



# SUCCESSION POLICY

Succession planning is planning for when a person who currently holds a key position or important skills moves on or is no longer available. Succession planning is also about retaining current volunteers as well as engaging new volunteers.

Potential benefits of succession planning are that it:

- Prepares the club for future volunteer needs
- Preserves the knowledge that exists within the club
- Encourages the club 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 the club to share the load among volunteers and avoid volunteer burnout
- Creates a more appealing environment for volunteers

**To ensure the smooth transition of key volunteers GGLAC committee members will:**

- Discuss the benefits and the processes of succession planning
- Embrace a positive approach to change
- Action the succession policy, 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
- 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:
- 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

At GGLAC we have identified some key areas of volunteer succession planning

- Strategic planning
- Current, outgoing and new volunteers
- Developing positive culture at the centre
- The 'public face' of the centre

## **Strategic Planning**

A Strategic Plan maps the future direction of the centre. Best developed with the input of all and volunteers, members and stakeholders. A Strategic Plan helps identify key skills needed to achieve the centres mission, defines skills and resources required and provides a tool to attract new volunteers while keeping the current volunteers inspired. The strategic plan will be reviewed annually.

## **Current Volunteers**

At GGLAC we are committed to showing that our volunteers are valued by providing them with appropriate projects, recognising and developing their skills, including them in planning, honouring outgoing volunteers, and acknowledging and rewarding achievements.

People are attracted to an organisation for a variety of reasons, but are especially keen to join positive, successful and happy organisations therefore we will promote the success of the centre both internally and externally

Each volunteer is 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

## **Outgoing Volunteers**

It is important to have a transparent, brief and consistent procedure for when a volunteer is preparing to depart their role. GGLAC request that volunteers have open communication with the centre if they are planning to leave. To support this process and the incoming volunteer we have developed a volunteer exit checklist (see appendix one) and a volunteer handover report (see appendix 2)

- **Volunteer Exit Checklist**  
This document can be completed by a committee member. It includes such information as whether keys, folders, equipment etc has been collected, whether the handover report has been completed, if there are any outstanding financial issues, whether the exiting position holder has been officially thanked for their contribution, etc.
- **Volunteer Handover Report**  
The volunteer will complete this before departing the role or club. It requests such information as who their key contacts and support people are, any outstanding issues to follow up, any major changes to the role description or to the procedures of the role, any feedback or recommendations they may have either to the successor or more broadly to the club.

## **New volunteers**

We acknowledge that there is not one blanket recruitment message or strategy that will successfully entice all potential volunteers. Recruitment/promotion strategies may include:

- word of mouth
- club newsletters

- face to face
- club website
- internal
- existing members
- noticeboards
- social media

Developing volunteers is an important aspect in our succession planning. To ensure the successful development of potential and new successors we will

- identify potential successors
- Welcome volunteers through nurturing, training, learning and inclusive behaviours
- Conduct induction programs
- establish a mentor program, where experienced people mentor new people into a role before they take it on, and in their first few months/year
- establish a 'buddy system' for new recruits
- have a person shadow an existing volunteer in their role, which provides the opportunity to observe the role in a 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
- Consider who our volunteers are, what they are looking for by volunteering, and what particular skills they bring to the centre
- Encourage and support training initiatives and skill development such as mentoring programs, workshops, internal and external training. This enhances confidence and willingness to tackle new challenges and roles within the organisation

### **Developing a positive Centre Culture**

GGLAC acknowledge that the environment of the centre determines how welcome current and potential and new volunteers feel. We strive to be inclusive of all members by:

- Actively welcome new volunteers
- Acknowledging Initiatives often work better when implemented by those who generate them and therefore encouraging and accepting ideas from new volunteers
- Encouraging a diverse group of volunteers to develop a varied skill set
- Actively recruit new volunteers
- Providing clear job descriptions and personal specifications
- Offering personal praise where appropriate
- Providing identification badges and volunteer shirts
- Publicly acknowledge volunteers and presenting awards

### **'Public face' of the centre**

At GGLAC we acknowledge that public perception of the centre impacts on volunteer retention and succession. The way the centre is communicated in all promotional items, programs and partnerships is critical in retaining volunteers and attracting new team members. Therefore, we will:

- Actively promote the centre, including all activities and events

- Inform volunteers about current promotions and programs
- Form networks and partnerships
- Seek mutually beneficial partnerships
- Be open to partnerships with the local council
- Develop a real understanding of the local council's short and long-term goals and think strategically about how the centre may be able to provide and receive benefits.

## **Review**

This policy will be reviewed annually by the committee.

Policy developed: Mar 2018

Policy reviewed without change: Mar 2019, Jul 2020, Jul 2021

Date for next review: Jul 2022

Volunteer Exit Checklist (appendix 1)

<b>Volunteer Exit Checklist</b>			
<b>Name</b>		<b>Duration of Tenure</b>	
<b>Position</b>		<b>End of Tenure Date</b>	
<b>Item</b>	<b>Details</b>	<b>Returned to Who</b>	<b>Date Completed</b>
Completed Handover Report			
Returned the Position Folder			
Exit Interview Conducted			
Return Club Keys			
Remove Signatory for Club Account			
Outstanding Money Paid to the Club			
Returned Equipment			
Missing Equipment			
<b>Checklist completed by club representative:</b>		<b>Exiting volunteer:</b>	
<b>Name</b>		<b>Name</b>	
<b>Position</b>		<b>Position</b>	
<b>Date</b>		<b>Date</b>	

<b>Signature</b>		<b>Signature</b>	
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Volunteer Handover Report (appendix 2)

<b>Volunteer Handover Report</b>			
<b>Name</b>		<b>Duration of Tenure</b>	
<b>Position</b>		<b>End of Tenure Date</b>	
<b>Overview of Club Business</b>			
<b>Key Contacts for this role</b>			
<b>Outstanding Issues / Follow up</b>			
<b>Any changes to the role description</b>			
<b>Any changes to procedures</b>			
<b>Are you willing to be contacted if the club needs to seek clarification</b>			
<b>Recommendations/advice for successor</b>			
<b>Recognised club strengths</b>			
<b>Recommendations / advice for club</b>			
<b>Other notes/comments</b>			