



Kokua Services
SUPPORT • ENCOURAGE • EMPOWER

TITLE: AGENCY STRUCTURE & CHAIN OF AUTHORITY Policy 1.1

Rev. February 2022

PURPOSE AND SCOPE

This policy outlines Kokua Services' organizational structure and the supervisory chain of command.

A. CHAIN OF AUTHORITY:

Kokua has a Board of Directors composed of at least 2 but no more than 15 individuals. The Board meets at least quarterly (this may include virtual or emailed meetings).

Subcommittees of the Board meet on a schedule designated by the Board as a whole. One meeting per year is designated as the Open Board Meeting. Clients of Kokua, guardians and family members are invited to the Open Board Meeting. This is to give feedback directly to Board members on the quality of services, suggestions for improvement and any other items they deem appropriate.

The Executive Director reports directly to the Board of Directors. The Executive Director supervises the Client Programs Manager, the Human Resources Team, the Finance Team, the Service Coordination Team, the Outreach and Development Team and the Office Management Team. Various levels of supervision exist further down the chain of command, this chain of command changes periodically due to necessity and agency resource limits.

B. DESIGNATION OF AUTHORITY AND EMERGENCY SUCCESSION PLAN:

The Officers of the Corporation are appointed by the Board. The Officers are the President, the Vice President and the Corporate Secretary. The Executive Director serves as the President of the Corporation. In the event of the unplanned absence the Board of Directors will follow the Emergency Succession Plan outlined here:

EMERGENCY SUCCESSION PLAN

Kokua Services – Last Updated September 2019

Procedure for the Appointment of an Acting Executive Director in the Event of an Unplanned Absence of the Executive Director:

1. Rationale

In order to ensure the continuous coverage of executive duties critical to the ongoing operations of Kokua and its services to clients, the Board of Directors is adopting policies and procedures for the temporary appointment of an Acting Executive Director in the event of an unplanned and extended absence of the Executive Director.

While the Board acknowledges that such an absence is highly improbable and certainly undesirable, it also believes that due diligence in exercising its governance functions requires that it have an emergency executive succession plan in place. It is expected that this plan will ensure continuity in external relationships and in staff functioning.

2. Priority functions of the Executive Director position at Kokua

Among the duties listed in the official Executive Director job description, the following are the key functions of the Executive Director to be covered by an acting director:

- a. Serve as the organization's principal leader, representative, and spokesperson to the greater community.
- b. Support the Board of Directors
 - ensure integrity and strength of Board leadership and address issues around clarity of role, governance, bylaws/policies, corporate structure, and membership
 - assist with recruitment and orientation of new Board members
 - prepare Executive reports to Board of Directors and Executive Committee and attend various Committee meetings
- c. Convene and lead the Management Team
- d. Participate in recruitment, interview, selection and evaluation process for directly supervised staff and other key executive level positions
- e. Strategize organizations' short-range and long-range program and project goals, particularly in Organizing and Planning:
 - identify overall resource development goals and fundraising plan
 - establish, maintain and cultivate relations with donors, foundations and other resources to support organizational programs and activities
 - maintain accountability for current year operating budget

3. Succession plan in event of a temporary, unplanned absence -- SHORT-TERM

a. Definitions

- A temporary absence is one in which it is expected that the Executive Director will return to his/her position once the events precipitating the absence are resolved.
- An unplanned absence is one that arises unexpectedly, in contrast to a planned leave, such as a vacation or a sabbatical.
- A short-term absence is 3 months or less.

b. Who may appoint the Acting Executive Director

- The Board of Directors authorizes the terms of this emergency plan in the event of the unplanned absence of the Executive Director.
- In the event of an unplanned absence of the Executive Director, the Client Programs Manager shall immediately inform the Board Chair of the absence.
- As soon as is feasible, the Chair shall convene a meeting of the Board of Directors to affirm the procedures prescribed in this plan or to make modifications the Board deems appropriate.

c. Standing appointee to the position of Acting Executive Director

The position description of the Client Programs Coordinator specifies that they shall serve as Acting Executive Director in the absence of the Executive Director.

Note: The Board of Directors may also consider the option of splitting executive duties among board-designated appointees.

d. Cross-training plan for appointees

The Executive Director, with assistance from the Client Programs Coordinator, shall develop a plan for training the Client Programs Coordinator in each the priority functions of the Executive Director which are listed above (section 2).

e. Authority and restrictions of the appointee

The person appointed as Acting Executive Director shall have the full authority for decision making and independent action as the regular Executive Director.

f. Compensation

The Acting Executive Director shall receive a temporary salary increase to be determined by the Board of Directors and negotiated between the Board and the Acting Executive Director.

g. Board oversight and support to the Acting Executive Director

As with an Executive Director, the Board of Directors will have responsibility for monitoring the work of the Acting Executive Director. The Board of Directors will also be alert to the special support needs that of the executive in this temporary leadership role.

h. Communications plan

As soon as possible after the Acting Executive Director has begun covering an unplanned absence, Board members and the Acting ED shall communicate the temporary leadership structure to the following key supporters external to Kokua

- DDA Case and Resource Managers
- Heritage Bank Account Manager and Branch Manager
- Clients, staff, client guardians and key client family members/contacts
- Business contacts as listed on the "Important Business Contacts" list

4. Succession plan in event of a temporary, unplanned absence -- LONG-TERM.

a. Definition

- A long term absence is one that is expected to last more than 3 months

b. Procedures

- The procedures and conditions to be followed shall be the same as for a short-term absence with one addition:

> The Board of Directors will give immediate consideration, in consultation with the Acting Executive Director, to temporarily backfilling the management position left vacant by the Acting Executive Director. This is in recognition of the fact that, for a term of more than 3 months, it may not be reasonable to expect the Acting Executive Director to carry the duties of both positions. The position description of a temporary manager would focus on covering the priority areas in which the Acting Executive Director needs assistance.

5. Succession plan in event of a PERMANENT unplanned absence.

a. Definition

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

b. Procedures

- The procedures and conditions shall be the same as for a long-term temporary absence with one addition:

- The Board of Directors shall appoint a Transition and Search Committee to plan and carry out a transition to a new permanent executive director.

6. Approvals and maintenance of record

a. Succession plan approval

- This succession plan will be approved by the full Board of Directors.

b. Signatories

- This plan shall be signed by the Board President, the Executive Director and the Client Programs Manager.

c. Maintenance of record

- Copies of this plan shall be maintained by the Board President, the Executive Director and the Client Programs Manager.