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**Leadership  
Development &  
Succession Plan**

Approved : December 28, 2020

Participatory Research Action Network- PRAAN  
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## **Section 02 : Introduction to the Leadership Development and Succession Plan**

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### **2.1 Title of the Policy :**

This Policy shall be named as "Leadership Development and Emergency Succession Plan" of PRAAN.

### **2.2 Objectives of the plan:**

- To address the immediate crisis if any position resigns or separated.
- To fulfill the vacuum of the positions immediately.
- To develop potential and competent professionals in the organization.
- To develop the alternative human resources.

### **2.3 Rational**

This Policy outlines a leadership development and emergency succession plan for the Participatory Research Action Network- PRAAN. This plan reflects its commitment to sustaining a healthy functioning organization. The purpose of this plan is to ensure that the organization's leadership has adequate information and a strategy to effectively manage the Committee in the event the Chief Executive is unable to fulfill her duties.

### **2.4 Plan Implementation**

The Executive Committee authorizes the Chairperson to implement the terms of this emergency succession plan in the event of a planned or unplanned temporary or short-term absence.

- It is the responsibility of the Chief Executive to immediately inform the Executive Committee of a planned temporary or short-term absence, and to plan accordingly.
- In the absence of the Chief Executive, the Deputy Director immediately informs the Executive Committee.
- It is the responsibility of the Deputy Director, Program Manager and Finance Manager to immediately inform the Chief Executive of an unplanned temporary or short-term absence.
- As soon as feasible, following notification of an unplanned temporary or short-term absence of the Chief Executive, the Chairperson shall convene an Executive Committee meeting to affirm the procedures prescribed in this plan, or to modify them if needed.

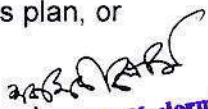
### **2.5 Succession plan in the event of a temporary, planned, or unplanned absence - SHORT-TERM**

#### **2.5.1 Definitions**

- a) A temporary absence is one in which it is expected that the Chief Executive will return once the events precipitating the absence are resolved.
- b) An unplanned absence is one that arises unexpectedly, in contrast to a planned leave such as vacation or a sabbatical.
- c) A temporary absence is 30 days or less.
- d) A temporary short-term absence is between 30 and 90 days.

#### **2.5.2 Temporary Staffing Strategy**

- a) For temporary planned or unplanned absences of 30 or fewer days, the Deputy Director assumes the role as the Acting Chief Executive.
- b) In the event of a temporary short-term planned or unplanned absence, the Executive Committee shall determine if the Temporary Staffing Strategy is

  
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sufficient for this period of time.

### **2.5.3. Appointing an Acting Chief Executive**

- a) Based on the anticipated duration of the absence, the anticipated return date, and accessibility of the current Chief Executive, the Executive Committee may appoint an Acting Chief Executive, as well as continue to implement the Temporary Staffing Strategy.

### **2.5.4. Standing Appointees to the Position of Acting Chief Executive**

- a) The first position in line to be Acting Chief Executive is the Deputy Director
- b) The second position in line is the Program manager.
- c) In the event the available staff is new to the position or fairly inexperienced with PRAAN, the Executive Committee may consider another appointee or the option of splitting executive duties among designated appointee including the Chairperson, Past Chairperson, Executive Committee Member.

### **2.5.5. Authority and Restrictions of the Acting Chief Executive**

- a) The Acting Chief Executive shall have full authority for day-to-day decision making and independent action as the regular Acting Chief Executive.

### **2.5.6. Compensation**

- a) Executive-level staff appointed as Acting Chief Executive may receive additional compensation as determined by the Executive Committee that is based on the duration of the assignment and available resources.
- b) A current or former EC member appointed as Acting Chief Executive may enter into an independent contractor agreement, depending on the circumstances of their availability.

### **2.5.7. EC Oversight and Support to the Acting Chief Executive**

- a) The Acting Chief Executive reports to the Chairperson. In the event the EC Chair becomes the Acting Chief Executive, the Vice-Chair shall be appointed as the temporary Chairperson of the Executive Committee.
- b) The Executive Committee shall be alert to the special support needs of the Acting Chief Executive in this temporary role. The Executive Committee shall convene monthly when an Acting Chief Executive is appointed.

### **2.5.8. Communications Plan**

- a) Within 72 hours after an Acting Chief Executive is appointed, the EC Chairperson and the Acting Chief Executive shall meet to develop a communications plan including the kind of information that will be shared.
- b) As soon as possible, the EC Chairperson and Acting Chief Executive shall implement the communications plan to announce the organization's temporary leadership structure to staff, the EC, and key stakeholders.
- c) Within 7 working days, the EC Chairperson shall distribute a press release with general information appropriate to the situation.

## **2.6. Succession plan in the event of a temporary, unplanned absence– LONG-TERM**

### **2.6.1. Definition**

- a. A long-term absence is 90 days or more.

### **2.6.1. Procedures**

- a) Procedures and conditions to be followed shall be the same as for a temporary

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short-term absence with the following addition:

1. The Executive Committee shall give immediate consideration, in consultation with the Acting Chief Executive, to temporarily filling the management position left vacant by the Acting Chief Executive, or reassigning priority responsibilities where help is needed to other staff. This is in recognition that, for a term of 90 days or more, it may not be reasonable to expect the Acting Chief Executive to carry the duties of both positions.
2. The Chairperson and Executive Committee are responsible for gathering input from staff and reviewing the performance of the Acting Chief Executive according to the organization's Performance Review Policy. A review shall be completed between 30 and 45 days from the date of his or her appointment.

## **2.7. Succession plan in the event of a PERMANENT unplanned absence.**

### **2.7.1. Definition**

- a) A permanent absence is one in which it is firmly determined that the Chief Executive will not be returning to the position.

### **2.7.2. Procedures**

- a. Procedures and conditions to be followed shall be the same as for a temporary short-term absence with the following additions:

1. The Executive Committee shall consider the need to hire an Interim Chief Executive. This decision shall be guided, in part, by internal candidates for the Chief Executive position, the expected time frame for hiring a permanent executive, and the management needs of the organization at the time of the transition. If the Deputy Director is hired as the Interim Chief Executive, the Executive Committee will consider the hiring of an interim Associate Director.
2. The Executive Committee shall act to recruit the Chief Executive according to the recruitment policy of the organization through open advertising and forming a requirement committee to get the Chief Executive from external sources. This may include activities such as:
  - i. Updating the Chief Executive Job description to ensure the right person is identified to lead the organization into the future.
  - ii. Outline and implement process to recruit and select new Chief Executive. This will include identifying candidate sources, selection criteria, interview steps and team, reference, background checks, compensation range, hiring package, communication and transition plan. EC and volunteer expertise will be leveraged when possible.
  - iii. The Recruitment Committee may engage a consultant to assist with the requirement -related task.
  - iv. Routinely updating the EC on the requirement Committee's plan and progress.

### **2.7.3. Hiring an Interim Chief Executive**

- a) If an Interim Chief Executive is hired, the Chairperson and EC shall negotiate an independent servicer agreement with a defined scope of work.
- b) The scope of the agreement with an Interim Chief Executive shall be determined based on an assessment of the organization's needs at the time of the

  
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leadership transition.

#### **2.7.4. Responsibilities of the Interim Chief Executive**

- a) An Interim Chief Executive shall have full authority for day-to-day decision making and independent action as the regular Chief Executive.

#### **2.7.5. EC Oversight and Support to the Interim Chief Executive**

- a) The Interim Chief Executive reports to the Chairperson of the organization.
- b) The Executive Committee shall be alert to the special support needs of the Interim Chief Executive in this temporary role. The Executive Committee shall convene monthly when an Interim Chief Executive is hired.
- c) The Chairperson and Executive Committee are responsible for gathering input and reviewing the performance of the Interim Chief executive and an initial review shall be completed between 30 and 45 days and 90 days thereafter.

  
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## Section 3 : Leadership Development

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Maintain a proactive approach to ensure ongoing leadership talent is available, in key roles, at various levels, when needed to drive organizational sustainability. Create a culture that promotes ongoing leadership development for talent within the organization and develop internal talent to ensure continuous execution of necessary operational, programmatic, and administrative responsibilities that promote sustainability.

### 3.1 Create and approve strategic priorities for leadership development to build diverse and inclusive leadership teams

- a) The strategic plan should include a definition of the leadership requirements necessary to lead and achieve organizational goals. These also can apply to EC, key staff, and fundraising leaders. An emerging critical leadership skill is the ability to keep the organization's business model current and effective.
- b) The leadership talent development requirements should be reviewed and updated when there is a major strategic directional shift and minimally during the strategic planning process

### 3.2 The executive and senior management conduct annual evaluations of staff to ensure they are performing in their positions and have the necessary skills needed for success

- a) All staff should be provided periodic feedback and have formal development plans that promote professional and personal growth.
- b) The senior executive should identify direct reports and staff who have the potential to assume additional leadership responsibilities. The organization's limited development resources should be focused on key staff.

### 3.3 Develop the organization senior management into a high- performing team

- a) The Chief Executive should promote the leadership team's ability to work together. If possible, the CEO should conduct an effectiveness assessment and then work with the group to identify improvement strategies. The assessment should explore what is working well and how your peer group can work better to achieve objectives.

### 3.4 Cultivate relationships with external stakeholders

- a) Identify external relationships and target internal staff to create contacts as a way to promote continuous exchange and trust in the event of a departure.

### 3.5 Develop awareness of financial management systems

- a) Conduct regular financial reviews and use as a developmental opportunity for staff. Knowledge of the financial management system is a core competency of top leadership and high-performing staff who are being developed for future opportunities.

### 3.6 Develop operational manuals for administrative systems and ensure they are accessible and current

- a) Key activities are documented allowing a backup person to carry on duties in case of an emergency or unexpected departure. Examples of key manuals include records information technology and computer usage policy, performance management process, recruiting process, code of conduct, whistle blower policy and fundraising process. This may also include a checklist of regulatory and compliance requirements that is reviewed annually.

  
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## Section 4 : Approvals and maintenance of record

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### 4.1 Approval of the Emergency Succession Plan

- a) This Policy shall be effective from the day following the day of approval given on it by the Executive Committee of PRAAN
- b) Thereafter, annually, the Executive Committee shall review the plan and recommend amendments to the General Committee as needed.

### 4.2 Signatories

- a) At all times, the Deputy Director and at least one EC Member, in addition to the Chief Executive, shall have signature authorization for checks. The Finance Manager and Chief Executive are signatories to the brokerage account. The Chairperson, in addition to the Chief Executive shall have signature authorization for contracts for the organization.

### 4.3 Maintenance or record

- a) Copies of this plan shall be maintained by all members of the EC member, executive-level staff and the HR department.


### 4.4 Financial Considerations

- a) It shall be the responsibility of the Treasurer to review the organization's finances during an unplanned absence of the Chief executive.

### 4.5 Approved by

This policy has been approved unanimously in the Executive Committee meeting held December 28, 2020.

  
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Chairperson, PRAN



## About Participatory Research Action Network- PRAAN

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- Evolution:** Participatory Research Action network- PRAAN is a non-profit and non-political organization that has been working for strengthening people's initiative to promote and ensure human rights, economic rights, gender equality, promotion of a culture of peace and non-violence, climate resilience, governance, trade justice, rural livelihood global citizenship, and appreciation of cultural diversity for sustainable development in the local level.
- Legal Entity:** PRAAN registered under the Registrar of Joint Stock Companies and Firms (RJSC) and Ministry of Social Welfare of the Government of Bangladesh.
- Beneficiaries:** The organization works intensively with youth, women, poor and marginal community, marginal, and underprivileged biodiversity dependent people i.e. forest people, indigenous communities, marginal farmers, fisher communities, and climate-vulnerable people.
- Vision:** PRAAN envisions a poverty-free pluralist society based on knowledge and technology where everyone's basic needs, rights, and information are ensured.
- Mission:** Work to fight poverty through participatory action research activities followed by social actions to eradicate poverty, lack of knowledge, and Injustice.
- General Committee:** The General Committee of 21 members is the supreme authority of PRAAN. This Committee elects the Executive Committee.
- Executive Committee:** PRAAN Executive Committee consists of 7 members who are elected by the General Committee. The Executive Committee members meet at a regular interval to oversee organizational performance.
- Working Area:** PRAAN works in Noakhali and Laksmipur for piloting projects and laboratory works, and the whole of the country for advocacy and campaign activities.
- Head Office:** Participatory Research Action Network- PRAAN  
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