



PORT of OLYMPIA
Serving All of Thurston County

Executive Director

Succession Plan

July 2015

Our Mission is to create economic opportunities by connecting Thurston County to the world by air, land, and sea.

Purpose

The purpose of the Succession Plan is to enable The Port to prepare for and maintain business continuity in the event of the sudden and/or long term loss of the organization's Executive Director.

Because every possible event cannot be anticipated, this proposal is intended to serve as a guideline rather than a policy. The Commission, in consultation with the Director Team, will determine the specific steps to follow on a case by case basis. The Director Team includes the following key personnel: Airport Director, Finance Director, Engineering Director, Environmental Director, Marina Director, Human Resource & Administrative Manager, Communications Manager, and Senior Business Development Manager.

The following succession planning principles are incorporated into the proposal:

- Match staff skills with current and anticipated business challenges.
- Link strategic plan to succession plan.
- In the case of vacancy due to the planned or unplanned resignation or termination of the Executive Director, succession planning may involve the Executive Director, the Commission and the Human Resource Manager who will collaborate in determining a plan of action.

The Commission's role in the succession planning is:

- Making the Executive Director succession planning a collaborative process using the following principles:
 1. The Commission drives the process.
 2. The current Executive Director and Human Resource Manager are engaged and play an advisory role to the Commission. In the absence of the current Executive Director, the Interim Executive Director plays an important role in the process.
 3. The Commission, in consultation with the Executive Director and/or Human Resource Manager, collaborates in deciding timing of appointment and necessary qualifications of the future Executive Director.
- Ensuring that the Executive Director builds a talent-rich organization:
 1. By attracting and developing the right people.
 2. By acknowledging that leadership competencies vary.
 3. By acknowledging that industry dynamics are constantly changing.
 4. By aligning management team's strategic skills with future strategic challenges facing the port.

Priority functions of the Executive Director position at the Port of Olympia

The following are the key functions of the Executive Director to be assumed by the Interim Executive Director:

- Serve as the Port’s principal leader, representative, and spokesperson to the greater community;
- Support the Commission by
 - maintaining regular communications with Commissioners;
 - preparing Executive reports to the Commission; and
 - meeting with Commissioners individually to keep them updated on progress and goals.
- Convene and lead the Director Team;
- Participate in recruitment, interview, selection and evaluation process for directly supervised staff and other key executive level positions;
- Strategize the Port’s short-range and long-range program and project goals; and
- Maintain accountability for current year operating budget.

The Port is adopting this Succession Plan to ensure smooth and timely transition to new leadership in case of the loss of the Executive Director. It includes the “Emergency Response Plan”, which in part is designed to enhance and ensure business continuity and succession in the event of unforeseen events.

Succession Plan on a Short-Term and Temporary Basis:

A temporary absence is one in which it is expected that the Executive Director will return to his or her position within sixty days once the events precipitating the absence are resolved.

In the event of an unplanned temporary absence of the Executive Director (e.g., due to medical emergency); the Commission will meet as soon as reasonably practicable (ideally within 24 hours) to select an Interim Executive Director to serve during the period of incapacity or temporary absence of the Executive Director. All functions and duties of the Executive Director will be postponed if possible until selection of the Interim Executive Director. Any functions or duties that cannot be feasibly postponed before the Commission can meet to select an Interim Executive Director will be performed by the Finance Director.

The Commission will ordinarily select an Interim Executive Director from the Director Team; but may consider an appointment of someone outside of the Director Team (including a person not currently employed by the Port) if that person is qualified, available, and willing to serve in this

capacity. The Commission may also consider the option of splitting executive duties among eligible members of the Director Team.

Succession Plan on a Long-Term Basis

A long-term absence is one that is expected to last more than three months. The procedures and conditions to be followed should be the same as for a short-term absence with one addition:

The Commission will give immediate consideration, in consultation with the Interim Executive Director, to temporarily filling the management position left vacant by the Interim Executive Director (i.e., the position designated by the Commission to serve as Interim Executive Director). This is in recognition of the fact that for a term of more than three months, it may not be reasonable to expect the Interim Executive Director to fulfill the duties of both positions.

Succession Plan on a Permanent Basis:

A permanent change is one in which it is firmly determined that the Executive Director will not be returning to the position. The procedures and conditions should be the same as for a long-term temporary absence with one addition:

The Commission will appoint a Transition and Search Committee within 14 days to plan and carry out a transition to a new permanent Executive Director. The Commission will also consider the need for outside consulting assistance depending on the circumstances of the transition and the Commission's capacity to plan and manage the transition and search. The Transition and Search Committee will work closely with the Commission to develop a process to attract a qualified and diverse applicant pool from whom to select the next Executive Director.

Emergency Response Plan:

1. As soon as possible, the Interim Executive Director will assist the Commission to:
 - A. Meet with legal counsel to review the succession plan and determine an order of priority of steps to be taken to notify staff, vendors, and other interested persons of the vacancy in the position of Executive Director.
 - B. Notify external partners, insurers, and other pertinent organizations of the situation and provide information regarding how the Port will proceed.
 - C. Prepare a news release and appoint a spokesperson who will be the media contact. Consult with legal counsel to determine a communication strategy if the Executive Director resigns or is terminated.
2. The Interim Executive Director will brief the Commission and staff regarding the situation and order of succession so that leadership and staff know what to expect.

3. Follow-up on specific situations involving the Executive Director is as follows:

A. Scenario 1: Sudden Death

1. The Interim Executive Director will appoint a staff member to be in continuous contact with next of kin for moral support and to coordinate benefits owed to them.
2. The Interim Executive Director will have personnel and payroll records that next-of-kin is legally entitled to available to the spouse, domestic partner, or executor.
3. The Interim Executive Director will provide contact information to pass along to those who will want to convey their concern and regard for the family.
4. The Interim Executive Director will begin a recruitment/replacement process under the direction of the Commission and in coordination with the Transition and Search Committee.

B. Scenario 2: Unplanned Resignation or Immediate Termination

1. The Interim Executive Director will notify any banks or other financial institutions or agencies where the Port has an account that the employee no longer has access to the accounts. Bank documents have signature authority and designate the appropriate manager for documents requiring the Executive Director signature.
2. The Interim Executive Director will consult with the Commission President to determine if it is deemed necessary to order locks be changed and/or change of vault combination if applicable, and terminate TWIC access to gates and doors.
3. The Interim Executive Director will terminate the employee's access to electronic files.
4. The Interim Executive Director will begin a recruitment/replacement process under the direction of the Commission and in coordination with the Transition and Search Committee.

The Interim Executive Director would not be considered for the appointment of the Executive Director in a recruitment process. If the person appointed as Interim Executive Director decides to seek appointment as the permanent Executive Director; he or she will notify the Commission of that decision and the Commission will then select another person to serve as Interim Executive Director. The person originally selected will remain in that role until the Commission selects a new Interim Executive Director.

Authority and Compensation of the Interim Executive Director

The person appointed as Interim Executive Director shall have the full authority for decision-making and independent action as the regular Executive Director. The Interim Executive Director will receive a temporary salary adjustment of 10% over his/her current base salary to reflect the increased duties and responsibilities; or such other percentage increase as may be approved by the Commission.