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HR MANAGEMENT TOOLKIT

SUCCESSION PLANNING

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PLANNING SUCCESSION

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Introduction

This guide discusses succession for two key roles in cultural organisations: those of executive director (senior administrative officer) and artistic director. In cultural organisations, these two roles are often performed by two people each reporting directly to the Board of Directors, although sometimes one person may perform both roles. These roles may also have other names (e.g. general manager, co-director, artistic coordinator, etc.). This document deals with cases of changes in management. It also addresses situations where the person who founded an organisation leaves but the organisation continues its activities. It does not specifically address the challenges faced by organisations created by an artist aiming to promote his or her own work, organisations which, in some cases, will cease to exist once the artist stops producing work.

Why develop a guide on succession in cultural organisations? Because succession to executive director and artistic director roles involves specific challenges. These include co-direction where artistic direction and administrative direction sometimes have different objectives; the specific nature of artistic direction; and the presence of multiple stakeholders (a Board of Directors which is the employer, funding bodies, volunteers and in some cases, members). Furthermore, the succession process rarely includes a period of transition between the old and new management.

This guide is designed to meet the specific requirements of cultural organisations that have the legal status of a non-profit organisation (NPO). Although it is not designed for profit-making companies in the cultural sector, it may nevertheless address some of their challenges. The cultural sector has a large number of SMEs (small and medium enterprises), for which there is already substantial documentation on family succession, succession planning, transferring a business to a successor, etc.¹

¹Business Development Bank of Canada - www.bdc.ca
Institute for governance – www.igopp.org
Canada Business Network – www.entreprisescanada.ca

This document is intended for members of Boards of Directors and people who occupy executive director or artistic director roles and are preparing for a succession. In order to overcome the specific challenges of cultural organisations, we propose practices that have proven their worth, but we acknowledge that each case is different and that each organisation will have to identify the solutions best suited to its own situation. This document is designed to help you to reflect and to implement a succession process, and proposes an approach that takes into account that there is more than one way to achieve this. The purpose of this guide is to allow you to perform a quick diagnosis, to guide you in your choices and to provide information that will enable you to get the conversation started in your organisation.

We invite you to consider succession as a process with multiple impacts and as a change that can hide several others!

Successions are major challenges for cultural organisations

Successions to the positions of executive director (senior administrative officer) and artistic director are turning points in the life of a cultural organisation. They sometimes entail major changes and disruptions. They almost always involve an issue related to maintaining or transforming the organisational identity. They sometimes raise questions about the organisation's mission, or even the need for its continued existence.

Is a succession bound to be a problem and is it sure to lead to a crisis?

Not always, but sometimes. A succession may prove to be a difficult time because of the changes and adjustments that it triggers. Certain roles, powers or responsibilities may be called into question and allotted differently. Relations with the network of partners will unavoidably have to be re-established. Some choices will need to be re-evaluated. In a co-director situation, the director remaining might have to adjust to someone who differs from the departing director in management style, priorities, values and personality. An unforeseen event might sometimes necessitate a rapid replacement. It will be hard to pass on the accumulated knowledge of the departing director to those carrying on. The succession might involve questions being raised about the values of the organisation, either because the person embodying those values is departing or because the person leaving the organisation did not affirm those values as might have been expected. Further, certain factors might increase the scope of the challenges to be met: a geographic situation that makes hiring someone complicated, proposed salary and benefits that are unattractive, or a poor institutional reputation as a result of financial or organisational weaknesses.

While successions are often considered to be difficult, they can also be an opportunity for renewal. The organisation might use the occasion to get a new lease on life by regaining its ability to think critically, raising questions about certain ways of operating, and updating its mission so as to address new issues or trends. A succession may thus be a logical response to a need for renewal and may become an

opportunity for strategic regeneration. There will always be a tension between continuity and change – that is, what we want to preserve of the past versus what we want to alter – and it will vary in intensity: How will the new director change the organisation? What are we absolutely committed to preserving? What would we want to change? What changes are positive for the organisation, the team and the community in which it operates?

Clearly, what's involved is more than simply selecting a replacement and helping that person settle into the position.

Are the same challenges involved in succession to an executive director position and an artistic director position?

Obviously not. The selection process often differs. To fill an artistic director position, the Board cannot rely only on the candidates' training and experience. There are many subtle factors to be considered because a new artistic director brings his/her style, tastes, vision and viewpoint, possibly changing the organisation's identity and image.

The two positions are important for the fulfillment of the organisation's mission, but the impacts of the two successions are different. Although a succession to an executive director position has an impact on the organisation's employees, it can happen without drawing public notice. This is rarely so for a change of artistic director, the public face of the organisation with responsibility for the fulfillment of its mission. The arrival of a new director can restore public enthusiasm for the organisation or have the opposite effect.

An artistic director succession often necessitates more reflection about the organisation's mission.

Do founder successions involve any particular challenges?

Yes. It is recognized that the first successions are often more complex, and replacing a founder involves special challenges. The departure of a founder is often compared to the grieving process. Founders have a very strong attachment to their organisation and often find it hard to step back from their leadership position. It is also sometimes difficult for them to imagine that they can be replaced. In some cases, the organisation was established and developed in line with their creative output, talents

and reputation. In a way, founders are the soul of the organisation. They are sometimes the reason why it exists.

The departure of founders may also necessitate a review of the description of leadership positions. Often, after a founder departs, the position he/she occupied becomes two positions or the tasks are distributed differently in the team. An organisational restructuring may be required, along with a reallocation of funds set aside for salaries.

In some cases, it might even be appropriate to consider whether the organisation has a future. Can the organisation's mission survive the departure of the founder? This question may be hard to address. It must be recalled that a not-for-profit organisation is not the property of one person and that the discussion should involve the Board of Directors.

Challenges faced by all cultural organisations

Sooner or later, all organisations may have to face this kind of challenge even if the persons currently heading the organisation perform their role brilliantly. To know whether you should consider these challenges, answer the following questions:

1. Is the current executive director or artistic director approaching an age at which someone would want to retire?
2. Might the current executive director or artistic director receive job offers from other organisations? Might either of them want to leave the organisation?
3. Would the departure of one of these people have a major impact on the organisation? Could it have a negative effect on the organisation's ability to fulfill its mission, or on its funding?
4. Does the current executive director or artistic director have a great deal of knowledge not shared with other employees of the organisation? Are the organisation's artistic activities based on the network of the artistic director, and is this the only person in the organisation connected to the network?
5. Might the expected changes in the organisation's direction require skills differing from those of the people currently holding the leadership positions?

If you answered yes to any of these questions, you might have to face succession challenges. Of course, even if you did not answer yes to any question, an unforeseen event might force you to face such challenges. You don't have to plan for the impossible, but you need to have management procedures that will facilitate your task and the fulfillment of the artistic mission of the organisation where you work.

Who is responsible for meeting the succession challenge?

One of the special features of successions in non-profits in the cultural sector is the number of players having a role in the succession process. Their involvement makes the process more complex, but it also helps in envisaging unique solutions that do not necessarily exist for organisations in other sectors.

The Board of Directors

The Board of Directors of an organisation is responsible for replacing its executive director or artistic director. One of the Board's primary responsibilities is to ensure that the organisation has proper leadership. The Board is responsible for evaluating key management positions and dismissing someone who does not fulfill duties. The Board approves the hiring of a new employee. It must also make provision for a plan in case a person in a key management position is unable to fulfill assigned tasks.

When a succession happens, the composition of the Board of Directors must be considered. For example, a Board composed of artists and managers has an advantage: some members will give more attention to matters related to the artistic mission, while others will focus on management aspects.

Very often, the Board of Directors delegates part of the recruitment work to a committee that might consist of some Board members, managers of the organisation, or even departing Directors or external experts. At the end of the process, the Board as a whole will approve or reject the committee's choice.

In successions to founders, the role of the Board requires tact. The founder, the team, the general public and granting agencies may often view the organisation and the founder as one and the same. The departure of the founder may foster a feeling of insecurity or create a perception that the organisation is fragile. The Board can help the organisation get through this period of transition and change.

The departing director

In some cases, a departing director may help with the succession process. He/she may also play a role in integrating the new director, and even act as a mentor after departure. Participation in the succession process in this case depends on certain basic conditions, including a healthy organisational atmosphere and a good

understanding between the Board and the director preparing to leave the organisation.

In certain cases, the founder may have identified a replacement and may want to groom that person for the position. The founder might propose a candidate and might want to exercise decision-making authority on the choice of a new director. While the Board has the final word, a director who has identified a potential replacement, within or outside the organisation, should convey this information as quickly as possible to the Board.

A co-director who remains in place

The executive director and artistic director positions are complementary, each requiring different skills that are necessary for the fulfillment of the organisation's mission. When two people fill the two positions, they have to work together closely. A co-director arrangement works more smoothly in situations in which the two persons have relations based on trust and respect, where the two have virtually the same powers and where the authority of each is unquestioned. They can work together easily if they share values and have a common vision of the organisation's mission, future and priorities, as well as the management approach required.

A co-director remaining in place is often actively involved in the logistics of a succession. When one of the co-Directors leaves the organisation, it is preferable for the continuing co-director to be consulted. The continuing co-director may be requested to help with the process and to make available his/her knowledge of the team, the organisation and its stakeholders. The continuing co-director also has a role to play in integrating the new director. The co-director possesses a considerable share of the institutional memory and can pass it on.

From observation of successions in the cultural sector, it can be seen that the departure of one director is often followed by the departure of the other director. The two formed a team and the departure of one of them may be difficult for the director who remains in place.

Granting agencies

More and more often, granting agencies take an interest in possible successions in the organisations that they fund, and they ask for information on the subject, sometimes

informally and sometimes when multi-year funding applications are submitted. A succession may give rise to uncertainty on the part of granting agencies, or even negative reactions on the part of other organisations or partners. It is therefore important to manage communications about a succession, beyond the announcement of a departure or an appointment.

In the succession context, granting agencies will want to be informed about the process put in place. It is important to quickly establish a communications strategy and to provide proper information about the process, particularly if the succession also involves major organisational changes. It is important as well to explain the reasons and appropriateness of the choices made by the organisation.

Are we ready to meet the challenge?

Whether you are a director or a Board member, succession concerns you. We suggest that you ask yourselves these questions:

1. Is succession a subject that the Board has discussed?
2. Have we an emergency succession plan to be put in place should a current director leave suddenly?
3. Have we an up-to-date strategic plan with clear goals and objectives?
4. Within the Board, do we regularly reflect on the future of the organisation?
5. Do we conduct yearly evaluations of the current Directors?
6. Do we discuss career planning with the organisation's Directors?
7. Do we foresee organisational changes when current Directors leave?
8. Are we ensuring that information is shared within the organisation?
9. Are we encouraging the development of talents and leadership within the organisation?
10. Do we have job descriptions for key positions in our organisation?

11. Do we have general documentation and financial information that is well organized and up to date?
12. Have we considered the costs involved in a change of Directors?

If you answered no to some of these questions, you might have to deal with a difficult situation if a director of your organisation leaves.

The different succession models

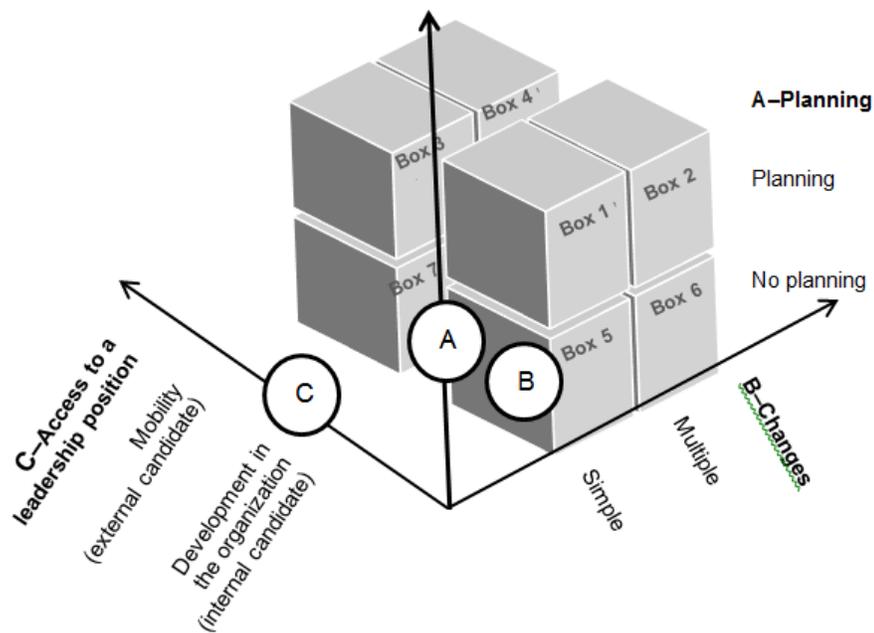
When we think of succession, automatically the first image that comes to mind is a planned succession, running like clockwork.

Is there a single model to be followed for implementing a succession?

No, there are various ways to effect a transfer of leadership. In some cases, the director's departure has long been planned. In other cases, the departure is sudden and nothing has been arranged. In certain cases, the succession involves simply managing a change in leadership; in others, the change in leadership is accompanied by multiple organisational changes: modifying or updating the mission, new activities, changes to the governance structure, etc. Sometimes, within the organisation, one or more people have been groomed to take over. If not, a replacement is recruited from outside the organisation. There is no one formula applicable in all cases. Successions involve varying conditions that require different responses.

It is, however, possible to distinguish a number of succession approaches, varying according to three parameters: whether or not there has been planning, the nature and scope of the changes accompanying the leadership transfer, and some features of the way the new director is chosen. Combining these parameters, we can envisage eight approaches to succession. Figure 1 represents them in graphic form as a matrix.

Figure 1: Matrix of eight forms of succession



Adapted from Landry (2014)

If you are in a succession process or foresee a succession occurring, in which box of the matrix do you fit or where would you like to be?

For example, if you have to plan for a succession, are training someone within the organisation and do not foresee major organisational changes, you are in Box 1, that is, a classical succession.

Each of the forms of succession has advantages and is based on certain conditions of implementation. It is beneficial to be able to identify the form of succession that is under way or that the organisation wishes to implement. Doing this makes it easier to initiate a dialogue between team members and within the Board, and to ensure that everyone is talking about the same thing, has the same succession process in mind and is aware of how it will be implemented.

Description of planned forms of succession

Matrix box 1: Classical succession

The succession is planned, the associated changes are being made with the intention of maintaining continuity and respecting the organisation's history. The new director has gained experience within the organisation, for example, by working in different positions. The director preparing to leave takes part in training and integrating the new director. The transition period is often very long.

Advantages: The succession facilitates sharing of knowledge and values. It also allows for gradual integration of the new director, and confirmation that the new director is the right choice.

Implementation conditions: The incumbent director identifies a potential new director. The succession requires time and financial resources for a transition phase that can extend over years. It requires a good understanding between the outgoing director and the new director, as well as shared values.

To be considered: A transition that is overly long or that has no fixed completion date may cause the new director and the team to lose motivation. The Board is often not involved at the very start of the process. Although the incumbent director initiates the process, it is ultimately the Board that approves the choice of a new director and it is important that the Board be involved early in the process.

Matrix box 2: Succession through internal revitalization

The succession has been expected and it is seen as an opportunity for organisational renewal and transformation. The new director has been identified internally. The new director is being integrated through mentoring by the departing director and, sometimes, the Board. The organisation thus is ensuring its continuity and the preservation of its organisational identity while making changes.

Advantage: The succession combines development of the new director's skills and strategic reflection on the organisation's future. The transition from the incumbent to the new director may vary in length. It may also involve people other than the departing director.

Implementation conditions: There must be a person identified as capable of filling the director's position. The succession requires openness to change and a vision of the changes that are possible, while taking into account the organisation's past, its history and its values.

Matrix box 3: Institutional succession

The succession is planned as involving a change in human resources, in accordance with predetermined expectations that are often of a contractual nature, such as a fixed period. The new director is chosen for that person's experience and reputation outside the organisation. The appointment process may be handled by a committee or the Board, or may involve a headhunter. The two Directors often have a short overlap phase, or even no overlap.

Advantage: The succession makes it possible to look for the ideal candidate without time pressure. It is based on a clear contractual relationship that lessens confusion.

Implementation conditions: The succession is based on the existence of contractual documents and a well-defined period. It relies on a structured selection process and the use of different networks.

Matrix box 4: Succession guided by a strategic vision of development

The succession has been planned in a reflection exercise on the future of the organisation. Major organisational changes are foreseen: updating of the mission, realignment of strategies or main approaches, or restructuring of the governance framework. The new director is chosen for that person's track record and ability to be part of the change process or to launch it.

Advantage: The succession makes it possible to think more deeply about the organisation's future. It helps to effect major organisational changes, while taking into account the vision of the team and different stakeholders. On starting the job, the new director is already trained and has skills gained through experience that are considered to meet the organisation's needs.

Implementation conditions: It requires time, as well as a significant commitment from the Board of Directors and the entire team.

To be considered: The process combines succession and strategic planning. Key factors are openness to change, attention to the environment in which the organisation operates, and consideration of the team's concerns. The in-depth strategic vision exercise is a way of involving many stakeholders.

Description of unplanned forms of succession

Matrix box 5: Emerging succession

The succession occurs suddenly without preparation by the Board, which does not envisage major changes. The organisation has not deliberately groomed anyone for the position, but someone within the organisation has acquired skills and experience enabling that person to apply for the vacant position. The successor had been unrecognized before the departure of the previous director, but now emerges as qualified and can quickly take up the reins.

Advantages: The succession makes it possible to quickly solve an unforeseen problem. The new director's integration is facilitated by that person's knowledge of the organisation, its practices and the team.

Implementation conditions: Within the organisation, there has to be someone who has developed the necessary skills and is now capable of filling the position.

To be considered: It remains important to carefully evaluate the candidate even if a rapid decision is required.

Matrix box 6: Succession by ad hoc tactical alliances

The succession often happens at a time of tension within the organisation. It is unplanned. Major changes are under way. Alliances are being formed. The skills and competencies of one person within the organisation stand out. Having interpersonal skills, the ability to unite part of the team behind a vision, and knowledge of the organisation, that person is able to represent himself/herself to the organisation as a candidate worthy of interest.

Advantage: In the succession, the person seeking support is motivated and looking to solve an impasse.

Implementation conditions: There has to be someone considered capable of filling the director position and defusing organisational tension. The new director must retain existing support and attract as many people as possible to his/her vision.

To be considered: The succession can defuse tensions within the organisation. It can also trigger an increase in tensions and lead to the forming of factions, even causing more departures.

Matrix box 7: Succession by strategic selection of a director

The succession has not been planned and changes are not a major concern for the organisation. There is no one internally who can assume responsibility for the organisation's future. Someone is chosen who is seen as able to deal with the organisation's current challenges and able to take over quickly without assistance from the departing director. The overlap between the outgoing director and the replacement is short and often there is no contact between the two. The remaining co-director or a Board member helps the newcomer integrate into the organisation.

Advantage: The succession makes it possible to quickly meet the organisation's needs, often as identified by the Board or the remaining co-director. It is seen as bringing fresh blood into the organisation.

Implementation conditions: It requires significant support from the Board or a committee, as well as the ability to undertake an appropriate selection process. The succession requires the new director to be able to act and adapt quickly. The new director must be able to hit the ground running.

Matrix box 8: Succession to come out of crisis

The succession has not been planned, but major changes are required to solve a problematic situation within the organisation. The chosen replacement is someone outside the organisation considered capable of solving the problems. The new director often cannot count on help from the departing director. The vacancy is problem-related. The organisation is in crisis. The Board may itself be in crisis.

Advantage: The succession makes it possible to take a new direction and envisage in-depth solutions.

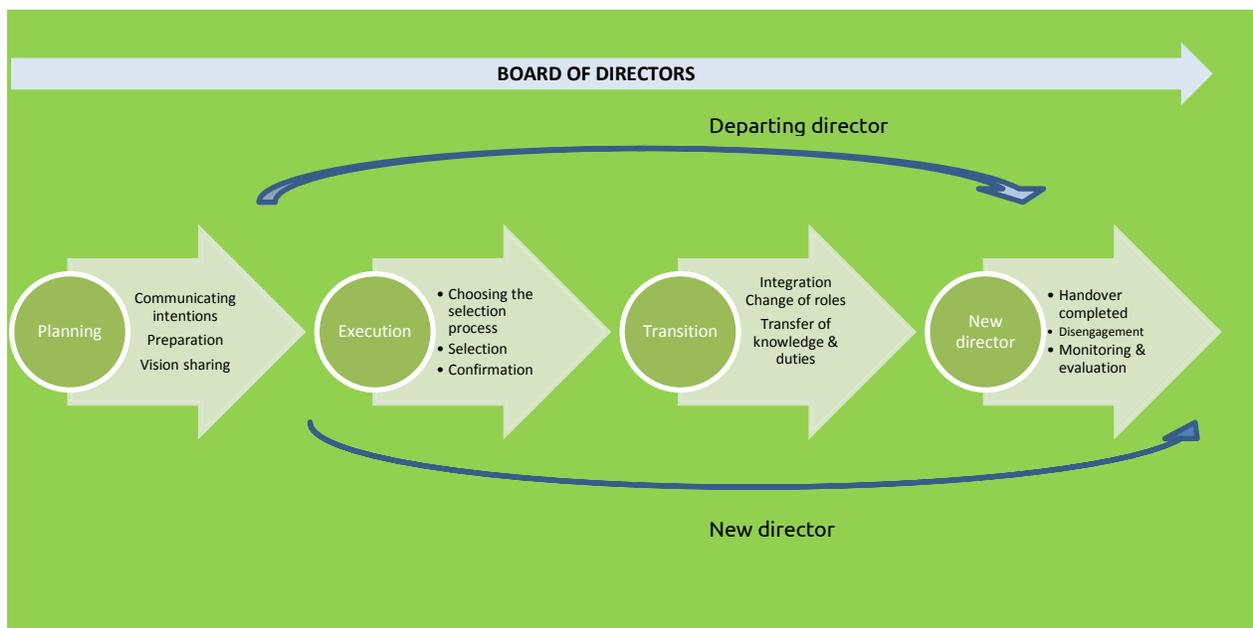
Implementation conditions: It requires the Board to be able to act quickly. It requires team-building ability on the part of the new director.

To be considered: In these successions, outside help may be required, of varying types depending on the nature of the crisis – for example, assistance in the recruitment process, mediation within the team and with the Board, team-building activities, a planning exercise to update the mission, or even a financial overhaul.

The succession process

To better undertake the important task of replacing an executive or artistic director, it is crucial to understand the steps involved. There is no one formula for successions, but the process is the same in most cases.

Figure 2: Phases in the succession process



Adapted from Cadieux and Deschamps (2011)

Phase 1: Planning the succession

Planning a succession starts with the director thinking of leaving or the Board considering how to solve a difficult situation. What's involved is making a decision: to leave the organisation or to replace the incumbent director. This leads to communicating the decision to undertake a succession process to the parties concerned.

Often, cultural organisations do not plan for a succession. Planning the succession does not guarantee that it will be a success, but planning often helps to make the succession easier for Directors, the team and the Board.

Key point

Of course, not everything can be foreseen. The unexpected and adjustments are part of organisational life. Organisations that regularly conduct strategic reflection activities and that have a clear vision of how they will develop can more easily deal with an unexpected succession.

What's involved in planning a succession?

Planning the succession can be broken down into three major activities: knowledge transfer, skills development and strategic reflection. Obviously, you have to plan the implementation! This will be discussed in Phase 2 of the succession process.

Thinking about continuity through knowledge transfer and good archiving practices

One of the main responsibilities of a Board of Directors involves ensuring that the organisation it administers has proper leadership. This is a concern that the Board must constantly keep in mind. Accordingly, the Board must ensure that all the information required to keep the organisation running is not stored solely in the Directors' heads. The Board must ensure that the organisation has a proper archiving system. It must also ensure that the director's associates could carry out a transition should the director be unable to perform his/her job or has to leave suddenly. This requires specific human resources management practices, careful document archiving and filing practices, recognized accounting practices, etc.

Given that 80 percent of knowledge associated with this type of position is tacit, it is important for Directors to take steps to share information, whether through holding discussion activities, rotating staff to different positions, conducting training, increasingly delegating responsibilities to staff, or clearly training an assistant to be an eventual replacement.

Thinking about continuity through skills development and transmitting values

In a case where the incumbent director foresaw his/her departure several years in advance, the incumbent has sometimes identified a person having the potential to take over the director's position. The incumbent can then train that person over the years, connect the person to the incumbent's network and help the person gain experience, develop skills and build up his/her own network. This approach makes it possible to undertake real succession planning, perhaps while grooming an employee of the organisation for a director position.

The Board is not excluded from the process. It is entirely in the interests of the director foreseeing departure to tell the Board in advance about his/her plans and about identifying a potential replacement within the organisation.

Key points

The knowledge transfer process helps to train a new director, but also to introduce the new director to strategic reflections, allowing discussions about the organisation's identity, mission and future. The process helps as well to ensure sharing of values and a common vision of the organisation's future.

Once a year, it would be useful for the chair of an organisation to talk with the director about his/her future plans. Of course, for a founder, discussions on this topic should occur less frequently.

Thinking about a succession in relation to the organisation's strategy and development

The Board of Directors usually has the opportunity to reflect on the organisation's future, for example, during a strategic planning exercise, a funding application or the drafting of a plan. In fact, this is the most important type of planning. It is best for the

Board to reflect on what it wishes to keep and what it wishes to change at the time of a director's departure. The results of this reflection are very important when a replacement is required. If the Board has done this exercise, it already has a vision that helps it specify the type of person needed. If it has not done the exercise, it is very important that the Board take time to think about this.

The reflection is all the more necessary if the director's departure was triggered by the Board. It would be risky, for example, to set in motion a recruitment process before taking time for reflection. The new director might have a vision that does not fit with the organisation's identity and mission. On the other hand, replacement of a director is often an opportunity for changes that could breathe new life into the organisation. It is essential to have thought about this. What type of candidate will help the organisation achieve its goals? What skills are required?

Key points

To ensure a good fit between the new director and the organisation, it is preferable for the Board to have considered its own vision of the organisation's future and the desired profile of a new director.

The Board undertakes succession planning linked to strategic planning. In the planning exercise, it is beneficial to include the thoughts of the co-director, employees and certain stakeholders. The role of the departing director will depend on the circumstances.

Phase 2: Execution

The implementation or execution phase involves recruiting a replacement for the departing director. It begins with deciding on a process and a desired profile, and ends with the confirmation of the selected candidate and the signing of a contract. Remember that mistakes in recruitment are always costly and are sometimes difficult to remedy.

Execution raises a series of questions that need to be considered, concerning the who-what-how-when of a succession.

What type of selection process will be followed, and who will be involved?

What financial resources are available for the process?

What are the timelines, from announcement of the intended departure to the departure itself?

In the case of a succession involving a period of transition from the departing director to the replacement, when will the new director fully take over and when will the departing director step out of the picture? For how long will the departing director and the replacement work together?

How will we handle communications between the Board and employees? Between the organisation and granting agencies or partners? With the public or users? When will we make the information public?

Remember: Rumours can cause dissatisfaction that could be prevented by releasing accurate information. In the succession process, more than in succession planning, what makes a succession successful is the quality of communications between people involved in the process.

Is it necessary to form a committee?

Establishing a committee is one of the recognized ways of undertaking recruitment. The committee must include members of the Board of Directors. The advantage is that assigning the task to a committee allows more flexibility than working with the entire Board. Another advantage is that the committee can include people with skills that complement the skills of Board members.

Key points

The success of the committee depends on how it is composed. It is preferable to form a committee of three to five people having complementary (managerial and artistic) skills, chaired by a Board member. In some cases, it can be useful to invite people from outside the organisation to sit on the committee.

The committee first has to consider which selection process to follow. Will the organisation issue an invitation through a network of contacts and references? Will it issue an employment offer? Will it turn to a headhunter or a human resources management consultant? The approach often varies depending on the circumstances,

but also depending on the size of the organisation. For example, some organisations have the means to enlist the aid of an expert who joins the committee and facilitates the entire process. For other organisations, this approach is inappropriate or financially unfeasible. Remember that there is no single formula. What matters is to evaluate which practice fits with the organisation's values, its financial capacity and the human resources available to it. Choosing an appropriate process often helps to make the process easier, and to ensure that the choices are seen as justified within the organisation and by stakeholders.

Next, the committee decides on the steps in the selection process, including:

- defining the position and expectations;
- searching for candidates;
- evaluating candidates;
- selecting a candidate;
- obtaining the approval of the Board of Directors; and
- making an offer to the candidate.

When the new director has been chosen, the announcement of the selection is an important step for the organisation and its stakeholders. Orchestrating a communications campaign will help to promote the new director and highlight the departing director's contributions.

Key points

The job description is important. It sets out the parameters of the position and specifies reporting relationships. It represents an agreement between the Board and the director, and sets out certain expectations. The job description is useful particularly for evaluation. Remember: Always evaluate an expectation that has been specified.

In a co-director situation, ideally the continuing director must be consulted about the candidates and must agree with the final selection. The two Directors will have to work closely together and share the same vision.

Even if the departing director has groomed a replacement within the organisation, the Board has a duty to evaluate whether the candidate is

suitable. The Board must check whether the candidate's vision fits with the Board's vision for the organisation, and whether the person has the skills to deal with the organisation's current and future challenges.

If this person is selected for the position, it is important to be clear about the length of the transition period and the date of departure of the incumbent director. Confusion about the length of the process can create tensions between the director preparing to leave and the person waiting to take over. It can also cause the new director to become discouraged.

If the Board does not select a candidate with close ties to the organisation (an internal candidate, whether an employee or Board member) who was expecting to be chosen, it is very important that the unsuccessful candidate be informed about the decision before it is announced publicly, so that this person can receive clear explanations. If the Board wants to keep the candidate in the organisation, it is advisable to discuss with the person about conditions that might motivate him/her to stay.

For an employment offer, an interesting practice is to ask applicants for a letter that outlines artistic plans, development vision or challenges facing the organisation. Sometimes, this opens the door to new ways of looking at the organisation's future and helps to identify candidates who have a development vision compatible with that of the organisation.

If an artistic director is being replaced, one candidate might stand out as soon as the Board begins discussing the question. This person's reputation, special talents and past achievements build enthusiasm. It would still be important to undertake some evaluation because if things turn out badly, the organisation's reputation could suffer should the person later leave.

In situations of unexpected departure, are there practices that can help organisations?

Yes. At such a time, it is important to have the information and time to do things correctly. Making a selection in an emergency can have disastrous consequences. You have to act efficiently but not hastily.

For example, it could be helpful to plan an interim period so as to organize the selection process properly. If you take this approach, who could serve as acting director? A team member? A Board member? A management expert? An artist invited to serve for a set period of time?

Putting in place an acting director gives some respite, a time out, if the team faced organisational tensions during the term of the departing director.

Key points

In an interim situation, it is important not to raise expectations. Be clear about the acting director's role, responsibilities and term of office, and about whether or not the acting director can be a candidate for the position when a vacancy is announced.

In cases in which there have been tensions within the organisation, it is recommended to hire an acting director from outside.

Phase 3: The transition

The transition phase is defined as a period in which the powers and functions of the departing director are transferred to the new director. Its length can vary greatly, from a single day to several years.

If the new director already works within the organisation and was more or less chosen by the departing director, the transfer may have started long ago. In the transition phase, the departing director focuses on transferring his/her knowledge, connecting the new director with the organisation's networks, sharing values and supporting the new director's plans. The new director demonstrates ability to do the job and gradually takes over. Little by little, the departing director's powers are transferred to the new director. The departing director increasingly disengages and gives less and less supervision.

Key points

For a succession to a founder: It is important to pay attention to the founder's needs and preferred pace for the transition, but also to be clear about the process and its timelines, as well as the responsibility of the Board of Directors. It is appropriate as well to emphasize the institutional identity, the organisation's mission, and the values instilled by the founder and shared by the team.

Founders often find it easier to go through the transition if they have another project that motivates them. Perhaps they want to pass on their know-how through mentoring? Writing a book? Workshops or lectures?

If the transition from the incumbent to new director extends over a long period, it is important that the organisation's other employees know each person's responsibilities and who is their boss.

If the new director comes from outside the organisation, it is often desirable to have a transition period between the new director's arrival and the departure of the incumbent. However, a gradual transfer is not always possible. In some cases, it is not appropriate. This applies particularly to situations of dismissal or departure at a time of significant tensions within the organisation.

If the departing director does not provide for a transition period, it is arranged by the authority of the Board. The support can be provided by the chair or other Board members, a continuing co-director, or employees within the organisation.

Key points

Whoever takes on the role of facilitator when a new director starts, it is necessary to plan times and activities to integrate the new director: introduction to the team, socializing activities, presentation of the artistic vision or development plans. Rebuilding a team also involves taking time to get to know each other and share dreams.

Even if the process goes well, the Board must undertake some monitoring of this phase and ensure that there are feedback mechanisms.

Phase 4: The new director

In the fourth phase, the new director takes full charge of the organisation. The predecessor has no further management responsibility. According to the wishes of the new director and the Board, the predecessor could continue to play a role as mentor or adviser.

At this stage, it is recommended to plan an event recognizing the person who is leaving the organisation. Even if some aspects of that person's work could be criticized, it is important to acknowledge the departing director's contribution. The event is still more important if the departing director founded the organisation or worked there for many years.

Key point

Activities marking the departure can be planned to highlight the contribution of the director leaving the organisation: news releases, a special mention at the general meeting, parties, creation of awards, scholarships in that person's name, etc.

A new director is in position. Is the process complete?

No. There is an often overlooked but important activity: providing feedback mechanisms and ensuring that the director is monitored. Evaluating the work of a director is a delicate task that is often neglected. However, evaluation helps to confirm that objectives are being met, to clarify and adjust some expectations on both sides, and to highlight satisfaction and successes. An evaluation can also help to identify training needs. This management practice is useful for Board members and Directors alike.

Key points

Evaluation is an important practice, to be performed regularly. It is easier if the process was agreed at the time of hiring and if the organisation's expectations of the director have been clearly expressed. The job description is the primary guide for an evaluation.

Evaluation of a director can be performed by the Board as a whole or by a committee formed by the Board for this purpose. The latest evaluation

approaches also involve other people. In the 360-degree approach, team members or other stakeholders may be asked to provide their views.

The succession process in brief

The table on the following pages summarizes the main tasks to be undertaken, the questions you should ask yourselves, the responsibilities of the Board of Directors and other players, the possible pitfalls and what is needed to be successful at each stage of the process.

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Main tasks	Questions to ask yourselves	Responsibilities	Possible pitfalls	What's needed to succeed
Phase 1: Planning				
<p>Plan a yearly reflection on the subject of the organisation's future.</p> <p>Ensure information sharing, especially through good archiving and documentation practices.</p> <p>Share responsibilities by encouraging multi-skilling.</p> <p>Eventually, prepare a succession.</p>	<p>For the director and the Board</p> <p>Do we have a plan in case the director leaves?</p> <p>Can someone take acting responsibility?</p> <p>Can we develop the skills of someone within the organisation who could one day replace the current director?</p> <p>For the Board</p> <p>What would be the impact if the director left? Could the departure call into doubt the existence of the organisation or its mission?</p> <p>Would the departure be an opportunity to update our mission, review our approaches, the way we are structured or our strategies?</p> <p>How do we want to change?</p> <p>What is important for us to keep?</p>	<p>Current Directors</p> <p>Communicate their intentions.</p> <p>Develop people having the potential to replace them.</p> <p>Pass on to subordinates the information they would need if the Directors leave.</p> <p>Chair</p> <p>Ensure that the Board is aware of its role and responsibilities for succession.</p> <p>Board</p> <p>Ensure that the Board's composition enables it to meet the succession challenges.</p> <p>Ensure that there is an emergency plan.</p> <p>Ensure regular reflection on the organisation's future.</p>	<p>Sense of urgency that could lead to acting hastily.</p> <p>Lack of clarity about the mission and vision.</p> <p>Failure to share information by Directors.</p> <p>Financial crisis limiting the ability to take action.</p>	<p>Clear communications between the parties concerned.</p> <p>Board involvement.</p> <p>Board capacity for strategic reflection.</p> <p>Ability to see yourselves adapting with another person in charge.</p> <p>Clear and promising mission that excites the team and management.</p>
<p>Proposed documents</p> <p>Appendix I: Strategic reflection checklist</p> <p>Appendix II: Means for information sharing and staff development</p> <p>Appendix III: Emergency succession plan</p>				

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Main tasks	Questions to ask yourselves	Responsibilities	Possible pitfalls	What's needed to succeed
Phase 2: Execution				
<p>Define the position and the Board's expectations.</p> <p>Determine the type of recruitment process and the people responsible.</p> <p>Identify the type of desired skills or other profiles.</p> <p>Organize the recruitment.</p> <p>Search for candidates.</p> <p>Select candidates.</p> <p>Choose the candidate.</p> <p>Make an offer to the candidate, including a clear mandate.</p> <p>Provide for communication within the organisation and with granting agencies.</p> <p>Establish a communications plan and carry out a promotional campaign to announce the new director.</p>	<p>For the Board</p> <p>Do we want to make use of the succession to put in place certain changes?</p> <p>What mandate do we plan for the new director?</p> <p>To whom will we give responsibility for recruitment?</p> <p>Will the current director participate in this undertaking?</p> <p>What, if any, role will the co-director play?</p> <p>Should we plan for an interim period? If so, how long?</p> <p>What resources can we devote to this position?</p> <p>For the committee or people responsible for recruitment</p> <p>What are the characteristics of the ideal candidate? (skills, expectations, etc. in accordance with the organisation's objectives)</p> <p>Within our organisation, have we candidates who come close to this ideal?</p> <p>What recruitment process must we follow?</p> <p>How are we going to communicate with the other employees?</p> <p>Will they participate in the recruitment?</p>	<p>Departing director and co-director</p> <p>Participate in the process, while fulfilling the roles and responsibilities agreed with the Board.</p> <p>Board</p> <p>Form a committee or implement recruitment itself.</p> <p>Make the final choice.</p> <p>Define or approve the offer.</p> <p>Define or approve monitoring and evaluation processes.</p> <p>Board or committee</p> <p>Define the recruitment process.</p> <p>Define or approve the definition of the position and expectations.</p> <p>Define the selection criteria.</p> <p>Search for candidates.</p> <p>Conduct interviews.</p> <p>Propose one or two candidates to the Board.</p> <p>Make the offer to the candidate, indicating the Board's expectations and the benefits that can be provided.</p> <p>Determine the conditions for departure of the current director.</p> <p>Negotiate the new director's contract or conditions.</p>	<p>Lack of reflection on the process to be put in place.</p> <p>Overly rapid process, with overly tight timelines.</p> <p>Process carried out during a heavy work period.</p> <p>Lack of knowledge of the issues.</p> <p>Insecurity in the team.</p> <p>Differences about the organisation's priorities and development path.</p>	<p>Process suited to the values and circumstances of the succession.</p> <p>Consideration of the expectations of the continuing co-director and the team during execution.</p> <p>Committee having expertise in management and the arts.</p> <p>Ability to evaluate the organisation and to take into account changes in the environment in which it operates, as well as its strengths and weaknesses.</p> <p>Openness to change.</p>
<p>Proposed documents</p> <p>Appendix IV: Recruitment plan</p> <p>Appendix V: Tips on conducting a successful selection interview</p>				

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Main tasks	Questions to ask yourselves	Responsibilities	Possible pitfalls	What's needed to succeed
Phase 3: Transition				
<p>Inform the new director.</p> <p>Support the new director.</p> <p>Define the departing director's role.</p> <p>Define the length of the transition period.</p> <p>Inform all stakeholders about the changes under way.</p>	<p>For the Board</p> <p>How and at what pace are we planning for powers and responsibilities to be transferred? What will be the date of departure of the outgoing director? What will be the role of the departing director in the transition period? Must we plan for compensation for the departing director? Will the arrival of the new director change things for other employees? How should this be managed?</p> <p>For the team and the Board</p> <p>How are we going to welcome the new director? (integration process)</p> <p>How are we going to ensure transmission of knowledge? of values? of relations with the network? What roles can employees play? What role must the Board play? Will we be able to keep up with our activities despite a heavier workload for the team?</p>	<p>Departing director and continuing co-director</p> <p>Ensure that the new director has the assistance needed to assume his/her duties, quickly or gradually, depending on the form of succession.</p> <p>New director</p> <p>Become aware of the situation of the organisation.</p> <p>Work together with the team and those responsible for integration.</p> <p>Board</p> <p>Ensure monitoring of the transition phase and obtain the needed feedback.</p> <p>Team</p> <p>Work together and pass on useful information.</p>	<p>Information not available or not shared.</p> <p>Unnecessarily prolonged transition.</p> <p>Intrusive presence of the departing director, difficulty in letting go.</p> <p>New director's wish for overly rapid change.</p> <p>Perceived lack of respect or lack of confidence.</p> <p>Lack of monitoring by the Board.</p>	<p>Quality of archiving and availability of documents.</p> <p>Clear timelines agreed between the different parties.</p> <p>Quality of interpersonal communications (openness, respect, receptiveness).</p> <p>Existence of feedback mechanisms known to all.</p> <p>Board vigilance.</p> <p>Sharing of the organisation's history.</p>
<p>Proposed document Appendix VI: What can help to ensure the transition.</p>				

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Main tasks	Questions to ask yourselves	Responsibilities	Possible pitfalls	What's needed to succeed
Phase 4: The new director				
<p>Support the new director.</p> <p>Show appreciation for the departing director, specifying what that person contributed.</p> <p>After some months, evaluate the new director.</p>	<p>For the Board</p> <p>How are we going to help the new director fulfill the mandate we have given him/her? (example: additional training)</p> <p>Do we have the financial resources for these activities or are there programs that fund them?</p> <p>How are we going to pay tribute to the previous director? If needed, how to help the previous director find a new role?</p> <p>How are we going to evaluate the new director?</p> <p>Do we see tensions within the organisation?</p> <p>Are we meeting the objectives that we set for ourselves? If not, why?</p> <p>Are changes that are under way being made with respect for our mission?</p> <p>Must we undertake new strategic planning?</p> <p>Must we expect other departures?</p>	<p>Departing director Find another project. Step back from the organisation or make the contribution that the organisation desires.</p> <p>Continuing co-director Work together with the new director. Notify the Board if planning a departure.</p> <p>New director Take full charge of the director position. If needed, define a role for the departing director. Ensure that proposed changes happen at a realistic pace. Remain open to the team's concerns.</p> <p>Board Support the new director. Maintain mechanisms for evaluating the director, even if the Board is satisfied.</p> <p>Team Demonstrate openness and support for the changes brought in by the new director</p>	<p>Changes occurring too rapidly or poorly explained.</p> <p>Unexpected conditions constraining the new director's plans and lowering his/her motivation.</p> <p>Lack of Board involvement and monitoring.</p> <p>Employees or co-director have difficulty adapting.</p>	<p>New director's ability to win support for his/her initiatives, while respecting the organisation's key values.</p> <p>Good communications and trust between the new director and the Board.</p> <p>Vigilant monitoring by the Board.</p>
<p>Proposed document Appendix VII: Tips on conducting an evaluation</p>				

Conclusion

A succession represents an important step in the life of an organisation and its team, as much for artists as for managers and employees. For a cultural organisation, a succession is a turning point that can allow it to update its mission and rethink how it is developing in organisational and artistic terms. A succession can breathe new life into the organisation and give it fresh dynamism. It can also be an opportunity to strengthen a team in support of a shared project, and to reaffirm the organisation's roots in the community. What's needed is to deal systematically with the succession while demonstrating respect for the people who passionately devote themselves, day after day, to the creation and presentation of the arts and culture.

A succession is a process of transition and an act of transmission. It remains important to always remember that "transmitting means giving something that does not fully belong to us to others who will shape it in their own way."²

² [TRANSLATION.] Houde, Renée (2010). *Des mentors pour la relève*, Presse de l'Université du Québec, Montréal.

Appendices

Appendix I	Strategic reflection checklist
Appendix II	Means for information sharing and staff development
Appendix III	Emergency succession plan
Appendix IV	Recruitment plan
Appendix V	Tips on conducting a successful selection interview
Appendix VI	What can help to ensure the transition
Appendix VII	Tips on conducting an evaluation
Appendix VIII	References

Appendix I : Strategic reflection checklist

A full strategic planning exercise will always be useful at turning points in the life of an organisation. However, not all organisations necessarily have the time and resources for such an exercise. Here, we suggest to you some guideposts for conducting strategic reflection activity within the Board of Directors.

- What do we suppose our organisation will be like five years from now?
- What is our organisation's DNA? What makes it unique?
- What are the major challenges we currently face or can foresee for the coming years?
- What strengths do we have to meet these challenges? (our main skills and talents, resources, etc.)
- What are we missing to meet these challenges? (skills, talents and resources that we lack)
- How can we make better use of our strengths?
- How can we reduce our deficiencies?
- Who could help us? What allies do we have?
- What can we eliminate to better achieve our objectives?
- Must we refocus our mission, change and update it?
- What are we going to develop to fulfill our mission?

Appendix II : Means for information sharing and staff development

The sudden departure of a director of a small organisation can destabilize the staff, cause concern to granting agencies and alienate clients. It is important that other staff members can at least temporarily carry out the director's main tasks in order to ensure stability. Directors must avoid keeping everything in their heads. The Board must see that this does not happen. A number of practices can support information sharing and, if needed, can develop the necessary skills in employees:

- staff meetings at which information is shared;
- responsibilities assumed jointly by a director and a staff member;
- delegation of responsibilities and temporary staff assignments;
- vacation replacements that help some employees to learn Directors' tasks;
- rotating positions;
- the adoption by the organisation of standard classification methods;
- documented procedures and practices;
- participation by some people in Directors' meetings with certain stakeholders;
- reflection or strategic planning exercises;
- exercises evaluating completed activities;
- descriptions of positions that list the tasks performed by each;
- employee twinning so that two people can do the same job;
- an inventory of skills required to fulfill the organisation's mission and a training plan to acquire those skills;
- participation in forums, conferences, tours, festivals, etc.;
- organizing of team meetings to share observations made while participating in these events; and
- diligent supervision and mentoring.

Appendix III : Emergency succession plan

There are two types of emergency succession plan: a formal plan, prepared and approved by the Board; and a response to an unexpected departure for which the organisation has no plan. The Board takes charge directly of this informal emergency plan, together with the continuing co-director.

Formal emergency succession plan

It is always prudent to develop an emergency succession plan to be put in place if the executive director leaves unexpectedly. The plan must be updated yearly and agreements must be drawn up with the people concerned. The plan must, of course, be developed in collaboration with the Board. If the need arises, the Board will see to choosing an acting director and implementing a division of responsibilities.

The formal emergency succession plan contains:

- description of the director's position;
- description of the tasks and expectations that someone would have to undertake in the interim period, before a new director is hired;
- the role of the Board;
- important information about the organisation;
- a list of important dates (e.g., grant applications to be submitted, reports, etc.);
- a communications plan – externally (for granting agencies and main partners) as well as internally;
- compensation to be provided to a person serving as acting director; and
- the selection process for an acting director.

Informal emergency succession plan

However, an organisation might not have prepared an emergency plan. The Board, accompanied by the continuing co-director, must then:

- identify someone who will be responsible for the organisation until the appointment of a new director or acting director;
- ensure good information sharing (internal and external communications plans);
- delegate supervision of the process to one of the Board members and, if helpful, form a committee;
- determine the committee's role;
- promptly organize the process of hiring an acting director or a new director;
- define the expectations for the acting director or new director;
- update the description of the position to be filled by the new director;
and
- conduct the selection process.

Appendix IV : Recruitment plan

Before beginning to recruit candidates, you need to agree on the desired profile.

For the position of executive director, do you need someone who will grow your organisation? Someone who will reinforce existing achievements? Someone who will solve funding problems? Someone who will restore harmony in the organisation? A combination of these? For the position of artistic director, do you need someone who will relaunch your organisation? Someone who will create a presence for your organisation abroad? Someone who will ensure continuity? For either position, what are the assigned responsibilities? A short description of the position and the expectations will enable you to define your selection criteria and will help you when evaluating candidates.

Candidate search

It is always appropriate to look within the organisation for someone who meets the profile you have identified. If there is such a person, the committee can meet with that individual or discuss the employee with the departing director to determine whether it is necessary to proceed further. Remember that you don't define a position according to the people available; instead, you look for someone for the position you have defined. If the person does not fully meet expectations, you have to begin a search for another candidate. It is therefore important to properly communicate the committee's decisions to the person who does not fully meet expectations so that he/she will not lose motivation.

Depending on the case, the job vacancy will be announced via the communications methods that are most effective at reaching the type of people sought. Ties are close in the cultural sector and most of the people know each other; and so it might happen that some candidates of interest to the committee do not respond to the announcement. These people might not want to give a signal that they are interested in moving on from their current position. You might have to make your interest known directly to them.

It might also be useful to consider people who are close to the organisation: contractors, consultants, volunteers, etc. In the information that you send out inviting applications, you will have to specify the skills you seek, the challenges of the

position, and what documents you want candidates to submit. For example, it is helpful to ask candidates to submit a text expressing their vision for the organisation's development.

Candidate selection

A first look at the applications you receive will enable you to eliminate candidates who are not at all suitable for the position to be filled. The other candidates will be analyzed more closely and, referring to the description of tasks and expectations, you will see that some candidates stand out. These are the people you will invite for an interview. Straightforward selection criteria, such as training or experience, are evaluated on the basis of the documents submitted by the candidates. The interviews help you to evaluate less tangible criteria: ability to gain the support of the team in place, creativity in problem solving, leadership, personality, etc.

For key positions such as those discussed here, it is customary to conduct more than one interview to ensure that the candidates fit in with the organisation's development vision, and that they can perform all the tasks of the position. The selection committee may flag two candidates and suggest an interview for each with the entire Board of Directors. The person chosen will have to work with the Board, so they must get along well together.

In some cases, it is important to ask for references and, if desired, to conduct psychometric tests.

Choosing a candidate

Whatever the method chosen to carry out the different recruitment steps, including relying on a committee or not, the Board of Directors must make the final decision and approve the offer to be made to the candidate in terms of mandate, conditions, salary and various benefits.

Offer to the candidate

In their interviews, some candidates may have mentioned certain conditions that matter to them: opportunities to work elsewhere, vacation periods, benefits, etc. The organisation might not be able to meet all these requests, might have to modify some of them or offer something else in return. All the conditions must be clear when you meet to offer the candidate the position. It is best to set out the conditions in an

engagement document. Vague agreements can lead to disappointment, conflicts or departures.

For additional information on the recruitment process, consult CHRC's HR management tool on Recruitment (www.culturalhrc.ca/hrtools/index-e.php).

Appendix V : Tips on conducting a successful selection interview

- Be prepared. Create an interview guide that will help in evaluating the set criteria and the candidate's ability to handle the challenges of the position. Different committee members may handle different parts of the evaluation.
- Conduct all the interviews in a fairly short time so that you can clearly remember the different features to be compared.
- Choose a quiet place where the group will not be disturbed.
- Keep your remarks brief. Ask specific questions, clearly set out the situation, and listen. Even silences can teach you a great deal.
- Stay in control of the interview. You can interrupt or redirect the discussion if it is drifting away from what you want to know.
- Stay neutral. You don't have to approve or disapprove of what the candidate says.
- Avoid asking questions that could be seen as discriminatory (e.g., about age or ethnic group).
- Invite the candidate to ask questions at the end of the interview. These will tell you a lot.
- Take notes.

For additional information on the interview process, consult CHRC's HR management tool on [Recruitment](http://www.culturalhrc.ca/hrtools/index-e.php) (www.culturalhrc.ca/hrtools/index-e.php).

Appendix VI: What can help to ensure the transition

- clarity about the roles and responsibilities of all the people involved in the process;
- clear timelines for transferring duties;
- when announcing the appointment, messages highlighting the new director's strengths and the departing director's contributions;
- clear description of expectations for Directors and their duties;
- opportunities offered for coaching and training for tasks with which the new director has little experience or training;
- regular meetings with the chair of the Board;
- meetings between the new director and all managers on the staff to gather information needed by the director;
- meetings organized by the chair of the Board to introduce the new director to the main external stakeholders;
- a clear governance structure; and
- an agreement on the role of the departing director that meets the new director's wishes.

Appendix VII: Tips on conducting an evaluation

The Board is responsible for conducting yearly evaluations of the Directors of the organisation that it administers. This task is often neglected, and one reason may be that we associate evaluations with criticism. Ordinarily, however, evaluations say much more about positive features than aspects to be improved. If it was otherwise, the Directors would have been replaced!

It is preferable to put the evaluation on the agenda at a set date every year. This will mean that no one is surprised and develops pointless fears. The entire Board may participate in the evaluation, but the Board could also delegate the task to the chair and vice-chair. The meeting must be a time to express appreciation for the person or persons who lead the organisation, while making it possible to rectify certain matters.

The description of tasks and expectations prepared at the time of hiring or in the previous year must serve as the basis for developing the yearly evaluation grid. The person evaluated also does a self-evaluation, as does the Board. The evaluation session allows for sharing of the two viewpoints, as well as noting of strengths where the Board is satisfied and aspects to be improved.

More and more frequently, 360-degree evaluations are used. These give the person evaluated the views of his/her employers, as well as colleagues and subordinates. In this case, the same grid may be used by Board members, employees and the person evaluated. The answers are kept confidential by a human resources adviser.

If the Board wants a certain result to be achieved – a change in behaviour, a different attitude – it must say this clearly and explain its viewpoint. After listening to the reactions and explanations of the person evaluated, the Board may explore with that person ways to improve the situation. If an expectation has not been clearly expressed, if it was implied that some change was wanted, the person evaluated might not have understood the importance of the expectation and might not meet it. The person might also work hard to meet expectations that the Board does not have!

If the Board is dissatisfied on many points and the meeting might become difficult, it is recommended to:

- work as a team – the chair, the vice-chair and the human resources manager;
- carefully prepare for the meeting;
- base yourselves on facts;
- not undermine the self-image of the person evaluated, that is, never make general judgments about the person;
- specify what you expect from the person by referring to the organisation's needs;
- make clear, specific requests; and
- request the person's commitment to make the desired changes.

Usually, the Board will be satisfied with a director. In that case as well, it is important to say exactly what satisfies the Board. It is much more motivating for a director to hear "We greatly appreciated the way you solved that problem" rather than "You are really great." General expressions of appreciation sometimes create suspicion and confusion.

For additional information on the evaluation process, consult CHRC's HR management tool on [Managing Employee Performance](http://www.culturalhrc.ca/hrtools/index-e.php) (www.culturalhrc.ca/hrtools/index-e.php).

Appendix VIII : References

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Figures

- Figure 1 : Matrix of 8 forms of succession
Adapted from work by: Louise Cadieux and Bérangère Deschamps Le duo cédant-repreneur (Presse de l'Université du Québec, 2011).
- Figure 2 : Phases in the succession process
Adapted from work by Pascale Landry. Essais sur les successions dans des organisations culturelles au Québec, Thèse, HEC Montréal, 201