



SUCCESSION PLANNING—A VALUABLE RETENTION/RECRUITMENT TOOL

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DID YOU KNOW that succession planning is a key goal at St. John Ambulance because it has implications for the entire organization and can be used as part of effective retention and recruitment methods?

What would happen if a key volunteer/employee left unexpectedly tomorrow without notice? There are many reasons why individuals leave an organization. Some are planned departures and others are unexpected. This is a reality of the workplace. Succession planning should be one of the components of any volunteer/employee retention and recruitment program,

Succession planning acknowledges that volunteers/employees will not be with an organization indefinitely and it allows us to put a process in place for addressing such changes. Without it, an organization may not have a means of ensuring that the programs and services that are crucial to its operation are sustained beyond the tenure of the individual currently responsible for them.

The benefits of developing a succession plan are endless. Listed below are just a few key rewards:

1. a process that identifies qualified, motivated people who are ready and able to take over when current volunteers/employee leave;
2. opportunities to regularly review and adjust the alignment of skills, knowledge and attitudes with the mission of the organization for a particular position;
3. capacity to react in a planned manner to unexpected departures as well as to planned retirements and other job transitions;
4. provision to identify and transfer key knowledge and information that might otherwise be lost to the organization; and
5. reassurance for the departing individual that their decision to leave is not likely to cause undue hardship to the organization.

Steps towards successful succession planning:

1. Identify current volunteers/staff who could step up to replace the vacancy, either on a temporary or long-term basis.
2. Develop a list of key positions and develop procedure manuals for essential tasks carried out by these key positions, include step-by-step guidelines outlining the skills sets and ensure these are updated and reviewed on a regular basis.
3. Document what information will need to be readily accessible to those choosing the successor and for the successor.

Look upon succession planning as an insurance policy.

Further information on Succession Planning available on Charity Village website - Charity-village.com (English only); and Human Resources Management Overview – hrcouncil.ca/hr_overview/pg004_e.cfm (English and French)

DID YOU KNOW?

AN INFORMATION SHEET FOR ST. JOHN AMBULANCE