**NORTHEAST INSTITUTE FOR QUALITY COMMUNITY ACTION**

**SENIOR MANAGER SUCCESSION PLAN GUIDE**

**PURPOSE: To assure a continuity of management leadership and service support for critical agency operations during periods of senior manager staffing transitions and absences.**

**PLAN ELEMENTS:**

**POSITION ASSESSMENT.**

1. **Identify and list the essential responsibilities, skills, knowledge and experience required to address current and emerging work demands.**
2. **Review and update Manager Position Description to incorporate changes suggested by the complected position assessment.**

**CONTINGENCY STAFFING SUPPORT.**

1. **Draft written plan to identify responsibilities for maintaining the continuity of department operations during periods of short (up to 30 days) or longer (+30 days) periods of senior manager absence.**
2. **Provide training and mentorship for assigned Acting Manager(s) to assure that essential responsibilities and support are understood and executed during periods of senior manager absences.**
3. **During periods of longer-term absences provide for the option of contracting with an Interim Manager to maintain a continuity of operations.**
4. **Communicate Senior Manger contingency staffing responsibilities to critical internal and external organizational audiences.**

**SUCCESSION LEADERSHIP PLAN.**

1. **Internal Talent Development Investment.**

* **Continually assess existing staff to identify high potential employees who exhibit the qualities and skills required to assume senior management responsibilities.**
* **Design and implement an organizational senior leadership talent development program for high potential employees including training, job shadowing, mentoring, cross-functional work and project management assignments.**
* **Acknowledge and reward efforts of high potential staff to develop and display management skills and experience.**

1. **Senior Manager Recruitment – Employment.**

* **Adopt Senior Manager separation notification standard (e.g., 6 months).**
* **Review and update Position Description as needed.**
* **Communicate vacancy notification to internal and external audiences.**
* **Review and follow approved Human Resources policy guidance associated with employee recruitment, selection, hiring and introductory work period.**
* **In circumstances of an unanticipated permanent senior manager employment separation, incorporate longer term vacancy Contingency Staffing guidance to maintain essential operations during period of staffing transition.**