

SUCCESSION PLANNING

Volunteer Recruitment & Retention



THE CAMOGIE ASSOCIATION
2021

Succession Planning

OVERVIEW



- This a process of identifying and developing new leaders who can replace current leaders when they leave or retire.
- Succession planning increases the availability of experienced and capable volunteers that are prepared to assume these roles as they become available.
- Taken narrowly, "replacement planning" for key roles is the heart of succession planning.

“Have a bias towards action – let’s see something happen now. You can break that big plan into small steps and take the first step right away.”

– Indira Gandhi

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- Importance of Succession Planning
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What is Succession Planning?

BACKGROUND

- Succession planning is when a Unit puts systems in place to ensure when key people leave roles on the committee, the Unit is not left with an immense lack of knowledge or expertise and that there is someone ready to step into the role.
- This type of planning also ensures that the club, county or provincial committee become a reflective group; that they can see where they have come from, where they currently are and where they would like to be.
- Succession planning ensures that all objectives from development plans can be achieved by having the right volunteers in the right roles.
- During the AGM will be when most changes occur and there will be some natural turnover over time, however a high rate of turnover can be problematic.



Importance of Succession Planning



If there are a small number of members doing the work; not only will the quality decline but if one of these people decide to leave the aftermath can be significant.

They may have systems in place that only they understand.

The role that person carries out may overlap with others and can make the position appear to be a much bigger undertaking, this may discourage other to step up to the role.

It often encourages other to leave at the same time, leaving many more roles vacant on the committee.

Lots of knowledge and expertise is lost and the Unit has to start from scratch and no development is evident.

For committees to be successful it is essential that all are able and willing to delegate.

The Key to a Good Succession Plan...

- Have clear role descriptors.
- Devise a clear development plan so new members will know the direction and priorities.
- Keep a copy of the policies and procedures so volunteers know how tasks should be completed and ensures consistency.
- Plan when roles are likely to become vacant and identify new volunteers who would have skills for these roles.
- Have clear indicators for success which can then be used for determining how effective the plan was within the club or county



Succession Planning

POSITIVES



- Knowledge is preserved
- Continuity when there is volunteer turnover
- Recognition and reward for long serving volunteers to become mentors and share knowledge
- Clear plan for volunteer progression
- Minimise volunteer burnout and volunteers are aware that they are not 'stuck' in a position
- Motivates volunteers and provides a clear pathway
- Provides opportunities for young people to become more involved and connected
- Encourages more thoughtful and diverse recruiting
- Development and retention of talented volunteers
- More engaged volunteers as their role is best suited for their skill set
- Volunteers have access to training
- If a volunteer leaves, there is a clear support system for new volunteers

Succession Planning

CHALLENGES



- Too much administration creates too much work for volunteers
- Traditional view on leadership within units
- Not all members having a shared vision for direction of development or succession
- Recruitment and selection is not transparent can become political or divisive
- Personalities, ego and personal agendas can get in the way of decisions
- Poor record keeping or having an unclear succession plan or failure to review and improve succession plan
- Fearful of change
- Inadequate training
- Limited number of volunteers
- If not transparent can cause conflict
- Not all members understand the benefits of succession planning

Some personalities which can be challenging:

- *A person who feels the unit cannot run without them*
- *A person who has been around a long time and runs a system that only they understand*
- *Longest serving members believing they deserve the best positions*
- *Long time committee members who fear change*

Best practice when developing an effective succession plan



Before beginning:

- Discuss benefits of succession planning and expect full commitment.
- Embrace a positive change.
- Plan should be brief, manageable & transparent.
- Establish a Unit culture for planning & evaluation.

KEY STEPS IN SUCCESSION PLANNING



Establish current position and identify needs of the unit

Identify skills required for the roles

Find potential volunteers for the positions

Develop and prepare potential successors

Evaluate plan

Establish current position and identify needs of the unit

STEP 1

● Complete a review of the Unit's position (Appendix 1):

- What does the Unit do well?
- What does it need to do next?
- What changes do you want to see in the next 3-5 years?

Identify key roles within the unit:

- Make a list of the roles (not the individuals)
- Assess vacancies that are expected (Appendix 2)



Identify skills required for the roles

STEP 2



Break down the roles into responsibilities and knowledge required – this is very helpful to make volunteers aware of what is expected from them.

Talk to those who are in the roles (Appendix 3)

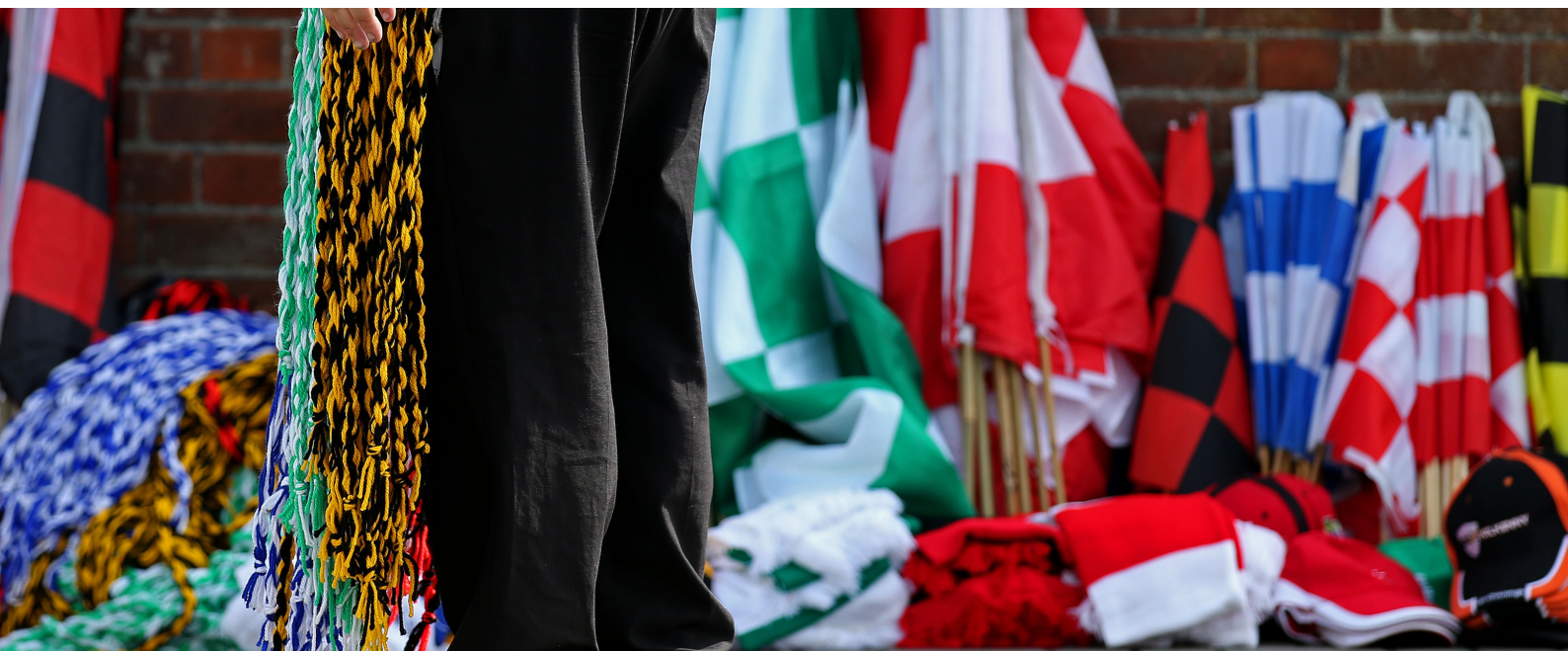
- Why is the role important?
- What are the 3 main objectives for a person in that particular role?
- What are the skills required?
- Would there be any previous experience that would help with this role?
- Any knowledge required?
- Any expertise or personal qualities that would be beneficial for this role?

Find potential volunteers for the positions

STEP 3

Getting the right people into the right positions is essential for running a successful committee.

- Use the role descriptors created in step 2 to match skills of volunteers into positions.
- Who has done similar work in the past?
- Do any of the roles require the volunteer to be a fast learner?
- Are there any future leaders within the club, county or province that could take on roles?
- Are there any volunteers who may not have played or have retired from playing that have knowledge that could be used for any of the roles?
- What qualities do your willing volunteers have?



Develop and prepare potential successors

STEP 4



It is essential that volunteers receive training to ensure they can fulfil the roles to the best of their abilities.

This training could take many different forms:

Formal training courses:

- CLDP Joint Officer training
- Camogie specific training & webinars

Informal training held by members

Shadowing someone in the role (preferably for a year before they take on the role)

Give special assignments or projects to encourage development

Job rotation within the committee

Teambuilding and leadership training

Mentoring from previous role holders

Each role should have an assistant, it's impossible for each person to attend all meetings, having an assistant to do the role in their absence is an excellent way to ensure they are trained and ready to take on the position.

Evaluate the Plan

STEP 5

- **Evaluate the plan itself**
 - Is the plan having a positive impact?
- **At the beginning of the plan, decide on clear indicators to measure effectiveness and who is accountable for the plan.**
- **Examples of key performance indicators could include:**
 - Number of volunteers involved
 - Time taken to fill a position
 - Feedback from members and committee
 - Volunteer satisfaction
 - Reason for departure
 - Is there a mentor for each key position?
 - Is there a successor in place for each position?
 - Are all records being kept up to date?
 - Are volunteers being offered or participating in training?
- **Keeping the plan up to date and relevant to the Unit:**
 - Continue to monitor who is leaving their position.
 - Who is ready for the next step?
 - Are the position roles still up to date?
 - Should new positions be created to help delegate the workload?

A plan will only continue to be successful if it is evaluated on a regular basis.



Final Points to consider...

RECRUITMENT & RETENTION



These are some final key points to consider when aiming to improve succession planning within the Unit:

- Encourage experienced officers at club level to use these skills at a higher level – encourage skilled members of your committee to share their knowledge and this will help to make them feel rewarded.
- The ideal is to have a 'vice' for each position who can attend some meetings and take on some of the duties and ready to step into the position when it becomes vacant.
- When new members of the committee join try and ensure they can mentor/shadow a position to ensure they are aware of tasks they could be expected to carry out.
- Ideally each committee should have an induction – this could take many forms including lists of policies/guides for particular tasks/small projects that could be undertaken to help familiarise new members with tasks.



Appendix 1

REVIEW OF CURRENT STATE OF CLUB OR COUNTY COMMITTEE



Review of current state of club or county committee

Date: _____

Attendees: _____

What does the unit do well?

What does it need to do next?

What changes do you want to see in the next 3-5 years?

Agreed Date of Review: _____

Appendix 2

TEMPLATE TABLE FOR EXPECTED VACANCIES

Role	Maximum number of years person can fill role	Name of person in role	Number of years held position	Number of years before person will need to be replaced
Chairperson	5			
Secretary	5			
PRO	5			
Treasurer	5			

Appendix 3

ROLE SURVEY

Role: _____ Person Currently in position: _____

Number of Years Experience: _____

Why do you feel the role important?

What are the 3 main objectives for your role?

- 1.
- 2.
- 3.

What are the skills required?

Would there be any previous experience that would help with this role?

Any previous knowledge or knowledge that needs to be learned required?

Any expertise or personal qualities that would be beneficial for this role?

Appendix 4

THERE ARE SOME POSITIONS WHICH REQUIRE SKILLS THAT PEOPLE WHO CARRY OUT CERTAIN JOBS WOULD POSSESS:

Role	Examples of skills required	Examples of jobs that require those skills
Chairperson	Leadership, organisation, communication skills, negotiation, fair, respect confidentiality and ability to delegate.	Manager in any profession, Teacher , Solicitor, Doctor
Secretary	Enthusiasm, dedication, leadership, committed, passionate, confidentiality, Honesty, minute-taking, computer skills, good record keeping	Office worker, Teacher , Manager in a company, Customer service advisor
Treasurer	Ability to deal with money, good record keeping, good communicator, ability to report to auditors, committees etc. honesty, confidentiality.	Accountant, Book keeper, Small business owner, Business manager , Bookkeeper
Coach	Knowledgeable of sport and skills required, organised, good communicator, ability to work as part of and lead a team	Coach, Teacher, Current or Ex-player
PRO	Excellent oral and written communication skills, good organisational skills, ability to work in a team, knowledge of social media and association policies	Any profession within Media, Small business owner or manager

Further Information

VOLUNTEER TRAINING



If you require any further information or help you can:

- Contact Camogie Association Staff
 - Provincial Staff
 - National Staff
- Camogie Association Website
 - www.camogie.ie

The Camogie Association will be providing online training and workshops to help Units engage with succession planning – volunteer recruitment and retention throughout 2021.

If you have any further questions or comments please contact the Camogie Association Learning and Development co-ordinator: pamela.frizelle@camogie.ie



Volunteer Training



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