

## Appointment Charter

### Outline

Use the attached worksheet to list explicit agreements that you should make with your immediate manager. The following factors constitute your appointment charter. It may be necessary to include agreements with other seniors and key stakeholders. This is especially important if you are accountable to more than one person and/or team.

- Name
- Name of immediate manager with whom this appointment charter has been negotiated
- Name of other seniors or key stakeholders who are involved in confirming this appointment charter
- New title
- Scope of responsibilities
- Limits of decision-making authority
- Reporting relationships
  - Up
  - Down (who reports to you)
  - Across (i.e., roles that you have on teams)
- Plans for orientation and integration into this organization, including ways that the announcement will be made.
- Business/Functional objectives. (These can include short, mid-term and long-term goals for you to accomplish.)
- Time commitments for this role (expected length of time in this role, if appropriate).
- Timing of transition into this role (e.g., start, expectations for early accomplishments during transition).
- Specific ways your manager would like to be supported with his/her accountabilities.
- Ways in which progress and performance will be measured and ways of keeping your manager and appropriate others informed.
- Ways to give and receive feedback with your manager and others.
- Agreement on developmental needs/plans.
- Other agreements
- List 2-3 most critical accomplishments you must achieve within one year. Identify criteria by which accomplishments will be measured.

## Worksheet

List explicit agreements that you should make with your immediate manager. Use the following factors that constitute your appointment charter. It may be necessary to include agreements with other seniors or key stakeholders. This is especially important if you are accountable to more than one person and/or team.

- Name:

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- New title:

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- Scope of responsibilities:

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- Limits of decision-making authority:

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- Down (who reports to you)

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- Across (i.e., roles that you have on teams)

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- Plans for orientation and integration into this organization, including ways that the announcement will be made.

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- Business/Functional objectives. (These can include short, midterm and long-term goals for you to accomplish.)

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- Specific ways your manager would like to be supported with his/her accountabilities.

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- Ways in which progress and performance will be measured and ways of keeping your manager and appropriate others informed.

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- Ways to give and receive feedback with your manager and others.

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- Agreement on developmental needs/plans.

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- Other agreements

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- List 2-3 most critical accomplishments you must achieve within one year. Identify criteria by which accomplishments will be measured. These 2-3 critical accomplishments will serve as the basis for the creation of your 12-month roadmap.

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# Appointment Charter

## SAMPLE #1

### *Appointment Charter for Harry Shepard*

#### **Title, Scope of Responsibilities and Reporting Relationships**

Senior Vice President of Human Resources, functionally responsible for all human resource initiatives within the company, including subsidiary operations in Worldwide medications, cosmetics and personal care products. Each company VP of HR will have a dotted line reporting relationship to this position and major HR initiatives will be coordinated through the Senior VP. In addition, the SVP will sit on the Executive Committee of the organization and in that role, be responsible for setting policy, planning strategic business initiatives and operating outside of the functional HR responsibilities.

In addition to reporting to the CEO, other key relationships include responding to the particular HR needs of fellow Executive Committee members. From time to time, it may be necessary to make reports to the Board of Directors, either as a representative for HR issues or on behalf of the EOC.

#### **Business/Functional and Time Commitments**

Functionally integrate HR systems, including compensation and performance appraisal of the PCP so it is consistent with the rest of the organization (time frame: 4 to 6 months).

Drive the creation of a new leadership development program process for key level managers. We need to have all proposals reviewed and a firm decision made one month prior to the ALOQC meeting in January. Part of that meeting should be to roll out the process and fold it into our larger culture change initiative (deadline: 11/15/13).

By beginning of 2013, have a plan developed and completely rolled out for a new performance appraisal process that will be aligned with the leadership criteria we will develop from the process outlined above. This may or may not be tied to a new compensation system.

By end of 2012, have interviewed compensation consultants and made a recommendation to the EOC for selection of a firm to help us redesign our Key Executive Compensation system. This may require presentation to the Compensation Committee of the Board of Directors (deadline: 12/30/12).

Business — Help CEO examine existing structure of EOC and make recommendations, if appropriate, for restructuring.

#### **Specific Ways to Support the CEO's Objectives**

Support the change from a hierarchically focused organization to an agile, responsive company by driving the leadership initiative and developing matching compensation systems.

Demonstrate and model the notion of removing functional islands by serving on the EOC not as just the HR representative, but an executive who thinks about the business from all of its perspectives and makes decisions based on this total perspective.

Serve as an internal consultant to the CEO regarding the "softer" issues in the business, e.g., morale,

culture, work-family issues for the company, diversity issues, my personal leadership style, the group process of the EOC, etc.

### **Communication**

In addition to informal, impromptu meetings as needed, for the first six months we will have regularly scheduled weekly meetings, either face-to-face or over the phone. Some of these may have to be on weekends although that will be avoided if possible.

The CEO will be given a monthly briefing in writing about the status of the key initiatives listed above as well as any urgent priorities which might arise on an unexpected basis.

After six months, the above frequency and specificity of the communication plan will be reviewed and revised as appropriate.

### **Limits or Decision Making**

Authority to supervise all aspects of HR, including start-up of new initiatives. Current budget for department is \$4.7 million. Full authority to hire for new positions already budgeted. Sign-off authority for projects or capital equipment up to \$30,000 — purchases above that number requires approval from the CEO.

### **Developmental Objectives**

In addition to the business/functional objectives outlined above, the expectations would be that during the first six months of employment, the Senior Vice President of HR will visit all three plants in North America, also attend an off-site briefing on "International Marketing of Endorsed Products" and attend the organization's five-day program, "Financial Management for Non-Financial Managers."