



# Hispanic Unity of Florida

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## Leader Development & Emergency Succession Planning

### EMERGENCY SUCCESSION PLAN

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#### Rationale

This plan addresses two scenarios: the emergency departure of the President/CEO or his/her inability to lead the organization short term or permanently.

#### Priority functions of the President/CEO position at *Hispanic Unity of Florida*

The full President/CEO position description is attached. **See Attachment A.**

Among the duties listed in the position description, the following are the key functions of the President/CEO to be covered by an acting President/CEO.

#### Responsible for:

- **Mission Impact** – Programs aligned to mission/meeting outcomes
- **Agency Impact** – Setting strategic direction; manage talent; mitigate risk;
- **Brand Management** – Strengthen/grow agency reputation
- **Donor/Funder Relations** – Ensures agency's sustainability with the support of the board, staff and volunteers
- **Board Support/Guidance** – Assists volunteers to carry out their duties and ensures they are fully engaged
- **Advocacy** – Remains up to date on topics affecting HUF clients and leads advocacy efforts

# **1. Procedure for the Appointment of an Acting President/CEO in the Event of an Unplanned Absence of the President/CEO**

## **a. Definitions**

A temporary absence is one in which it is expected that the President/CEO will return to his position once the events precipitating the absence are resolved.

- An unplanned absence is one that arises unexpectedly, in contrast to a planned leave, such as a vacation or a sabbatical.
- A short-term absence is 3 months or less.

## **b. Who may appoint the Acting President/CEO**

- The Board of Directors authorizes the Executive Committee to implement the terms of this emergency plan in the event of the unplanned absence of the President/CEO
- In the event of an unplanned absence of the President/CEO, the COO shall immediately inform the Chair of the Board of Directors of the absence.
- As soon as is feasible, the Chair shall convene a meeting of the Executive Committee to affirm the procedures prescribed in this plan or to make modifications the Committee deems appropriate.

## **c. Standing appointees to the position of Acting President**

- The agency's VP/Programs shall be appointed as the acting President
- The agency's other senior executives will report to the Acting President
- The Acting President shall report to the Board of Directors

## **d. First and second back-ups for the position of Acting President**

Should the VP/Program be unable to act as Acting President, the first back-up appointee, the second back will be the CFO/COO and the third back-up is the newly hired VP/Marketing & Development.

The Executive Committee may decide to appoint one of the back-up appointees to the acting executive position. The Executive Committee may also consider the option of splitting executive duties among the designated appointees.

## **e. Cross-training plan for appointees**

The President/CEO has been working with both the VP/Programs and the CFO/COO for many years. This team works closely together on all strategic decisions and projects. The team is deeply familiar with HUF history, decisions and stakeholders. The new VP/Marketing & Development will participate in a deep and intense on-board process which will include HUF history, programs, policies, procedures and funders.

**f. Authority and restrictions of the appointee**

The person appointed as Acting President shall have the full authority for decision-making and independent action as the regular President. The one restriction applicable to this position is that no changes in strategic direction will be made without the approval of the Board.

**g. Compensation**

The Acting President shall receive a temporary salary increase to the entry-level salary of the President position or up to 5% above his/her current salary, whichever is greater.

**h. Board committee responsible for oversight and support to the Acting President**

The Executive Committee of the Board will have responsibility for monitoring the work of the Acting President. The Executive Committee will also be alert to the special support needs that of the executive in this temporary leadership role.

**i. Communications plan**

As soon as possible after the Acting President has begun covering an unplanned absence, Board Members and the Acting President shall communicate the temporary leadership structure to the following key supporters external to *Hispanic Unity of Florida*

- Government contract officers  
List to be compiled by COO/CFO
- Foundation program officers  
List to be compiled by CFO/COO
- Civic leaders  
List to be compiled by executive team working with Board Executive Committee and with input from the Board of Directors
- Major donors  
List to be compiled by CFO/COO and VP/Mktg & Development

**Others:**

- Staff
  - Vendors
  - Nonprofit partners and other leaders in the nonprofit community
  - Media partners
  - Overall media
  - Overall HUF supporters, friends and volunteers
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## 2. Succession plan in event of a temporary, unplanned absence -- *LONG-TERM*.

### a. Definition

- A long term absence is one that is expected to last more than 3 months

### b. Procedures

The procedures and conditions to be followed shall be the same as for a short-term absence with one addition:

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

## 3. Succession plan in event of a PERMANENT unplanned absence.

### a. Definition

A permanent absence is one in which it is firmly determined that the President/CEO will not be returning to the position.

### b. Procedures

- The procedures and conditions shall be the same as for a long-term temporary absence with one addition:
- The Board of Directors shall appoint a Transition and Search Committee to plan and carry out a transition to a new permanent President/CEO

### c. Recruitment Process

- The Board of Directors will need to direct the Transition/Search Committee if it wishes to conduct its own search/interview process or if it wishes to use an outside recruitment firm
- If it wishes to use an external recruitment consultant they may wish to reach out to other nonprofits (e.g. Community Foundation, Women In Distress, United Way of Broward County) to identify potential vendors.

### d. Job Description/Key Competencies

- The Board of Directors will review the current CEO Job Description (see Attachment A) to determine if it wishes to make any changes.

- Board of Directors will identify the Key Competencies and values it wishes their new President/CEO to possess.

**e. Possible Candidates**

- A number of internal/external candidates have been identified and the Board of Directors may wish to review this list and interview these candidates to determine if they possess the Key Competencies being sought by the Board of Directors and if they are a potential fit with HUF.
  - HUF has been coaching/grooming an internal candidate to take on either the President and/or the President/CEO position at HUF. The individual who has been “in training” is the VP/Programs, Felipe Pinzon.
  - Potential Succession “prospects” will be reviewed on an annual basis by the CEO and the Executive Committee. This list will not be shared with the whole board or other HUF staff members as the individuals identified as “prospects” have never been approached and their names on a HUF “wish list” may hurt them in their current positions.
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## **Approvals and maintenance of records**

**a. Succession plan approval**

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

**b. Signatories**

- The Board President, the President/CEO, CFO/COO, VP/Programs shall sign this plan, and the appointees designated in this plan.

**c. Maintenance of record**

- Copies of this plan shall be maintained by the Board President, the President/CEO, the VP/Programs, CFO/COO, the two back-up appointees, the compliance officer and Hispanic Unity’s corporate (nonprofit) attorney at Tripp Scott, P.A.

## EMERGENCY SUCCESSION PLANNING WORKSHEET

### Job Task Analysis for CEO – Clarifying Key Functions & Responsibilities of the Executive

**Task:** Describe the key functions and responsibilities of the Executive in order to identify which staff member(s) might fulfill these responsibilities in an emergency – for a short period of time; a longer term and/or through a permanent unplanned absence of CEO.

Key Functions of CEO	Potential Emergency Staffing Strategies	Issue or Concerns  To Discuss or Resolve
<p><b>1. Mission Impact:</b></p> <ul style="list-style-type: none"> <li>a. Ensure senior management team and Grant Manager are meeting weekly to review potential grant/program opportunities.</li> <li>b. Lead Program Officer to prepare quarterly outcome reports for Finance Committee and flag any current or anticipated program issues/outcome issues</li> </ul>		
<p><b>2. Agency Impact:</b></p> <ul style="list-style-type: none"> <li>a. Track Annual Strategic Plan and present to the board of directors on a quarterly basis</li> <li>b. Convene and lead the Management Team</li> <li>c. Plan and lead the monthly agency meetings (develop agenda, invite speakers, prepare room, coordinate monthly employee recognition)</li> <li>d. Participate in recruitment, interview, selection and evaluation process for <u>directly</u> supervised staff and other key executive level positions</li> <li>e. Discuss and mitigates any risk issue with the CFO/COO and discuss/seek guidance from the finance committee or executive committee</li> </ul>		

<p><b>3. Brand Management</b></p> <ul style="list-style-type: none"> <li>a. Serve as HUF’s principal leader, representative, and spokesperson to the greater community and the media</li> <li>b. Ensure that HUF’s website and social media updates take place on a daily/weekly basis</li> <li>c. Ensure the annual marketing plan is being implemented</li> <li>d. Ensure HUF marketing materials are updated and available to HUF team members</li> <li>e. Support marketing communications strategies by participating as the spokesperson and/or by reviewing and approving key agency messaging</li> </ul> <p><b>4. Donor &amp; Funder Relations</b></p> <ul style="list-style-type: none"> <li>a. Review weekly Fund Development reports and assist or coach team</li> <li>b. Establish, maintain and cultivate relations with donors, foundations and other resources to support organizational programs and activities.</li> <li>c. Review monthly program and agency-wide financials and participate in monthly finance committee meetings</li> <li>d. Ensure donors are thanked in a timely manner (3-day call/card and Thank You letter within a week of receiving gift or pledge.)</li> <li>e. Ensure funder/donor commitments are met – request by assigning responsibilities to appropriate personnel</li> </ul> <p><b>5. Board Partnership</b></p> <ul style="list-style-type: none"> <li>a. Helps board members carry out their legal duties and make informed decisions by educating them about their roles, nonprofits in general and HUF in particular</li> <li>b. Assist with recruitment and orientation of new Board members</li> <li>c. Direct the preparation of monthly board package</li> <li>d. Direct the preparation of Executive reports to Board of Directors and Executive Committee</li> </ul>		
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<p>and attend Governance and Finance and Executive Committee meetings</p> <p>e. Ensure integrity and strength of Board leadership and address issues around clarity of role, governance, bylaws/policies, corporate structure, and membership</p> <p>f. Ensures board members are fully engaged and involved by communicating with them on a regular basis as a group and individually and through 1:1 meetings with them at least twice per year.</p> <p>6. <b>Advocacy</b></p> <p>a. Stays up-to-date on issues/changes relating to the Hispanic community in Broward and its particular needs by reading and through community outreach meetings.</p> <p>b. Work closely with the board and Advocacy Committee on issues and strategies</p>		
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<b>Critical Relationships to Sustain</b> During unplanned absence of CEO	<b>Coverage Strategies</b>	<b>Issues/Concerns To Discuss</b>
Government Contract Officers	Handled by senior program staffers	
Foundation Program Officers	Handled by VP/Mktg & Development and Grant Manager	
Corporate Key Staffers	Handled by VP/Mktg & Development or Acting President	
Civic Leaders	Acting President, VP/Mktg & Development OR assigned Board Member	
Major Donors	Acting President with assigned Board Member and VP/Mktg & Development	
Media Partners	Acting President with support from VP/Mktg & Development	
Community Program Partners	Handled by program seniors staffers	



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## Clarifying definitions & lines of authority & communications strategy

**Task:** Using the sample Emergency Succession Plan, use the worksheet below to identify and resolve issues related to clarifying the implementation parameters for this plan: definitions, lines of authority, compensation, development of replacement & communication strategy.

### **Definitions: (time frames)**

- 1 Short-term Absence:** Less than three (3) months
- 2 Longer-term Absence:** Longer than three (3) months
- 3 Permanent unplanned Absence:** Unable to return to the organization on a permanent basis

### **Lines of Authority:**

- 1 Who may appoint the Acting Executive?** Executive Committee with the approval of the Board of Directors
- 2 Who would be first and second back-ups for the position of Acting Executive?**  
VP/Programs (first pick); CFO/COO (second pick) OR  
Board may decide to have shared Acting CEO responsibilities
- 3 Define the authority and restrictions of the Acting Executive?**  
Same authority as President/CEO
- 4 What is the Board's role in oversight and support to the Acting Executive?**  
Phone updates to Chair of the Board as needed. Weekly communication with Executive Committee on strategic or risk-management issues. Monthly reports.

## HR Issues

**1 Staff Development/Cross-training Requirements** (short-term / longer-term / permanent unplanned absences)

None

**2 Compensation Strategies** (short-term / longer-term / permanent unplanned absences)

The Acting President shall receive a temporary salary increase to the entry-level salary of the President position or up to 5% above his/her current salary, whichever is greater.

## Performance Evaluation Strategy

**Who will evaluate the Acting Executive Appointee?** (short-term / longer-term / permanent unplanned absences)

Executive Committee with input from the Board of Directors and CFO/COO and VP/Programs.

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## Approvals & Maintenance of Records

### Succession Plan Approval

- Executive Committee Approved on: \_\_\_\_\_

- Board of Directors Approved on: \_\_\_\_\_

### Signatories

\_\_\_\_\_  
President/CEO

\_\_\_\_\_  
Chair of the Board of Directors

\_\_\_\_\_  
VP/Programs

\_\_\_\_\_  
CFO/COO

### Maintenance of Record

Copies will be made by CFO/COO and given to:

1. Board Chair
2. President/CEO,
3. VP/Programs
4. CFO/COO
5. Hispanic Unity's corporate (nonprofit) attorney at Tripp Scott, P.A.



## HISPANIC UNITY OF FLORIDA JOB DESCRIPTION

**Job Title:** President & CEO  
**Reports to:** Board of Directors  
**Approved by:** Board of Directors  
**Date Prepared:** May 2014  
**Position Location:** Hollywood, Florida

*It is imperative that all applicants have a general understanding of the HUF brand, share **and demonstrate** the HUF's values as it serves as the foundation for how we treat each other, our clients, our funders and everyone we come in contact with. Those values include but are not limited to: Integrity, transparency, respect, dignity, accountability, diversity, cultural awareness, commitment to excellence, collaboration and teamwork.*

### SUMMARY

The President/ CEO is responsible for working with the strategic direction of the agency and ensures that the agency is living and delivering its mission, and its impact goals are being met. This position directs all day to day activities of the agency and is responsible for the effective Financial management of the organization; fund raising including donor relationships, grant research and requests; Brand Management; lead, drive and execute the agency impact, business strategy, talent and risks management; advocacy and community outreach; and responsible to partner with, communicate and report to, and execute the direction set by the Board of Directors. This position reports to the Board of Directors.

### Qualifications

Qualifications	Leadership Competencies
<ul style="list-style-type: none"> <li>• TO BE REVISED BY BOARD OF DIRECTORS.</li> <li>• Bachelor's degree from accredited university, Masters Degree preferred, with a major in Social Sciences, Management, Business Administration or related field. Understanding of community, nonprofits, civic engagement and community based organizations a plus.</li> <li>• Minimum of 10 years in Management, three years fund development, three years Nonprofit focused on human services</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Diplomacy.</b> Effectively handling difficult or sensitive issues by utilizing tact, diplomacy and an understanding of organizational culture, climate and/or politics. Adapts style to effectively communicate under different standards</li> <li>• Demonstrated ability to <b>think strategically</b> and a thorough understanding of strategic development. Ability to see the big picture and analyze and anticipate trends driving current reality.</li> <li>• <b>Strong Negotiation skills.</b></li> </ul>

<ul style="list-style-type: none"> <li>• Strong leadership, interpersonal and communication skills</li> <li>• Fluent in English and Spanish and bi-cultural.</li> <li>• Proven track record of achieving fundraising targets and/or a quota \$2 plus million-plus annually.</li> </ul>	<ul style="list-style-type: none"> <li>• Strong <b>Interpersonal skills</b> and ability to effectively communicating, building rapport and relating well to all kinds of people.</li> <li>• Demonstrated <b>Planning/Organizing skills</b>. Ability to prioritize tasks effectively, develop processes and systems for order, accuracy, efficiency and productivity. Ability to manage resources according to priorities.</li> <li>• <b>Result driven</b>. Proven ability to achieving timely results through effective management of resources, systems and processes. Strong ability to achieve goals through others and to collaborate with multiple teams.</li> <li>• Strong <b>leadership ability</b>, inspire others and achieve results through people. Ability to build trust across the team and delegates effectively. Demonstrated loyalty and leads by example.</li> <li>• Demonstrated ability to make difficult <b>decision</b> in a timely manner.</li> <li>• Strong <b>Personal Effectiveness</b>- Demonstrating initiative, self-confidence, resiliency and a willingness to take responsibility for personal actions.</li> <li>• Strong oral and <b>presenting skills</b> in order to Communicate effectively to groups.</li> <li>• Incumbent must feel comfortable in interruption rich environment, always maintaining a friendly interface with others.</li> <li>• Effective <b>sense of urgency</b> and ability to work independently, proactively, work long hours and multiple activities and a demanding workload.</li> </ul>
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Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

### Summary of Key Accountabilities

<b>Key Accountabilities (including but not limited to):</b>	<b>Ranking</b>	<b>% Of Time</b>
<p><b>1. Financial Management - Responsible for the financial management of Hispanic Unity of Florida – oversee, make decisions and validate:</b></p> <ul style="list-style-type: none"> <li>• Maintain the financial viability of the organization to ensure the continuation of the mission.</li> <li>• Responsible to ensure that the payroll and budgets are all met on an ongoing basis. Have effective control and monitoring of the fiscal operations of the organization.</li> <li>• Review monthly program and agency wide financials and participate in monthly finance committee meetings.</li> <li>• Lead Program Office to prepare Quarterly outcome reports for Finance committee and flag any current or anticipated program</li> </ul>	#1	10%

<ul style="list-style-type: none"> <li>issues/outcomes.</li> <li>• Convene and lead the Management Team</li> <li>• Discuss and mitigates any risk issue with the CFO/COO and discuss/seek guidance from the finance committee or executive committee.</li> <li>• Execute, coordinate and support the accomplishment of the financial objectives and strategic plan. Ensure budget is managed and controlled effectively as per limits established. Maintain accurate records and accounts.</li> </ul>		
<p><b>2. Fund Raising - Responsible for Fund Raising and to Inspire the community, staff, clients and donors about supporting HUF's mission:</b></p> <ul style="list-style-type: none"> <li>• Establish, maintain and cultivate relations with donors, foundations and other resources to support funding, organizational programs and activities. Introducing the organization to new donors and new corporate sponsors.</li> <li>• Develop various methods of fundraising for HUF: major gifts, planned giving, in-kind support, annual funds, grants and special events.</li> <li>• Provide managerial support to the board and committee members to help develop fundraising at HUF. Coordinate with other staff/personnel and board members to ensure funder/donor commitments are met by assigning responsibilities to appropriate personnel.</li> <li>• Ensure donors are thanked in a timely manner.</li> <li>• Review weekly Fund Development reports and assist or coach development team.</li> <li>• Ensure Senior management team and Grant Manager are meeting on a regular basis to review and implement grant opportunities.</li> </ul>	#2	30%
<p><b>3. Brand Management - Responsible for the Brand Management of the organization:</b></p> <ul style="list-style-type: none"> <li>• Inspire the community, board of directors, donors, corporations and clients to believe in the mission of HUF.</li> <li>• Define, lead, execute, protect, develop and strengthen the HUF brand in the tri-county area.</li> <li>• Explain the role of HUF in the community through outreach and community development activities and building public awareness of the organization</li> <li>• Serve as HUF's principal leader, representative and spokesperson to the greater community and the media. Be the main ambassador and face of the organization –lead by example and live HUF's values.</li> <li>• Support marketing communications strategies by participating as the spokesperson and/or by reviewing and approving key agency messaging</li> <li>• Oversee the implementation of the annual marketing plan and see that all marketing materials are updated and available to HUF team members and the public.</li> </ul>	#3	20%

<p><b>4. Agency Impact. Responsible to lead and execute the agency impact, business strategy, talent and risks management.</b></p> <ul style="list-style-type: none"> <li>• Develop and drive the organization to towards its operational effectiveness.</li> <li>• Develop, build and coordinate the strategic and business plans to ensure the delivery and execution of HUF's mission. Track Annual Strategic Plan and present to the Board of Directors.</li> <li>• Anticipate the changing environments and be able to adapt quickly and successfully.</li> <li>• Identify, anticipate and manage risks in legal, competitive, operational, financial, reputational, personnel and other emerging areas.</li> <li>• Plan and lead the Monthly agency meetings (develop agenda, invite speakers, prepare room, coordinate monthly employee recognition)</li> <li>• Identify, attract, develop and retain talent. Participate in recruitment, interview, selection and evaluation process for directly supervised staff and other key positions. Develop and retain the talent in the organization.</li> </ul>	#4	10%
<p><b>5. Advocacy - Responsible to advocate in the local, state and national levels on behalf of Hispanic Unity of Florida</b></p> <ul style="list-style-type: none"> <li>• Advocacy in public and private sector on behalf of past and future clients in reference to the policy changes in government.</li> <li>• Stay up to date on issues/changes relating to South Florida community and its particular needs by reading and through community outreach meetings.</li> <li>• Work closely with board, Advocacy Committee, donors and other agencies on issues and strategies.</li> </ul>	#5	5%
<p><b>6. Board Partnership. Responsible to partner with, align with, communicate and report to, and execute the direction set by the Board of Directors.</b></p> <ul style="list-style-type: none"> <li>• Helps Board members carry out their legal and fiduciary duties and make informed decisions by educating them about their roles, nonprofits and HUF in particular.</li> <li>• Assist with recruitment and orientation of new board members</li> <li>• Direct the preparation of monthly board package.</li> <li>• Direct the preparation of Executive reports to Board of Directors and Executive Committee and attend all Governance and Finance Executive Committee meetings.</li> <li>• Ensure integrity and strength of Board leadership. Address all issues of Board clarity of role, governance, and bylaws/policies, corporate structure and membership.</li> <li>• Ensures Board members are fully engaged and involved by communicating with them on a regular basis as a group and individually through 1:1 meetings at least twice per year.</li> <li>• Has an open line of communication with the Board and executes the wishes of the Board.</li> <li>• Brings issues to the attention of the Board on a timely basis and partners with the Board to find answers.</li> <li>• Execute the plans and report back on the decisions agreed with the Board of Directors.</li> </ul>	#6	5%
<p><b>7. Other activities, including.</b></p> <ul style="list-style-type: none"> <li>• Actively participate and engage in other company activities requested by the Board, support other management activities and</li> </ul>	#7	20%

<p>coordination, staff meetings, generating reports, promotion activities, among others. Collaborate and support proactively in the accomplishment of goals across the organization.</p> <ul style="list-style-type: none"> <li>• Protect confidentiality of records and information gained as part of exercising professional duties and use professional judgment and discretion in sharing such information within legal confines.</li> </ul>		
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<p><b>Measures of Success - How will the role be measured:</b> <i>[Targets and measurements to be defined in annual goals and objectives]</i></p> <ul style="list-style-type: none"> <li>• As outlined in this job description and any other goals agreed to with the board of directors.</li> <li>• Feedback from colleagues around collaboration and mutual support of achieving organizational and strategic goals.</li> <li>• Feedback from donors and HUF Supporters and Clients.</li> <li>• Achieving and or surpassing Fund Raising Goals.</li> <li>• Donor retention rates and enhancement of donor relationships.</li> <li>• Maximizing and or meeting budget and other financial targets.</li> </ul>
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**AMERICANS WITH DISABILITIES ACT (ADA) DEMANDS**

While performing the duties of this job, the employee is regularly required to sit and talk or hear. The employee frequently is required to use hands to finger, handle, or feel. The employee is required to stand, walk, and reach with hands and arms.

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date