

SAMPLE Immediate Succession Plan

In order to ensure continuous coverage of executive duties critical to the ongoing operations, the Board of Directors of {*Organization*} recognizes that this is a plan for contingencies due to the disability, death or departure of the CEO. If we are faced with the unlikely event of an untimely vacancy, {*Organization*} has in place the following immediate succession plan to facilitate the transition to both interim and longer-term leadership.

While the Board acknowledges that such an absence is highly improbable and certainly undesirable, the Board also believes that due diligence in exercising its governance functions requires we have an immediate succession plan in place. It is expected that this plan will ensure continuity in external relationships and in staff functioning.

{*Organization*} has reviewed the job description of the *Acting/Interim/Temporary* CEO and it is attached. The Board has a clear understanding of the CEO's role in organizational leadership, program development, program administration, operations, Board of Director's relationships, financial operations, resource development and community presence. (*Attach Acting/Interim/Temporary CEO Job Description Here*)

Board Oversight

The Board member(s) or Board Committee (*circle one*) responsible for monitoring the work of the Acting CEO shall be (*list by name or office*) _____. The named people will be sensitive to the special support needs of the Acting CEO in this temporary leadership role. *{If this Acting CEO is new to his/her position and fairly inexperienced {less than _____ months/years}, the Executive Committee/Board of Directors may decide to appoint one of the back-up appointees to the acting executive position. The Executive Committee/Board may also consider the option of splitting executive duties among the designated appointees}.*

Authority and Compensation of the Acting CEO

The person appointed as Acting CEO shall have the full authority for decision-making and independent action as the regular CEO. The Acting CEO may be (*check one*):

_____ Offered a temporary salary increase to the entry-level salary of the CEO position;

_____ A bonus of \$_____ during the Acting CEO period

_____ No additional compensation

Communications Plan

Immediately upon transferring the responsibilities to the Acting CEO, the Board Chair (or highest ranking Board member) will notify staff members, members of the Board of Directors and key volunteers of the delegation of authority. As soon as possible after the Acting CEO has begun covering the unplanned absence, Board members and the Acting CEO shall communicate the temporary leadership structure to the following key external supporters. This may include (but not be limited to) funders, volunteers, Habitat Homebuyers, foundation program officers, civic leaders, major donors and others (*please specify*):

SUCCESSION PLAN TEMPORARY, UNPLANNED ABSENCE: SHORT TERM

A temporary absence is one of less than three months in which it is expected that the CEO 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 is authorized (or authorizes the Executive Committee) to implement the terms of this immediate plan in the event of the unplanned absence of the CEO.

In the event of an unplanned absence of the CEO, the COO/ Deputy Director (or other highest ranking staff member) is to immediately inform the Board Chair (or highest ranking volunteer Board member) 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 (*Date*), the position of Acting CEO would be:

_____ Name _____ Title.

Should the standing appointee to the position of Acting CEO be unable to serve, the first and second back-up appointees for the position of Acting CEO will be:

(1) _____ Name/Title

(2) _____ Name/Title

Completion of Short-Term Immediate Succession Period

The decision about when the absent CEO returns to lead the Habitat organization should be determined by the Executive Committee and the Board Chair. They will decide upon a mutually agreed upon schedule and start date. A reduced schedule for a set period of time may be allowed, with the intention of working back up to a full-time status.

In event of Temporary, Unplanned Absence: Long Term

A long-term absence is one that is expected to last more than three months. The procedures and conditions to be followed should be the same as for a short-term absence with one addition: The Executive Committee or Board of Directors will give immediate consideration, in consultation with the Acting CEO, to temporarily filling the management position left vacant by the Acting CEO. This is in recognition of the fact that for a term of more than three months, it may not be reasonable to expect the Acting CEO to carry the duties of both positions. The position description of a temporary manager would focus on covering the priority areas in which the Acting CEO needs assistance.

Completion of Long-Term Immediate Succession Period

The decision about when the absent CEO returns to Habitat organization should be determined by the CEO and the Board Chair. They will decide upon a mutually agreed upon schedule and start date. A reduced schedule for a set period of time can be allowed, by approval of the Board Chair, with the intention of working the way up to a full-time commitment.

In the Event of a Permanent Change

- A permanent change is one in which it is firmly determined that the CEO will not be returning to the position. The procedures and conditions should be the same as for a long-term temporary absence with the following additions:
- The Board of Directors will appoint a Transition and Search Committee within _____ days to plan and carry out a transition to a new permanent CEO.
- The Board will also consider the need for outside consulting assistance depending on the circumstances of the transition and the Board's capacity to plan and manage the transition and search.
- The Transition and Search Committee will also determine the need for an Interim CEO, and plan for the recruitment and selection of an Interim CEO and/or permanent CEO.

Checklist for All Types of Succession Plans

- Succession plan approval.** This succession plan will be approved by the Executive Committee and forwarded to the full Board of Directors for its vote and approval. This plan should be reviewed annually.
- Signatories.** The Board Chair, the Executive Director, the deputy director or human resources administrator and the Acting Executive Director shall sign this plan, and the appointees designated in this plan.
- Organizational Charts.** Two organizational charts need to be prepared and attached to this plan. Prepare and attach an organizational chart reflecting staffing positions and lines of authority/reporting throughout the organization. Prepare and attach a second organizational chart that reflects how that structure will change within the context of an immediate/unplanned absence of the Executive Director.
- Important Organizational Information.** Complete the attached *Information and Contact Inventory* and attach it to this document. Also attach a current list of the organization’s board of directors.
- Copies.** Copies of this Immediate Succession Plan along with the corresponding documentation shall be maintained by The Board Chair, the Executive Director, the Acting Executive Director Appointee, the human resources department, and the organization’s attorney.

Information and Contact Inventory for (Organization Name)

Knowing where your organization’s key information is located is critical so that if an immediate succession should occur, your Habitat organization would be able to quickly continue work in the most efficient and effective way.

	Onsite Location	Offsite Location	Online
Nonprofit Status			
IRS Determination Letter	<input type="checkbox"/> _____	<input type="checkbox"/> _____	<input type="checkbox"/> _____
IRS Form 1023	<input type="checkbox"/> _____	<input type="checkbox"/> _____	<input type="checkbox"/> _____
Bylaws	<input type="checkbox"/> _____	<input type="checkbox"/> _____	<input type="checkbox"/> _____
Mission Statement	<input type="checkbox"/> _____	<input type="checkbox"/> _____	<input type="checkbox"/> _____
Board Minutes	<input type="checkbox"/> _____	<input type="checkbox"/> _____	<input type="checkbox"/> _____
Corporate Seal	<input type="checkbox"/> _____		

Financial Information

Employer Identification Number (EIN) #: _____

Current and previous Form 990s	<input type="checkbox"/> _____	<input type="checkbox"/> _____	<input type="checkbox"/> _____
Current and previous audited financial statements	<input type="checkbox"/> _____	<input type="checkbox"/> _____	<input type="checkbox"/> _____
Financial Statements (if not part of the computer system and regularly backed-up)	<input type="checkbox"/> _____	<input type="checkbox"/> _____	<input type="checkbox"/> _____

State or District Sales-Tax Exemption Certificate	<input type="checkbox"/> _____	<input type="checkbox"/> _____	<input type="checkbox"/> _____
Blank Checks	<input type="checkbox"/> _____	<input type="checkbox"/> _____	<input type="checkbox"/> _____
Computer passwords	<input type="checkbox"/> _____	<input type="checkbox"/> _____	<input type="checkbox"/> _____
Donor Records	<input type="checkbox"/> _____	<input type="checkbox"/> _____	<input type="checkbox"/> _____
Client Records	<input type="checkbox"/> _____	<input type="checkbox"/> _____	<input type="checkbox"/> _____
Vendor Records	<input type="checkbox"/> _____	<input type="checkbox"/> _____	<input type="checkbox"/> _____
Volunteer Records/Liability	<input type="checkbox"/> _____	<input type="checkbox"/> _____	<input type="checkbox"/> _____

Auditor

Banks (include account numbers and type of account {checking, saving, CD, money market, etc.})

Investments/ Financial Planner / Broker Company

Who is authorized to make transfers? Who is authorized to make wire transfers? Are there alternatives?

Who are the authorized check signers?

Is there an office safe? Who has the combination/keys?

Legal Counsel

Closing Documents, Title Insurance, etc...

Human Resources Information

Employee Records/Personnel Info/Payroll

Facilities Information

Office Lease (for renters)
Building Deed (for owners)

Building Management
Office Security System

Insurance Information Company/Underwriter/Policy Number

General Liability / Commercial Umbrella

Directors & Officers Liability

Health Insurance/Dental

Unemployment Insurance

Workers' Compensation

Disability Insurance (short-term) Disability Insurance (long-term)

Life Insurance

