



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 Deputy Executive Director, Human Resources Director, Head Start Director, Community Services Director, Finance Director, Service Manager, and Payroll Specialist.

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 [Shirley Allen, Community Services Director](#).

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.

In the event of a planned absence; short-term or long-term

As defined, a temporary, short-term absence is one of less than (3) months in which the Executive Director will return to his/her position once the events precipitating the absence are resolved.

A short-term planned absence is one that arises expectedly, such as, a vacation or sabbatical. In the event of a planned absence, the Deputy Executive Director is to immediately inform the Board Chair of the absence. At that time, the Deputy Executive Director will continue operations as implemented by the Board and Executive Director.

A long-term planned absence is one that arises expectedly, such as a leave of absence. In the event of a long-term planned 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.

In the event of retirement of the Executive Director

Retirement of the Executive Director should be planned and a Deputy Executive Director should be named well in advance of the retirement date. In the event of retirement of the Executive Director, the Board Chair should be informed by the Executive Director of the retirement date well in advance. 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 that time, the Deputy Executive Director should shadow the Executive Director for training until the Executive Director's retirement date. The Deputy Executive Director shall transition into the position of Interim Executive Director on the day after the Executive Director's retirement date. The Board of Directors will follow the CSNT Board By-Laws in the hiring of a permanent replacement for the Executive Director position.

Acting/Interim 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 Community Services Director
- 1.41 Executive Assistant

Tier II: Operational

- 2.11 Head Start Program Manager
- 2.22 Service Department Manager
- 2.23 Assistant Finance Director
- 2.24 Community Services Team Leaders

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 Customer Service Representatives

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