# Emergency Back-up Succession Plan for Essential Personnel and Core Functions

**Chief Executive Officer**

In order to ensure the continuous coverage of executive duties critical to the ongoing operations of [Foundation], the Board of Directors has had in place a CEO Emergency Succession Plan in the event of an unplanned and extended absence of the Chief Executive Officer. The CEO Emergency Succession Plan is regularly reviewed and updated at the annual board meeting in April.

**Finance/Payroll, Technology, Grants**

The capability to use the technologies in place to perform our work and the ability to pay our employees, vendors and partners are considered essential and core functions or services at the Foundation and necessitates a plan for how these functions and services will continue in the event of an emergency. The following items should be included in the plan.

1) Department heads should identify secondary personnel who have the skills and abilities to perform other functions *(see attached template with examples)*. Such personnel may be:
   a) Employees in the same department as those who normally perform the function.
   b) Employees who have previously performed the work and are currently employed elsewhere in the Foundation.
   c) Employees who can be trained either in advance of the need or on-the-job when the need arises.

2) Department heads should consider prioritizing functions within these core areas so that it is clear what functions are critical vs. those that are less critical and can be deferred if essential personnel were absent for a short period of time. If possible, classify different functions as:
   a) Essential and Core Services
   b) Necessary Services
   c) Deferrable Services

3) The Foundation should identify other personnel who may be available to perform the priority functions. It may be helpful for leaders to develop a pool of personnel to call upon. Such personnel may include retired employees, former employees, temporary workers and contract workers.

4) Department heads should identify and document all critical information and a contact inventory that is kept up to date *(see attached template with examples)*.
   a) Include SOPs and other helpful documents as part of this inventory

5) Identify where this Back-Up Plan will be stored and where executive team and team members can gain immediate access when needed:
   a) SharePoint, hard copy and thumb drive storage should be considered
   b) Offsite storage such as (TBD) should be considered

**All Other Personnel**

All positions in the organization should have a back-up in the event of an unplanned and extended absence of the job incumbent following step 1 above. A written staffing plan for all positions should be included as part of a comprehensive Emergency Back-Up Succession Plan.

**Back-Up Personnel**

| Position/ Function | Current Incumbent | Back-up Personnel | Secondary Back-up | Notes |
|---|---|---|---|---|
| Payroll Administrator | Rosa Wages | Ben Banks | Fidelity | Ben will be cross-trained to perform all payroll functions by (TBD) |
| | | | | |

**Contact Inventory**

| Subject | Name of Company | Key Contact | Phone No. | Email | Notes |
|---|---|---|---|---|---|
| Legal | Felons & Fraud | Frank Felons | 123-456-7890 | ffelon@felonsnfraud.org | Tax and corp. lawyers |
| Finance | Investment Custodian | Johnny Cash | 234-567-8901 | jdoe@bearmarket.org | Signers to account: Board Chair, CEO, CFO |
| Office Security | DataWatch | Bob Fob | 345-678-9012 | bfob@datawatch.com | Account No: 12345 See SOP here |
| | | | | | |

**Critical Information/Records**

| Subject | Item | Storage Location | Notes |
|---|---|---|---|
| HR | Personnel Records | SharePoint/HR/Employee Records | Stored according to Active or Inactive and then by employee name |
| HR | I-9s | RedCarpet Onboarding | Stored by individual name |
| Governance | Board Meeting Books | SharePoint/Governance/Board Materials Archive | Stored by Date of Board Meeting |
| | | | |

**\*\*Note:** The above templates are a guide for the minimum required for the plan. Please add additional narrative or categories as needed to provide a more complete emergency back-up plan for your core function.