**Succession Planning**

**Key Positions**

Chief Executive Officer, Chief Operations Officer, Chief Financial Officer, Data Systems Manager, HR Manager, Regional Directors

The CDS Board of Directors have on numerous occasions acknowledged that much of CDS’s success as a 501 (c)(3) can be attributed to its very stable and capable management team. The positions identified above are all part of the Executive Management Team. These positions are specialized in their knowledge and or skills and experience. These roles are challenging to fill when a vacancy occurs.

CDS is committed to recruiting, hiring, and retaining the most qualified people that reflect our culture and are representative of the populations we serve. We are also committed to providing opportunities for movement and promotion within the organization when appropriate.

**Competencies Required by Key Positions**

These key people should possess abilities including but not limited to exceptional organizational, written, verbal and analytical skills. They must also exhibit professionalism, empathy, and the ability to work as a team. Strong time management skills and the ability to manage multiple projects simultaneously is essential. Additional competencies are included in the job descriptions for each identified key position.

**Review of Talent in the Current Workforce**

We have experienced recent success in filling some key positions from within our organization. Since our most recent succession planning began, four people - two Regional Coordinators, Prevention Programs Director, Chief Operations Officer - have retired. After posting and interviewing, subsequently, all positions were filled internally. When filling key positions, it is our goal to have some overlap to allow the new leaders opportunities to “shadow” and work alongside the retiring person to help them prepare for assuming the position. The retiring COO, stayed on in a consulting role to provide training and support to the incoming COO. These methods thus far have proven to be very helpful with preparing the successors.

Our long serving CEO retired in February of 2022. The Board of Directors created a search committee tasked with recruiting, interviewing and presenting a candidate to the full Board for consideration. The current COO assumed the Interim CEO position on February 1, 2022 and remain until June 30, 2022. An internal candidate was promoted to COO and a new CEO was subsequently hired by the Board of Directors and began in March of 2022. The interim CEO was on site daily to assist with the training and transition of the newly appointed CEO and COO. Both the Interim CEO and retiring CEO were retained as consultants to provide guidance to the new CEO and COO should they require it.

**Identification of Workforce Readiness**

We anticipate two to three more retirements of key people in the next several years. We have begun looking internally to see if the interest and skills exist within our current workforce. The desired result is that each new candidate will have overlap time with the outgoing employee to assist in a smooth transition.

**Gap Analysis**

Currently it is believed that our workforce contains the people who possess the skills necessary to assume the positions of the retiring individuals. It is essential that CDS continue to hire committed, competent individuals to begin to gain experience that will allow them move up the ranks as future positions become available.

**Strategic Development**

It is important that CDS continue to invest in training and leadership opportunities for our workforce to begin to provide skills and opportunities to promote from within our current work force. In addition, it is vital that CDS finds ways to promote employment opportunities outside our workforce to stay competitive and attract new talent.