Emergency Managing Director Succession

This policy provides the responsibilities and procedures for succession planning in the case of the absence of the Managing Director.

Managing Director Responsibilities:

- Given the importance to clients and staff of continuity of operations of the organization, the Managing Director will have the following measures in place in the event that an emergency, such as illness, injury or death, unexpectedly makes it impossible to effectively provide executive leadership for a period of five or more working days.
    1. An up-to-date file whose location is known to and immediately accessible by a designated staff person and board member containing passwords and other security codes required for the Managing Director's computer files. This should include e-mail, telephone message systems, and social media accounts. The location of keys to desks, cabinets and work-related security storage will also be included in the file.
    2. A list of critical functions that rely on the Managing Director including those that could affect client safety, payment of staff salaries, submission of payroll and other government remittances, and other time-sensitive tasks on which the organization's functioning depends. The items on the list shall be in order of importance.
    3. The designation one person who would be able to serve as "Acting Managing Director" for a period of at least 10 as many as 20 working days and who, with help if necessary, can take over, or direct, the accomplishment of the critical functions.
    4. A set of protocols or rules with respect to whom, including board members, needs to and will have, access to confidential employee and client records in place of the current Manaing Director.
    5. A written set of steps to affect the immediate transfer of signing authority for financial operations where the Managing Director's signature is required.

Board Responsibilities:

- It is important to clients and staff that there be continuity in the operation of the organization. In the event that an emergency, such as illness, injury or death, or other sudden departure, makes it impossible for the Managing Director to effectively provide executive leadership, the Board, with the help of a special meeting, will take the following measures.
- Where absence of the existing managing director is **temporary** but likely to negatively

impact on the continuity of operations, the board will:
    1. Appoint an acting managing director or executive team
    2. Communicate with those most affected by the situation
- Where the sudden departure of the executive director is a **permanent one,** the board will:
    1. Appoint an acting managing director or executive team
    2. Initiate a process for recruiting and hiring a new or interim managing director
    3. Communicate with those most affected by the situation
- For the purposes of this policy an **acting managing director** will be someone familiar with the organization, likely a senior staff member or board member.
- An **executive team** will be one made up of the executive committee of the Board. Such a team would be expected to divide up and prioritize the leadership responsibilities involved.
- An **interim managing director** will be an external person with executive leadership experience, likely a retired managing director or consultant. The usual term of an interim executive director is no longer than one year and in most cases would be in the position until a managing director is hired.
- The board will review the remuneration and work responsibilities of staff members who take on an executive role or roles in the situation with the intent of being fair and supportive.
- The board may also consider:
    1. Assigning to the executive committee of the board the role of supporting the acting managing director.
    2. Where there is no management staff to take on an executive role, or even part of an executive role, and board members have some capacity to step into such a role on a part-time basis, a volunteer management committee of the board may be established with the support and participation of staff.
- Appointing a board member as acting managing director, with pay, where that member has the necessary skills and capacity. In such a situation, even if it is part time, the person must immediately step down from the board. This acting manaing director shall be remunerated at a rate similar to that of the absent executive director.
- The Board will maintain a **high level of communication to staff throughout the period** of the loss of the services of the existing managing director and at least until the appointment of an Interim Executive Director. The board must communicate with staff within 48 hours of the situation arising and keep staff informed over the longer term.
- Similarly the board will also assess the value of timely communication with clients and stakeholders regarding the situation and respond accordingly.

Adopted by TVPI Board on September 18th, 2025

Signature: Lucas J.Herring

Board President

September 18th, 2025