

Community Services of Northeast Texas, Inc.

# Succession Plan

## **Purpose of a Succession Plan**

The Board of Directors of Community Services of Northeast Texas, Inc. (CSNT) recognizes that this is a plan for contingencies due to the disability, death or departure of the Executive Director. If the organization is faced with the unlikely event of an untimely vacancy, CSNT has in place the following emergency succession plan to facilitate the transition to both interim and longer-term leadership.

The Board of CSNT has reviewed the job description of the Executive Director. The job description is attached. The board has a clear understanding of the Executive Director's role in organizational leadership, program development, program administration, operations, Board of Directors relationships, financial operations, resource development and community presence.

Other portions of the plan deal with the departure of additional high level members of management and operation, such as the Human Resources Director, Head Start Director, Finance Director, Director of Operations, Service Manager, Payroll Specialist, Adult Nutrition Manager, and Director of Client Operations.

### **In the event of a temporary, unplanned absence; short-term**

A temporary absence is one of less than three (3) months in which it is expected that the Executive Director will return to his/her 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. The Board of Directors of CSNT is authorized 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 Executive Director is to immediately inform the Board Chair of the absence. As soon as it is feasible, the Chair should convene a meeting of the Board or Executive Committee to affirm the procedures prescribed in this plan or to make modifications as the Committee deems appropriate.

At the time that this plan was approved, the position of Acting Executive Director would be [Michelle Morehead, Deputy Executive Director](#).

Should the standing appointee to the position of Acting Executive Director be unable to serve, the first and second back-up appointees for the position of Acting Executive Director will be [Bernadette Harris, Head Start Director](#), and [Alma Harrison, Executive Assistant](#).

If this Acting Executive Director is new to his/her position and fairly inexperienced with this organization (less than one year), the Board of Directors may decide to appoint one of the back-up appointees to the acting executive position. The Board of Directors may also consider the option of splitting executive duties among the designated appointees.

## Acting Executive Director

Should there be a need for an Acting Executive Director, the Deputy Executive Director shall become such until such time as a properly prepared and constituted meeting of the Board of Directors or the Executive Committee of the Board of Directors can meet and name or confirm the Acting Executive Director as Interim Executive Director, if needed.

Under the direction of the Acting Executive Director, the Tier One Group shall immediately meet and discuss a plan of action moving forward, in accordance with the agency's approved plans.

## Tiers of Succession Planning

### Tier I: Administrative

- 1.11 Executive Director
  
- 1.21 Deputy Executive Director
- 1.22 Chief Financial Officer
  
- 1.31 Human Resources Director
- 1.32 Payroll Specialist
- 1.33 Head Start Director
- 1.34 Service Department Manager
  
- 1.41 Executive Assistant

### Tier II: Operational

- 2.11 MIS Administrator
  
- 2.21 Director of Client Services
- 2.22 HS Program Manager
- 2.23 Assistant Finance Director
- 2.24 Transportation Coordinator

### Tier III: Facilitation

3.11 Campus Directors

3.21 Facilities Maintenance

3.22 Specialists

3.23 Accounting Clerk

3.33 Maintenance

### Tier IV: Interaction/Non-substitutable

4.11 Case Managers

4.12 Family Service Workers

4.21 Head Start Coordinators

4.31 Receptionist

### Tier V: Interaction/Substitutable

5.11 Teachers

5.21 Cooks

5.22 Teaching Assistants

5.31 Custodians

5.32 Drivers

5.33 General Support Staff

## Succession Teams

### Team A

Assembled when an employee in a Tier 1 position is suddenly not available to fulfil their duties. The Team shall consist of the remaining members of Tier 1, and all the members of Tier 2.

### Team B

Assembled when an employee in a Tier 2 position is suddenly not available to fulfil their duties. The Team shall consist of the remaining members of Tier 2, and all the members of Tier 1.

### Team C

Assembled when an employee in a Tier 3 position is suddenly not available to fulfil their duties. The Team shall consist of the following positions: 2.1, 2.2 MIS, 1.2, and 1.3 Head Start Director.

## Succession Team Duties

Regardless of which Team is assembled, the following topics should be covered and/or questions should be answered. A checklist exists for each Tier level position to ensure uninterrupted leadership.

- Three questions should be answered as to whether the vacancy is temporary or permanent, short-term or long-term, and forced or unforced.

Temporary

Permanent

Short-term

Long-term

Term unknown

Forced vacancy

Unforced vacancy

## Strategic and Developmental Planning Teams

Teams will effect the determination and management of a checklist significant to the responsibilities of the position being transitioned. Teams will prepare for both "Departure-Defined" and "Contingency-Defined" events.

Team 2 will be responsible for transitioning Tier I positions with the following modifications:

Team 2: All personnel within Team 3	Board Treasurer
All personnel within Tier I	Board Chairperson
Policy Council Chairperson	

Team 2 will be responsible for transitioning Tier II positions with the following modifications and program differential:

Tier II Head Start positions will exempt Team 2 non-Head Start personnel from participating on the team.

Tier II non-Head Start positions will exempt Team 2 Head Start personnel from participating on the team.

Team 2: All personnel within Team 3
Financial Director
Administrative Assistant
Administrative Assistant to the Head Start Director

Team 3 will be responsible for transitioning Tier III positions with the following modifications and program differential:

Team 3: Executive Director
Deputy Executive Director
Head Start Director
Program Administrator
Human Resources Director
MIS Administrator

Tier III Head Start positions will exempt Team 2 non-Head Start personnel from participating on the team.

Tier III non-Head Start positions will exempt Team 2 Head Start personnel from participating on the team.

\*Tiers IV and V will not require strategic and developmental planning teams.