

SUCCESSION PLANNING IN THE MIGRANT HEALTH CENTER SETTING

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BUDA, TX**

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MERCED, CA**

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SUCCESSION PLANNING

- I. Introduction
- II. What is Succession Planning
- III. Examples (The Good, Bad and Ugly)
- IV. One Center's Experience
- V. Participants' Experience (Discussion)
- VI. Introduction of the Tool
 - A. CEO/Executive Succession Planning
 - B. Team or Departmental Succession Planning
 - C. Personal Career Planning

I. INTRODUCTION

Why is Succession Planning in Migrant Health Centers important?

- Age of Migrant Health Program & early leaders
- Potential loss of institutional & “movement” memory
- Importance of recruiting for both technical skills and dedication to La Causa
- Other?

II. WHAT IS SUCCESSION PLANNING:

It is a dynamic process that anticipates change and upward mobility and

- Is respectful of all
- Is considerate of individual careers
- Circumvents train wrecks
- Is both long-term and short-term in nature

IT IS FACILITATED BY ADOPTION OF VISION AND TOOLS, AND IT:

- Initiates conversations on a regular schedule
- Is separated from evaluation process
- Must be considered confidential
- Makes no promises that cannot be kept

IT IS GOOD FOR THE EMPLOYEE AND FOR THE ORGANIZATION AS A WHOLE

- Engages those involved
- Supports planned career development
- Gets incorporated into policies, culture and systems
- Is about managing business risk
- Can be a multi-level, multi-team plan

FOR PURPOSES OF OUR DIALOG TODAY, WE WILL FOCUS PRIMARILY ON A CEO LEVEL SUCCESSION PLAN

Guiding Principle for a Successful CEO
Succession Plan:

**The final decision always belongs to the
Board of Directors**

III. CEO SUCCESSION PLAN EXAMPLES

Plan Type	Characteristics
• Emergency Plan	➤ AKA the Mack Truck Plan
• The Long Range Plan	➤ Plenty of advance notice
• The Rolling 18-Month Plan	➤ Never set an exact date, always 18 months away
• The Interim Non-Contender Plan	➤ A 6 month hired Change Agent to get new perspective
• The In-House Multi-Competitor Plan	➤ A great way to lose valuable contenders
• The Chosen One Plan	➤ CEO Successor is hand picked and groomed in advance

IV. ONE HEALTH CENTER'S EXPERIENCE

**John Price, Board Chair
Golden Valley Health Centers
Merced, California**

SUMMARY OF PRESENTATION OF ONE HEALTH CENTER'S EXPERIENCE

Narrative story of the transition experienced by this Health Center included 8 month advance notice, but the Board was in paralyzed for almost 6 months due to shock and denial of the potential loss of their CEO with 40 years tenure.

The process that they used worked well, but it was not implemented on a timely basis, to the detriment of the health center operations.

IN DENIAL?

It is helpful to remember the counsel of Elizabeth Kubler Ross – Stages of Grief

Denial

Anger

Bargaining

Depression

Acceptance

DABDA

V. WORKSHOP PARTICIPANTS' EXPERIENCE

Discussion of Experiences and
Concerns among Participants

VI. INTRODUCTION TO THE NCFH TOOL

PERSONAL & PROFESSIONAL CAREER PLANNING TOOL

Name:
Date:
Focus:

Title:
Time Range:

Insert Logo Here

Historical					
CAREER					
	2010	2011	2012	2013	2014
PERSONAL					
NOTES:					

VI. INTRODUCTION TO THE TOOL (CONT'D)

PERSONAL & PROFESSIONAL CAREER PLANNING TOOL

Name:
Date:
Focus:

Title:
Time Range:

Insert Logo Here

Current and Projected					
CAREER					
	2015	2016	2017	2018	2019
PERSONAL					
NOTES:					

VI. INTRODUCTION TO THE TOOL (CONT'D)

PERSONAL & PROFESSIONAL CAREER PLANNING TOOL

Name:

Date:

Focus:

Title:

Time Range:

Insert Logo Here

Projected					
CAREER					
	2020	2021	2022	2023	2024
PERSONAL					
NOTES:					

➤ **SELECT A TIME FRAME**

- Select a time frame for the dialog, which is best suited to the tenure and position of the employee.

➤ **SELECT A FOCUS**

- Select a focus for the purpose of the use of the tool, again best suited to the tenure and position of the employee. This could include a need for professional development, cross training, setting career goals, assessing staff satisfaction and succession planning.

➤ **INTRODUCE THE DIALOG**

- Introduce the dialog by agreeing on a desired focus of the conversation and asking open-ended questions that will facilitate what should become an ongoing conversation over an extended period of time.

➤ IDENTIFY GOALS

- Through discussion, identify not more than 3-5 goals for the time frame selected.

Note: It is recommended that the employer set an example by being open about his/her professional goals, and as appropriate to the relationship, about personal goals.

➤ IDENTIFY CAREER LANDMARK EVENTS

- Identify landmark events and dates for those events in the career of the employee, and project goals above the time line.

➤ IDENTIFY PERSONAL LANDMARK EVENTS

- The employee is encouraged to use the space below the time line to document his/her personal landmark events, which do not need to be shared with the employer/supervisor. Taking the time to think about personal landmark events may facilitate setting of career goals.

PERSONAL & PROFESSIONAL CAREER PLANNING TOOL

Name:
Date:
Focus:

Title:
Time Range:

Insert Logo Here

Historical					
CAREER					
	2010	2011	2012	2013	2014
PERSONAL					
NOTES:					

PERSONAL & PROFESSIONAL CAREER PLANNING TOOL

Name:
Date:
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Time Range:

Insert Logo Here

Current and Projected					
CAREER					
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NOTES:					

PERSONAL & PROFESSIONAL CAREER PLANNING TOOL

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Insert Logo Here

Projected					
CAREER					
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PERSONAL					
NOTES:					

TIPS FROM THE VALLEY

- Steps to follow if you work with a consultant

CEO TRANSITION

YOU MEAN WE HAVE TO GET A NEW ONE?

John
Price

CEO TRANSITION

- Our CEO just told us that he or she will retire in 6 months. Oh no. What do we do?

CEO TRANSITION

- Step One... Don't Panic
- Step Two: Don't Panic
- Step Three: Don't Panic

- Step Four: Get out of Denial. It is going to happen.
- Step Five: Implement your plan.
 - What? You have no plan?

CEO TRANSITION

- We have no plan so...

what do we do now?

CEO TRANSITION

- Hire an interim CEO that doesn't want to be the permanent CEO.
 - The interim needs to be a buffer between the departing leader and the new leader.
 - There are good reasons for this.
- Get some help. Professional help.
- Secure a consultant or coach to guide you and do the the task and work to be done.

CEO TRANSITION

- Establish a CEO Transition Committee of the Board
- Establish a CEO Transition Committee of some key staff, representing the stakeholders of the corporation.

CEO TRANSITION

- Assessment of the Organization
- Assessment of the Corporation
 - Find out who you are. Not what you think you are, or what you have been told what you are, but what others see and think you are.
 - Survey Staff. Use your Staff CEO Transition committee for help and feedback.
 - Survey Strategic Partners
 - Survey Community Stakeholders
 - Survey Collaborative Partners

CEO TRANSITION

- Assessment of the Organization
- Assessment of the Board
 - Assess the Board and its effectiveness
 - Assess the strengths and weakness of individual Board Members. Learn how you work together.

CEO TRANSITION

- Assessment of the Corporation and the Board is complete.
 - What do we do about the stuff we don't like. What happened to us?
 - How do we repeat the stuff we do like?
- Redefine, or... Recommit to your Mission, Vision and Values
- THIS WORK WILL HELP YOU DEFINE WHAT LEADER YOU NEED

CEO TRANSITION

- Define the Skills, Ability and Experience you need in your new Leader
- Define, if you dare, the Temperament and Personality you discern that you need for your corporations new Chief Executive Officer.
- I know. That is scary...

CEO TRANSITION

- Define your CEO Candidate Profile
 - People out there need to know what you want.
- Develop your announcement
- Broadcast your announcement to the targeted area.

CEO TRANSITION

- Distill the resumes and rank them to come up with a list of candidates
- Interview the top ten Candidates
 - Skype
 - Video
 - In Person
- Distill the list to the top three Candidates

CEO TRANSITION

- Interview the top three candidates
- Personal, face to face interviews
- Tour the facility or facilities as is appropriate.
- Watch the interaction of the candidates and the staff.
- Get feedback from staff, as appropriate.

CEO TRANSITIONS

- Convene the Board to choose a new Leader.
- Discuss the parameters of the CEO Compensation Package
- Appoint a designated person, (if you haven't already) to meet with your CEO Candidate to negotiate the contract and establish the timeline for bringing them on board the corporation.

- Meeting with Board committee and new CEO to review performance goals and clarify system for performance evaluation.

CEO TRANSITIONS

- Celebrate the arrival of the new CEO.
- Introduce the new CEO to the Community and Staff.

CEO TRANSITION

- Meeting with Board committee and new CEO to review performance goals and clarify system for performance evaluation.

CEO TRANSITIONS

- Establish an Onboarding process that allows for continued coaching and training of the new CEO.
 - This process can be critical. Because...

CEO TRANSITION

- In the 2011 “Daring to Lead”, national study of nonprofit leaders, found that among current executives, 33% followed a leader who was fired or forced to resign indicating the frequency of mis-hires and unclear expectations between boards and executives.
- New leaders need intentional support and development as they build efficacy in the role. This level of on-boarding—distinct from new hire orientation—is essential to a new leader’s long-term success, yet often absent from many nonprofit transition processes.

IN CLOSING:

“I believe that we are solely responsible for our choices, and we have to accept the consequences of every deed, word, and thought throughout our lifetime.”

Elizabeth Kubler Ross