

Australian Men's Shed Association
SHOULDER TO SHOULDER

A Men's Shed Succession Planning Policy Statement

Succession Planning Policy Statement

1. Introduction

Succession planning should be an integral function of our Business Planning and a major Risk Management strategy to ensure that:

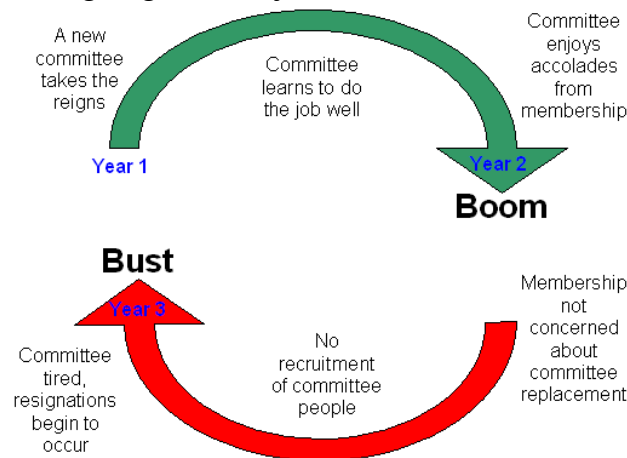
- Forward planning has been undertaken
- All concerned are aware of what is required of them
- Who has authority to undertake particular tasks in the event of an emergency succession.

Leadership plays an essential role in the success of the Men's Shed. A change in the leadership is inevitable and the need for Succession Planning is felt most when an unanticipated departure takes place at short notice.

A problem typically faced by Associations is finding people to serve on Management Committees and/or Boards. It is a problem that the general membership prefers not to know about. So long as there is a committee in place, there is no need to worry. It is certainly a problem for those on the Committee who are faced with large amounts of work and very few people to share the workload.

Efforts to recruit new Committee members are often met with excuses such as "I don't have the time", thus showing no understanding for those who **do** serve on Committees. It may be more a case that they do not want to **give** any time.

It is also a problem not only for the Committee member but also for the Men's Shed itself. It is inevitable that Committee and Board members will only serve 2 - 3 years before stepping down or resigning. It is only fair and reasonable that others should step in and take over.



Succession planning for the Executive of the Management Committee should take into account:

- a. **Long Term/Future**- transition of all Executive positions
- b. **Emergencies**- unexpected 'vacancies' due to illness, resignation, 'leave' or death (both short term and long term)

Management Committee Positions particularly affected by Succession planning may include:

- President/Chair
- Vice President/Chair
- Treasurer
- Secretary

2. Long term-transition for Executive positions

The most effective approach is to create a leader recognition and development Succession Plan. This focuses on acknowledging the role played by volunteer Committee members and developing members to take on greater responsibilities over time.

Potential Strategies

1. Keep ahead of Committee needs both in terms of numbers, balance and the skills that you will need so that '*recruitment*' can be planned
2. Recruit *well in advance* where possible through personal approach
3. Select a *suitable person to make the approach* to potential Committee members – someone who is enthusiastic about their role, is positive about volunteering and can sell the merits of involvement
4. Recruitment and nominations should be called for and made in writing ***well in advance*** of the AGM. This will require 'head hunting' to get the numbers and the right mix of motivation, skills and experiences needed
5. It is worth *advertising* that nominations for positions have been filled as a means of getting more members to attend.
6. Some members will not attend an AGM if there is a fear of getting 'roped in' on the day
7. Establish *fixed terms* for Committee Members so that recruits do not have to fear getting stuck. This could also take the form of a rotation system if preferred
8. Establish a *hand-over process* for incoming Committee Members so that they feel supported and have a clear understanding of the role-pass on knowledge
9. Develop *detailed role descriptions* which outline the specific requirements for each position so that 'recruits' know what they are committing to e.g. attend monthly meetings

10. Identify opportunities to reduce the demands by *splitting roles* or redistributing tasks to general volunteers or working groups
11. Adhere to *good meeting practices* so that meetings are productive and efficient
12. Publicly *promote and recognize the Committee* and the roles that they play through the newsletters, notice boards, Shed functions etc
13. Sell the *merits* of being on the Committee e.g. learning new skills, being a pivotal part of the Club, networking, CV item, opportunity to support the development of the Club
14. Create and maintain a *positive and cohesive Committee*
15. Change organisational policy or the Constitution if possible, to provide Committee members with *free membership*. A free membership is a very small sum of money compared to the hours of voluntary service provided by a Committee member
16. Provide members with *skills development* e.g. conferences or training courses
17. Provide Committee members with *Shed shirts* and other forms of clothing.
18. Budget for *special events* especially for Committee members e.g. a day trip, visit other to Sheds.
19. Create and improve a Committee *awards scheme* which provides recognition.
20. *Mentoring*, for example, past Chairman/current Chairman, Treasurer/Assistant Treasurer and President/Vice President will enable the smooth transition within the Board and Management Committee
21. New members can also use *previous minutes* to become informed about past decisions of the Committee.
22. The change process can be better managed by including an *induction process* for new members.

3. Handover/Induction Procedures

- i. New Committee members should be informed by written position descriptions about their roles and responsibilities
- ii. Briefings from the previous office holders are important to clarify these roles
- iii. The Board Chairman should brief new Committee members about the Men's Shed, its history, plans for the future
- iv. All new Committee Members need to be supported and encouraged in their role and acknowledged for their contribution
- v. They need access to a past office bearer who can answer questions on how the Men's Shed works.
- vi. New Committee members need to know where the Men's Shed documents are and should be provided with copies of key items e.g. Constitution, Minutes, the Committee Charter.

4. Information and Contact Inventory for the Men's Shed

It is crucial that an Information and Contact Inventory is available that summarises the location and details of important Shed operational matters.

5. An Emergency Succession Plan

The Committee recognises the need to plan for contingencies due to the sudden disability, death or departure of Shed leaders. If the Men's Shed is faced with the unlikely event of an untimely 'vacancy', it has in place the emergency succession plan to facilitate the transition to both interim and longer-term leadership. An Emergency Succession Plan can bring order in a time of turmoil, confusion and high-stress.

The most effective strategy is to nominate 'deputies' for each Executive position to ensure suitable replacements are available for both short term and long term vacancies at both levels. For example Vice President, Assistant Treasurer

Temporary, Unplanned Absence: Short-Term

A temporary absence is one of less than three months in which it is expected that the member will return to his position once the events precipitating the absence are resolved and one that arises unexpectedly.

Temporary, Unplanned Absence: Long-Term

A long-term absence is one that is expected to last more than three months.

6. Checklist for the Succession Plan

- **Succession Plan approval:** the Succession Plan will be tabled with the Board for discussion and ratification. The plan should be reviewed annually.
- **Signatories:** the Board Chairman must sign this plan.
- **Recipients:** copies of the approved Succession Plan will be distributed to all Executive members of the Management Committee.
- **Organizational Chart:** an organisational chart will be attached to the plan that reflects all Executive positions and lines of authority/reporting.
- **Important Organizational Information:** a completed *Information and Contact Inventory* is included in this document.
- **Executive List:** a current list of the Management Committee.

Tips for Successful Succession Planning

- i. Review and update the Succession Plan regularly
- ii. Develop step-by-step guidelines
- iii. Adequate time should be provided to prepare successors.

Appendix A

Information and Contact Inventory

Knowing the location of the organisation's key information is critical so that if an **emergency succession** should occur, information would be quickly sourced and Shed operations not impeded.

Category	Location
Significant Documents (if applicable)	
Legal Entity/Status Documents (Incorporation) State Government Documentation	
ABN Certificate	
Building Plans, Building approvals/DA's, Certificates of Occupancy	
Crown Lands documents	
Lease	
Insurance Certificates of Currency	
Memorandum of Understanding	
Partnerships Agreements	
Auspicing Body MOU/Agreement	
Assets Register	
Administration	
Policies & Procedures	
Management Committee Minutes	
Computer/ AMSA Website log in and passwords	
Men's Shed Health & Safety policies etc	

Financial Information	
Audited Reports	
Financial Records	
Holders of Credit/debit cards	1.
	2.
Cheque Book location	
Cheque signatories	1.
	2.
	3.
Insurance	
Insurance Expiry Date	
Insurance Contact Name	
Insurance Contact telephone	
Insurance Contact email	
Auditor	
Name	
Phone Number landline	
Phone number mobile	
Email	

Bank	
Name	
Branch	
Account Name/s	1.
	2.
Account Number/s	1.
	2.
Bank Representative/Contact	
Phone Number	
Email	
Delegated Authorities- deposits/transfers	
Credit and/or Debit Cards	
Legal Representative	
Name	
Phone Number	
Email	
Membership	
Location of Member files inc emergency numbers etc	
Membership Register	

Men's Shed Health & Safety	
Accident & Incident Register	
Facilities Information	
Key Register	
Security	
Security Company	
Contact Name	
Contact Details	
Security Code	
Other	

Management Committee Member Contact Details 2019/2020

Committee Member	Position (if applicable)	Phone	email