

COAST Succession Plan, March, 2021

Objectives:

1. To address the immediate crisis if any position resigns or separated.
2. To fulfil the vacuum of the positions immediately.
3. To develop potential and competent professionals in the organization
4. To develop the alternative human resources

Implementation Strategies:

1. The organization has a process of succession. It is a process of in-built delegation of authority according to rank in order. The Executive Director leads a high profile team of Deputy Executive Director, 4 Directors, 2 Joint Directors, 1 Deputy Director and 7 Assistant Directors. The Deputy Executive Director can be placed in the position of Executive Director during his retirement/absence. Deputy Executive Director has the strong institutional knowledge as he is serving the organization more than 25 years with the beginning of the organization. Among the Directors, anyone can be placed in Deputy Executive Director as they also have the job experiences in the organization more than 20 years. On the other hand, all the Directors have been placed in these positions through promotion rather lateral entry so, they have the knowledge on organizational approach and ethics. Not only that, according to the high competencies, all the Directors are eligible for shouldering any other senior positions as they are trained working in the organization more than 10 years.
2. On the other hand, the board of trustees have also an option to recruit the Executive Director according to the recruitment policy of the organization through open advertising and forming a committee to get the Executive Director or other senior positions either from existing staff or from external sources. This option also creates an opportunity for healthy competition for their self-improvements among the Directors.
3. The organization has the alternative leadership development approach for all the senior positions. The senior staff are in confined only the one sector rather they are looking after different sectors. So, the senior professionals are being developed like a multi-taskers. They are being provided training related to different sectors keeping in mind that they can be easily placed in the upper positions when the positions vacant.

Review: It was prepared in June, 2018 and then it has been reviewed in March, 2021. In March, 2024 it will again be reviewed.

Reviewed by



Sanat Kumar Bhowmik
Deputy Executive Director

Approved by



M Rezaul Karim Chowdhury
Executive Director

15 March, 2021