

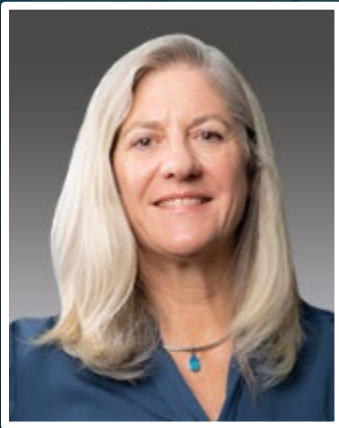


PLANNING FOR THE UNEXPECTED BUSINESS CONTINUITY

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OBJECTIVES



PARTICIPANTS WILL LEARN

Elements of department business continuity planning

Strategies to minimize operations disruptions in the event of unplanned/emergency absences

How to align operations team talent management with business planning

WHO'S IN THE ROOM?

POLL

What is your role in the organization?

- Executive Director/CEO
- CFO/COO/CAO or equivalent
- Finance or Operations Team Member
- Other

DEFINITIONS



Business Continuity – Planning to ensure that key business operations continue without disruption in the event of unexpected staff absences or departures.

- Positions
- Process
- Emergency/Unplanned Departures

Leadership Continuity – Planning to ensure a smooth and plan-ful transition from one staff to the next or interim or outsourcing leadership to sustain operations during staff changes, reducing organizational stress and the depletion of resources.

- Staff Departures – Every Position
- Aligning Transitions with Strategic Business Model

DEFINITIONS



Talent Development – Attention to professional development for staff that prepares for and encourages internal leader development.

- Retention
- Leader Development

Succession Planning – Planning document that outlines the actions and responsibilities in the event of planned or unplanned changes in leadership.

- Emergency Backup Plans
- Planning Process

SOME REFLECTIONS ON WHAT WE'RE SEEING



Common planning objections/concerns:

- Teams are so busy getting the work done, there is no time to invest in planning.
- My organization did this, and the work sat on a shelf.
- Is my organization doing this because they're getting ready to cut positions or terminate staff?

Factors impacting staffing and operations:

- Impact of hybrid work environment
- Impact of great resignation and economic uncertainty
- Impact of quiet quitting, low productivity, and absenteeism

THE IMPORTANCE OF BUSINESS & LEADERSHIP CONTINUITY PLANNING



- Models proactivity, not reactivity
- Identifies “organizational gaps” in coverage and expertise
- Mitigates risk in the finance function
- Minimizes the crisis of an unplanned absence or vacancy
- Builds broad-based bench depth and internal capacity
- Establishes framework for professional development
- Paves the way for successive and easeful leadership transitions

SUSTAINABILITY FRAMEWORK

THE FOUR ELEMENTS



FINANCE TEAM STRUCTURE

POLL

How is your finance function structured?

- 100% of finance team members are in house
- We outsource some of our finance functions
- 100% of our finance function is outsourced
- Other

FINANCE TEAM STRUCTURE

POLL

How many staff are on your finance team (including the CFO or Director of Finance position)?

- 5+
- 2 – 4
- 1
- N/A

KEY ELEMENTS



CRITICAL INVENTORY WORKBOOK

- Key Information
- Central, secure location
- Mechanism for updating

BACK-UP PLANNING

- Positions & Key Responsibilities
- Timeframe for Sustaining Absence
- Internal and External Resources

TALENT MANAGEMENT

- Professional Development Potential
- Team Members' Aspirations
- Talent Identification

CULTURE

- Talent Development
- Diversity & Inclusivity

CRITICAL INVENTORY WORKBOOK



- Key information
 - Corporate Records
 - Banking & Investments
 - Corporate Vendors
 - Insurance
 - Human Resources
 - Other
- Maintain in central, secure location
- Update workbook at least annually or as circumstances necessitate

CRITICAL INVENTORY WORKBOOK COMPONENTS



- Corporate Records
 - IRS Designation Letter
 - Articles of Incorporation
 - Bylaws
 - Board Minutes
 - Corporate Seal

CRITICAL INVENTORY WORKBOOK COMPONENTS



- Banking & Investment Information
 - Bank Accounts
 - Institutions
 - Accounts/Account Numbers
 - Authorized Staff/Board & Distributions Policy
 - Investment Accounts
 - Broker(s) Company & Contact
 - Institutions
 - Accounts/Account Numbers
 - Investment Policy

CRITICAL INVENTORY WORKBOOK COMPONENTS



- Corporate Vendors
 - Legal Counsel
 - Auditor
 - IT Provider
 - Corporate Contracts
 - Facilities/Property Leases
 - Equipment Leases

CRITICAL INVENTORY WORKBOOK COMPONENTS



- Insurance
 - General Liability
 - Directors & Officers Liability
 - Health
 - Disability (Short- and Long-Term)
 - Life
 - Unemployment
 - Workers' Compensation

CRITICAL INVENTORY WORKBOOK COMPONENTS



- Human Resources
 - Payroll
 - Employee Files
- Other
 - Service Contracts
 - Event Contracts
 - Fundraising

CRITICAL INVENTORY QUESTION

POLL

Does your organization maintain a critical inventory workbook to support business continuity in the event that a member of your management team leaves unexpectedly?

- Yes! We update our critical inventory documentation annually as part of our planning/budgeting process.
- Some – we have some of the critical information documented but not all.
- Some – we have most of the critical information documented but not in a central, secure location.
- No – this is an area we need to address

LEADERSHIP CONTINUITY ESSENTIALS: BACK-UP PLANNING

COMPONENTS FOR EACH POSITION

- Key functions/responsibilities
 - Job description
 - Job function
 - Job function calendar
 - # of similar positions & overlap
- Backup for functions
- Cross-Training

CONSIDER THE OPTIONS

- One internal back-up - position
- Shared internal back-up - function
- Interim or temporary staffing
- Outsourcing

LEADERSHIP CONTINUITY ESSENTIALS: BACK-UP PLANNING



COMPONENTS FOR EACH POSITION

- Timing
 - How long can staff be absent before the plan kicks in?
 - How long can internal staff sustain the additional work?
- Communications
 - Internal
 - External
- Updates to the plan

CONSIDER THE OPTIONS

- Impact of Finance Calendar
 - Monthly Close
 - Budget
 - Audit
 - Key funder reports
- Internal Capacity

TALENT MANAGEMENT



RETAINING TALENT

- Invest in professional development for team members.
- Consider how the organization's growth and development creates opportunities for new structures in finance/operations.
- Recognize that each staff person will depart the organization eventually.
- Develop an internal talent management and cross training plan that provides support for staff to develop up to higher-level roles, tied to organizational strategy. Training plans are structured as follows:
 - Stretch assignments (70%)
 - Coaching/mentoring (20%)
 - Specialized Training (10%)

ASSESS READINESS IN THE EVENT OF AN UNPLANNED OR PLANNED STAFF DEPARTURE

DO YOU HAVE:

- Current critical organization inventory with key information
- Written emergency backup plans for key staff positions
- Written emergency backup plans for all staff positions
- Cross-training plans for internal talent development
- Culture that values/sustains professional development
- Current and updated position descriptions & staffing structure

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POLLING QUESTION

- Out of these how many of you have all?
- How many of you have 3-4?
- How many of you have none?

IDENTIFY 1-2 ACTIONABLE STEPS YOU CAN TAKE



QUESTIONS TO ASK YOURSELF INCLUDE:

- Do you know what is currently in place in your organization?
- Who might you see as an advocate or champion? Who would need to be convinced?
- What would help make the case clear and compelling to act now or at a later date?
- What is the biggest barrier to action?

Using zoom chat function, list the top thing that you'd like to address first

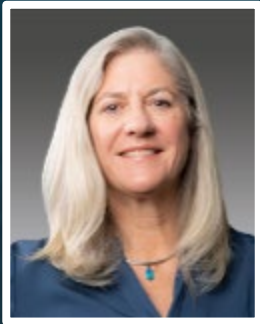
IN CONCLUSION



WE TOUCHED UPON AT A HIGH LEVEL:

- Business continuity planning
- Organization inventory
- Leadership continuity planning for unplanned and planned departures
- Talent development planning
- Assessing readiness for business continuity planning and defining next steps for your organization

QUESTIONS



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