



- Consideration of limitations/authority restrictions to be placed on the acting CEO and related approval
- Defined cross-training expectations including identification of position essential duties and documentation of related procedures
- A plan for monitoring the acting CEO's performance including any changes to the scope, frequency or process of review
- Communication planning

If the Board is preparing for permanent replacement the Chairperson shall, with input and direction from the full Board, establish a plan for recruitment and selection. The Board shall develop a diverse pool of candidates, while at the same time encouraging the professional development and advancement of current employees. If there is a gap between the CEO's departure and the ability for the new CEO to take office, the Board shall appoint an interim CEO in accordance with approved procedures and consistent with the expectations of Board policy.

The CEO shall present the initial succession plan to the Board's Executive Committee for input and approval. The CEO shall review and update the plan at least biennially or as indicated due to changes in personnel, policies or core duties/functions of the position that would result in substantive changes to the succession plan.

B. **Leadership and Key Position Succession Planning:** The CEO shall establish and maintain a plan that details the provision of succession planning for other key positions including:

- Identifying critical and vulnerable positions
  - Determine which positions have no identifiable successor, these positions are most vulnerable to knowledge loss.
  - Consider the impact each position has on the organization's mission; if a vacancy in a position would impact the organization's ability to accomplish their mission it can be classified as critical.
- Developing eligibility requirements for an interim appointment
- Staffing plan for interim/temporary changes (including adjustments to compensation)
- Identifying candidates for interim appointment
- Defining cross-training expectations including identification of position essential duties and documentation of related procedures.
- Planning for appropriate notice to funders, key constituents and community stakeholders.

Succession planning for key positions shall be managed by Human Resources with plans approved by the CEO. Designated personnel shall review and update their succession plan at least biennially or as indicated due to changes in personnel, policies or core duties/functions of the position that would result in substantive changes to the succession plan.

**Communication and Training:**

The Board shall receive a copy of the policy at the time of periodic review and will have an opportunity to ask clarifying questions during the approval process. Employees and volunteers shall receive notice of the Board's policy review and approval including notice of any substantive changes. The notice will provide a link to the policy located on the HH website.

Personnel designated as requiring a succession plan shall have additional training on the specific requirements for plan development and implementation.

**Definitions:**

1. Succession Planning: Succession planning is the process of identifying very important positions in the organization and creating a talent pipeline, by preparing employees to fill vacancies in their organization as others retire or move on. A successor is an employee with the knowledge, skills, and abilities to fill a vacant position until a permanent replacement can be identified.
2. Cross-training: Cross-functional training is an approach to talent development that places employees in a position to learn skills and abilities that are not exercised in their current roles.

**Other Related Materials:**

CEO Succession Plan

Key Staff Succession Plan

**References/Legal Authority:**

[Succession Planning: A Step-by-Step Guide, National Institute of Health, 2023.](#)

[Succession Planning: Essential Guide for HR, Academy to Innovate HR, 2023.](#)

**Change Log:**

Date of Change	Description of Change	Responsible Party
06.2023	This is a new policy	N. Miller, Prog. Eval. Consultant