)
- Changing needs of the community
 - New government programs
 - Funding patterns of the philanthropic community concurrent with mission
 - Last year's programs and budget
4. In evaluating your organization's performance, to what extent do you pay attention to the practices of other organizations like yours? (select one)
- No Extent
 - Little Extent
 - Some Extent
 - Moderate Extent
 - Great Extent
5. Are the number of rules and administrative procedures in your organization (select one)
- Far too few
 - Too few
 - Just about right
 - Too many
 - Far too many
6. Please circle the appropriate response:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The organization is willing to take reasonable risks	1	2	3	4	5
The organization is guided by sound business principles	1	2	3	4	5
The organization proceeds conservatively but is not hesitant in making changes	1	2	3	4	5
Leadership is capable of making tough staff choices	1	2	3	4	5
Leadership is willing to open up the organization's control systems	1	2	3	4	5
The organization is able to end programs that are no longer working or are no longer needed	1	2	3	4	5
The organization has accepted the importance of earning money	1	2	3	4	5

7. Over the past two years, how big a problem have each of the following been for your organization?

	Major Problem	Minor Problem	No Problem	Don't Know
Hiring enough qualified front-line staff	1	2	3	4
Retaining enough qualified front-line staff	1	2	3	4
Hiring enough qualified managers	1	2	3	4
Retaining enough qualified managers	1	2	3	4
Improving compensation	1	2	3	4
Improving benefits	1	2	3	4
Meeting the needs of your clients	1	2	3	4
Funding new initiatives	1	2	3	4
Expanding facilities	1	2	3	4
Increasing site visits by monitoring agencies	1	2	3	4
Increasing written reports required by monitoring agencies	1	2	3	4
Increasing fiscal reviews required by monitoring agencies	1	2	3	4

8. Please circle the extent to which you agree with the following statements about organizational working conditions:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Rules and procedures are helpful in my job	1	2	3	4	5
We are encouraged to share experiences, concerns, and ideas with people in other organizations	1	2	3	4	5
We are encouraged to experiment when we are faced with a new situation	1	2	3	4	5
We evaluate the results of these experiments and incorporate lessons into the way we do business	1	2	3	4	5
How things are done around here is left pretty much to the person doing the work	1	2	3	4	5
People here are allowed to do almost as they please	1	2	3	4	5
Most people here make their own rules on the job	1	2	3	4	5
Widespread debate occurs when we discuss our experience implementing new initiatives	1	2	3	4	5
People here feel as though they are constantly being watched to see that they obey all the rules	1	2	3	4	5
Experts and practitioners are invited to the organization to share their ideas with us	1	2	3	4	5
We effectively maintain and utilize records of organizational experiences	1	2	3	4	5
We hold periodic meetings to review and share experiences with other employees	1	2	3	4	5
Going through proper channels is constantly stressed	1	2	3	4	5
People here are encouraged to try out new ways of dealing with problems, even if these may not always succeed	1	2	3	4	5

9. Please circle the extent to which these statements reflect your organization's communications:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Those in authority issue instructions and expect them to be carried out	1	2	3	4	5
Most communication around here is informal and friendly	1	2	3	4	5
People here ask for information from those who are knowledgeable on the subject	1	2	3	4	5
Relevant information is available to all those who need it	1	2	3	4	5
Communication is often selective here; people usually give or hold back crucial information as a form of control	1	2	3	4	5
Conflicts are avoided or smoothed over to maintain the friendly atmosphere	1	2	3	4	5
In a conflict situation, those who are stronger force their points of view on others	1	2	3	4	5
When people make mistakes, they are not rejected	1	2	3	4	5
The philosophy is that the supervisor can make no mistake and the subordinate dare not make one	1	2	3	4	5
In resolving conflicts here, appeal is made to principles and organizational ideals	1	2	3	4	5
In risky situations, supervisors strongly emphasize discipline and obedience to others	1	2	3	4	5

10. Please indicate your level of agreement with the following statements:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Workers' needs are well met by this organization	1	2	3	4	5
The needs of women and minority employees are respected here	1	2	3	4	5
Virtually everybody in the organization is aware of people's particular needs	1	2	3	4	5
This organization is flexible in order to meet people's need	1	2	3	4	5

11. Do you feel encouraged to be innovative in your work?

- Yes
- No

12. Do you feel that work methods are changed to meet new conditions?

- Yes
- No

13. Do you feel that the organization responds to new technological and practice innovations?

- Yes
- No

14. Please indicate your level of agreement to the following statements:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Motivation is kept at high levels in the organization	1	2	3	4	5
Morale is high in most departments	1	2	3	4	5
Morale is high in my department	1	2	3	4	5
My personal morale is high	1	2	3	4	5
The commitment of the staff is high in this organization	1	2	3	4	5
Our organization is undergoing a leadership crisis	1	2	3	4	5
Many people in this organization are currently looking for other jobs	1	2	3	4	5
The organization solves the vast majority of its important problems	1	2	3	4	5
I am proud to be part of this organization	1	2	3	4	5
I am currently exploring other career opportunities	1	2	3	4	5
I feel that I am a valued member of this organization	1	2	3	4	5
In general, people are strongly committed to the organization	1	2	3	4	5

BACKGROUND INFORMATION

Please tell us about yourself for information purposes.

15. How would you identify your position?

- Top management
- Middle management
- Front-line staff (provide services)
- Specialized staff (budget analyst, HR specialist)
- Administrative staff

16. What is your highest level of education completed?

- High school/GED
- Some college
- Associate's degree
- Bachelor's degree
- Master's degree
- JD
- PhD/Medical degree

17. How long have you been with the organization?

- Less than one year
- One to four years
- Five to nine years
- Ten years or more

Thank you very much for completing the survey. If you have any questions, please contact us at (216) 875-9972.

(Optional)

Organization: _____

Name: _____

Position: _____

Address: _____

Phone: _____

Email: _____

ORGANIZATIONAL ASSESSMENT RESULTS

Key Concerns

Short Term Goals

Long Term Goals

1

Key Concerns	Short Term Goals	Long Term Goals

2

3

4

5

Key Concerns	Short Term Goals	Long Term Goals

Key Concerns	Short Term Goals	Long Term Goals

INTERIM EXECUTIVE DIRECTOR CANDIDATE PROFILES

CANDIDATE PROFILES

Name: _____

Contact Information: _____

Relevant Experience: _____

Comments: _____

2 Name: _____

Contact Information: _____

Relevant Experience: _____

Comments: _____

3 Name: _____

Contact Information: _____

Relevant Experience: _____

Comments: _____

INTERIM EXECUTIVE DIRECTOR FORMS

Disclaimer:

The material contained in this manual are samples or suggestions of documents. It is not an endorsement of any particular form or information contained within. Any document meant to be legally binding should be reviewed by a lawyer before use.

TABLE OF CONTENTS

SECTION 1:

SAMPLE FORMS FOR INTERIM EXECUTIVE DIRECTOR

- Letter of Understanding to Interim Executive Director (page 43)
- Introduction Letter of Interim Executive Director from Board Chair to Staff (page 45)
- Introduction Letter of Interim Executive Director from Board Chair to Key Stakeholders (page 46)
- Introduction Letter from Interim Executive Director to Staff (page 47)
- Pre-Employment Checklist (page 48)
- Checklist for Transitioning Leaders (page 50)
- Interim Executive Director's Bi-Weekly Report (page 56)
- Interim Executive Director's Final Report (page 58)

SECTION 2:

SAMPLE FORMS FOR THE SEARCH FOR A NEW EXECUTIVE DIRECTOR

- Sample Executive Director Job Descriptions (page 62)
- Job Description Template (page 77)
- Sample Interview Questions (page 80)
- Salary Guidelines (page 84)
- Memo of Understanding between Organization and New Executive Director (page 86)
- Offer of Employment to New Executive Director (page 87)
- Employment Contract for New Executive Director (page 88)
- Introduction Letter of New Executive Director from Board Chair to Staff (page 91)
- Introduction Letter of New Executive Director from Board Chair to Key Stakeholders (page 92)
- Introduction Letter from New Executive Director to Staff (page 93)
- Pre-Employment Checklist (page 94)
- Checklist for New Executive Director (page 96)
- Executive Director's Annual Performance Plan (page 102)
- Executive Director's Evaluation (page 105)

SECTION 3:

APPENDIX

- IRS Benefit Package Guidelines (page 114)

LETTER OF UNDERSTANDING TO INTERIM EXECUTIVE DIRECTOR

This sample letter is a suggested format for the contract between the Interim Executive Director and the Board; it is only a suggestion and the Center for Nonprofit Policy and Practice (CNP&P) accepts no responsibility for its use. Legal counsel should always be sought when legally binding documents are used. This example includes term and wage information, addresses confidentiality, and outlines duties and deliverables pertaining to daily operations and the executive search process.

[Date]

[Name]

[Street address]

[City, state and zip]

Dear [Interim Executive Director]:

This letter summarizes the understanding we have reached regarding the terms and conditions of your employment with [organization] beginning [month, day, year]. To be certain this letter accurately reflects our understanding, please review the items below and indicate your understanding and agreement by signing on the signature line below.

- A. This agreement will commence on [month, day, year] and will terminate on [month, day, year] unless extended or replaced by written mutual agreement. This agreement anticipates that you will perform your work duties, in part, at [organization's address] and attend meetings and events off site as required.
- B. During the term of this agreement, you will work [number] hours per week. Your salary will be \$[amount for duration], paid bi-weekly. This salary will be effective [month, day, year]. Included in this amount will be \$ [amount for duration], the prorated cash value of the benefit package and applicable deductions associated with the Executive Director position. [Organization] will reimburse the following necessary work-related expenses that you actually incur, [specify]. You will keep accurate records of such charges, within a specified budget amount, and submit them to [name] on a monthly basis.
- C. Each party shall hold in trust for the other party and shall not disclose to any non-party to the agreement any confidential information. Confidential information is information that relates to [organization's] research, development, trade secrets, or business affairs but does not include information that is generally known or easily ascertainable by non-parties.

- D. As Interim Executive Director, your responsibilities will include but not be limited to the following:
1. Provide overall administration of the day-to-day affairs of the organization.
 2. Facilitate implementation of annual budgets, goals, and objectives.
 3. Anticipate and propose solutions to organizational development, operating, program, and financial problems and issues.
 4. Oversee the management of operations and programs to ensure compliance with and implementation of goals, objectives, policies, reporting, and regulatory requirements.
 5. Maintain the organization's 501(c)(3) status.
 6. Confirm all appropriate insurances.
 7. Ensure the stability and morale of the staff.
 8. Communicate effectively with community stakeholders, funders, and consumers and represent [organization] at community events.
 9. Work closely with Board of Directors and administrative staff, providing updates and remaining accessible.
 10. Prepare [organization] for the new Executive Director and assist the Board of Directors in the search process.
 11. Provide the following deliverables:
 - i. Bi-weekly memos to the Board of Directors summarizing agency challenges, accomplishments, and any other noteworthy information.
 - ii. Final report to Board of Directors and new Executive Director
 1. summarizing agency challenges, accomplishments, and any other noteworthy information that occurred during interim
 2. agency SWOT analysis, including recommendations
- E. You acknowledge that if [organization] in its sole discretion deems that the arrangement set forth in this letter is not working as hoped, for example if the program needs are not being met or if expenses are higher than expected, [organization] may at its sole discretion end the arrangement sooner than [month, day, year], in which event you will receive two weeks notice of the end of the arrangement.
- F. As Interim Executive Director, you can not be considered for the permanent Executive Director position. Any extension to the current agreement will need to be agreed upon by both parties just prior to the expiration of the current agreement.

Sincerely,

[Board President's name]

.....
I acknowledge and agree to the terms and conditions set forth above.

[Signature, Interim Executive Director]

[Date]

INTRODUCTION LETTER OF INTERIM EXECUTIVE DIRECTOR FROM BOARD CHAIR TO STAFF

This sample form helps to keep the staff updated by informing them about the Interim Executive Director and gives them an idea of what to expect in regard to the executive transition process.

[Organization]
[Street Address]
[City, State ZIP Code]

[Date]

[Recipient Name]
[Title]
[Organization Name]
[Street Address]
[City, State ZIP Code]

Dear [Staff Member]:

I am pleased to inform you that we have hired [name] as Interim Executive Director, beginning on [date]. [He/she] has many years of experience as an executive director and has dealt with many of the issues that are now facing our organization. You can review [his/her] background from the attached resume.

Each of you will have the opportunity to meet one-on-one with [name], to discuss your unique responsibilities and any concerns you may have about the current situation. We are anticipating, at this point, that [name] will be with our organization in this capacity for the next [number] months. Please join me in welcoming [name] to [organization name].

Sincerely,

[Name]
Chairperson, Board of Directors

[Enclosure]

INTRODUCTION LETTER OF INTERIM EXECUTIVE DIRECTOR FROM BOARD CHAIR TO KEY STAKEHOLDERS

This sample form helps to keep the key stakeholders informed about the change in leadership and invites them to contact the Interim Executive Director.

[Organization]
[Street Address]
[City, State ZIP Code]

[Date]

[Recipient Name]
[Title]
[Organization Name]
[Street Address]
[City, State ZIP Code]

Dear [Key Stakeholder]:

I am pleased to inform you that we have hired [name] as Interim Executive Director. [He/she] will begin work on [date]. [He/she] has many years of experience as an executive director and has dealt with many of the issues now facing our organization. [Name] will work with the Maxine Goodman Levin College of Urban Affairs' Center for Nonprofit Policy & Practice and Business Volunteers Unlimited in assisting our organization as it moves through this transition period. Please feel free to contact [him/her] at [phone] or [email] with any questions or concerns you might have. We look forward to a continued strong working relationship with you.

Sincerely,

[Name]
[Board Chair]

INTRODUCTION LETTER FROM INTERIM EXECUTIVE DIRECTOR TO STAFF

This sample letter will be the first contact the Interim Executive Director has with the staff. The staff will be prepared for this contact, having already been informed of the Interim Executive Director's arrival by the Board Chair. It serves to begin staff building relationships by opening lines of communication.

[Organization]
[Street Address]
[City, State ZIP Code]

[Date]

[Recipient Name]
[Title]
[Organization Name]
[Street Address]
[City, State ZIP Code]

Dear [Staff Member, first name if possible]:

I have been given the opportunity to join your organization as the Interim Executive Director.

Although much information has been shared with me, I am anxious to meet you and learn about the nuances of your responsibilities and how I might assist you in completing your work. I would like to schedule a time when [you/your department/you and your staff] can meet with me. In the meantime, here is my contact information [phone, email, best time to contact].

I look forward to meeting with you and working together to support the work of [organization].

Sincerely,

[Name of Interim Executive Director]

PRE-EMPLOYMENT CHECKLIST

This form can be used for the new Interim Executive Director. It lists examples of items that should be arranged or provided prior to the first day of employment in order to facilitate a more smooth transition.

Check off with your initials.

- _____ 1. Copy of by-laws
- _____ 2. Staff roster with contact information and job title
- _____ 3. Board roster with contact information
- _____ 4. Copies of board minutes
- _____ 5. Annual reports
- _____ 6. Copy of most recent strategic plan
- _____ 7. Calendar of organizational events and board meetings
- _____ 8. Keys to office doors, desks, file cabinets
- _____ 9. Security system passwords and company contact information
- _____ 10. Computer and voice mail passwords
- _____ 11. Contact information for attorney and accountant
- _____ 12. Bank account numbers, branch, etc., names of those with check-signing authority
- _____ 13. Tax exempt certificate
- _____ 14. Copy of most recent 990 form
- _____ 15. Facilities information
- _____ 16. Foundation contacts and information on current grants
- _____ 17. Information on payroll process
- _____ 18. Rolodex or pertinent email addresses
- _____ 19. Files on current projects, programs and/or partnerships
- _____ 20. Copies of current contracts and agreements
- _____ 21. List of holidays, staff parties and days organization is closed

INTERIM EXECUTIVE DIRECTOR PROGRAM
SAMPLE FORMS FOR
INTERIM EXECUTIVE DIRECTOR

- _____ 22. Maps and directs to and of facility
- _____ 23. Agency vehicle with associated insurance and paperwork
- _____ 24. Parking pass
- _____ 25. Designated parking space
- _____ 26. Office: complete with proper signage, furniture, supplies & equipment
- _____ 27. Voicemail set up & codes, and general telephone instructions
- _____ 28. Agency credit card and/or expense account
- _____ 29. Orientation packet
 - Benefits (if applicable)
 - Rules and bylaws
 - Calendar/holidays
- _____ 29. Other:

Comments:

[Name, title & signature of board chair or HR]

[Date]

CHECKLIST FOR TRANSITIONING LEADERS

The information below is intended to assist transitioning leaders and their organizations in collecting critical data that may be useful to the transition process. Where feasible, copies of key documents should be attached. When succession occurs, your organization would be able to quickly continue work in the most efficient and effective way.

Information and Contact Inventory for (Organization Name)

	Onsite location	Offsite location	Online URL
Nonprofit Status			
IRS Determination Letter	_____	_____	_____
IRS Form 1023	_____	_____	_____
Bylaws	_____	_____	_____
Mission statement	_____	_____	_____
Board minutes	_____	_____	_____
Corporate seal	_____	_____	_____
Financial Information			
Employer Identification Number (EIN)	_____	_____	_____
Current & previous Form 990s	_____	_____	_____
Current & previous audited financial statements	_____	_____	_____
Financial statements (if not part of computer system & not regularly backed up)	_____	_____	_____
State or district sales tax exemption certificate	_____	_____	_____
Blank checks	_____	_____	_____

Courtesy of TransitionGuides, Silver Springs, MD

INTERIM EXECUTIVE DIRECTOR PROGRAM
SAMPLE FORMS FOR
INTERIM EXECUTIVE DIRECTOR

	Onsite location	Offsite location	Online URL
Computer passwords	_____	_____	_____
Donor records	_____	_____	_____
Client records	_____	_____	_____
Vendor records	_____	_____	_____
Volunteer records	_____	_____	_____

Note: Nonprofits that are heavily volunteer-based may need to know the following information about their volunteers: who they are, how to contact them, where they live/work, expertise, special skills, and any information related to their usefulness or willingness to help the agency (e.g., volunteer Jane Doe can walk to our satellite office, lift heavy boxes, and knows CPR).

AUDITOR

Name: _____

Phone: _____ Email: _____

BANK

Name(s): _____

Account Number(s): _____

Branch Representative(s): _____

Phone: _____ Email: _____

INVESTMENTS

Financial Planner/Broker: _____

Representative Name: _____

Phone: _____ Email: _____

Courtesy of TransitionGuides, Silver Springs, MD

INTERIM EXECUTIVE DIRECTOR PROGRAM
SAMPLE FORMS FOR
INTERIM EXECUTIVE DIRECTOR

Who is authorized to make transfers? Who is authorized to make wire transfers? Are there alternatives?

Is there an office safe? Who has the combination/keys?

LEGAL COUNSEL

Attorney: _____

Name: _____

Phone: _____ Email: _____

HUMAN RESOURCES INFORMATION

	Onsite location	Offsite location	Online URL
Employee records/ personnel information including name, address, phone, email, emergency contact, etc.	_____	_____	_____
I-9 Forms	_____	_____	_____

PAYROLL

Company Name: _____

Account Number: _____

Payroll Representative: _____

Phone: _____ Email: _____

FACILITIES INFORMATION

Courtesy of TransitionGuides, Silver Springs, MD

INTERIM EXECUTIVE DIRECTOR PROGRAM
SAMPLE FORMS FOR
INTERIM EXECUTIVE DIRECTOR

	Onsite location	Offsite location	Online URL
Office Lease (for renters)			
Building deed (for owners)	_____	_____	_____
	_____	_____	_____

BUILDING MANAGEMENT

Company Name: _____

Contact Name: _____

Phone: _____ Email: _____

OFFICE SECURITY SYSTEM

Company Name: _____

Contact Name: _____

Phone: _____ Email: _____

Courtesy of TransitionGuides, Silver Springs, MD

INSURANCE INFORMATION

General Liability/Commercial Umbrella

Company/Underwriter: _____

Policy Number: _____

Contact Information: _____

Broker Information: _____

Directors and Officers Liability

Company/Underwriter: _____

Policy Number: _____

Contact Information: _____

Broker Information: _____

Health Insurance

Company/Underwriter: _____

Policy Number: _____

Contact Information: _____

Broker Information: _____

Unemployment Insurance

Company/Underwriter: _____

Policy Number: _____

Contact Information: _____

Broker Information: _____

Workers' Compensation

Company/Underwriter: _____

Policy Number: _____

Contact Information: _____

Broker Information: _____

Disability Insurance (short-term)

Company/Underwriter: _____

Policy Number: _____

Contact Information: _____

Broker Information: _____

Disability Insurance (long-term)

Company/Underwriter: _____

Policy Number: _____

Contact Information: _____

Broker Information: _____

Life Insurance

Company/Underwriter: _____

Policy Number: _____

Contact Information: _____

Broker Information: _____

Courtesy of TransitionGuides, Silver Springs, MD

Dental

Company/Underwriter: _____

Policy Number: _____

Contact Information: _____

Broker Information: _____

Long-Term Care

Company/Underwriter: _____

Policy Number: _____

Contact Information: _____

Broker Information: _____

Retirement Plan

Company/Underwriter: _____

Policy Number: _____

Contact Information: _____

Broker Information: _____



Date of Completion for Information and Contact Inventory _____

Name of Person Completing Document _____

INTERIM EXECUTIVE DIRECTOR'S BI-WEEKLY REPORT

This bi-weekly report is designed to provide regular feedback about the organization to the Board during this interim period. Although it is set up for bi-weekly reporting, it can be set up for any appropriate time interval. The report addresses challenges and accomplishments of the interim goals and specific organizational components relating primarily to programs, finances, and organization relations. It is a way of taking a snapshot of the organization during the specified time period and gauging the progress of the goals. The information collected in these short narrative reports feed into the final report in the same format.

[Organization's name]
[Interim Executive Director's name]
[For period beginning and ending]
[Date]

Interim Goals/Objectives

List each goal/objective defined after Organizational and Board Assessments. Note any challenges or accomplishments that occurred for each one during this two-week period.

- 1.
- 2.
- 3.

Administration Update/Management Issues

1. Note any challenges or accomplishments in staff relations that occurred during this two-week period.
2. Note any challenges or accomplishments in board relations that occurred during this two-week period.
3. Note any challenges or accomplishments in community relations that occurred during this two-week period.

[General comments]

Financial Update

1. Note any challenges or accomplishments relating to financial documents that occurred during this two-week period (i.e., bank accounts, lines of credit, investments, payables, and receivables).
2. Note any challenges or accomplishments relating to fundraising activities and initiatives that occurred during this two-week period (i.e., capital campaigns, foundation or government grants, corporate support, donor relations).

[General comments]

Programs/Initiatives Update

Note any challenges or accomplishments relating to programs or initiatives that occurred during this two-week period, listing by name.

[General comments]

INTERIM EXECUTIVE DIRECTOR'S FINAL REPORT

This final report is the culmination of the periodic reports with the addition of a SWOT analysis and recommendations by the Interim Executive Director to the board and new Executive Director. The first form details the information to be addressed in each section; the second form is a blank template for your use.

[Organization's name]
[Interim Executive Director's name]
[Date]

Interim Goals/Objectives

1. [List each goal/objective defined after Organizational and Board Assessments]
 - a. [These were in addition to regular duties, and needed to be addressed during interim period]
 - b. [Usually 2 or 3]
 - c. [Give a brief summary of how each was addressed, including]
 - i. [Challenges]
 - ii. [Accomplishments]
2. [Goal/objective]
3. [Goal/objective]

[General comments]

Administration Update/Management Issues

1. [Staff relations]
 - a. [Briefly state current status which may include]
 - i. [Challenges]
 - ii. [Accomplishments]
 - iii. [Perceptions; of and by]

2. [Board relations]
 - a. [Briefly state current status which may include]
 - i. [Challenges]
 - ii. [Accomplishments]
 - iii. [Perceptions; of and by]

3. [Community Relations]
 - a. [Briefly state current status which may include]
 - i. [Challenges]
 - ii. [Accomplishments]
 - iii. [Perceptions; of and by]

[General comments]

EXECUTIVE DIRECTOR SEARCH MATERIALS

SAMPLE EXECUTIVE DIRECTOR JOB DESCRIPTIONS

This contains the most basic elements that need to be included in a nonprofit executive director's job description. Use it as a framework to build a job description unique to your organization's needs and goals. Following are seven generic job descriptions.

SAMPLE #1 JOB TITLE: EXECUTIVE DIRECTOR

Responsible for managing the affairs of the organization under the general oversight of the board of directors.

DUTIES AND RESPONSIBILITIES:

- Provides overall administration of the day-to-day affairs of the organization.
- Anticipates and proposes solutions to organizational development, operating, program, and financial problems and issues.
- Facilitates the creation and implementation of annual budgets, goals, and objectives.
- Oversees the creation and management of operations and programs to ensure compliance with and implementation of goals, objectives, policies, and reporting and regulatory requirements.
- Ensures that the short- and long-term working capital and financial management needs of the organization are adequately addressed.
- Ensures maintenance of effective internal controls for the protection of organization assets.
- Oversees the annual financial audit process.
- Facilitates the adequate availability and development of personnel.
- Staffs the board of directors and the executive committee and provides staff support to other board committees, as needed, recommending policy positions as appropriate.
- Ensures compliance with and implementation of board policies.
- Assists the board in facilitating financial stability for the organization and its programs.
- Facilitates regular board review and analysis of financial information, proposing appropriate action when indicated.
- Develops and implements strategic plan and insures ongoing planning.
- Acts as a community ambassador, representing the agency at outside events.

QUALIFICATIONS:

- Number years experience
- Degree/certification requirements
- Specific areas of expertise (fundraising, board relations, community collaborations, etc.)
- Demonstrated teamwork skills
- Strategic thinking/visioning

SAMPLE #2
JOB TITLE: EXECUTIVE DIRECTOR

The Executive Director is responsible for leadership and management of this agency which exists to [mission statement]. The agency provides the following services and programs: [specify].

The Executive Director reports to, and works in close partnership with, a board of directors and is responsible for developing and managing a \$[] budget. [He/she] is responsible for a paid staff of [] people and a volunteer staff of [] people. The salary range is \$[] to \$[]. The following benefits are provided: [specify]

Responsibilities

General Agency Management

- Oversee all programs, services, activities and facilities; ensure that all program objectives are met.
- Hire, fire, train, and evaluate staff in accord with agency policies and state and federal law.
- Facilitate annual strategic planning process with appropriate staff and board involvement.
- Prepare agency budget annually with appropriate staff and board committees; submit to board for approval.
- Monitor receipts and expenditures and cash flow; report to board or finance committee monthly; resolve any problems in conjunction with finance committee.
- Be alert to potential issues and opportunities that may affect the agency and ensure that proactive positions are taken.

Board Support and Leadership

- Bring all appropriate issues and policy decisions to the board in a timely manner so that they are addressed and resolved.
- Assist president and nominating committee to integrate new members and provide for ongoing leadership development.
- Provide all board committees with competent staff support.
- Help to maintain board interest and enthusiasm.

Fund Development

- Apply, in a timely fashion, for all funds budgeted from outside sources; keep board informed of outcomes.
- Provide staff support to board committees responsible for raising budgeted income from special events.
- Assist in organizing and providing staff support for annual fund drive.
- Research potential new sources of funds for existing programs; bring to board for decision to apply.
- Be alert to potential funding sources for new programs; bring to board or appropriate committee for inclusion in agency planning process.

Public Relations

- Ensure that the agency has a visible and effective public image by regular use of the media, speaking engagements before service clubs/organizations, and presence at all appropriate public functions.
- Ensure that all staff and volunteers who interact with the public do so in an informed and effective manner.
- Establish and maintain contact with key individuals in local government, other nonprofit agencies, and the business sector to further agency's public image and reputation.

Qualifications

Minimum two years experience in nonprofit or public agency management, including supervising paid staff and volunteers; experience working with a board of directors desirable. Bachelor of Arts or Master of Arts in nonprofit management desirable; extensive experience may be substituted. Working knowledge of nonprofit fiscal management, including fund accounting and budgeting. Demonstrated ability in public speaking, clear and effective written and oral communication, and effective group skills. Personal stability, maturity, optimism, and a sense of humor.

SAMPLE #3

[XYZ NPO]

Executive Director Position Description

Position Title: Executive Director

Reports To: [NPO] Board of Directors

FLSA Status: Exempt

Summary

Under the direction of the Board of Directors, the executive director is responsible for overall management and operation of the [Full Name of NPO (NPO)] and protection of the organization's financial assets while ensuring compliance with board directives and applicable grantor, federal, and state requirements.

Essential Duties and Responsibilities

The executive director is responsible for overall operations, asset protection, and marketing/public relations for [NPO], a 501(c)(3) nonprofit private research and education corporation providing a flexible funding mechanism for the [Brief Description of NPO's Mission]. The incumbent also:

- Oversees all accounting functions including those necessary for auditing, budgeting, financial analysis, capital asset and property management, and payroll in accordance with generally accepted accounting principles, board policies and procedures, and all other applicable rules and guidelines.
- Handles all aspects of human resource management for up to [number] employees including but not limited to hiring and termination, developing position descriptions, setting compensation, working with employees' supervisors, and applying board-approved employee policies and benefits in accordance with federal and state requirements; regularly supervises [NPO] administrative staff.
- Interacts with other personnel and organizations, such as [Names of Relevant Organizations] in regard to matters affecting [NPO].
- Is responsible for grants and contracts management, including negotiating research agreement terms that reflect the needs of [NPO] and the investigator; coordinates with legal advisors to finalize agreement terms; monitors progress of agreements; and maintains agreement documentation to ensure fulfillment of agreement terms including receipt and expenditure of funds.

- Assists in the development of current and long-term organizational goals and objectives as well as policies and procedures for [NPO] operations. Establishes plans to achieve goals set by the Board of Directors and implements policies, subject to approval by the Board of Directors.
- Works closely with investigators and their staff members to ensure they are provided with appropriate support systems and responsive, quality service in the areas of grant preparation, project accounting, human resources, purchasing, and related administrative functions.
- Analyzes and evaluates vendor services, particularly for insurance, employee benefits, and management of [NPO] funds, to determine programs and providers that best meet the needs of [NPO] and makes recommendations to the Board, as appropriate; negotiates services, terms, and premiums and executes contracts with benefit plan providers, supply and service vendors, auditors and consultants; manages payroll and benefits programs.

Core Competencies

To perform effectively in this position, the individual should demonstrate the following competencies. These core competencies represent effective administration of [NPO] and its programs fulfilling [NPO's] mission.

Management: Maintains effective systems of internal controls to account for all receipts and expenditures of funds. Manages corporate funds to maximize the earnings under the federal regulations. Develops options available to the board for use of corporate resources to support [NPO's] activities.

Job Knowledge: Understands the technical aspects of managing a nonprofit organization; provides advice to its investigators and staff directly, and/or solicits guidance from experts. Understands the duties and responsibilities of the position and keeps job knowledge up to date. Clearly understands the research and education mission of the organization and continuously works to promote [NPO] and achieve its goals.

Initiative in fulfilling the goals of the organization: From interactions with study sponsors, [NPO] management, staff, and the nonprofit sector, the executive director recognizes and brings to the attention of the chair of the board issues that affect the organization and implements plans to reach organizational goals as determined by the board of directors. Displays initiative in developing action plans and resolving problems as they occur, in consultation with the chairman and other members of the board.

Communication: Communicates effectively with multiple audiences using a variety of formats. Examples include: written communications that clearly outline the situation and action items; verbal presentations and briefings to the research and education managers, the board of directors and other parties; presenting at local meetings and to outside groups regarding a variety of issues affecting [NPO].

Dependability: Seeks increased responsibility while remaining conscientious, thorough, accurate, and reliable with respect to achieving the organization's goals and the needs of its staff. This includes being available and responsive to issues and concerns as they arise.

Education and/or Experience

No specific education required, however, the executive director must possess the above skills, knowledge, and qualities, which may result from formal education or at least three years experience in business, nonprofit operational and financial management or related areas.

Physical Demands

While performing the duties of this job, the executive director is regularly required to sit, stand, walk, speak, and hear. The position requires extensive computer use so the employee must have sufficient hand dexterity to use a computer keyboard and be capable of reading a computer screen. The employee must occasionally lift and/or move up to 20 pounds. Reasonable accommodations may be made to enable otherwise qualified individuals with disabilities to perform the essential functions.

Travel

The executive director must be able to travel to attend conferences, trainings, and other events as required to acquire and maintain proficiency in fulfilling the responsibilities of the position.

Work Environment

The work environment is a small, busy office located in [City]. The noise level in the work environment is usually low to moderate. Reasonable accommodations in the work environment may be made to enable individuals with disabilities to perform the essential functions.

SAMPLE #4

CHIEF EXECUTIVE OFFICER POSITION DESCRIPTION

SUMMARY:

The executive director is the chief executive officer of the [XYZ NPO] and reports to the board of directors. Within policies established by the board, the executive director supervises the [COO/CTO], director of contracts and grants, and vice president of development and several contractors.

The Executive Director has administrative responsibilities for:

- *Contracts and grants:* overseeing the pre- and post-awards of research funding, predominately from the director of human resources.
- *Financial management:* financial planning; operating budget; grants budget; accounting and audit; tax reporting and an annual report to Congress.
- *External relationships:* affiliation relations with the [name of relevant organizations]; liaison with local and state congressional representatives and national regulatory agencies; cultivating and developing relationships with philanthropic groups and individuals and the public.
- *Board relations:* policy development and administration; board development and performance monitoring. The Executive Director will value working with a board that is engaged, active, and independent.
- *Planning:* Determining the feasibility and financing mechanism for the construction of a new research facility; oversee the construction of the research facility
- *Organizational management:* personnel; IT; benefits; insurance, and facilities.

Traits and Characteristics

The CEO should be a visionary and a strategic leader who can work effectively at the intersections of academia, medical research, and patient care at a federal facility. [S/He] will bring an analytical, intellectual understanding of medical research and its impact on the quality of healthcare. Leading candidates will be broadly informed leaders with a high level of intellectual curiosity and the capacity to encourage others to explore new terrain.

Successful candidates will be able to use the fluidity of complex issues to engage and convene others in a process of exploration and dialogue. The CEO needs to be an interdisciplinary and creative thinker who can be innovative as well as pragmatic. [S/He] will be an open-minded, confident professional who enjoys exploring issues while also recognizing that the ownership of ideas is less important than the result of the collaborative effort. The CEO will be an enabler and facilitator who will have the strength of character and conviction to work with a strong, engaged board that is dedicated to the mission of [XYZ NPO].

Strong written and oral communication skills are critical to insure that the CEO will be effective and persuasive in presenting [Organization] and its mission to its affiliates and various government agencies and the public. The CEO will be equally adept at developing relationships with veterans groups and neighborhood associations as well as with leaders engaged in the national conversation of medical research and the health and well being of our veterans.

Successful candidates will have strong organizational, administrative, and financial management skills. The CEO will be comfortable in a hands-on role and willing to do the essential tasks required to meet the goals of [XYZ NPO].

Qualification Requirements

A career path that has provided opportunities for broad intellectual interests and transcends traditional boundaries is as important as the knowledge of the complex issues facing medical research and the need to grow an institute with limited financial resources. Although the successful individual is expected to have solid experience at an academic research institute or a nonprofit research institute, it is also possible that candidates might come from other sectors that intersect the fields of healthcare and medical research. Successful candidates will have experience that will demonstrate the ability to conceptualize, develop, and evaluate programs. Successful experience in general management, financial management, and strategic planning is required.

Education and Experience

An undergraduate degree is required; the attainment of an advanced degree is preferred. Administrative experience in an institution of higher education, VA medical center, or private research institute, while not required, is deemed advantageous. Must be able to think strategically about [XYZ NPO's] priorities and help to translate these priorities into program and staff recruitment and related fundraising activities. Salary is competitive and commensurate with experience.

Review of resumes will begin [DATE XXXXXX, 20XX]. Please send a cover letter and resume to [insert relevant contact info]. No telephone calls, please.

SAMPLE #5

EXECUTIVE DIRECTOR—CHIEF EXECUTIVE OFFICER POSITION DESCRIPTION

SUMMARY:

The Executive Director of the nonprofit functions as the chief executive officer of the organization. In this capacity, the incumbent is responsible for implementation of policies set by the board of directors as well as annual goals and objectives, and financial, program, and administrative management of the corporation. Guidance and direction is provided by the chairman of the board and president and by the board and its executive committee.

ESSENTIAL DUTIES AND RESPONSIBILITIES include the following. Other duties may be assigned.

- Responsible for overall leadership of staff in the development and implementation of short- and long-range plans and policies and other activities.
- Responsible for the financial management of the corporation, including the development and implementation of the annual budget
- Assists the chairman and board of directors in setting goals for and conducts annual negotiations with the head of human resources regarding indirect overhead rate.
- Responsible for the development, implementation, and accomplishment of the annual work plan of the corporation as approved by the board of directors.
- Responsible for liaison with other organizations, such as the VA Medical Center, University School of Medicine, National Institutes of Health, and National Association of Veterans Research and Education Foundations.
- Responsible for providing information, advice, and counsel to the chairman of the board, board committees, and the board of directors in the creation of policies, programs, and strategic direction of the corporation.
- Responsible for support of all activities associated with the board of directors, including staffing for all board and committee meetings, meeting schedules, locations, development of agenda, and meeting materials.
- Responsible for administration of overall operation of the corporation, including: reviewing and evaluating the results of program activities, ensuring that continuing contractual obligations are being fulfilled; allocating resources for greater program effectiveness and efficiency; developing organizational and administrative policies and program objectives for Board consideration.

SUPERVISORY RESPONSIBILITIES: Responsible for supervision of all assigned staff. Responsibilities include interviewing, recommendation for hiring and training employees; planning, assigning and directing of work; appraising performance; rewarding and disciplining employees; addressing complaints and resolving problems.

QUALIFICATION REQUIREMENTS: To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

EDUCATION and/or EXPERIENCE: Attainment of a degree in nonprofit administration or other equivalent advanced degree in a related field and seven years of increasingly responsible administrative experience, at least five of which shall have been in a supervisory capacity.

LANGUAGE SKILLS: Ability to read, analyze, and interpret general business periodicals, professional journals, financial reports, legal documents, technical procedures, or governmental regulations; write reports, business correspondence, and procedure manuals; efficiently respond to questions from membership, staff and members of the community; communicate effectively in both written and oral form; and, effectively present information to membership, top management, public group, and/or board of directors.

REASONING ABILITY: Ability to define problems, collect data, establish facts, and draw valid conclusions; exhibit independent judgment in the development, implementation and evaluation of plans, procedures and policies; and interpret an extensive variety of technical instructions in mathematical or diagram form and deal with several abstract and concrete variables.

OTHER KNOWLEDGE, SKILLS AND ABILITIES: Knowledge of the principles and techniques of research grant administration, contract administration and negotiation, hospital administration, community organization, fiscal and organizational management, principles and practices of marketing and public relations.

Ability to plan, direct and coordinate activities; negotiate and administer contracts; work with health care providers, commercial vendors, government agencies, community groups and other organizations as necessary; communicate effectively in both written and oral forms; exhibit independent judgment in the development, implementation and evaluation of plans, procedures and policies.

SAMPLE #6

RESEARCH INSTITUTE POSITION DESCRIPTION

SUMMARY:

The Executive Director provides leadership and overall management direction to:

- Ensure that medical researchers are provided with appropriate support systems and responsive, quality service in the areas of human resources, purchasing, accounting, and related administrative functions.
- Develop and implement new marketing strategies and programs to ensure the growth and stability of the organization.
- Promote the organization as premier research organization to the U.S. government, pharmaceutical companies, and other current and prospective sources of research revenues.
- Ensure compliance and support of board directives and agency charter.

Essential Duties

1. Development and Growth

Develops and provides leadership for the implementation of new marketing strategies and organizational units to meet the Board's growth objectives of 25% annually (e.g. developing a site management organization to implement very large research contracts at the VA or elsewhere and assisting researchers to identify available research funds,)

2. Board Functions

Recruits new board members with the skills needed to further the goals of Nonprofit. Facilitates the work of the board and its committees by developing resource materials, providing appropriate information, and reports and assisting committee chairpersons as necessary.

Provides advice and counsel to the board to assist in setting policies and monitoring the performance of the organization. Recommends new policies, programs, and action plans consonant with the vision of the organization; executes all policies/decisions of the board.

3. Management Functions.

- Identifies areas requiring planning; develops and recommends goals, objectives, and action plans for the approval of the board.
- Monitors and evaluates all services provided to research staff and reports progress to the board and committees; makes recommendations for change as needed.
- Coordinates the organization's business activities with those of the VA for mutual benefits; acts as a primary contact for the VA to resolve problems.
- Oversees the development of budgets for submission to the board; ensures compliance with approved budgets; proposes revisions as necessary.

- Provides for the appropriate control and accountability of all funds, physical assets, and other property.
 - Protects the organization's legal interests and maintains its operations within the law; retains and works with outside counsel to obtain opinions or handle claims and litigation.
 - Oversees the human resources function to ensure optimum staffing and utilization of competent staff, recommending policy changes to benefits, compensation, employment, training and other areas as appropriate.
 - Performs managerial duties for administrative staff including interviewing/hiring applicants for employment; assigning and reviewing progress of assignments; managing performance and recommending salary increases; and developing higher levels of expertise in staff members by encouraging further education, participation in work-related seminars and providing learning opportunities within the organization.
 - Reviews current practices and methods and initiates development of new ones as necessary to reduce costs, encourage growth and improve efficiency.
4. Communications
- Establishes and maintains an effective system of communications throughout the organization, the VA and the research community to build and maintain a positive image (e.g., newsletter, informational seminars, participation in industry conferences/marketing activities).
 - Represents the organization in its business relationships with the research community, VA, and other government agencies, the media, community organizations, suppliers, competitors, professional organizations, and similar groups.

Secondary Duties

1. Assumes related responsibilities as appropriate or assigned by the board.
2. Supervisory Responsibility: The incumbent in this position supervises from 10 to 15 employees.
3. To perform effectively in this position, the incumbent must have:
 - in-depth knowledge of the management process, especially as it applies to growth and long-term planning
 - marketing and promotional skills
 - financial/accounting skills to manage an organization budget of up to \$10 million annually
 - effective leadership and organizational skills
 - effective oral and written communications skills
 - ability to plan organization-wide activities (setting objectives, developing strategies, budgeting, developing policies and procedures, and organizing the functions necessary to accomplish the activities)

INTERIM EXECUTIVE DIRECTOR PROGRAM
SAMPLE FORMS FOR THE SEARCH FOR A
NEW EXECUTIVE DIRECTOR

- skills in staffing effectively; selecting, training and developing employees; directing employees toward desired objectives; delegating, motivating, resolving problems; and controlling functions (developing performance standards, measuring results, taking corrective action and rewarding employees as appropriate)

Typically, these skills and knowledge are the result of a combination of formal education in business, nonprofit management, marketing, finance, or related area and several years of experience in increasingly responsible management positions. Prior experience in the biomedical research or a related function would be useful.

The incumbent must perform this job safely, without endangering the health or safety of him/herself or others.

Cc: Employee
Employee's file
Supervisor

SAMPLE #7

NONPROFIT RESEARCH FOUNDATION

Core Competencies for Executive Director

The incumbent is expected to demonstrate these competencies in performance that can be measured and result in positive outcomes. These core competencies represent effective administration of [Nonprofit] and its programs as well as fulfillment of its missions.

Communication: Communicates effectively with multiple audiences using a variety of formats. Examples include: written communications to members, depositors, staff, and other stakeholders that clearly outline the situation and action items; verbal presentations and briefings to the research and education managers, the board of directors and other parties; presenting at local meetings and to outside groups regarding a variety of issues affecting the research and education nonprofit corporation.

Job knowledge: Understands the technical aspects of managing a nonprofit organization; provides advice to its membership, depositors and staff directly and/or solicits guidance from experts. Understands the duties and responsibilities of the position, including broad technical knowledge. Clearly understands the research and education mission of the organization, and keeps job knowledge up-to-date.

Initiative in fulfilling the goals of the organization: From interactions with stakeholders, VA management, staff, and the nonprofit sector, the incumbent recognizes and brings to the attention of the chairman of the board issues that concern the organization, and implements plans to reach organizational goals as determined by the board of directors. The incumbent displays initiative in developing action plans and resolving problems as they occur in consultation with the Chairman and other members of the board. An effort to remain proactive rather than reactive is a sign that this competency is being met.

Dependability: Seeks increased responsibility while remaining conscientious, thorough, accurate, and reliable with respect to the organizational goals and the needs of the members, depositors and staff. This includes being available and responsive to issues and concerns as they arise.

Management: Maintains effective systems of controls to account for all receipts and expenditure of funds; investing corporate funds to maximize the earnings under the federal regulations. Develops options available to members and depositors in utilizing corporate resources to conduct research and education activities at the affiliated VAMC.

JOB DESCRIPTION TEMPLATE

JOB TITLE: _____

Job Summary:

- _____
- _____
- _____
- _____
- _____

Key Responsibilities:

Responsibility #1 _____

- _____
- _____
- _____
- _____
- _____

Responsibility #2 _____

- _____
- _____
- _____
- _____
- _____

Responsibility #3 _____

- _____
- _____
- _____
- _____
- _____

JOB DESCRIPTION TEMPLATE (continued)

Responsibility #4 _____

- _____
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Responsibility #5 _____

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- _____

Responsibility #6 _____

- _____
- _____
- _____
- _____
- _____

Relationships:

Reports to:

- _____

Supervises:

- _____

External Relations:

- _____

JOB DESCRIPTION TEMPLATE (continued)

Qualifications:

Education:

- _____

Work Experience:

- _____

Work Requirements:

- _____

Knowledge and Skill Requirements:

- _____
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SAMPLE INTERVIEW QUESTIONS

SAMPLE INTERVIEW QUESTIONS

- Why are you seeking new employment? Why does this job interest you?

- What do you like most about what you are doing? What is the most challenging aspect of your current job? What is the most frustrating aspect of your current job?

- Tell me about a time you and another peer had a difference of opinion on a project; how was it resolved?

- Describe a time you were most resourceful in solving a problem or coming up with an improvement.

- Describe a situation in which you were able to use persuasion to successfully convince someone to see things your way.

SAMPLE INTERVIEW QUESTIONS
(continued)

- Tell me about a time when you had to use your presentation skills to influence someone's opinions.

- Tell me about a time when you had to go above and beyond the call of duty in order to get a job done.

- Tell me about a time when you had too many things to do and you were required to prioritize your tasks.

- Tell me about a time you were able to successfully deal with another person even when that individual may not have personally liked you (or vice versa).

SAMPLE INTERVIEW QUESTIONS
(continued)

- Tell me about a difficult decision you've made in the last year.

- Give me an example of when you showed initiative and took the lead. Give me an example of when you instructed an employee to show initiative to take the lead and they failed. How did you handle him/her? Be specific.

- Tell me about a recent situation in which you had to deal with a very upset client or co-employee. Be specific. Was it resolved? How?

- Give me an example of a time when you motivated others and how.

SAMPLE INTERVIEW QUESTIONS
(continued)

- Give me an example of a time when you used your fact-finding skills to solve a problem.

- Describe a time when you anticipated potential problems and developed preventive measures.

- Tell me about a time when you were forced to make an unpopular decision.

SALARY GUIDELINES

SALARY GUIDELINES

Salary guidelines provide information on prevailing wage and benefit packages. Items to be considered when defining salary include but are not limited to previous executive director's salary, comparable salaries based on geographic area, cost of living increase of 3%-6%, budget size, and staff size of the nonprofit. Benefits packages often include, but are not limited to relocation/moving fees (all or allowance), pension plan, health insurance (including vision and dental), disability and life insurance, professional development, tuition reimbursement, leased car or car allowance, and flex and comp time.

- Payscale.com provides a good analysis of comparative job profiles and matching salary & compensation packages.
- Business Volunteers Unlimited can provide your organization with compensation information developed by Abbott Langer. The data provides baseline information on base salaries and available benefit packages for Ohio nonprofit organizations. Contact BVU at 216-736-7711.

SALARY SURVEY

Special Report

THE NONPROFIT TIMES

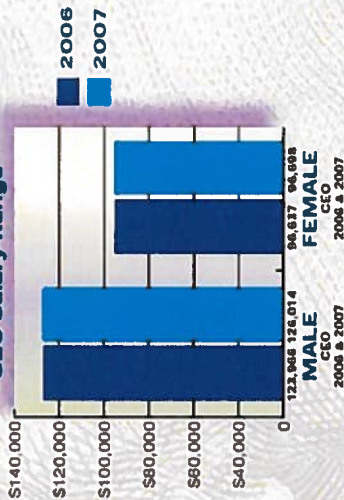
National

AVERAGES 2006/2007

Average Salary By Budget Size

	<\$50,000	\$50K - \$99.9K	\$1M - \$9.9M	\$10M - \$24.9M	\$25M - \$49.9M	\$50M+
Overall Average	\$111,507/\$112,899	\$54,382/\$56,425	\$97,279/\$101,136	\$146,977/\$152,774	\$210,074/\$214,948	\$286,970/\$293,491
Executive Director / CEO / President	\$82,980/\$82,739	\$28,480/\$38,173	\$48,012/\$48,441	\$65,770/\$68,923	\$130,143/\$125,243	\$173,061/\$169,360
Chief Financial Officer	\$61,858/\$62,727	\$31,919/\$33,203	\$44,163/\$43,949	\$58,358/\$60,456	\$67,877/\$69,237	\$94,598/\$91,054
Program Director	\$71,455/\$71,825	\$33,980/\$33,493	\$46,123/\$46,369	\$61,539/\$64,650	\$83,083/\$84,392	\$142,898/\$133,939
Development Director	\$69,263/\$69,536	NA/NA no responses	\$41,500/\$43,056	\$62,709/\$61,983	\$43,631/\$47,572	\$98,090/\$99,241
Planned Giving Officer	\$69,688/\$70,650	NA/NA no responses	\$37,400/\$30,680	\$56,340/\$57,408	\$60,725/\$62,188	\$94,743/\$99,232
Major Gifts Officer	\$64,765/\$62,173	\$30,287/\$30,819	\$36,393/\$30,067	\$53,954/\$53,308	\$60,656/\$63,396	\$104,566/\$93,469
Chief of Direct Marketing	\$39,727/\$42,180	\$24,445/\$25,484	\$30,640/\$33,862	\$37,652/\$39,047	\$41,415/\$44,107	\$76,661/\$80,413
Director of Volunteers	\$55,291/\$55,922	\$27,067/\$34,140	NA/NA no responses	\$46,569/\$46,926	\$64,060/\$64,659	\$78,878/\$80,150
Webmaster	\$64,749/\$65,330	\$40,682/\$41,431	\$42,981/\$43,524	\$52,056/\$53,158	\$64,545/\$65,148	\$78,389/\$81,341
Director of Human Resources						\$108,660/\$111,655

Male and Female CEO Salary Range 2006 and 2007 Average



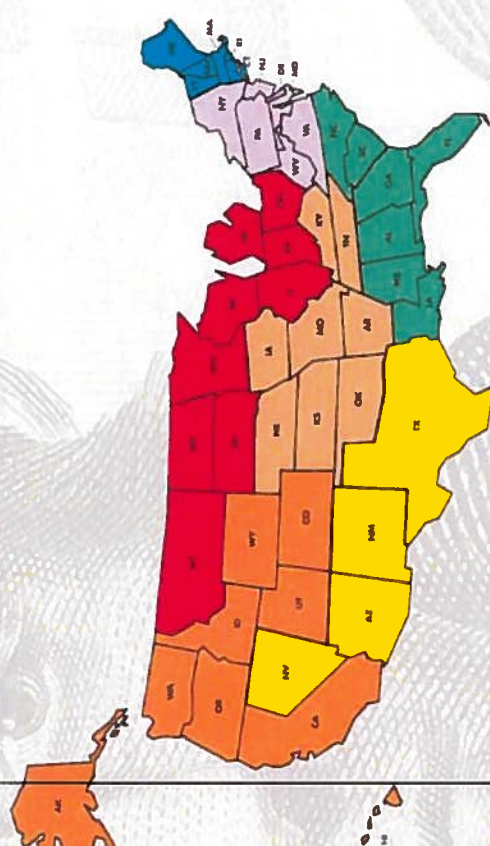
Average Male CEO \$125,014

Average Female CEO \$46,098

Regional

AVERAGES 2006

Executive Director / CEO / President	\$104,626	\$130,448	\$99,078	\$100,543	\$113,874	\$106,345
Chief Financial Officer	\$86,945	\$95,074	\$71,473	\$75,108	\$82,075	\$79,416
Program Director	\$80,225	\$66,987	\$53,942	\$57,720	\$57,618	\$64,579
Development Director	\$81,448	\$95,062	\$57,037	\$67,170	\$73,058	\$65,936
Planned Giving Officer	\$69,273	\$73,278	\$50,633	\$57,178	\$85,138	\$71,838
Major Gifts Officer	\$95,790	\$68,750	\$50,000	\$62,835	\$96,793	\$59,336
Chief of Direct Marketing	\$44,318	\$71,142	\$47,565	\$68,796	\$57,659	\$57,504
Director of Volunteers	\$49,987	\$45,610	\$33,990	\$35,924	\$38,513	\$42,704
Webmaster	\$77,967	\$62,108	\$47,691	\$48,781	\$59,717	\$56,461
Director of Human Resources		\$76,312	\$49,706	\$60,423	\$66,227	\$57,118



Hrywna, Mark. The NonProfit Times. "NPT Salary Survey, 2007: Inflation deflates chief executive salaries; Middle managers will get biggest boost for 2007." pp. 15-17. February 1, 2007.

<<http://www.nptimes.com/07feb/special%20report.cpd>>

SAMPLE CONTRACTS AND INTRODUCTORY LETTERS

MEMO OF UNDERSTANDING BETWEEN ORGANIZATION AND NEW EXECUTIVE DIRECTOR

This is an example of an option to the more formal Employment Contract and Offer of Employment to New Executive Director Forms. Although more simplistic, a Memo of Understanding is still a legally binding contract and legal counsel should always be consulted before use.

[Name of Board Chair]
[Organization]
[Street Address]
[City, State, ZIP]

[Date]

[Recipient Name]
[Street Address]
[City, State, ZIP]

Dear [Recipient Name]:

On behalf of the board, I am pleased to offer you the Executive Director position at [Organization]. We feel that your skills and background will be valuable assets to our team.

Your starting date will be [month, day, year]. The starting salary is \$ [amount] per year and is paid on a [bi-weekly] basis. Enclosed please find your job description, documents outlining your benefit package, and other information you will need before your first day.

If you choose to accept this offer, please sign the second copy of this letter in the space provided. A self-addressed, stamped envelope is enclosed for your convenience.

We look forward to welcoming you as the new Executive Director of [Organization].

Sincerely,

[Name of Board Chair]
[Title]

Enclosure

OFFER OF EMPLOYMENT TO NEW EXECUTIVE DIRECTOR

This form would be used in conjunction with the formal Employment Contract for the new executive director.

[Name of Board Chair]
[Organization]
[Street Address]
[City, State, ZIP]

[Date]

[Recipient Name]
[Street Address]
[City, State, ZIP]

Dear [Recipient Name]:

On behalf of the board, I am pleased to offer you the Executive Director position at [Organization]. We feel that your skills and background will be valuable assets to our team.

Your starting date will be [month, day, year]. The starting salary is \$ [amount] per year and is paid on a [bi-weekly] basis. Enclosed please find your job description, documents outlining your benefit package, and other information you will need before your first day.

If you choose to accept this offer, please sign the employment agreement and return it in the self-addressed, stamped envelope enclosed for your convenience. After we have received your signed employment agreement, you will be contacted so we may arrange a meeting with you to complete your performance plan.

We look forward to welcoming you as the new Executive Director of [Organization].

Sincerely,

[Name of Board Chair]
[Title]

Enclosure

EMPLOYMENT CONTRACT FOR NEW EXECUTIVE DIRECTOR

Research has indicated that only about one-third of nonprofit executive directors currently have an employment contract, however, in order to establish a professional environment and to protect the agency's interests, a contract is recommended and encouraged. The example provided is based largely on an Ohio Legal Forms employment contract for a CEO of a nonprofit organization in Ohio published by Thompson West. Always consult a human resource professional and/or an employment attorney when drafting a contract. Keep the contract simple, but emphasize the main points; the executive director annual performance plan will provide greater detail.

EMPLOYMENT AGREEMENT

Agreement made, effective as of [date], by and between [nonprofit], which has been organized and exists under the laws of the state of Ohio, with its principal office located at [address, city, county], Ohio, referred to in the agreement as the organization, and [new hire], of [address, city, county], Ohio, referred to in the agreement as the employed.

1. Employment

- a. The organization retains the employed as its executive director, and the employee accepts such employment. The employee's duties include but are not limited to the following:
- b. Advise, counsel, and assist the organization with its efforts to [describe purpose of the nonprofit organization].
- c. Work at the organization's principal office at [address, city, county] Ohio.
- d. Arrange for and oversee other employees or consultants to the organization.
- e. Coordinate the preparation and filing of tax exemption applications, tax returns, charitable solicitation registrations, and other government reports for the organization,
- f. Coordinate the solicitation of charitable contributions and sponsorships on behalf of the organization.
- g. Such other reasonable matters relate to the purpose of the organization as the officers and directors of the organization delegate to the employee or may be provided for in the bylaws of the corporation.
- h. Fulfill the Employment Plan, which is to be designed jointly by the Board of Directors and the employed.

2. Compensation

The organization will pay the employed an annual salary of \$ [salary], to be paid in periodic installments in accordance with the corporation's payroll practices. The organization must withhold FICA and federal income tax in accordance with the law. The employed shall receive the current benefit package provided to the executive director. Such benefits may include but are not limited to the use of an organization-leased car or car allowance, group health benefits, long-term disability benefits, group life insurance, sick leave, and vacation.

3. Expenses

The organization will reimburse the employed for all reasonable and necessary expenses that he or she may incur relative to his/her services for the organization, including but not limited to travel, telephone, postage, and typing and copying expenses. The organization will provide reimbursement within [number] days after the expense is incurred. The employed will provide accompanying receipts or itemized request in accordance with organization budget policy.

4. Term

The term of this agreement will commence and the employed's salary will commence on [date] and will continue until terminated, with or without cause, by either party on at least one month's written notice of the other.

5. Amendments

This agreement may be amended from time to time on written mutual agreement between the parties.

6. Assignment

This agreement may be assigned by either party on the written mutual agreement of both parties.

7. Breach of contract

If either party to this agreement fails or refuses to perform its term and conditions, the party not in default may give [number] days notice to the defaulting party of the alleged default, and if such default continues for [number] additional days for the date of receipt of such written notice, then this contract may be cancelled by the party not in default. All of the rights and remedies allowed by the law for breach of contract will be open to the party not in default. The waiver of any provision of this contract will not be construed as a waiver of any succeeding breach of any of the terms of this contract.

8. Governing law

This agreement will be governed, construed, and enforced according to the laws of the state of Ohio. All actions, whether sounding in contract or in tort, will be instituted and litigated in the state of Ohio, and the parties submit to the jurisdiction of the courts of the state of Ohio.

9. Entire agreement

It is specifically stipulated that there are no verbal agreements or understandings between the parties to this agreement affecting this agreement and that this agreement constitutes the sole agreement between parties.

In witness to the above, each party to their agreement has caused it to be executed at [place of execution] on the date indicated below.

[Signatures]

[Date]

<<http://library.consusgroup.com>> Ohio Legal Forms, Legal and Business, Sections 10:1-11B:77, 2004
Thompson West, Eagan, MN. Editors Mack, K.S., Smith, E. J., Willets, J.

INTRODUCTION LETTER OF NEW EXECUTIVE DIRECTOR FROM BOARD CHAIR TO STAFF

This sample form helps to keep the staff updated by informing them about the hire of the permanent Executive Director.

[Organization]
[Street Address]
[City, State ZIP Code]

[Date]

[Recipient Name]
[Title]
[Organization Name]
[Street Address]
[City, State ZIP Code]

Dear [Staff Member]:

I am pleased to inform you that we have hired [name] as Executive Director beginning on [date]. [He/she] has many years of experience as an executive director and has dealt with many of the issues that are now facing our organization. You can review [his/her] background from the attached resume.

Please join me in welcoming [name] to lead our organization. Thank you for your hard work and support during [organizations] transition period.

Sincerely,

[Name]
[Chairperson, Board of Directors]

[Enclosure]

INTRODUCTION LETTER OF NEW EXECUTIVE DIRECTOR FROM BOARD CHAIR TO KEY STAKEHOLDERS

This sample form helps to inform the key stakeholders about the hiring of the new Executive Director.

[Organization]
[Street Address]
[City, State ZIP Code]

[Date]

[Recipient Name]
[Title]
[Organization Name]
[Street Address]
[City, State ZIP Code]

Dear [Key Stakeholder]:

I am pleased to inform you that we have hired [name] as Executive Director beginning on [date]. [He/she] has many years of experience as an executive director and has dealt with many of the issues that are now facing our organization. You can review [his/her] background from the attached resume.

We know that [name] will be able to take our organization to the next level. [Name] will be contacting you soon to introduce [him/herself]. Thank you for your support during our organization's transition period.

Sincerely,

[Name]
[Chairperson, Board of Directors]

PRE-EMPLOYMENT CHECKLISTS

PRE-EMPLOYMENT CHECKLIST

This form can be used for the new Executive Director. It lists examples of items that should be arranged or provided prior to the first day of employment in order to facilitate a more smooth transition.

Check off with your initials.

- _____ 1. Copy of by-laws
- _____ 2. Staff roster with contact information and job title
- _____ 3. Board roster with contact information
- _____ 4. Copies of board minutes
- _____ 5. Annual reports
- _____ 6. Copy of most recent strategic plan
- _____ 7. Calendar of organizational events and board meetings
- _____ 8. Keys to office doors, desks, file cabinets
- _____ 9. Security system passwords and company contact information
- _____ 10. Computer and voice mail passwords
- _____ 11. Contact information for attorney and accountant
- _____ 12. Bank account numbers, branch, etc., names of those with check-signing authority
- _____ 13. Tax exempt certificate
- _____ 14. Copy of most recent 990 form
- _____ 15. Facilities information
- _____ 16. Foundation contacts and information on current grants
- _____ 17. Information on payroll process
- _____ 18. Rolodex or pertinent email addresses
- _____ 19. Files on current projects, programs and/or partnerships
- _____ 20. Copies of current contracts and agreements
- _____ 21. List of holidays, staff parties and days organization is closed

INTERIM EXECUTIVE DIRECTOR PROGRAM
SAMPLE FORMS FOR THE SEARCH FOR A
NEW EXECUTIVE DIRECTOR

- _____ 22. Maps and directs to and of facility
- _____ 23. Agency vehicle with associated insurance and paperwork
- _____ 24. Parking pass
- _____ 25. Designated parking space
- _____ 26. Office: complete with proper signage, furniture, supplies & equipment
- _____ 27. Voicemail set up & codes, and general telephone instructions
- _____ 28. Agency credit card and/or expense account
- _____ 29. Orientation packet
 - Benefits (if applicable)
 - Rules and bylaws
 - Calendar/holidays
- _____ 29. Other:

Comments:

[Name, title & signature of board chair or HR]

[Date]

CHECKLIST FOR NEW EXECUTIVE DIRECTOR

The information below is intended to assist the new executive director and their organizations in collecting critical data that may be useful to the transition process. Where feasible, copies of key documents should be attached. When succession occurs, your organization would be able to quickly continue work in the most efficient and effective way.

Information and Contact Inventory for (Organization Name)

	Onsite location	Offsite location	Online URL
Nonprofit Status			
IRS Determination Letter	_____	_____	_____
IRS Form 1023	_____	_____	_____
Bylaws	_____	_____	_____
Mission statement	_____	_____	_____
Board minutes	_____	_____	_____
Corporate seal	_____	_____	_____
Financial Information			
Employer Identification Number (EIN)	_____	_____	_____
Current & previous Form 990s	_____	_____	_____
Current & previous audited financial statements	_____	_____	_____
Financial statements (if not part of computer system & not regularly backed up)	_____	_____	_____
State or district sales tax exemption certificate	_____	_____	_____
Blank checks	_____	_____	_____

Courtesy of TransitionGuides, Silver Springs, MD

INTERIM EXECUTIVE DIRECTOR PROGRAM
SAMPLE FORMS FOR THE SEARCH FOR A
NEW EXECUTIVE DIRECTOR

	Onsite location	Offsite location	Online URL
Computer passwords	_____	_____	_____
Donor records	_____	_____	_____
Client records	_____	_____	_____
Vendor records	_____	_____	_____
Volunteer records	_____	_____	_____

Note: Nonprofits that are heavily volunteer-based may need to know the following information about their volunteers: who they are, how to contact them, where they live/ work, expertise, special skills, and any information related to their usefulness or willingness to help the agency (e.g., volunteer Jane Doe can walk to our satellite office, lift heavy boxes, and knows CPR).

AUDITOR

Name: _____

Phone: _____ Email: _____

BANK

Name(s): _____

Account Number(s): _____

Branch Representative(s): _____

Phone: _____ Email: _____

INVESTMENTS

Financial Planner/Broker: _____

Representative Name: _____

Phone: _____ Email: _____

INTERIM EXECUTIVE DIRECTOR PROGRAM
SAMPLE FORMS FOR THE SEARCH FOR A
NEW EXECUTIVE DIRECTOR

Who is authorized to make transfers? Who is authorized to make wire transfers? Are there alternatives?

Is there an office safe? Who has the combination/keys?

LEGAL COUNSEL

Attorney: _____

Name: _____

Phone: _____ Email: _____

HUMAN RESOURCES INFORMATION

	Onsite location	Offsite location	Online URL
Employee records/ personnel information including name, address, phone, email, emergency contact, etc.	_____	_____	_____
I-9 Forms	_____	_____	_____

PAYROLL

Company Name: _____

Account Number: _____

Payroll Representative: _____

Phone: _____ Email: _____

FACILITIES INFORMATION

	Onsite location	Offsite location	Online URL
Office Lease (for renters)	_____	_____	_____
Building deed (for owners)	_____	_____	_____

BUILDING MANAGEMENT

Company Name: _____

Contact Name: _____

Phone: _____ Email: _____

OFFICE SECURITY SYSTEM

Company Name: _____

Contact Name: _____

Phone: _____ Email: _____

INSURANCE INFORMATION

General Liability/Commercial Umbrella

Company/Underwriter: _____

Policy Number: _____

Contact Information: _____

Broker Information: _____

Directors and Officers Liability

Company/Underwriter: _____

Policy Number: _____

Contact Information: _____

Broker Information: _____

Health Insurance

Company/Underwriter: _____

Policy Number: _____

Contact Information: _____

Broker Information: _____

Unemployment Insurance

Company/Underwriter: _____

Policy Number: _____

Contact Information: _____

Broker Information: _____

Workers' Compensation

Company/Underwriter: _____

Policy Number: _____

Contact Information: _____

Broker Information: _____

Disability Insurance (short-term)

Company/Underwriter: _____

Policy Number: _____

Contact Information: _____

Broker Information: _____

Disability Insurance (long-term)

Company/Underwriter: _____

Policy Number: _____

Contact Information: _____

Broker Information: _____

Life Insurance

Company/Underwriter: _____

Policy Number: _____

Contact Information: _____

Broker Information: _____

Dental

Company/Underwriter: _____

Policy Number: _____

Contact Information: _____

Broker Information: _____

Long-Term Care

Company/Underwriter: _____

Policy Number: _____

Contact Information: _____

Broker Information: _____

Retirement Plan

Company/Underwriter: _____

Policy Number: _____

Contact Information: _____

Broker Information: _____

Date of Completion for Information and Contact Inventory _____

Name of Person Completing Document _____

PERFORMANCE AND EVALUATION FORMS

EXECUTIVE DIRECTOR'S ANNUAL PERFORMANCE PLAN

This sample form details examples of the job goals and provides the basis for a performance evaluation. A performance plan should mirror the executive director evaluation and be supported by the job description, organizational assessment, the interim executive director's final report, and the goals set by the board.

EXECUTIVE DIRECTOR ANNUAL PERFORMANCE PLAN

[Agency Name]

Period beginning _____ Period ending _____

Executive Director's Name _____

Board Chair's Name _____

EXECUTIVE DIRECTOR PRIORITY GOALS

Goals	Strategies/Actions	Target	Results Achieved
1. [increase agency revenue]	[develop online donation initiative]	[increase revenue 30% over last year's gross]	
2.	[spearhead capital fundraising campaign]		
3.			

Highlights/comments _____

EXECUTIVE DIRECTOR'S ANNUAL PERFORMANCE PLAN

[Agency Name]

Period beginning _____ Period ending _____

Executive Director's Name _____

Board Chair's Name _____

OPERATIONAL OVERSIGHT

Areas of Focus	Strategies/Actions	Target	Results Achieved
[Programs & services]			
[Budget, audit & taxes]			
[Fundraising, grants & revenue]			
[Staff direction & morale]			
[Board relations]			
[Community relations]			

Highlights/comments _____

EXECUTIVE DIRECTOR'S ANNUAL PERFORMANCE PLAN

[Agency Name]

Period beginning _____ Period ending _____

Executive Director's Name _____

Board Chair's Name _____

PERSONAL DEVELOPMENT GOALS

Goals	Strategies/Actions	Target	Results Achieved
1. [learn about newest web based social marketing techniques]	[Conferences and Seminars]		
	[Classes and Workshops]		
2. [obtain a masters degree]	[Association memberships]		
	[Board memberships]		

Highlights/comments _____

I commit to the goals outlined in this Performance Contract in addition to the responsibility and oversight of daily operations in accordance with the position of Executive Director of this organization/agency. If unforeseen circumstances should arise that may affect the results or my ability to achieve them, I commit to initiating the process to redefine the goals and actions as needed.

 Signature, Executive Director Date

Reviewed and approved

 Signature, Board Chair Date

EXECUTIVE DIRECTOR'S EVALUATION

The purpose of the executive director evaluation is to provide appropriate assessment and reward performance, linkage of performance to the organization's goals, growth and development, and strengthening relations with the board. Although a sample executive director evaluation has been provided, each organization needs to design an evaluation that incorporates the elements found in and that agrees with the job description, employment contract, and performance plan in order to be an effective evaluation tool.

EXECUTIVE DIRECTOR'S EVALUATION

The definitions used for the *performance* evaluation are listed below.

Excellent

- clearly outstanding/far exceeds standards or expectations
- exceptional on a continuous basis

Good

- generally meets or exceeds standards or expectations
- attains all or nearly all of position objectives

Satisfactory

- adequate
- meets standards or expectations and is developing within the position

Needs Improvement

- fails to meet one or a few job expectations

Unacceptable

- performance is below accepted levels
- fails to meet most job expectations

No Basis for Judgment

- have not observed this skill or activity

Leadership & Management

Self-starter who sets high personal standards and pursues goals with high level of personal drive and energy.

Shows a willingness to try new approaches.

Effective member of a work group who gains the respect and cooperation of others.

Remains open to constructive suggestions.

Performs functions within the scope of responsibility and refers unrelated matters appropriately.

Demonstrates the leadership, initiative, and persistence needed to accomplish goals and objectives.

Makes sound and timely decisions.

Demonstrates thorough knowledge and understanding of management and operations.

Handles problems in a professional manner.

Uses creative, innovative problem-solving strategies for adapting to uncertainties and complexities.

	EXCELLENT	GOOD	SATISFACTORY	NEEDS IMPROVEMENT	UNACCEPTABLE	NO BASIS FOR JUDGEMENT
Self-starter who sets high personal standards and pursues goals with high level of personal drive and energy.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shows a willingness to try new approaches.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Effective member of a work group who gains the respect and cooperation of others.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Remains open to constructive suggestions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Performs functions within the scope of responsibility and refers unrelated matters appropriately.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Demonstrates the leadership, initiative, and persistence needed to accomplish goals and objectives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Makes sound and timely decisions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Demonstrates thorough knowledge and understanding of management and operations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Handles problems in a professional manner.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Uses creative, innovative problem-solving strategies for adapting to uncertainties and complexities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Evaluates programs, practices, policies, procedures, and personnel effectively.

Analyzes situations to determine basic problems and develops realistic solutions.

Assures that facilities and equipment are suitable for the organization's immediate and long-range goals.

Anticipates trends and opportunities affecting operations; develops appropriate and timely response.

Assures the organization is in accordance with applicable standards, codes, laws, and regulations.

Provides leadership to staff and board in developing programs and organizational plans.

Meets or exceeds program goals in quality and quantity.

Ensures organization has a long-range plan and that consistent, timely progress is made in achieving the objectives.

Works with staff, finance committee, and board in preparing a budget, ensuring organization operates within budget guidelines.

	EXCELLENT	GOOD	SATISFACTORY	NEEDS IMPROVEMENT	UNACCEPTABLE	NO BASIS FOR JUDGEMENT
Evaluates programs, practices, policies, procedures, and personnel effectively.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Analyzes situations to determine basic problems and develops realistic solutions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assures that facilities and equipment are suitable for the organization's immediate and long-range goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Anticipates trends and opportunities affecting operations; develops appropriate and timely response.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assures the organization is in accordance with applicable standards, codes, laws, and regulations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provides leadership to staff and board in developing programs and organizational plans.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Meets or exceeds program goals in quality and quantity.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ensures organization has a long-range plan and that consistent, timely progress is made in achieving the objectives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Works with staff, finance committee, and board in preparing a budget, ensuring organization operates within budget guidelines.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

INTERIM EXECUTIVE DIRECTOR PROGRAM
 SAMPLE FORMS FOR A
 NEW EXECUTIVE DIRECTOR

Monitors current budget and operational data to assure adequate control and accounting of all funds, including developing and maintaining sound financial practices.

Maintains official records and documents to ensure compliance with federal, state, and local regulation and reporting requirements.

Executes legal documents appropriately.

Develops realistic, ambitious fundraising plans.

Successfully involves board and staff in fundraising.

Meets or exceeds revenue goals, ensuring adequate operations and program funds.

Board Relations

Works closely with board of trustees in developing the mission and long-and short-range strategic plans.

Works closely with board of trustees in developing organizational goals and objectives consistent with the strategic plan.

	EXCELLENT	GOOD	SATISFACTORY	NEEDS IMPROVEMENT	UNACCEPTABLE	NO BASIS FOR JUDGEMENT
Monitors current budget and operational data to assure adequate control and accounting of all funds, including developing and maintaining sound financial practices.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maintains official records and documents to ensure compliance with federal, state, and local regulation and reporting requirements.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Executes legal documents appropriately.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Develops realistic, ambitious fundraising plans.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Successfully involves board and staff in fundraising.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Meets or exceeds revenue goals, ensuring adequate operations and program funds.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Board Relations						
Works closely with board of trustees in developing the mission and long-and short-range strategic plans.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Works closely with board of trustees in developing organizational goals and objectives consistent with the strategic plan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

INTERIM EXECUTIVE DIRECTOR PROGRAM
 SAMPLE FORMS FOR A
 NEW EXECUTIVE DIRECTOR

	EXCELLENT	GOOD	SATISFACTORY	NEEDS IMPROVEMENT	UNACCEPTABLE	NO BASIS FOR JUDGEMENT
Communicates well with the board of trustees, providing appropriate information at and between meetings.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is readily available to individual board members.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assesses the organization's financial condition, providing complete reports to the board of trustees on a regular basis.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Appraises the results of programs and services and reports findings on a regular basis to the board of trustees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supports the policies, procedures, and philosophy of the board of trustees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Creates a sense of trustworthiness in board/ED relations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff Relations						
Challenges, motivates, evaluates, and rewards employees and managers toward the achievement of goals and objectives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provides effective leadership and direction to staff.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communicates appropriately with staff and maintains good rapport with the staff.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

INTERIM EXECUTIVE DIRECTOR PROGRAM
 SAMPLE FORMS FOR A
 NEW EXECUTIVE DIRECTOR

	EXCELLENT	GOOD	SATISFACTORY	NEEDS IMPROVEMENT	UNACCEPTABLE	NO BASIS FOR JUDGEMENT
Divides work effectively and assigns tasks to staff according to capabilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Establishes and uses management teams effectively.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assists when appropriate with the development and revision of staff bylaws and related policies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is an effective liaison between the board and staff.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Anticipates staff reaction to change.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community Relations/Political Effectiveness						
Develops programs promoting a positive image of the organization and creates awareness of available services to local community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Represents the organization in community activities and serves as an effective spokesman.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Works closely with community leaders in determining local needs and is willing to listen to diverse views.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maintains an active advocacy role in promoting the needs of the organization and its mission.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

PERFORMANCE PLAN GOALS

List the goals defined in the Executive Director Performance Plan. Explain how each has been addressed in terms of strategies, targets, and results.

1. _____

2. _____

3. _____

STRENGTHS AND DEVELOPMENT NEEDS

Based on the responses in Section I and II

What are the ED's major strengths?

1. _____

2. _____

3. _____

INTERIM EXECUTIVE DIRECTOR PROGRAM
SAMPLE FORMS FOR A
NEW EXECUTIVE DIRECTOR

What are the areas that need further development?

1. _____

2. _____

3. _____

What assistance or resources are needed to address developmental needs?

Overall Performance

- Excellent
- Good
- Acceptable
- Needs Improvement
- Unacceptable

INTERIM EXECUTIVE DIRECTOR PROGRAM
SECTION 3: APPENDIX
IRS BENEFIT PACKAGE GUIDELINES

FOLLOW UP SURVEY

Organizational Follow-Up Survey

In this follow-up survey, you will be asked a series of questions about your board, organizational and staff characteristics, and management systems.

You answered these questions before you participated in the Interim Executive Director program. This very short follow-up survey will help us understand what has changed in your organization *since the transition* – a phrase you will see in almost every question below.

Some of the information asked may need to be gathered from your colleagues. Please read through the survey and assess whom you will need to approach to answer the questions. Try to answer each question. If you are not sure of the answer, give us your best estimate. If you think a question is misleading, please free feel to explain why on the survey.

If you have any questions, please feel free to contact us. Thank you.

Center for Nonprofit Policy & Practice
Maxine Goodman Levin College of Urban Affairs
Cleveland State University
(216) 875-9972 or jsowa@urban.csuohio.edu

BACKGROUND INFORMATION

- I. Which statement best describes the current status of your organization since the transition?
 - We are currently experiencing challenges in the operation of our organization
 - Despite our best efforts, we are struggling to deliver the major programs of our organization
 - We are currently stable, but can not handle any new challenges
 - Our organization is operating smoothly and can handle new challenges in the future

GOVERNANCE AND STRUCTURE

2a. How often did your board of directors meet during the transition:

- Weekly
- Monthly
- Quarterly
- Annually
- Other (Please specify)_____

b. For the first six months after the transition, how often did your board of directors meet:

- Weekly
- Monthly
- Quarterly
- Other (Please specify)_____

3. Since the transition, how much do you agree or disagree with the following?
 Please circle the appropriate response:

	Strongly Disagree	Agree	Neutral	Disagree	Strongly Agree
The board exhibits effective leadership	1	2	3	4	5
The board is effective in setting the organizational vision and mission	1	2	3	4	5
The board is effective in ensuring adequate resources to meet mission objectives	1	2	3	4	5
The board is effective in recruiting members with the needed skills and talents	1	2	3	4	5
Board members regularly review financial statements	1	2	3	4	5
Board members understand the financial statements they receive	1	2	3	4	5
Board members ask questions about income and expenses as necessary	1	2	3	4	5
The board understands the organization's current financial condition	1	2	3	4	5
Board and staff agree on their respective roles in the organization	1	2	3	4	5
The board structure meets the organization's needs	1	2	3	4	5
The board has a plan for maintaining its current membership	1	2	3	4	5
Current board members possess the necessary skills and expertise	1	2	3	4	5

HUMAN RESOURCE MANAGEMENT

4. Please provide the following information about your organization's **performance management system** since the transition. *(Please circle)*

	YES	NO
Is the executive director formally evaluated each year?	1	2
Are management staff formally evaluated each year?	1	2
Are the front-line workers or staff formally evaluated each year?	1	2
Does your organization develop written staff training plans for management staff?	1	2
Does your organization develop written staff training plans for front-line staff?	1	2
Are staff training plans developed in conjunction with performance appraisals?	1	2
Is staff compensation determined in conjunction with performance appraisals?	1	2
Does your organization use cost of living adjustments? (Annual salary increase based on annual cost-of-living increase.)	1	2

5. Please estimate the annual turnover in your organization for the following positions since the transition (indicate number of people):

	Voluntary	Involuntary	Retirement
Management			
Support/Administrative staff			
Front-line/Direct service workers (i.e., those who deliver services to clients)			

HUMAN RESOURCE MANAGEMENT (continued)

6. Since the transition, to what extent is the following true about staff development and promotion in your organization? (Please circle)

	Strongly Disagree	Agree	Neutral	Disagree	Strongly Agree
Our organization engages in succession planning for future leadership changes	1	2	3	4	5
Personnel policies facilitate staff development	1	2	3	4	5
Top management is willing to invest considerable time and resources to ensure the development of staff	1	2	3	4	5
Staff have good career opportunities in the organization	1	2	3	4	5
Staff have professional development plans	1	2	3	4	5
Current staff have a good chance of being promoted	1	2	3	4	5
Current staff are given priority in filling job vacancies	1	2	3	4	5

FINANCIAL MANAGEMENT

7. Since the transition, how much do you agree or disagree with the following? (Please circle)

	Strongly Disagree	Agree	Neutral	Disagree	Strongly Agree
Direct fundraising and administrative expenditures account for less than 30% of our total annual budget	1	2	3	4	5
We have sufficient unrestricted income to develop in areas most important to our organization	1	2	3	4	5
We have a ready source (or access to) cash or cash equivalents to cover shortfalls	1	2	3	4	5
We review the budget throughout the year	1	2	3	4	5
We retain positive net working capital at the end of each year	1	2	3	4	5
We have more unrestricted income than expenses each year	1	2	3	4	5
We have established an operating reserve to finance cash shortfalls and program growth	1	2	3	4	5

FINANCIAL MANAGEMENT (continued)

8. Please circle the appropriate response to the following questions, referencing only your experience since the transition:

	YES	NO
The organization has systems in place to provide information to make sound financial decisions	1	2
The organization prepares timely financial statements (e. g. Balance sheet, Statement of Revenue and Expenses)	1	2
The organization monitors unit costs of program and services through the documentation of staff time and direct expenses	1	2
The organization monitors unit costs of programs through a process for allocation of management and general and fundraising expenses	1	2
The organization prepares cash flow projections		
The organization forecasts year end revenue and expenses to make sound management decisions through the year	1	2
The organization reconciles all cash accounts monthly	1	2
The organization has an oversight process to monitor that they are receiving appropriate and accurate financial information from the financial processing	1	2
Government contracts are all in compliance with regulations	1	2
Payroll is prepared following appropriate State and Federal regulations	1	2
The organization has a written financial policy and procedures manual	1	2
All expenses are approved by a designated person before payment is made	1	2
The organization has a written policy related to investments	1	2

9. Since the transition, how much do you agree or disagree with the following?
 (Please circle)

	Strongly Disagree	Agree	Neutral	Disagree	Strongly Agree
We have sufficient resources to ensure stable programming	1	2	3	4	5
The board of directors and management hold themselves responsible for the financial stability of the organization	1	2	3	4	5

FINANCIAL MANAGEMENT (continued)

10. Is an independent financial organizational audit conducted by a Certified Public Accountant (CPA)?

- Yes
 No

If yes, how often? _____

If yes, is the independent financial audit reviewed by the board?

- Yes
 No

OTHER ISSUES

11. Since the transition, how much do you agree or disagree with the following?
 (Please circle)

	Strongly Disagree	Agree	Neutral	Disagree	Strongly Agree
Our organization has a clear, written mission statement	1	2	3	4	5
Our organization has a clear vision for the future	1	2	3	4	5
Our organization engages in strategic planning	1	2	3	4	5
Our organization has clear strategic priorities	1	2	3	4	5
The vision of the organization is translated into clear operating goals	1	2	3	4	5
Our organization has clear action priorities for the next year	1	2	3	4	5
Our organization communicates the vision to all the staff	1	2	3	4	5
Our organization communicates the action priorities to all the staff	1	2	3	4	5
Our organizational culture supports the achievement of the strategic plan	1	2	3	4	5
Our organization tracks progress toward the accomplishment of the strategic plan	1	2	3	4	5

OTHER ISSUES (continued)

12. Please circle your level of agreement to the following statements, with reference to your experience after the transition:

	Strongly Disagree	Agree	Neutral	Disagree	Strongly Agree
Motivation is kept at high levels in the organization	1	2	3	4	5
Morale is high in most departments	1	2	3	4	5
Morale is high in my department	1	2	3	4	5
My personal morale is high	1	2	3	4	5
The commitment of the staff is high in this organization	1	2	3	4	5
Our organization is undergoing a leadership crisis	1	2	3	4	5
Many people in this organization are currently looking for other jobs	1	2	3	4	5
The organization solves the vast majority of its important problems	1	2	3	4	5
I am proud to be part of this organization	1	2	3	4	5
I am currently exploring other career opportunities	1	2	3	4	5
I feel that I am a valued member of this organization	1	2	3	4	5
In general, people are strongly committed to the company	1	2	3	4	5

13. Is there anything else you would like to tell us about your experience with the Interim Executive Director program or its outcomes in your organization? Please feel free to use extra space or attach another sheet of paper with your comments.

INTERIM EXECUTIVE DIRECTOR PROGRAM
ORGANIZATIONAL FOLLOW-UP
SURVEY