

## SUCCESSION PLANNING (Volunteers and Professional Staff)

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### Common Principles (Volunteer and Staff)

- Include Succession Planning in the quadrennial Strategic Planning Process
- Educate everyone on the importance of Succession Planning – in particular, make everyone aware of the importance of Succession “timing” – plan the right time for succession to occur. Include “exit strategies” for personnel in the process.
- Monitor/evaluate competencies and skill sets required for effective governance/management – always ensure that there is an effective evaluation process in place.
- Ensure that up to date and detailed job descriptions are available for all posts.
- Understand generational “motivators” – what drives an individual to serve?
- Look outside the traditional sport silo’s for recruitment.

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### Volunteer Succession Planning

- Ensure that there is a formalised “Planned Succession” system in place for key Board posts. In particular, focus should be on creating a “President in Waiting” post two years out from the next Presidential election.
- Ensure that there is a staggered term principle at the Board level to manage appropriate Board turnover – suggested that turn-over should be no more than two posts per year (although this depends on Board size).
- Create a “Succession Committee” (could be an extension of the Nominating Committee function) that creates and manages an on-going active list of potential Board members.
- The Chair of the Nominating Committee can also act as a Board “Ombudsman” as a formal monitor of President and Board performance.
- Create close ties with Alumni groups or individuals for possible Board member recruitment (including ex-athletes with the appropriate skill set).
- Use Advisory Boards as a potential source for new Board members.
- Ensure that there is an effective Board professional development and recognition programme in place.
- Extend professional development opportunities to the PSO level as a way to identify future potential national

## 2. SUCCESSION PLANNING (Volunteers and Professional Staff)

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### Staff Succession Planning

- Instigate a formal succession plan for senior management, recognizing the sensitivities of information but managing it in the context of the association's progressive needs.
- Commit to a strong performance appraisal system and, likewise, an effective compensation and recognition programme.
- Pay well, but know what an effective compensation package entails.
- Use a third party to establish appropriate compensation package standards (market driven).