

CASA Board Guide:
**Hiring & Supervising
An Executive Director**

AUGUST 2021



TEXASCASA
Court Appointed Special Advocates
FOR CHILDREN

Texas CASA Vision

Texas CASA envisions a safe and positive future for all Texas children and families.

Texas CASA Mission

Texas CASA's mission is to support local CASA volunteer advocacy programs and to advocate for effective public policy for children and families in the child protection system.

About Texas CASA

Texas CASA is the statewide association for 72 local CASA programs. We work to connect each part of the CASA community and empower the local programs to perform at their highest level.

At the local level, the programs recruit, train and supervise Court Appointed Special Advocate (CASA) volunteers to advocate for children involved in the child welfare system and improve their well-being.

At the state level, Texas CASA provides financial support, training and services to help the local programs operate effectively.

We are a member of the National CASA/GAL Association, the federated membership association for 948 state and local court-appointed special advocate (CASA) and volunteer guardian ad litem (GAL) programs in 49 states and the District of Columbia.

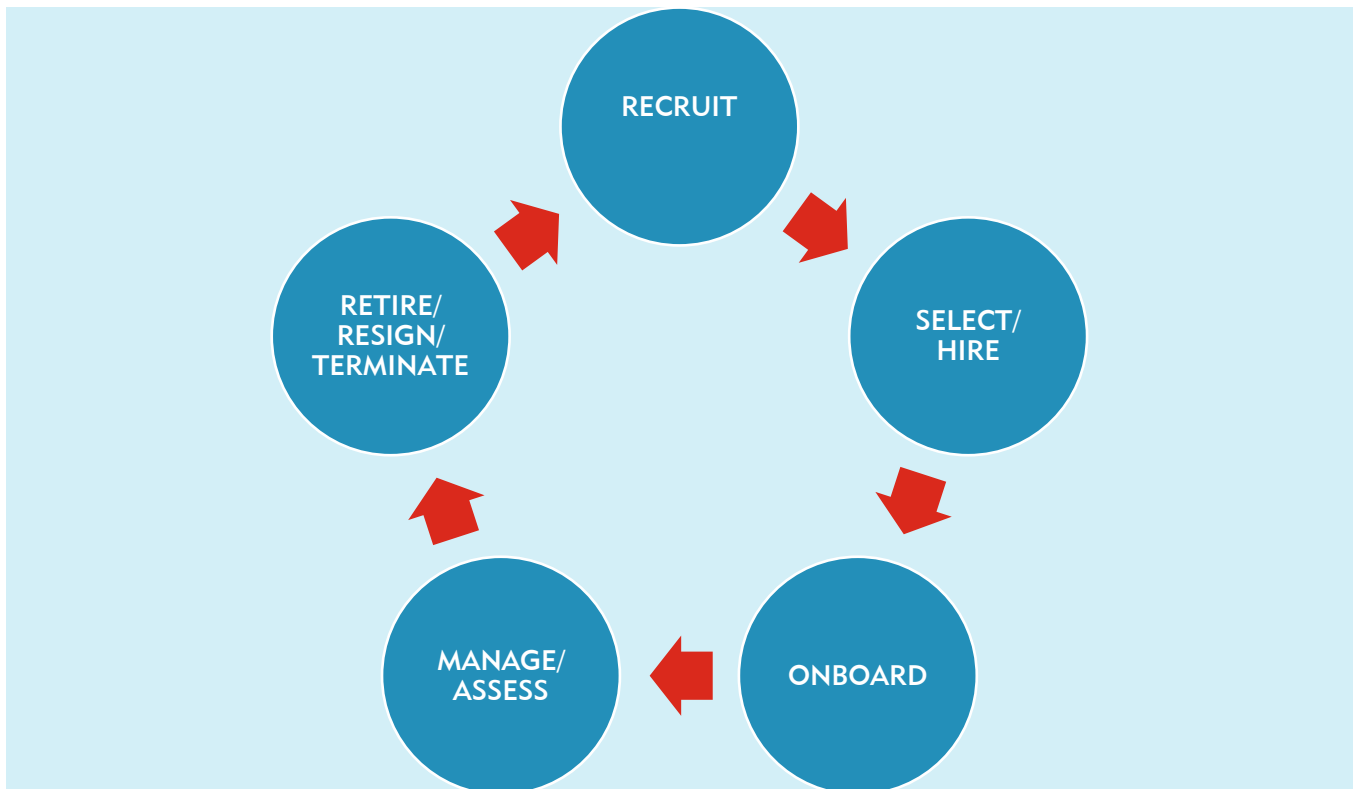
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INTRODUCTION

Welcome! The purpose of this management guide is to provide guidance to the Boards of Directors of CASA programs in Texas on the critically important recruitment, selection and management of the Executive Director/CEO position. The relationship of the board with the Executive Director (ED) is unique. Boards and the ED work very closely together, and it is the board’s responsibility to guide, direct and verify what an ED is doing. That is not to say that the board has responsibility for the day-to-day operations of the program—that oversight lies squarely with the ED—but the board is responsible for understanding and overseeing the role of the ED. Additionally, every board has a fiduciary responsibility to ensure the assets and activities of the program are protected. Each Board member should understand that responsibility and be aware of the liability of the board for failure to appropriately manage the ED. Management and direction of the ED should follow a life cycle of the position, from recruitment to retirement/resignation or termination of an ED. The board is responsible for every aspect of managing that life cycle. This guide will support you in doing so.

Employment Life Cycle



1. RECRUITING THE EXECUTIVE DIRECTOR

Getting Started

Do not rush the process. Finding the right Executive Director (ED) to guide your organization forward needs to be a considered and deliberate decision. Do not select an applicant just because they are available and interested. The job is complex and requires more than a good heart and interest in helping children. No matter the size of the program, there are fundamental competencies each ED should possess. These include policy development, funding, stakeholder relations, administration, financial management and board relations.

Select Your Interim Executive Director

Whether your ED has just given notice or your program has no ED currently, Texas CASA Standards require an interim ED be appointed within 10 calendar days of the former ED's exit. This person will become the primary contact with the board and Texas CASA and should have a thorough knowledge of the program. When selecting this person, choose someone who is familiar with the role and not already tasked with many other duties, so as not to overload them. If your ED is leaving in good standing, get their input and recommendations. In the event that a board member steps in, they will need to step down from the board, at least temporarily. Be careful not to create an impression that the interim ED is the natural next ED. It could create a difficult work environment for the new ED whenever that time comes.

Executive Director Core Competencies



POLICY DEVELOPMENT

- Develops solid policies and procedures to support the mission of the organization
- Ensures policies are communicated
- Identifies gaps and works toward closing those gaps




FUNDING

- Identifies funding opportunities to support the budget requirements
- Ensures adequate funding to meet the needs of the organization
- Coordinates with Board on fundraising and individual donor campaigns




STAKEHOLDER RELATIONS

- Establishes good relationships with key stakeholders in the child welfare system
- Works to ensure all relationships with stakeholders are nurtured and provides an open communication forum
- Represents program in the community




ADMINISTRATION

- Manages the day-to-day activities of the organization
- Establishes procedures to ensure appropriate checks and balances are in place
- Works with staff to develop and execute plans to fulfill the mission and strategic plan
- Has knowledge of human resources basics and management



FINANCIAL MANAGEMENT

- Has knowledge of and ability to establish appropriate financial controls
- Establishes risk management strategies
- Has knowledge of grant funding and financial audit strategies



BOARD RELATIONS

- Creates collaboration and cooperation with the board to achieve organization objectives and strategic plan
- Communicates effectively with board and executive committee
- Participates in selection of new board participants

Determine Who Will Coordinate the Search & Hiring Process

Appoint someone to lead the overall process. This person does not need to be the senior person in your organization or on the board. It should be someone with excellent organizational skills and the ability to commit enough time to see the process through. This person is often the chair of the search committee and serves as the “hub” of the process, keeping all tasks on schedule and everyone in the loop. This person does not have to do everything associated with the search. Some of the organizational tasks can be delegated to another committee member, capable person, board or staff member.

Set Up a Search Committee & Clarify Their Mandate

This committee could be an existing board committee such as the Executive Committee or a new one. Because a hiring process can be time intensive, set committee members up for success by ensuring that they are not overloaded with other duties.

Clarify the Roles of Other People in the Search Process

Will you include staff on the search committee? If so, what roles will staff play in the interview process? Are there stakeholders who should be involved?

The Tasks of the Search Committee Include:

- Staffing the search committee
- Clarifying the committee mandate, roles and responsibilities
- Clarifying the roles of members (staff, current ED, board)
- Developing a realistic search plan and schedule
- Confirming or clarifying the organization’s strategic direction and needs
- Setting up a plan to make your search process as inclusive as possible
- Identifying your requirements for the new ED
- Assessing any desired changes to the current ED’s role and the impact these changes may have on the rest of the organization
- Developing ED compensation and benefits recommendations for full board approval
- Determining the budget for the hiring process
- Conducting phone and in-person interviews
- Recommending finalists to the board for the final hiring decision

Regarding Staff Participation in the Hiring Process

Staff offer a critical perspective; they also will eventually work for the new ED, so take special care to review any potential challenges and conflicts of interest with them before appointing them to the committee, as well as to provide clear separation of the search role from the person’s everyday responsibilities. It is critical for all staff to be kept informed and engaged by the board during the hiring process. Timely, clear, and (appropriately) transparent communication is a top priority; it will pay off in the future.

It is highly unusual for the outgoing ED to sit on the search committee. However, if the board feels that the outgoing ED has knowledge and/or skills that are not transferrable, and the capacity required to play a role in selecting their successor, then the board may choose to include them in the process.

The search committee typically manages the outreach process up to the point of recommending one or more final candidates to the full board, who will make the final decision. In some cases, the board's executive committee may make the recommendations to the Board after getting the input of the search committee.

Search Committee Pre-Work

- Gather the ED job description and review it for any desired changes or updates. For most organizations, once these descriptions are written they tend to gather dust in a binder on a shelf. However, this is an opportunity to make sure the organization's ED job description fits what the board really wants that person to do. Take some time to review and update this document.
- Review the compensation plan for the ED. This is one area where the board needs to be prepared and aware of the external competitive market in the local area. Texas CASA provides a compensation and benefits survey as one source of information. Another source is the Guidestar Nonprofit Compensation Report (there is a charge for that report). Identify appropriate benefits such as health insurance, 401(k) or Simple IRA, phone allowance, car allowance, etc. In addition, determine if a relocation allowance will be offered and, if so, the appropriate budget.
- Review the current Strategic Plan. Each CASA program should have a Strategic Plan which is reviewed every two years. Take a look at the most recent Strategic Plan and identify unique things that an ED would need to accomplish to implement that plan. These can be added to the job description and/or skills required.
- Review recent audit information such as the annual financial audit or quality assurance review. What do the documents state should be included in the search criteria?
- Address specific diversity and inclusion goals that have been discussed or implemented at the board level. It is important for staff and the board to represent the demographics of the overall client base that the program serves. Lived experience is a valid asset in hiring.
- Determine if the organization has funding or a budget to outsource the candidate sourcing process.
- Meet and draw up an outline of the ideal candidate. Make sure to create objective and measurable qualifications and experience. Update your job description.

Sourcing Candidates

Identify a list of local candidates who meet the strategic and diversity objectives of the organization. Assign members of the recruiting committee to reach out directly to these individuals regarding interest. Use the board's resources and contacts within the community.

Use your local resources such as Chambers of Commerce, Rotary Club, Zonta, Lions Club or other professional associations for sources of candidates.

A list of useful online job posting sites is included in the Toolkit. Consider where to post to most successfully elicit a diverse pool of candidates.

Review all internal candidates against the job requirements previously identified. While the path of least resistance might be to pick someone internally, stick to your list of requirements. Make sure any internal candidate meets the prominent and critical requirements of the position.

Web and social media candidate sourcing can be very beneficial during a search. Utilizing professional sites such as LinkedIn, Idealist.org and other specific nonprofit recruiting sites will expand your candidate pool and can be particularly helpful with locating candidates whose background reflects the diversity and lived experience that is important to your program.

Interviews & Selection

Telephone or Video Screening

Once you have received and reviewed the resumes gathered during the sourcing phase, it is time to begin weeding out candidates that might not be a fit. The ideal candidate pool should be three to five candidates and after screening, if possible, narrowed down to three. The telephone screening is important to establish a basic understanding of the terms and conditions of employment.

Compensation and benefits are usually not published in ads and if they are it is established as a range, not a definitive number. At this time, it is important to make sure the candidates know the overall compensation package, work hours, background requirements and other expectations of them if they are selected.

During this interview, there are some key questions to ask. The telephone screening interview should run 20 to 30 minutes. It is not intended to be a comprehensive interview, but to eliminate anyone who isn't a fit for multiple reasons.

Questions to include are:

- "What motivated you to express interest in this position?"
- "Why are you considering leaving your current position?"
- "Our compensation package is 'X.' Before proceeding, we want to make sure that would be acceptable to you." There will be times your compensation will not be sufficient; now is the

time to determine if the candidate would accept the position under those parameters, not when you make the offer.

- Identify any critical missing information on the resume and cover that information during the screening interview.
- Briefly discuss qualifications of the candidate.

In-Person Interviews

The search committee should narrow down the candidates to two to three before scheduling in-person interviews. Prepare your interview questions in advance, and consistently ask each candidate the same questions. A sample interview agenda is included in the Toolkit.

Types of In-Person Interviews

- **Panel Interview** – these interviews are typically conducted as a group and allow each of the search committee members to hear answers to questions and observe interaction with the candidate.
- **Individual Interview** – recruiting committee members interview the candidates separately and then meet to compare and review notes.
- **Staff Involvement** – it is always a good idea to allow candidates to meet the staff and ask questions or get a tour while they are participating in the interview process.

Selection

Background Checks & References

Texas CASA Standards require background checks, fingerprint background checks and child abuse/neglect background checks, and reference checks on your top two candidates. It is recommended that, to minimize costs, background checks be limited to candidates being seriously considered. Background checks must be completed prior to a hiring offer.

Check All Employment References

Verify with the candidates that contacting their current employer is allowed. This is important if they have a long tenure with that organization and do not have any other employment references. Check every employment reference at least for the last five-to-seven years. If they list a degree, whether you require it or not, verify it. Verify all professional licenses. These are areas where candidates may exaggerate qualifications, knowing that many organizations do not verify the information. Any misleading information on the resume or the application should be a red flag and speak to the character of the candidate. Verify everything.

Check Personal References

Personal references are always good to obtain; however, keep in mind that these are people who have volunteered to give a reference and you probably will not get any negative information about the individual. If you only check personal references, you may be missing a big piece of the picture.

Document the Reference Checks

Texas CASA Standards require that three unrelated references at a minimum be checked on all hires.

Preparing & Making the Offer

A sample offer letter template is included in the Toolkit. The offer should include the following:

- Position title
- Reporting structure
- Requested start date
- Annual salary
- Frequency of pay (i.e. monthly, biweekly)
- Allowances (car, phone)
- Benefits (insurance, 401K, vacation etc.)
- I-9 requirements
- Any contingent issues. *Example: Offer is contingent on background check and reference check.*

Make a Verbal Offer

The Search Committee should designate an individual to extend the offer verbally to the candidate. Extending an offer verbally gives the candidate an opportunity to discuss the offer before a written document is developed. There may be negotiation on start dates or certain benefits involved and discussing verbally moves the discussions along faster.

Prepare the Written Offer

- Offer letter
- Copies of all benefit plan documents
- I-9 form to be completed
- W4
- Job description

Provide a deadline by which the candidate is expected to sign and return the document. Do not notify the backup candidate(s) until you have a written acceptance. Counter offers from a candidate's current employer can happen.

Onboarding the New Executive Director

Having a well-thought-out plan to ensure a great start for the new ED is very important. It is difficult to start a new job and be left without guidance. If the previous ED has left on good terms, explore the possibility for them to conduct an orientation for the new ED.

Communicate the Decision

Start with a list of key stakeholders who will need to be notified of the decision. Examples of those might be:

- Staff – staff should be the first to know about the new ED
- Board members/advisory board members
- CASA volunteers
- Texas CASA
- National CASA
- Judges
- Attorneys
- Legislators
- Major donors
- CPS leadership
- SSCC leadership
- Chambers of commerce
- General public announcement
- Press release
- Social media/newsletter announcement

Some of this can be accomplished with a letter of announcement or a “meet and greet.” However, for certain stakeholders, the communication might be better by phone or in person. See the Toolkit for sample templates of announcements.

Day One for the New ED

- Meet them at the curb and make them feel welcome. Let them know how excited you are to have them join the team.
- As a new hire, first impressions make a huge difference. There nothing worse than arriving to the office on the first day to find that there is no phone is set up, your computer doesn't work, and your business cards or name tag have not been procured. Make sure the ED's office is functional and tidy and the personal effects of the previous ED have been removed. Ask staff how to get the following things done, and ensure they've been accomplished:
 - Office phone and email set up
 - Computer has sign on, Wi-Fi connection and access to all appropriate software (Microsoft Office Suite, Quickbooks, Optima, etc.)



- Business cards printed
- Name tag printed
- Corporate credit card, along with limitation form
- Make sure the ED has an organizational chart with roles, names and, if possible, photos, so they can begin to get to know the staff.
- It is a nice touch to have flowers and a greeting card signed by staff welcoming the new ED to their role.

2. SUPERVISING THE EXECUTIVE DIRECTOR

The Board of Directors, specifically the Board President and executive committee, is responsible for the management and supervision of the Executive Director (ED).

Setting Goals & Objectives

Setting expectations immediately is a key part of supporting the success of the new ED. Using the updated job description, the strategic plan and other documents gathered during this process, set a plan for the first six to twelve months of the new ED’s tenure. Specify objectives the board views as critical and expects to be accomplished. Be realistic in the expectations of what they will be able to accomplish during this time. Change comes slowly, and if there are updates in policies, procedures or staff changes, it will take more time than anticipated.

Sample Objectives	Comments	Due Date
Establish consistent policies and practices for the collecting, tracking and projection of financial data for the organization.		
Ensure appropriate data management in the case management system in order to provide timely and accurate reporting.		
Ensure processes and policies are in place in order to pass the Texas CASA operations audit.		
Prepare timely reports and reimbursement requests for existing grants; ensure information submitted is accurate.		
Work with board to ensure appropriate strategic plans, financial plans and policies are in place.		
Approve all expenditures for the organization including those necessary for fundraising.		
Represent CASA in the community.		
Recruit, train and manage CASA staff to ensure the highest quality service to advocates, children and families.		
Identify and pursue new grant funding opportunities.		
Ensure program passes annual financial audit.		
Ensure recruiting efforts for new advocates and training for existing advocates are high quality.		

Board Communication & Reporting

The role and relationship between a board and an ED is unique. The board relies on the ED for all information and communication about the status and well-being of the program. Trust is an absolute requirement; however, trust without verification or confirmation is an abdication of the fiduciary responsibility of the board. The board will be held responsible by granting agencies for any misrepresentation or negligence on the part of the program staff, including the ED. Make sure to inspect what you expect.

Set Expectations

How often and which information the board wants to hear is up to each program; however, at a minimum, the following information is highly recommended for presentation to the board at each board meeting. According to Texas CASA Standards, boards must meet no less than quarterly. Ideally, boards, or at least the executive committee, should meet monthly, and the Treasurer should review all financial information monthly.

Financial Information

Review of financial information could include:

- Profit & Loss by month
- Profit & Loss YTD Comparison to previous year
- Balance Sheet YTD Comparison to previous year
- Bank reconciliation
- At minimum, quarterly review of Profit & Loss, comparing actual results to budgeted expenditures and revenues

Operations Information

Review of operational information should include, at a minimum:

- Case and child counts monthly including new children and closed children
- Activities such as hearings, visits, number of active advocates
- Training classes conducted
- New communication from Texas CASA
- Upcoming grant applications, funding requests or RFRs
- Personnel changes, issues or actions being taken requiring board approval
- External threats and/or opportunities
- Emergency communication

Each CASA program must have a Crisis Communication Plan, which outlines steps to be taken in case of a communications crisis or a programmatic emergency. This could include an issue with an advocate, staff member, or stakeholder, or the appearance of negative press or social media. The plan should identify one individual who speaks on behalf of the organization and what will be communicated.

Establish a complaint and grievance policy that outlines processes for board, staff, volunteer and community complaints or grievances. This process should be clearly outlined so that the complainant is clear on who to contact should the need arise and what communication to expect throughout the resolution process. If everything goes through one person the communication may be filtered; avenues of need and authority should be outlined.

Evaluating the Executive Director

Timeline
Establish a committee to evaluate the ED. Usually this includes the Board President and other members of the executive committee.
Review the assigned goals and objectives established for the ED.
Solicit input on the ED performance from various stakeholders via a survey or phone call.
As a committee, complete the performance assessment using the goals and objectives. (Sample assessment is included in the Toolkit at the end of this guide.)
Schedule time to discuss privately with the ED the results of the performance assessment.
(Optional) Set professional development goals for the upcoming assessment period. Determine together how to address shortcomings.
Provide the opportunity for the ED to provide comments on the assessment.
Maintain signed documents in a file or electronic format for future reference.

- **Establish assessment committee** – while input from the entire board is important in the assessment of the ED, typically, the executive committee is responsible for preparing the assessment.
- **Review previously established goals and objectives** – obtain input from the board members and review accomplishments relative to previous goals and objectives.
- **Solicit input from stakeholders** – request feedback from involved stakeholders such as judges, community partners and staff.
- **Prepare assessment** – the evaluation should include comments in each section on accomplishments and development needs, if any.

- **Set aside private time** – dedicate enough time to allow for a discussion with the ED on what has been accomplished. There should be no interruptions. This is time for the committee and ED to honestly discuss the program and the work being done, and any areas that may require improvement.
- **Allow time for ED feedback** – Allow appropriate time and opportunity for the ED to provide written comments as part of the official document.
- **Maintain signed documents** – Keep copies of these documents in either a private file or an electronic file accessible by the board. This is the record of a discussion regarding the performance. It should be maintained for at least seven years in the ED personnel file as well.

Discussing Performance Issues

Even the best selection and hiring process can end in performance issues. However, the first job of the board is to ensure that any issues are addressed by thorough, objective, job-related and performance-based criteria. It's hard to address an issue if the information is hearsay or opinions.

- DO NOT wait until performance assessment time to address issues. Immediate feedback gets much better results and improvement.
- Document everything. Collect data and make sure you have the information specific to any situation. Investigate complaints and look for information from both sides.
- Be fair, objective, factual and firm.
- Identify improvement steps and identify an expected timeline for improvement. Some deficiencies can be corrected immediately; others might take 30 or 60 days, or more.
- Provide additional development opportunities, training and coaching, if needed.
- Give feedback on improvement or lack thereof in a timely manner. Failure to follow up indicates that performance is satisfactory.

3. TERMINATING THE EXECUTIVE DIRECTOR

Preparation

Consult the program's bylaws: Make sure the board has taken the appropriate steps under the bylaws for the termination of the Executive Director (ED). For example, a vote in Executive Session.

Develop a consistent message for the CASA community and be prepared to distribute that message as soon as final discussion with the ED takes place.

Prepare a communications plan with priorities on notification of constituents and stakeholders. Select a lead member of the board to handle all communication questions. While the internal discussion should remain confidential, the board should develop an external message for stakeholders, donors, community partners, etc. which should not include any of the details surrounding the decision to terminate the ED.

Perform crisis control if there is the possibility of media involvement or misappropriation of program funds. Refer to the Crisis Communications Plan that should already be in place. Make sure the message is communicated to media inquiries by the selected board representative and ensure other board members, advisory board members, volunteers and staff are notified on the proper process for directing media inquiries. Notify Texas CASA.

Communicating to the Executive Director

The discussion with the departing ED should be short and to the point. The assumption is that the board has done all the work necessary to provide feedback and allow the ED to correct any performance issues. The more direct the discussion, the better.

In terminations which involve an immediately dischargeable offense such as fraud or theft, no warning or improvement timetable is required.

Make arrangements for the ED to clear out belongings and turn in program property such as laptop, credit cards, etc. at a time that is private. Have someone accompany the ED at all times.

Potential Legal Considerations

Unemployment

Ensure that whoever is responsible for opening office mail forwards any unemployment claim for the ED to the Board President. Failing to respond to unemployment claims will automatically grant unemployment.

The board should not make any commitment to a departing ED about unemployment compensation.

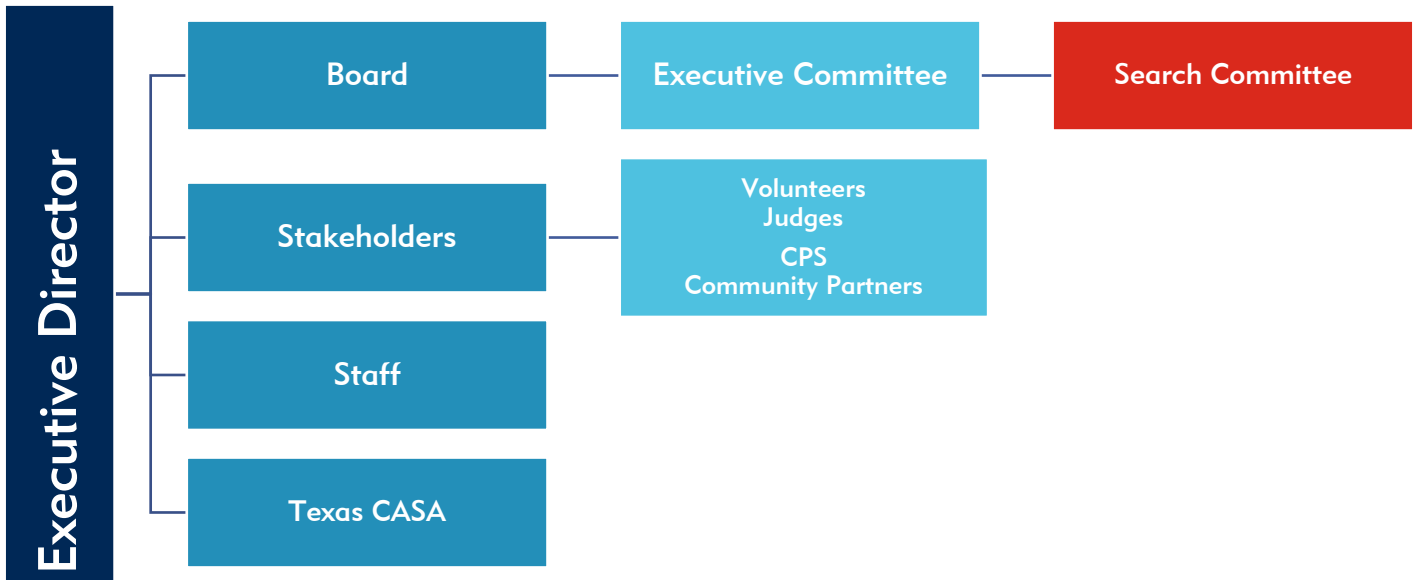
Always obtain a letter of resignation from an ED who is leaving to join another organization. Voluntary resignations are not normally compensable under the Texas Workforce Commission; however, sometimes people do file for unemployment after resigning.

If the ED was terminated for cause, be prepared to contest any unemployment filing. Unemployment compensation affects your payroll tax rate and could increase your expenses significantly. In addition, unemployment decisions can be used as evidence in other employment-based suits.

Wrongful Termination

In the case of a discharge, engage with a legal advisor to provide guidance on responses and communication. Texas CASA has a Legal Resource Specialist available to programs for advice and counsel.

4. DEFINITION OF ROLES



Executive Committee

Program bylaws establish the standing committees for the organization. The executive committee is typically outlined in the bylaws and may be comprised of the following positions on the board:

- Board President
- Board Secretary
- Board Treasurer
- Board Vice President
- Immediate Past President (if still on board)

This executive committee is responsible for the management of the Executive Director (ED). It is the Board President's responsibility to take the lead in the management of the ED and ensure there is consistent communication and review.

Finance Committee

The finance committee of the board is typically comprised of the Treasurer, other board members and the ED. This committee reviews and often prepares the financial statements of the organization. The Finance Committee may offer performance feedback to the ED on the financial



aspects of the regularly reviewed financial statements of the organization, and ensures compliance with all financial controls and policies.

Board of Directors

The overall board of directors' responsibility is to receive and review information and develop policies and strategies which ensure the successful fulfillment of the mission of the organization. Each board member is responsible for developing a thorough understanding of how the program functions, what each policy entails, and how grant funding works in a CASA program to make informed strategic decisions.

Executive Director

The ED is responsible for the day-to-day operation of the program. Those activities include but are not limited to managing staff, managing grants, ensuring appropriate financial controls, obtaining funding and establishing relationships with third parties involved in the child welfare system.

Texas CASA

Texas CASA is the state membership organization that facilitates the pass-through of both state and federal funding. Texas CASA ensures each program follows appropriate financial, funding and recordkeeping requirements in order to report to the state and federal funders on activities which support the overall mission of CASA. In addition, Texas CASA provides a significant set of resources for programs and boards in the areas of training, public relations and systems. Texas CASA, however, is not a parent organization. Agencies do need to be a member in good standing in order to utilize the CASA logo and name, and they must be a member in good standing in order to receive pass-through funds.

5. TOOLKIT

- A. Sample Interim Executive Director Agreements
- B. Sample Executive Director Job Description
- C. Core Competencies for Executive Directors
- D. Useful Job Posting Sites
- E. Sample Interview Agenda & Questions
- F. Sample Offer Letter
- G. Sample Announcements of New Executive Director
- H. Sample Media Release
- I. Sample Executive Director Evaluation

All of these documents are also available on the Texas CASA Program Portal in the Board & Governance Folder.

A. Sample Interim Executive Director Agreements

Adapted from BoardSource. Review with legal counsel before using.

An Agreement Between [organization name] and [interim executive] for Interim Executive Services

[Name of interim executive] (interim) has agreed to serve as the interim chief executive for [organization name].

Position Overview

The interim chief executive's role is to manage the organization and provide staff supervision until a permanent chief executive is hired and to assist the board and staff in preparing the organization for the new executive.

Responsibilities

[Outline responsibilities and clarify authority for check signing and contracts.]

On a part-time basis, the interim supervises all staff through the management structure, oversees the day-to-day operations of the organization, and carries out responsibilities determined by the transition task force and the board. All hiring and firing of staff, if any, will be done with the concurrence of the board chair. [Clarify check-signing authority.] The interim is authorized to sign all checks less than [dollar amount]; checks over [dollar amount] require a second signature by the treasurer or another officer. [Or] All checks must signed by a board member. Contracts can be executed only with the approval of the board chair.

General Management Duties [replace with specifics]

- Supervises all staff and contractors, and coordinates and provides oversight of day-to-day operations
- Cultivates and manages relations with key stakeholders, members and donors
- Meets all deadlines for all grant and contract applications, reports and other requirements
- Assists the board in fundraising planning, proposal writing and event planning as mutually agreed and subject to time availability
- Provides oversight of and reviews management systems, recommending changes as needed
- Supports the activities of the board, as agreed, in preparing for and recruiting and orienting the new chief executive
- Carries out other agreed-upon activities based on priorities outlined in the attached work plan

Supervision

Day-to-day supervision of the interim is the responsibility of the board chair. The interim is responsible for maintaining frequent communications with the board chair and for immediately



informing the chair of any discoveries, abnormalities or emergencies. Weekly phone calls are recommended.

Term, Hours and Fees

The term of the assignment will be [start date] through [anticipated end date]. The end date is flexible, depending on the progress of the executive search and the organization's needs.

[Note that some interims prefer to work on a retainer rather than an hourly basis. In other words, the interim is paid a fixed dollar amount each month, and in return the interim agrees to work at least a certain number of hours or days each month.]

The interim will be retained as a contractor, at the rate of [amount] per hour. The assignment is part-time, not to exceed an average of [number] hours per [specify week or month].

As an independent contractor, the interim will not be entitled to employee benefits. The interim will submit a monthly invoice with a timesheet to the board chair or the board chair’s designee for review and approval.

The interim may terminate this agreement with fifteen (15) days' written notice for any reason unless a shorter time period is agreed upon. The organization may terminate this agreement immediately upon a breach or, if no breach has occurred, upon fifteen (15) days' written notice.

Other Agreements

The organization will reimburse the interim for business-related out-of-pocket expenses, such as approved out-of-area travel and local noncommuting travel while transacting business on behalf of the organization.

Agreed by:

[Name], Board Chair

Date

[Name], Interim Executive

Date

B. Sample Executive Director Job Description

Position Title: Executive Director

Classification: Full-time Exempt

Qualifications:

- Five years management experience in non-profit or for-profit business with emphasis on strong fiscal policies, grant management and profit and loss accounting.
- 4-year degree (or equivalent) in a related field in combination with experience required above.
- Strong management background with experience managing staff and volunteers.
- Strong skills in fiscal management, resource development and maintenance, and agency and program planning.
- Extensive community network and excellent public relations and interpersonal skills.
- Strong written, oral and presentation skills.
- Competency in diversity, equity and inclusion and the ability to interact respectfully with diverse populations.
- Technological proficiency in database management, Microsoft products and presentation products.
- Knowledge in developing efficient processes and procedures and establishing policies.
- Knowledge of the foster care and CPS system.
- Ability to maintain confidentiality and discretion.

Responsibilities:

Administration

- Perform overall management of agency and all aspects of agency's operations.
- Make presentations and coordinate public relations events throughout the communities about CASA for the purpose of volunteer advocate and board recruitment, improving public awareness and education, and fundraising.
- Attend meetings to foster relationships with local agencies working for the best interest of the children being served in the community. Develop and maintain relationships with all appropriate groups, agencies and organizations, and all other child advocacy agencies and community service organizations.
- Conduct personnel management tasks including overseeing volunteer recruitment, training, retention, and consultation; provide staff and volunteer consultation as needed; maintain awareness of cases and volunteer assignments to cases; conduct regular staff meetings; create and implement staff development plan; hire and supervise administrative and management staff; write and revise staff job descriptions; prepare yearly staff performance evaluations. Serve as liaison between board and staff.
- Ensure agency and program compliance with federal, state and CASA association policies and procedures; ensure timely and appropriate communication with courts, CPS, and attorneys in the child protection system; and regularly evaluate the program and recommend modifications and improvements.

- Provide input on volunteer recruitment, training and retention materials.

Board Relations

- Maintain open and frequent communication with board and board committees. Educate the board on resources and responsibilities available through Texas CASA.
- Prepare information for board package and attend board meetings. Ensure Board Treasurer has financial statements for review, prepare board agenda and coordinate with Board President on meetings.
- Work with board recruitment committee to engage new board members from the community.
- Support board in efforts toward achieving the diversity and inclusions goals set out for board membership.

Financial Management

- Conduct fiscal management tasks including management of day-to-day fiscal functions; submit monthly and quarterly financial reports to grantors, as required; review and approve all monthly and quarterly reports and documentation to substantiate financial reports; submit expenditures for reimbursement and accounting; and assist in developing agency's annual budget.
- Establish required financial controls to ensure separation of duties in handling of funds. Develop written policies to support agency handling of expenses, bank accounts, credit card authorizations and other expense-related items. Monitor all financial activities regularly to identify risks of inappropriate fund use.
- Provide monthly financial statements comprised of a monthly P&L, YTD P&L, Balance Sheet and other reports as requested to each board member and the finance committee of the board. Be prepared to identify areas of discrepancy or change from previous reports.

Funding

- Prepare all grant applications or direct the preparation of grant applications in compliance with state, federal and Texas CASA Standards. Ensure all reporting, reimbursements and program data are accurate.
- Identify opportunities and the need for appropriate local, state and private foundation grants. Complete the appropriate applications and ensure reporting is maintained.
- Conduct resource development and maintenance tasks including creating or assisting in the creation of fundraising events or activities; writing or assigning writing of grants; developing and maintaining a donor base for monetary and non-monetary resources; developing and maintaining donor tracking system; and developing and maintaining agency relationships.

Policy Development

- Review and develop policies and procedures for the efficient and effective functioning of the program.



- Review and obtain board approval on significant policy development.
- Communicate policies and procedures to staff and volunteers.

Stakeholder Relations

- Establish relationships with service area judges, legislators, attorneys' offices and other officials in support of the CASA/GAL role.
- Ensure volunteers receive the training and resources to perform the responsibilities of the CASA/GAL role.
- Advocate for CASA in the community.
- Participate in community partnerships to further the services and goals of CASA.

C. Core Competencies for Executive Directors

Based on United Way of America's Core Competencies for United Way Chief Professional Officers, and the revised edition by United Way of Texas; used with permission.

1. **Provides Leadership**—Fosters the development of a common vision for the agency among volunteers, staff and the community; clear direction and sense of priorities; makes tough, courageous decisions; creates energy and enthusiasm; guides the board and key committees in policy formulation and interpretation; mobilizes for action.
2. **Catalyst for Strategic Planning**—Understands changing social, economic, philanthropic and political climate; develops innovative approaches to meet trends; acts as catalyst for needed change and strategic planning among staff, volunteers and the community.
3. **Skilled at Resource Development**—Able to develop and lead effective resource development strategies; has personal ability to make fundraising appeals; adept at in-kind and planned giving resource development.
4. **Relationship Builder**—Establishes open, trusting and candid working relationships with all stakeholders; treats everyone fairly and with respect; demonstrates commitment to diversity objectives; deals constructively with conflicts; builds consensus and a credible image to the community.
5. **Encourages Volunteer Involvement**—Understands and puts into action volunteer recruitment, training and recognition strategies; skilled at bringing diverse people together and mobilizing them for mission fulfillment; handles well the paradox of leading and being led by volunteers.
6. **Effective Communicator**—Articulates both verbally and in writing; listens well; encourages differing ideas and opinions; presentations are well organized and understandable; promotes communication throughout the organization.
7. **Mature Self-confidence**—Has a positive outlook; able to handle stress constructively; knows own strengths and weaknesses; clear sense of personal passion and direction; constant learner; seeks feedback; high standards of personal integrity.
8. **Provides Effective Staff Leadership**—Attracts high caliber employees; creates effective organizational structure; makes tough staffing decisions; supports and encourages staff; understands and implements good, legal personnel strategies and policies; focuses on results and measures staff on outcomes; strives to achieve staff diversity; coaches staff; provides a learning and personal growth environment; creates passion in staff for mission achievement.
9. **Financial and Resource Management Skills**—Understands budget development and implementation; manages resources wisely; develops and maintains strong financial controls.
10. **Demonstrates Commitment to Agency's Values**—Possesses a passion for serving people;



committed to the vision, mission and goals of the agency; understands and implements strategies to fulfill the vision, mission and goals.

11. **Skilled at Community Building and Collaboration**—Understands and reacts to the wider community issues; is a collaborator rather than believing the agency is the only way to address community resources and needs; is skilled and appropriate when interacting with diverse people and groups.

D. Useful Job Posting Sites

General & Nonprofit Recruitment

LinkedIn (Pay per click, set amount per day)	www.linkedin.com
Indeed (Pay per click, set amount per day)	www.indeed.com
Idealist (\$90)	www.idealist.org
Work for Good (\$100)	www.workforgood.org

Diversity Recruitment

Black Career Network (\$50)	www.blackcareernetwork.com
Diversity (\$180)	www.diversity.com
Chegg	www.internships.com
Pink-Jobs	www.pink-jobs.com
Handshake	www.joinhandshake.com

Professional Diversity Network (\$495)	www.prodivnet.com
<ul style="list-style-type: none">• Pro DIV Net• iHispano• Pro Able• Military 2 Career• Our Pro Network• Women's Career Channel• Black Career Network• Asian Career Network	

Purple Briefcase	www.purplebriefcase.com
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E. Sample Interview Agenda & Questions

Interview Agenda

1. Welcome
2. Round-the-table introductions: name, affiliation and role
3. Core questions
4. Open questions
5. Candidate questions
6. Wrap-up

Core Questions

1. To get started, please give us a very brief sketch of your career as it leads up to your interest in this position. (Probe: Why this position at this time?)
2. Looking at your most recent job, what's different about the organization as a direct result of your work there?
3. Please give us an example of a really significant obstacle or challenge that you have faced in your career and how you tackled it.
4. Could you give us an example of a problematic relationship that you turned around or one that you couldn't turn around and what you learned from that experience?
5. How would you go about learning about our members and what they do? (This question applies only to membership organizations.)
6. What experiences would you draw on to build relationships with our current donors, develop new donors and sources of support, and ensure that our organization meets its fundraising targets?
7. What skills and specific experiences would you draw on to raise the visibility of our organization?
8. As chief executive, what are the key things that you would expect from the board, and what should they expect from you?
9. What are some crucial ingredients in fostering high levels of staff performance? Do you have some examples of putting them into practice?
10. Given what you know about our organization, why do you think you are well suited for the position? What about the job do you think might be most challenging?

Illegal or Inappropriate Interview Questions

According to the U.S. Equal Employment Opportunity Commission, it is illegal to ask questions about the following:

- Race, color or national origin
- Religion
- Sex, gender identity or sexual orientation
- Pregnancy status
- Disability
- Age or genetic information
- Citizenship
- Marital status or number of children

Avoid questions about these inappropriate topics:

- Political affiliation
- Family issues (such as child care needs)
- Arrest record
- Military discharge
- Credit history
- Health history
- Height and weight

If in doubt, don't ask.



F. Sample Offer Letter

Date: [Month Date, Year]

To:

Dear (Name),

On behalf of (Program Name), I am pleased to invite you to join the organization as Executive Director. In this position, you will be expected to devote your full business time, attention and energies to the performance of your duties with (Program Name). We are very happy to welcome you to (Program Name) and feel confident that your experience, knowledge and skills equip you to be an excellent Executive Director. Your role will report directly to the Board, with your primary contact being myself as the Board Chair.

Your compensation will be _____ annually, which equates to _____ on a (bi-weekly/monthly) basis, subject to all state and federal required deductions. In addition, you are eligible for all benefits offered to employees as outlined in the Employee Handbook, a copy of which will be provided to you when you begin employment.

All employment with (Program Name) is "employment at will" which permits you or (Program Name) to end the employment relationship for any reason at any time. Nothing in this offer letter or in any other statement should be taken as constituting an express or implied contract or promise of continuing employment.

Please be prepared to provide identity documents that verify your identity and eligibility for employment in the United States. This documentation must be provided within three (3) business days of the effective date of your employment.

On behalf of (Program Name), I want to thank you for considering the Executive Director position and look forward to working with you to support the program mission. Please confirm that you accept our offer by signing this offer letter and returning. A copy will be provided to you for your records.

Best regards,

(Name)

Search Committee Chair/Board President

Accepted: _____

Date: _____

G. Sample Announcements of New Executive Director

Sample General Announcement

The Board of Directors of (program name) is pleased to announce the appointment of (name) as Executive Director effective (date). (Name) is replacing (name) who retired/resigned in (date).

(Name) has xx years of experience managing nonprofit organizations (give biographical and background information).

(Quote from new ED) Example: "I am very proud and honored to be part of this great organization," (name) said. "I look forward to building community partnerships."

Sample Announcement for Stakeholders

The Board of Directors of (program name) is pleased to introduce (name) as the new Executive Director.

(Give biographical and background information).



H. Sample Media Release

Update all bracketed areas. Feel free to make changes to best suit your needs and reflect the unique background of the Executive Director. Once finalized, copy and paste the text into the body of an email to your local media. Include a professional headshot of the Executive Director, if possible.

For Immediate Release

[Date]

Contact: [First name, last name and title]

Phone:

Email:

[Your CASA Program] Names [New ED's Full Name] as New Executive Director

[City], Texas – [New ED's full name] has been named as the Executive Director of [CASA program], a nonprofit that recruits, trains and supports community volunteers, known as Court Appointed Special Advocates® (CASA), to advocate for children in the foster care system and their families.

"I am honored and excited to bring my skills and vision to the Executive Director position at your CASA program," [ED's last name] said. "I know the difference a CASA volunteer can make in the life of a child in foster care, and I look forward to bringing my ideas and experience to the table here in [service area]."

[Insert 2-4 sentences on the history, founding, background, etc. of your CASA program.]

With [ED's last name] at the helm, [CASA program] is excited to continue to recruit and train more CASA volunteers to advocate for the best interest of children in our community.

["Replace this text with a quote from the new ED about their vision for the program under their leadership,"] [ED's last name] said. ["Feel free to add more here as well, but if not, make sure to delete."]

[Include a brief professional biography of the new ED, including, if possible, info on how they first joined the CASA movement/heard about CASA. Be sure to consistently use the new ED's last name throughout.]

"We're excited to welcome [ED's first and last name] to our program!" said [Board President or other board representative's first and last name, and title]. "In addition to a heart for children, [he/she/they] bring[s] a wide variety of skills and experience, and we know [he/she/they] will help us continue to grow and improve."



CASA volunteers with [CASA program] are specially trained and appointed by judges to advocate for a child or sibling group while they are in the foster care system. They advocate for the child in court, school and other settings; and get to know everyone involved in the child's life, including their parents, foster parents, teachers, doctors, family members and others.

CASA volunteers advocate first and foremost for children to be reunified with their parents whenever safe and possible. When reunification is not an option, they may advocate for the child to live with another relative or family friend. They can also advocate for the child to be placed in an adoptive home. In all cases, CASA volunteers are steadfast, consistent presences for the children they serve, making sure they are safe and have the resources and connections they need to grow and thrive.

Interested in learning more? Visit www.BecomeACASA.org or [your program's website]. The next information session is [time, date, place].



I. Sample Executive Director Evaluation Form

1. Overall Organizational Performance	Outstanding	Very Good	Fine	Improvement Needed	Don't know
a. Works with the board and management staff to develop strategies for achieving mission goals and financial viability.					
b. Appropriately provides both support and leadership to board.					
c. Maintains and utilizes a working knowledge of significant developments and trends in the field.					
d. Builds respect and profile for the organization in its various constituencies. Supports the overall field/movement in which the organization works.					
e. Establishes ambitious goals for excellence and impact, and initiates, maintains, and adapts programs with excellence and impact.					
f. Comments on overall organizational performance:					



2. COMMUNITY LEADERSHIP	Outstanding	Very Good	Fine	Improvement Needed	Don't Know
a. Serves as an effective spokesperson. Represents the organization well to its constituencies, including clients, other nonprofits, government agencies, elected officials, funders, and the general public.					
b. Establishes and makes use of working relationships with organizations and individuals in the field.					
c. Sees that communication vehicles are developed and utilized well.					
d. Comments on community leadership:					
3. Administration & Human Resources	Outstanding	Very Good	Fine	Improvement Needed	Don't Know
a. Establishes and leads an effective management team.					
b. Recruits and retains a diverse staff (as the organization has identified diversity).					
c. Maintains appropriate balance between programs and administration.					
d. Ensures that procedures and organizational culture maximize volunteer involvement.					
e. Ensures compliance with relevant workplace and employment laws.					



f. Sees that employees are licensed and credentialed as required and that appropriate background checks are conducted.					
g. Leads staff in maintaining a climate of excellence, accountability, and respect.					
h. Comments on administration and HR:					
4. Financial Sustainability & Mission Impact	Outstanding	Very Good	Fine	Improvement Needed	Don't Know
a. Assures adequate control and accounting of all funds, including maintaining sound financial practices.					
b. Sees that program and activities are developed, executed, modified, and dismantled to maximize mission impact.					
c. Works with the staff, finance committee and the board to prepare budgets, monitor progress, and initiate changes (to operations and/or to budgets) as appropriate.					
d. Sees that official records and documents are retained; sees to compliance with federal state and local regulations (examples: Form 990, payroll withholding).					
e. Develops realistic, ambitious plans for acquiring funds.					



f. Jointly with the President and Secretary of the board, conducts official correspondence for the organization, and jointly with designated officers, executes legal documents appropriately.					
g. Successfully involves others in fundraising and in earned income generation.					
h. Establishes positive relationships with institutional funders, such as foundations, government agencies, churches, corporations, and so forth.					
i. Establishes positive relationships with individual donors.					
j. Comments on financial sustainability and mission impact:					
5. Board of Directors	Outstanding	Very Good	Fine	Improvement Needed	Don't Know
a. With the Board Chair, appropriately involves/does not involve board members in decisions.					
b. Provides appropriate leadership to the board.					
c. Sees that board members are kept fully informed in a timely way on the condition of the organization and important factors influencing it.					
d. Sees that board committees are appropriately supported.					



e. Works with the board officers to ensure that the board is effective as a body and that recruitment, involvement and departures of individual board members are effective.					
f. Comments on the board:					
g. Additional Comments:					