



RESOURCE: EMERGENCY SUCCESSION WITHIN YOUR ORGANISATION

We would all like to think that our Manager would stay with the organisation forever, or at least give us warning if they were planning to go. However, there are times when unexpected circumstances can mean they move on with little or no notice. Replacing a key person can take weeks or months, so in order to ensure the smooth running of your organisation while an appointment is made, it is essential that you have an emergency succession plan in place. How prepared are you?

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| <p>If your CEO left unexpectedly tomorrow...</p> | <p>0 = Not at all 1 = We talked about it ages ago 2 = We talked about it recently but didn't document anything 3 = We're completely sorted</p> |
| <p>Do you know who would step in as an interim Manager? What policies do you have in place about trustees acting as Manager? Do you have a policy about the length of time your organisation can operate with an interim leader?</p> | |
| <p>Do you know how the interim Manager would be inducted into their role? How would the role be explained to staff? Will the interim Manager have expectations of remaining in that role long-term? How will this be addressed?</p> | |
| <p>Do you know if the interim Manager would receive extra compensation for taking on the role? Do you have a policy regarding salary increases or additional compensation for short-term responsibilities?</p> | |
| <p>Would you be able to immediately start the recruitment process? Do you know what the process is? Is their job description, KPIs, and person description up-to-date?</p> | |
| <p>Do you know who would communicate the Manager's leaving to key stakeholders? Do you know who those key stakeholders are and how to get hold of them?</p> | |
| <p>Are all trustees aware of what would happen? Would their role change in any way? Would they need to meet more regularly during the transition? Would there be expectations of specific trustees?</p> | |
| <p>TOTAL SCORE:</p> | <p>/18</p> |

The higher your score, the more prepared you are for the unexpected leaving of your Manager. If you have scored less than 12, you may like to spend some time discussing these questions at your next Board meeting.