

New River Community Action EMERGENCY SUCCESSION PLAN

1. Rationale

In order to ensure the continuous coverage of the executive duties critical to the ongoing operation of New River Community Action and its services to clients, the Board of Directors is adopting policies and procedures for the temporary appointment of an Acting Chief Executive Officer in the event of *an unplanned and extended absence* of the Chief Executive Officer.

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

2. Priority functions of the Chief Executive Officer position at New River Community Action

The full Chief Executive Officer position description is attached.

Among the duties listed in the position description, the following are the key functions of the Chief Executive Officer to be covered by an acting director:

- a. Serve as the organization's principal leader, representative, and spokesperson to the greater community;
- b. Support the Board of Directors:
 - ensure integrity and strength of Board leadership and address issues around clarity of role, governance, bylaws/policies, corporate structure, and membership;
 - assist with recruitment and orientation of new Board members;
 - prepare Chief Executive Officer's report to Board of Directors and attend various Committee meetings;
- c. Convene and lead the Management Team;
- d. Participate in recruitment, interview, selection and evaluation process for directly supervised staff and other key executive level positions;
- e. Work with Board and Management to strategize organization's short-range and long-range program and project goals, particularly in Organizing and Planning:
 - identify overall resource development and public relations goals;
 - establish, maintain, and cultivate relations with donors, foundations, and other resources to support organization programs and activities;
 - maintain accountability for current year operating budget and assets.

3. Succession Plan in an event of a temporary, unplanned absence – SHORT-TERM

- a. Definitions:
 - A temporary absence is one in which it is expected that the Chief Executive Officer will return to her/his 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 sabbatical.
 - A short-term absence is 3 months or less.

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b. Who may appoint the Acting Chief Executive Officer:

- The Board of Directors authorizes the Executive Committee to implement the terms of this emergency plan in the event of the unplanned absence of the Chief Executive Officer.
- In the event of an unplanned absence of the Chief Executive Officer, the Chair of the Board of Directors shall immediately be informed of the absence.
- As soon as feasible, the Chair shall convene a meeting of the Executive Committee to affirm the procedures prescribed in this plan or to make modifications the Committee deems appropriate.

c. First and second back-ups for the position of Acting Chief Executive Officer:

The first back-up appointee will be the Chief Financial Officer. The second back-up appointee will be the Planning Director.

In the event the standing appointee, the Chief Financial Officer, is new to the position and fairly inexperienced with New River Community Action, the Executive Committee may decide to appoint the Planning Director as a back-up appointee to the acting executive position. The Executive Committee may also consider the option of splitting executive duties among the designated appointees.

e. Cross- training for the appointees:

The Chief Executive Officer, with the assistance from the Planning Director and the Chief Financial Officer, shall develop a plan for training the potential appointees in each of the priority functions of the Chief Executive Officer which are listed above in Section 2. The training plan will be attached to this document when the plan is completed. The Human Resources Manager shall have the responsibility of handling the logistics of the plan's implementation.

f. Authority and restrictions of the appointee:

The person appointed as Acting Chief Executive Officer shall have the full authority for decision making and independent action as the regular Chief Executive Officer.

g. Compensation

The Acting Chief Executive Officer shall receive a temporary salary increase to a 10% increase above her/his current salary. If duties are split between multiple staff members, those acting staff will have a temporary salary increase based on duties as percentage of job description of the Chief Executive Officer position.

h. Board committee responsible for the oversight and support to the Acting Chief Executive Officer:

As with a Chief Executive Officer, the Executive Committee of the Board will have responsibility for monitoring the work of the Acting Chief Executive Officer. The Executive Committee will also be alert to the special support needs of the executive in this temporary leadership role.

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i. Communications Plan

As soon as possible after the Acting Chief Executive Officer has begun covering an unplanned absence, Board members and the Acting CEO shall communicate with temporary leadership structure to the following key supporters external to New River Community Action:

- Government contract officers
- Local government leaders
- Community Partners
- Major donors, United Ways, foundations

4. Succession Plan in the event of temporary, unplanned absence—LONG-TERM

a. Definition

– A long-term absence is one that is expected to last more than 3 months.

b. Procedures

- The procedures and conditions to be followed shall be the same as for short-term absence with one addition:

The Executive Committee will give immediate consideration, in consultation with the Acting Chief Executive Officer, to temporarily back filling the management position left vacant the by Acting Chief Executive Officer. This is in recognition of the fact that, for a term of more than 3 months, it may not be reasonable to expect the Acting Chief Executive Officer 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 Chief Executive Officer needs assistance.

5. Succession plan in event of PERMANENT unplanned absence

a. Definition

- A permanent absence is one in which it is firmly determined that the Chief Executive Officer will not be returning to the position.

b. Procedures

- The procedures and conditions shall be the same as for a long-term temporary absence with one addition:

The Board of Directors shall appoint a Transition and Search Committee to plan and carry out a transition to a new permanent Chief Executive Officer.

6. Approvals and maintenance of record

a. Succession plan approval

- This succession plan will be approved by the Executive Committee and forwarded to the Board of Directors for its vote and approval.

b. Signatories

- This plan shall be signed by the Board Chair, the Chief Executive Officer, and the appointees designated in this plan.

c. Maintenance of this record

- Copies of this plan shall be maintained by the Board Chair, the Chief Executive Officer, the Planning Director, the Chief Financial Officer, the Human Resources Manager, and the New River Community Action corporate attorney.

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ATTACHMENT A.

New River Community Action CHIEF EXECUTIVE OFFICER Job Description

General Description:

As Chief Executive Officer of the agency, under the direction of the Board of Directors, the Chief Executive Officer is responsible for the successful leadership and management of the agency according to the policies and strategic direction set by the Board of Directors. The Executive Director will ensure full compliance of all Federal, State, and Local program guidelines in the administration of all agency sponsored programs. The Chief Executive Officer responsibilities include leadership, operational/ program/ human resources and financial planning and management, public and community relations, resource development and risk management.

Duties and Responsibilities

1. Oversees the planning, implementation and evaluation of the agency's programs and services. Ensure that the programs and services offered by the agency contribute to the agency's mission and reflect the priorities of the Board.
2. Oversees the efficient and effective day-to-day operation of the agency.
3. Attends all Board meetings and Board committee meetings. Identify, assess and inform the Board of Directors of internal and external issues that affect the agency.
4. Works with the Board and staff to secure adequate funding for the operation of the agency. Maintain constant flow of data and review regarding grant applications.
5. Professionally represents NRCA in the community. Maintain a positive image of the agency within the community as a whole.
6. Oversees the overall financial management of agency following financial policies and procedures.
7. Oversees the overall supervision and management of agency personnel following agency personnel and hiring policies and procedures.
8. Participates with the Board of Directors in developing a vision and strategic plan to guide the agency.
9. Maintains an efficient program and fiscal data flow with all funding agencies.
10. Communicates with stakeholders to keep them informed of the work of the agency and to identify changes in the community served by the agency
11. Establishes good working relationships and collaborative arrangements with community groups, funders, local government, elected officials, and other agencies to help achieve the goals of the agency
12. Oversees draft of policies for the approval of the Board and prepare procedures to implement the organizational policies; review existing policies on a regular basis and recommend changes to the Board as appropriate
13. Identifies Board training needs and facilitate the training. Provide new Board members orientation of the agency.
14. Implements an effective Public/Community Relations & Resource Development plan.
15. Oversees management of agency facilities and vehicles.
16. Participates in conferences and/or monitoring visits as deemed necessary by either federal or state agencies.
17. Works within required state and federal guidelines; follows agency policies and procedures in all areas. Ensure all compliance of program guidelines and regulations.
18. Maintains strict confidentiality regarding personnel, agency, fiscal and client information.
19. Personally reports to Department of Social Services all suspected child, aged or incapacitated adult abuse and neglect as required by law and document accordingly.

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20. Performs all other duties that advance the philosophy and goals NRCA and its programs as deemed necessary by the Board of Directors.

Supervision Responsibilities

Directly supervises Chief Financial Officer, Planning Director, Director of Community Services Programs, Executive Assistant/Communications Specialist, Director of Early Childhood and Family Services, To Our House Coordinator, and AmeriCorps Coordinator. Conducts orientation, documents on-going performance and completes performance appraisals for all staff supervised by this position. Reviews and approves performance appraisal documents for next level of management.

Qualifications

- Master's degree in Social Sciences, Planning, Public Administration or any other related field or a related field or another degree with an equivalent number of credits in a related field plus experience equivalent to five years supervisory level experience
- Experience in personnel and fiscal management essential. Federal and State Program Grantsmanship experience a must.
- Experience in personnel management, social planning, community/human service agencies, and public administration extremely helpful.
- Residency within New River Valley (Floyd, Giles, Montgomery, Pulaski Counties; City of Radford).

Knowledge, Skills and Abilities

Excellent verbal and written communication skills.

Use of computer skills in daily workload.

Ability to organize, prioritize and manage workloads. Ability to handle multiple tasks under pressure. Ability to be flexible and deal with unexpected situations.

Must maintain regular attendance and perform job duties and responsibilities in a satisfactory manner.

Prior to employment, the applicant must sign authorizations for NRCA to perform DMV and Criminal Record Checks to demonstrate that a satisfactory driving record and no pending or founded charges or convictions related to abuse, neglect, and/or exploitation of children or adults (or other felony or misdemeanor charges which would conflict with the mission and philosophy of the agency).

Driving is an essential function of the job. Must possess valid driver's license and safe driving record. Must be able to drive up to 4 hours per day, but may be required to drive more than 4 hours in a given day. Some night/overnight driving may be required for night or out of town trainings or meetings.

If agency vehicle is unavailable, must have vehicle with valid inspection and insurance meeting minimum state requirements available for transporting individuals and families within the New River Valley, and in pre-approved cases outside the New River Valley. Mileage reimbursed by NRCA.

Pay Scale:

Salaried, exempt position. Full-time.

This position is classified as grade 34 on NRCA pay scale table currently in force.

Job Description as approved by Board of Directors December 18, 2015