

Note: Executive Transitions considers it a best practice for nonprofit agencies to have in place an emergency succession plan to cover the sudden and unexpected absences of their executive directors. Provided here is a sample plan modeled on one actually adopted by a San Francisco agency. In this model, special emphasis is given to identifying the key leadership functions carried by the executive, identifying the agency managers best qualified to step into the executive role in an emergency, and prescribing the cross-training necessary to prepare the back-up managers to cover the leadership functions. One major side benefit to implementing this plan is a management team with enhanced leadership skills.

CompassPoint Executive Transitions works with many clients to implement short and long term succession plans ensuring the ongoing success of our clients. If your organization would like help preparing for an executive departure please contact us at et@compasspoint.org or call (415) 541-9000.

EMERGENCY SUCCESSION PLAN ***(Agency Name)***

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 *(Agency Name)* 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 *(Agency Name)*

The full Executive Director position description is attached.

Among the duties listed in the position 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 fund raising 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 and for financial performance of portfolio

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 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 Executive Committee to implement 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 Deputy Director shall immediately inform the Chair of the Executive Committee of the absence.
- As soon as is feasible, the Chair shall convene a meeting of the Executive Committee to affirm the procedures prescribed in this plan or to make modifications the Committee deems appropriate.

c. Standing appointee to the position of Acting Executive Director

The position description of the Deputy Director specifies that she shall serve as Acting Executive Director in the absence of the Executive Director.

d. First and second back-ups for the position of Acting Executive Director

Should the Deputy Director be unable to act as Acting Executive Director, the first back-up appointee will be the Program Director. The second back-up appointee will be Chief Financial Officer.

In the event the standing appointee, the Deputy Director, is new to the deputy position and fairly inexperienced with (*Agency Name*), the Executive Committee may decide to appoint one of the back-up appointees to the acting executive

position. The Executive Committee may also consider the option of splitting executive duties among the designated appointees.

e. Cross-training plan for appointees

The Executive Director, with assistance from the Deputy Director, shall develop a plan for training the three potential appointees in each the priority functions of the Executive Director which are listed above (section 2). The training plan will be attached to this document when the plan is completed. The director of human resources shall have the responsibility of handling the logistics of the plan's implementation.

f. 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 .

g. Compensation

The Acting Executive Director shall receive a temporary salary increase to the entry level salary of the executive director position or to 5% above his/her current salary, whichever is greater.

h. Board committee responsible for oversight and support to the Acting Executive Director

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

i. 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 (*Agency Name*):

- Government contract officers
- Foundation program officers
- Civic leaders
- Major donors

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 Executive Committee will give immediate consideration, in consultation with the Acting Executive Director, to temporarily back-filling 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 Executive Committee and forwarded to the full Board of Directors for its vote and approval.

b. Signatories

- This plan shall be signed by the Board President, the Executive Director, the human resources administrator, and the appointees designated in this plan.

c. Maintenance of record

- Copies of this plan shall be maintained by the Board President, the Executive Director, the Deputy Director, the two back-up appointees, the human resources department, and the (*Agency Name*) corporate attorney.

*Revised by (Agency Name) Executive Committee
date*

*Proposed by Tim Wolfred
CompassPoint Nonprofit Services
date*

SAMPLE TRANSITION TIMELINE. BY DON TEBBE, "CHIEF EXECUTIVE TRANSITIONS" FROM BOARDSOURCE

Event	Responsible Party	Date
Resignation notice — chief executive gives 90 days notice		
Board/chief executive discuss departure		
Board appoints transition committee	Board Chair	
Transition committee holds organizing meeting	Transition Committee	
Transition committee plans departure announcement	Transition Committee/ PR Consultant	
Board chair meets with staff	Board Chair	
Organization announces departure publicly	Board Chair w/Staff Support	
Transition committee holds planning session with staff	Transition Committee Chair	
Board holds strategic review and leadership planning meeting	Board	
Transition committee holds meeting to develop job profile and search plan	Transition Committee	
Transition committee launches search	Transition Committee	
Transition committee holds check-in meeting(s)	Transition Committee	
Transition committee holds resume review meeting	Transition Committee	
Transition committee holds round one interviews	Transition Committee	
Transition committee holds second planning session with staff	Transition Committee Chair	
Semifinalists visit office and meet with staff	Semifinalists	
Executive committee holds round two interviews	Executive Committee	
Board meets to ratify selection	Board	
Executive gives notice to current employer	—	

Event	Responsible Party	Date
Transition committee plans on-boarding process	Transition Committee	
Organization announces new executive	Transition Committee	
New executive starts work	-	
New executive and board embark on orientation/post-hire process	Various Members of the Executive Committee and Management Staff	
Chief executive completes 90-day plan	Chief Executive	
Board chair engages with chief executive in 90-day check-in review	Board Chair Chief Executive	
Executive committee conducts six-month evaluation of executive	Executive Committee	
Executive committee conducts annual performance evaluation of executive	Executive Committee	

SUSTAINABILITY AUDIT: ANONYMOUS STAFF SURVEY

In CompassPoint's experience, one of the most powerful tools for identifying both high priority organizational challenges and the skills needed in the next executive has been the staff questionnaire presented here. The survey and follow-up interviews let staff know that the board values staff viewpoints. They also reduce the anxiety staff experience when a leadership change is underway by engaging them in the process.

How it's used by CompassPoint:

1. A draft of the survey is approved by the board's Succession Planning Committee.
2. A member of the Committee and/or a consultant working with the Committee attends an all-staff meeting
 - To describe the Committee's overall work plan and timeline,
 - To let the staff know how they'll have input to the transition and search process, and
 - To tell them about the anonymous survey and encourage them to fill it out.
3. The survey is set up using [surveymonkey.com](https://www.surveymonkey.com) or a similar tool. An email is sent to all staff with a link to the survey.
4. A Committee member, or a consultant working with the Committee, tabulates the survey and identifies the major staff themes.
5. The Committee member or consultant then meets with groups of staff to present the key outcomes and get more information on the leadership skills and capacity building needs identified.
6. The results of the staff survey and staff group interviews are combined with data gathered from other stakeholder groups—board members, foundation funders, peer agencies—to arrive at both the operational and programmatic issues that need to be addressed by agency management and the skills needed by the next executive director

E-mail message to staff

Dear Staff,

The Succession Planning Committee, which is conducting an organizational assessment before starting the search for our next executive director, seeks your help in deciding what skills we should look for in the next executive director. Your responses to this survey will be used for:

- *setting future directions and capacity building priorities to be addressed with the new executive, and*
- *drafting the profile of skills and attributes the Board will use in recruiting candidates for executive director.*

To complete the survey, please go to: (link to web-based survey)

Thank you for your help!

Survey questions

A. What do you perceive as three of our Executive Director's greatest achievements during her tenure as our agency leader?

- 1.
- 2.
- 3.

B. What elements of her leadership style as executive director do you most appreciate and would like to see carried forward by her successor?

C. What are *your* top three on-the-job achievements over the past 12 months? *(Transition planning involves assessing capabilities throughout the organization, so we're interested in having individual staff members' views on their own recent successes.)*

- 1.
- 2.
- 3.

D. What three changes at the agency would most help you to be more effective *in your specific job?* *(Your responses are important to identifying agency improvements that would help us be more effective in serving our clients.)*

- 1.
- 2.
- 3.

E. What three changes the agency would help the agency to be more effective in pursuing its mission?

- 1.
- 2.
- 3.

F. What three skills or capabilities do you bring to your job that especially contribute to our meeting our goals?

- 1.

2.

3.

G. What are the top three skills that the next Executive Director will need to have in order to be successful?

1.

2.

3.

H. Additional comments:

Thank you for your help!

SUSTAINABILITY AUDIT: STAKEHOLDER INTERVIEW QUESTIONS

Essential to a valid agency assessment are the views of persons external to the organization—funders, peer agencies, community members. It has been the experience of *Executive Transitions* that the program officers in supporting foundations and contract officers in government agencies are especially helpful in rounding out an assessment. As grant monitors they know the agency; and they also have a perspective on challenges and emerging trends in the broader sector in which the agency operates, e.g., homeless support programs.

How it's used by CompassPoint:

1. A draft of the questions is approved by the board's Succession Planning Committee.
2. The Succession Planning Committee and Executive Director should finalize a list of 8 to 15 external stakeholders representing a diversity of viewpoints on the agency. Consider including:
 - Critics and competitors as well as friends and partners
 - Diversity (as relevant to the agency's work)
 - A strong cross-section of clients or beneficiaries of the agency's work
3. Prior to the interviews, the Executive Director should notify the identified stakeholders that a Committee member or a consultant working with the group will be contacting them as part of the ongoing agency assessment.
4. The results of the external stakeholder interviews are combined with data gathered from the other stakeholder groups—board members, staff members—to arrive at both operational and programmatic issues that need to be addressed by agency management and the skills needed by the next executive director

Opening remarks to external stakeholders

Dear Agency Stakeholder,

As you may know, we are undertaking succession planning work to define strategic vision and identifying capacity building needs prior to the eventual departure of our Executive Director. Your unique perspective of the agency and its work is important in setting future directions at the agency.

All information gathered in this interview will be used in the assessment, but we will not attribute the information to you or your affiliation. Therefore, I hope that you will be fully forthcoming with your insights.

Interview questions

1. How long have you been aware of Agency X and in what capacity have you worked with the organization?
2. What do you think the purpose of Agency X is in the community?
3. What do you think are the greatest strengths of Agency X in fulfilling its purpose?

4. What do you perceive as the greatest area for possible improvement?
5. How well does Agency X collaborate with other agencies in the community?
6. What major issues do you see on the horizon that might impact (be a barrier) to Agency X successfully providing its services?
7. How do you see Agency X needing to change to meet these barriers/challenges?
8. Do you see any opportunities in the community that Agency X is missing out on and should be taking advantage of?
9. What concerns do you have knowing that the executive director will be leaving the organization?
10. A *summary question, such as*: What do you think the highest priorities of the Agency X leadership should be in the future?

Scope of Work: Succession Planning

The Economic Opportunity Council (EOC) of San Francisco (SF) Strength Based Needs Assessment capacity building plan identified a goal of preparing themselves for temporary or permanent replacement of top managers through succession planning. The succession planning strategy has two major outcomes: (1) develop a succession plan for use in an emergency, and (2) prepare for eventual replacement in an orderly manner of top management staff. The indicators of success and the tasks to produce the desired results are listed for each indicator.

Outcome A. Prepare a succession plan for emergency or temporary replacement of top staff.

Indicator of Success A. EOC Board and management have identified all functions of top staff, discussed future needs of the organization, updated job descriptions for top staff, and created a succession plan for emergency or temporary assignment of the functions performed by top staff to others.

TA Task A1a. Assist in reviewing purposes, methods and results of succession planning with Board and top staff.

TA Task A1b. Board will identify positions to be covered by the succession plan.

TA Task A1c. Assist staff in mapping current functions of top staff. We will use tools from CompassPoint in this process.

TA Task A1d. Discuss future needs of the organization with staff and Board. Factor these needs into succession plan for each position.

TA Task A1e. Help develop succession plan for emergency or temporary assignment of bundles of functions of top staff to other people. It may be possible for the functions for any given position to be assigned to more than one person.

TA Task A1f. Draft announcement to staff or press about the temporary re-assignment of functions if the succession plan has to be activated.

TA Task A1g. Help develop announcement to staff about the existence of the succession plan.

Outcome B. Prepare for future succession planning and recruitment of top
Indicator of

Indicator of Success. EOC Board and staff have helped develop a process that is ready to go when they need it.

TA Task B1a. Using the job descriptions and future needs identified in development of the temporary succession plan, help develop a policy to be used when needed. This might include designation of an interim manager from inside or outside the organization, how the transition will be announced, etc.

TA Task B1b. Identify any changes that may be needed in the functions performed by that position, salary level, etc.

TA Task B1c. Develop approach to recruitment to fill the empty position(s), including the scope of the recruitment effort, whether a search firm will be used, what the role of the board will be, how long the process will run.

Evaluation Measures and Schedule

Short term measures. Process measures

- EOC will have updated job descriptions.
- EOC Board will be aware of the process and content of succession planning.

Intermediate Measures. Increase in Capacity.

- EOC will be prepared for temporary reassignment of the functions or temporary replacement of staff.
- EOC will have a succession plan that can be activated as needed.

Long-term measures. Results.

*EOC will be prepared for the future certainty of the need to use this plan.

Projected TA Time Line

September, 2008	Project Begins.
October	Board orientation occurs. Job description updated
November	Succession Plans Drafted
December	Succession Plans Approved by the EOC Board

Project TA Cost

Jim Masters of the Center for Community Futures consulting fee of \$2,400 will be made in two payments, the first within 30 days of beginning the TA project and the second within 30 days of TA completion.

SAMPLE AGREEMENT AND WORK PLAN FOR INTERIM CHIEF EXECUTIVE

BY DON TEBBE, "CHIEF EXECUTIVE TRANSITIONS" WWW.BOARDSOURCE.ORG

[This sample letter of agreement is sent by the interim chief executive to the board chair.]

[Client]

Dear _____: (Board Chair)

It was a pleasure to speak with you and I am looking forward to working with you as interim chief executive for [organization]. This engagement letter outlines our mutual understanding about the key responsibilities, terms, and fees as well as the agreed-on priorities for the interim period.

POSITION OVERVIEW

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

Responsibilities:

Serve as interim chief executive with authority to supervise, on a part-time basis, all staff through the management structure, oversee the day-to-day operations of the organization, and carry out responsibilities determined by the Transition Committee. All hiring and firing of staff, if any, will be done with concurrence of the board chair. [Clarify check-signing authority here: The interim executive is authorized to sign all checks, except checks over \$ _____ require a second signature by the treasurer or another officer. OR All checks are to be signed by a board member.] Contracts can be executed only with the written approval of the board.

General Management Duties: [following is just an example]

- Provide supervision of staff, consultants, and coordination and oversight for day-to-day operations.
- Provide leadership in cultivating and managing relations with key stakeholders, members and donors.
- Meet all deadlines from funding or contract sources for applications, reports, and other requirements.
- Assist board in fundraising planning, proposal writing, and event planning as mutually agreed and subject to time availability.
- Provide oversight and review of management systems and recommend changes as needed.
- Support the activities of the board, as agreed, in preparing and recruiting and orienting the new chief executive.
- Carry out other agreed-upon activities based on priorities of the attached work plan.

In addition to providing general management, the preliminary assessment and discussion with the Transition Committee suggest the six priorities outlined in Attachment #1. We will want to establish a communication plan, such as regular conference calls, so that the Transition Committee has adequate access to the interim chief executive for information sharing, strategic discussion, and reporting.

Supervision:

Day-to-day supervision of the interim chief executive is the responsibility of the board chair.

Term, Hours, Fees:

The term of the assignment will be _____ through _____. The termination date is flexible, depending on the progress of the executive search and the organization's needs. The assignment is part time, not to exceed an average of ___ hours per week/ ___ hours per month.

The interim chief executive will be retained as a consultant, at the rate of \$ ___ per hour. As an independent contractor, the interim chief executive will not be entitled to any employee benefits. Invoices will be submitted monthly and payment is

expected within fifteen (15) days. A timesheet will be provided to the board chair or his/her designee for review and approval.

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

Other Agreements:

[Organization] will provide reimbursement for business-related out-of-pocket expenses, such as approved out-of-the-area travel and local non-commuting travel for [organization] business.

Please indicate your acceptance of this agreement on behalf of [organization] by countersigning below. Thanks again for selecting me as your interim chief executive. I look forward to working with you.

Sincerely,
Jane Q. Interim

ACCEPTED FOR [ORGANIZATION]:

Signature of Board Chair

Date

Sample Agreement (continued)

**INTERIM CHIEF EXECUTIVE’S PRIORITIES
NOVEMBER 1, 20XX THROUGH FEBRUARY 28, 20XX**

In addition to the general management duties, the following are [organization’s] priorities for the interim period:

IMPROVING INTERNAL/EXTERNAL COMMUNICATIONS

-
-
-

UPCOMING ANNUAL EVENT

-
-
-

FUND DEVELOPMENT

-
-
-

STAFF DEVELOPMENT

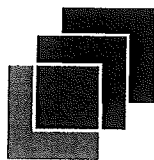
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BOARD RELATIONS/DEVELOPMENT

-
-
-

SYSTEM/PROCEDURES DEVELOPMENT

-
-
-



COMMUNITY ACTION

Bringing Hope Home

JOB ANNOUNCEMENT

FOR THE POSITION OF EXECUTIVE DIRECTOR

Draft 2: 12/4/09

ABOUT THE ORGANIZATION

CAASM is a private, non-profit dedicated to providing a better quality of life for the underserved and low income residents of San Mateo County. This agency has been doing great work for over 35 years. The services we provide include: assessing and weatherizing homes to reduce utilities bills; supplying clients with food from food banks in times of need; and providing financial assistance in paying utilities bills on a short term basis for eligible residents. We are currently funded through federal contracts and grants and are positioning ourselves to expand programs and seek out additional funding sources.

For more information about CAASM, please visit our website, www.caasm.org.

ABOUT THE POSITION

The Executive Director is responsible for carrying out the work of the organization, including, financial and administrative management, program oversight and staff management. S/he oversees a 44-person staff and reports to the Board of Directors. CAASM has an annual budget of approximately \$6 million.

The focus of the Executive Director will be on developing a strategy for the future and working with the board and staff to build the organization's leadership and communication processes to ensure its success. The Executive Director will build on CAASM's strengths, namely its dedicated staff, strong relationships in the community, high quality and unique services. CAASM is seeking a leader with integrity, vision, innovation, an entrepreneurial spirit and passion for the mission of serving low-income communities. The skills and qualifications desired in the Executive Director are described in the following sections.

KEY AREAS OF RESPONSIBILITIES

1. Ensuring the agency's financial integrity through effective budget oversight and fiscal practices.
2. Managing and motivating an excellent staff who implement day-to-day operations.

3. Working closely with the board of directors who oversee policy development.
4. Overseeing and implementing a strategic vision and direction for the future.
5. Ensuring that CAASM provides high quality and effective services for the communities it serves. Our current programs include:
 - Low-Income Energy Assistance Program, Weatherization Assistance Program
 - Housing Preservation Grants
 - Home Energy Assistance Program
 - Emergency Food Distributions
 - Health Homes Awareness Workshops
6. Expand and develop funding for growing services (including: green technologies, assisting migrant workers, transitioning foster children to independence, etc.)

QUALIFICATIONS & REQUIREMENTS

1. **Financial Expertise** and experience with budgeting and compliance with federal and state government contracts. The ideal candidate will have experience managing budgets in excess of \$2 million.
2. **Development & Fundraising Skills**, including demonstrated success in grant writing and private revenue development; a track-record with revenue growth and expansion of programs.
3. **Staff Leadership**: ability to provide mentoring, management, supervision and team building of both professional and line staff. Must be experienced in positively leading a staff of diverse personalities, backgrounds, ethnicities, and lifestyle choices. Manages a team of 6 direct reports.
4. **Program Experience**: a minimum of 5 years of experience working with residents of low-income communities. Experience working with diverse multicultural communities is desirable.
5. **Non-profit Management**, including working in partnership with a board of directors and knowledge of nonprofit practices, regulations and policies.
6. **Public Relations & Marketing**, collaborating, developing branding, outreaching and networking with local businesses, corporations, donors, nonprofit organizations, local government and other relevant agencies.
7. **Communication Skills**, both written and spoken; the ability to speak effectively on behalf of the organization to multiple audiences.
8. **Education**: Bachelor's Degree required. A Masters Degree in business or public administration is desirable.

COMPENSATION

The salary for the position ranges from \$110,000-130,000 annually, depending on experience and qualifications.

CAASM offers a generous benefits package that includes:

- Health (4 Kaiser options to choose from including a HDHP/HSA compatible Plan), Health Savings Account - when HDHP health plan is elected
- Dental - Guardian, standard plan
- Vision - VSP, standard plan
- Life and AD&D - \$25K each and premium paid for by CAASM
- LTD - 50% income replacement, premium paid by CAASM
- Employee Assistance Program - free to employees and their families.
- Working Advantage - Discounted travel, event tickets, gifts, etc.
- To help pay the premiums of health, dental & vision insurance, CAASM gives employees a \$650.00/month benefits subsidy to help offset costs. Any remaining amounts can be rolled into the HSA or a Tax Sheltered Annuity 403(b) plan.

HOW TO APPLY

The application deadline is February 15, 2010. Please apply online through our website at www.caasm.org. When completing the online profile, please upload your resume, and a cover letter describing your interest and qualifications for the position along with your salary history. Please Note: applications submitted without a cover letter will not be considered.

CAASM is an Equal Employment Opportunity Employer.

This search is being conducted in partnership with Executive Transitions, a program of CompassPoint Nonprofit Services.

WEB SITES TO POST THE JOB ANNOUNCEMENT AND ADVERTISE THE JOB

BY DON TEBBE, "CHIEF EXECUTIVE TRANSITIONS" FROM BOARDSOURCE

NONPROFIT JOB WEB SITES

Best Bets for Executive Jobs (mostly executive and senior-level jobs)

- www.asaenet.org (see Career Headquarters) Association with over 25,000 individual members who manage leading trade, professional, and philanthropic associations. Represents 10,000 associations.
- www.associationjobs.org (Same Web site as www.CEOUpdate.com)
- www.CEOUpdate.com A premier source for up-to-date information on senior-level nonprofit jobs in trade associations, professional societies, cause-oriented organizations, and foundations.
- www.cof.org A membership organization of grantmaking foundations and giving programs worldwide. Postings for all levels of philanthropic or related nonprofit positions are welcome.
- www.ExecSearches.com Features executive, fundraising, and midlevel job postings in nonprofits, government, health care, and education.
- www.idealists.org A portal for anyone interested in nonprofit careers, volunteering, and internships.
- www.NPTimes.com The online service of The Nonprofit Times.
- philanthropy.com/jobs/philanthropy_careers is the online job site of The Chronicle of Philanthropy.
- OpportunityNocs.org Electronic version of a long-established nonprofit job newspaper that started in the San Francisco area.

Other Nonprofit Job Sites (may include executive jobs along with other positions)

- www.developpro.com Resources for development professionals, including a jobs board.
- www.devnetjobs.org A gateway to international development jobs.
- www.DeepSweep.com A free job posting and resume bank for nonprofit employers.
- www.DotOrgJobs.com A free online employment resource for nonprofits.
- www.fdncenter.org/pnd/current/index.html (Same as Philanthropy News Digest's Job Corner)
- www.interaction.org/jobs/index.html Jobs with U.S.-based humanitarian and development organizations with positions available in the United States and overseas.
- www.internationaljobs.org/hotjobs.html Mid- and senior-level positions with nonprofit and for-profit organizations, based all around the world, as well as entry-level and internship positions.
- www.nassembly.org Jobs at health and human services organizations.
- www.nonprofitcareer.com Job and volunteer opportunities.
- www.nonprofitjobs.org Fee-based job site for nonprofit organizations.
- www.NonprofitOyster.com Fee-based job site for nonprofit organizations.
- www.pnnonline.org Fee-based job site for nonprofit organizations.

Regional Sites

- Atlanta: www.nonprofitgeorgia.org/jobs.html
- California (Northern): OpportunityNocs.org Individual job postings cost \$80 for a 30-day listing. www.opportunityknocks.org/index.jsp (Same as OpportunityNocs.org)
- California (Southern): www.nonprofitdirections.org

- Washington, D.C.: www.nonprofitadvancement.org Center for Nonprofit Advancement Web site.
- Maryland: www.mdnonprofit.org (See “Career Bank” link for jobs in Maryland) Members can post jobs for free.
- New England: www.OpNocsne.org
- Philadelphia: www.lasallenonprofitcenter.org/research_pub/joblistings.htm
- Texas: www.cnmdallas.org/pages/employ.html

Print Publications

- *The Chronicle of Philanthropy*: www.philanthropy.com
- *The Nonprofit Times*: www.NPTimes.com
- Your local daily newspaper
- Print newsletters dedicated to your field/industry