Transfer of Knowledge Plan

Executive Director

This plan is designed for a three-month overlap between an exiting ED and an incoming ED. Depending on an organization’s succession plan, this plan may be completed with an external person hired three months prior to an ED’s departure. It may also be adjusted to support an unexpected departure by requiring these files be placed on a server accessible by the Board of Directors.

| **PHASE**  | **Actions** | **Timelines and Notes** |
| --- | --- | --- |
| **Governance Activities** |
| Historical review and mission, vision, and values | * Review of Documentation:
* Report on …
* Original lettres patentes
* Amendments to lettres patentes
* Overview of laws that apply to organization (provincially or federally regulated, charitable or not, language laws, health and safety, privacy, etc)
* Vision, mission, values documents
* Review of strategic plan document and strategic planning process
* Meet with executive director and any honorary board members who have been at the organization for many years.
* Meet with former ED and former President, if possible
 | 90 days before departure2 days[[1]](#footnote-1) |
| Functioning and operations of Board of Directors | * Review of by-laws and evolution of by-laws and structure of the organization
* Review minutes of last 6 months of meetings
* Relationship with president and process for calling meetings, creating agenda and sending minutes
* Review mandates of each board committee and ED role
* Resolutions and record-keeping
* Developing documentation and distribution to members
* Developing relationships with each Board member
* Review of on-boarding for new Board members
* Co-develop next board meeting
* Allow observer at board meetings
 | 80 days before departure 3 days |
| Policies and procedures | * Review existing policies and procedures
* Identifying the need for a policy
* Developing policies
* Approval and review process
 | 70 days1 day |
| Negotiation and Funding | * Negotiation process and key players
* Process for seeking funding opportunities and signing grants or contribution agreements
* Review relationships with funders over time
* Membership organizations and role of ED
* Integrate deadlines for negotiating agreements and deadlines in annual calendar
 | 65 days before1.5 days |
| **Administrative activities** |
| Financial oversight  | * Oversight of budget processes with CFO
* Review annual budget and financial reporting including audits
* Meet with bookkeeper to review practices related to accounts payable and receivable
* Review all signed contracts including rental agreement, each employee contract, insurance.
* Ensure signing authorities transferred and online banking access granted.
* Ensure all tax accounts and CNESST have new contact person
* Prepare call for tenders and selection criteria, when needed
* Develop contracts and agreements to clarify financial responsibilities of various partners within projects
* Review fundraising (with board) and potential ways of increasing funding
 | 60 days before3.5 days |
| Human Resources Management | * Oversight of payroll department
* Obtain access to HR portal and signing authorities needed.
* Hiring processes and procedures
* Complaints, conflict resolution and investigations
* Change name on Harassment prevention policy
* Support Directors in HR management, as requested
* Contracts and establishing pay rates
* Review pay scales and pay equity (if needed)
* Assess organization’s compliance to new health and safety regulations and review risks.
* Review of team meetings and directors’ meetings minutes
* Prepare job postings, interview questions and hiring processes, when needed
* Prepare call for tenders and selection criteria, when needed
 | 50 days before3.5 days |
| Supervisory responsibilities  | * Visit to each activity center with new ED
* Support staff in respect of existing policies and procedures
* Organize and preside regular team meetings
* Share documents related to annual performance evaluations
* Regular communication with teams
* Share passwords for apps, tools and online sharing spaces for team work
* Support Directors in completing annual performance evaluations for teams
 | 40 days5 days (a whole week of visits planned, depending on the number of locations to visit) |
| **Liaison Activities** |
| Partnership agreements | * Review of relationships with stakeholders including board members, governments (local, provincial and federal), foundations, CHSSN, RDN, CISSS, participation on round tables as well as training partners such as school boards, cegeps, and others
* Review of documents, agreements and activities with said partners
* Review upcoming partnership and projects
* Include major partner events in annual calendar
 | 30 days before3 days |
| Committees  | * Share information and transfer all files for (list all committees, tables and boards as ex-officio):
* CISSS
*
 | 25 days1 day |
| **Reporting requirements** |
| Main agreements | * Share agreements with current funders and all pertinent documentation
* Share deadlines, processes and transfer all forms
* Share processes for accessing online reporting sites, Clic sécur, CRA, insurance providers, etc
* Share deadlines, processes and transfer previous reports sent to funders as examples
* Oversee the development of annual report and checklist
* Support CFO in annual audit
* Share list of partners to send annual report and audit report
* Share minutes and resolutions books
* Add all deadlines into annual calendar
 | 20 days before3 days |
| **Programs and Services Support** |
| Programs for ChildrenPrograms for SeniorsPrograms for AdultsOther programs | * Share information related to the different programs offered
* Share links to useful programming tools and sites
* Share newsletters and documents to remain up to date in best practices in the sector
* Share information on relevant conferences and learning opportunities
 | 2 weeks before the ED’s departure1 day |
| **Communications Responsibilities** |
| Promotion | * Share passwords and accounts for all social media
* Share promotional templates for social media and print
* Share procedure for sending newsletters and promotional campaigns
* Share previous speeches
* Review media representation responsibilities (with president)
 | 1 week before departure1 day |
| Website | * Share account details for [website](http://www.conseilscolaire-schoolcouncil.org) account
* Share account details for [online](http://www.coph.ca) portal account
* Share procedure for updating websites
* Share procedure for uploading documents onto portal for board meetings
* Share procedure for adding members to portal
* Share procedure for adding emails and aliases
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| Data collection | * Share information for accessing survey monkey tools
* Share previous data and reports accessed through survey monkey
* Share data received from other sources
 | Week of departure1 day |
| **Other ED Responsibilities** |
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1. Assess the replacement costs, if needed, as well as time that should be carved out in each person’s calendar. [↑](#footnote-ref-1)