**Northeast Institute for Quality Community Action**

**Succession Planning for Community Action Agencies**

**The following outline provides guidance for developing a Succession Plan for the Executive Staff of Community Action Agencies.**

***Plan Development.***

The proposal to prepare an agency Executive Succession Plan should (if not already discussed) be inserted as an agenda item at a Board meeting. The Board President should provide the rationale for the development of a Plan and should be empowered to appoint a 7 – 9 member Succession Planning Committee with representatives of key Board leadership, interests/stakeholders and 1 or more individuals with Succession Planning background/experience. Committee should be given a reasonable amount of time to complete its task and report back to the board. A copy of this draft Plan should be provided to help expedite deliberations. The ED and Senior Management staff should work with the Committee to support deliberations

***Outline of Plan:***

1. Purpose.
2. Agency Overview – Structure – Policies and Procedures.
3. Essential Executive Functions and Responsibilities.
4. Cross-Training Requirements.
5. Plan Components:
6. **Short Term Temporary Executive Absence. (Up to 3 months)**

* Definition
* Notification
* Assignment of Interim Executive
* Identification of Essential Duties
* Authority – Restrictions – Accountability - Support
* Communications.
* Compensation

1. **Long Term Executive Absence. (4-12 months)**

* Definition
* Notification
* Assignment of Interim Executive
* Identification of Essential Duties
* Assessment of Need for Interim Management Staffing
* Authority – Restrictions – Accountability – Support
* Communications
* Compensation

1. **Permanent Executive Transition.**

* Definition (Distinction Between Planned e.g., Retirement vs. Unplanned e.g., Disability Permanent Transitions).
* Notification
* Selection and Assignment of Acting Executive – Assessment of Need for Interim Management Staffing.
* Compensation Determination for Acting Executive
* Chair Appointment of Executive Search Committee (SC)
* Selection/Assignment of Staffing for Search Committee.
* Communications to Internal and External Stakeholders
* Succession Phase #1 Preparation:
* SC Reviews ED/CEO Job Description.
* Conduct Organizational/Environmental Scan (Strengths, Weaknesses, Challenges, Opportunities, Mission Critical Management Skills).
* Prepare Position Profile for Recruitment.
* Succession Phase #2. Recruitment: (Internal/External Candidates).
* Succession Phase #3. Selection of Candidate – Negotiation.
* Succession Phase #4. Transition Orientation – Adjustment.
* Conclude Contract Negotiations.
* Communications - Introductions
* ID 3/6/12 Month Transition Goals of New Executive.
* ID Evaluation Process – Support Protocols

Appendices:

* List Critical Internal – External Stakeholders (Name/Contact Information)
* ED Position Description