



## **Seacombe Softball Club**

### **Succession Planning Procedure**

Version 1 created November 2017

#### **Benefits of Succession Planning**

Succession planning is about preparing for a smooth transition from one volunteer to the next in all of our key club roles.

Potential benefits of succession planning are that it:

- prepares Seacombe Softball Club for future volunteer needs
- preserves the knowledge that exists within Seacombe
- encourages Seacombe to identify potential leaders and future volunteers
- allows time to provide formal or informal training to potential volunteers
- allows for a smooth handover from one volunteer to the next
- increases the availability of experienced volunteers who can fill in or take on roles if a position becomes vacant
- allows planning for future training needs of all volunteers
- enables Seacombe to share the load among volunteers and avoid volunteer burnout
- creates a more appealing environment for volunteers.

#### **Barriers to Succession Planning**

Some common barriers, that Seacombe will work towards overcoming are:

- The club succession plan involves too much administration and creates too much work for volunteers.
- Not all Board/Committee members are committed to the idea of succession planning and don't understand the benefits, which leads to a superficial approach.
- The club has a limited volunteer base.
- The club has limited access to resources to invest in the succession planning process.
- The committee or board feel the need to succession plan is not immediate, leading to lots of talk and little action.
- The club fails to continually review and improve the succession plan.
- The club adopts a rigid and inflexible approach that is not tailored to specific needs of the club and individuals within it.

#### **Succession Planning**

Key steps that Seacombe will undertake to ensure the smooth transition of key volunteers:

- Discuss the benefits and the processes of succession planning with the committee and expect full commitment to it.
- Embrace a positive approach to change, consider using change management techniques .
- Develop a club succession plan - keep it brief, manageable and transparent.

- Action the succession plan, review it, improve it and keep it moving.
- Establish a club culture where people want to volunteer for the club and are not scared of doing so.
- Look widely for potential volunteers, consider a range of people.
- Create positions for youth on the club committee, or establish a separate committee of youth only, who feed ideas to the main committee through a representative. This also helps young people to gain committee experience.
- Determine who the key volunteers in the club currently are, the key positions in the club, and when the positions will / may become vacant.
- Have clear role descriptions for these positions:
  - include preparing for one's exit from a role, as part of every role description.
  - include a tenure in most role descriptions.
- Ensure that at least one other person in the club has a good working knowledge of each role in case they need to step in.
- Provide training for volunteers where appropriate.
- Commit to good record keeping (position folders, policies, procedures, database of volunteers, etc).
- Enlist the help of people to identify and suggest potential successors.
- Establish a Volunteer Exit Checklist and Handover Report and possibly conduct an exit interview, so the volunteer does not just disappear and take all their valuable knowledge with them (see Succession Planning – Handover procedures).

### **Developing Potential Volunteers**

Developing volunteers is an important aspect in succession planning. The question is when do you start a succession plan for each role? All organisations adopt different approaches and it will depend on many factors including the tenure of the position and the availability of personnel. Essentially it is never too early to start identifying and recruiting potential successors, exposing them to, and teaching them about the role.

To prepare potential successors, Seacombe will:

- develop a plan to prepare potential successor volunteers
- identify potential successors
- establish a future leaders program to prepare young or potential volunteers
- establish a mentor program, where experienced people mentor new or young people into a role before they take it on, and in their first few months/year
- where possible, have a person shadow an existing volunteer in their role, ie sit in on meetings or stand on the sidelines with a coach, which provides the opportunity to observe the role in a very non-threatening way
- introduce potential volunteers to key people who could give them greater insights and put them at ease with the role
- provide potential volunteers brief opportunities to take on part of a role, or a task associated with the role, or to act in the role when a position holder is on holidays or away
- ask for their opinion about the role and its potential
- where possible determine small, short-term roles or tasks for youth.

### **Current Committee Members Preparing for their Own Exit**

Current committee members will identify potential successors and each current volunteer will be encouraged to:

- keep up-to-date and accurate records of their role and the processes they follow
- plan for someone to take their place one day

- mentor potential successors
- have open communication with club if they are planning to leave
- complete a Handover Report (see Handover checklist).
- Complete a Exit Interview (see Exit interview checklist)

## **Policy Review**

This policy will be reviewed regularly to ensure it remains relevant, practical and that it reflects the Club's expectations and legal requirements.

Policy last reviewed on November 2017

Name

Club President

Signature

Date

Name

Club Secretary

Signature

Date