



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:
 - a. 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
 - b. 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

c. 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