**SUCCESSION PLANNING**

**What is succession planning?**

Succession planning is a process of identifying people who can move into the key positions within an organisation. Succession planning helps to identify future capacity and capability gaps and address professional development requirements. Succession planning enables development discussions with people.



**Why Develop a Succession Plan?**

Succession planning ensures the ongoing sustainability of an organisation. All organisations lose good people for a variety of personal and professional reasons and the NAA is no exception. Succession planning is therefore important to ensure the NAA, in particular the Victorian Section, is well placed to continue its goals and strategy with a high performing team.

Such planning should be aligned with the Section’s overall business strategy, this will ensure that the investment in future leaders is targeted and reflects the Victorian Section’s direction. Most importantly, succession planning needs to be an ongoing commitment so that people with the best skills are moving into the right positions. Consider succession planning a talent and an organisational improvement initiative that enables growth now and in the future. The Victorian Section **cannot** succeed or grow without formal succession planning in place.

**What is critical?**

High potential NAA people, who are interested in more involvement at Section level, are identified and developed now, so that we have people with the right skills and experience in key roles as positions becomes vacant. Development of people will be achieved by mentoring and secondment to the current incumbent.

The NAA Constitution 3.2A.1 (d) states:

‘At least six weeks before the Section Council Meeting prior to the Section Annual General Meeting, the Section Secretary must call for nominations to fill Section Office Bearer positions to be declared vacant, from relevant Sub-sections. Nominations must reach the Section Secretary before the start of that meeting and announced no later than six weeks before the date of the Section Annual General Meeting. Section Council must elect a Returning Officer, who is not a candidate for Section office’.

Succession planning does not contravene the NAA Constitution but enables people to nominate with confidence in their ability to perform at the next level. Further, no nomination forwarded to the Section Secretary, to fill Section Executive positions will be discarded.

**A typical example of the lack of succession planning**. The National Council conducted its AGM in May 2023. Nominations were called for IAW the NAA Constitution and the incumbent, of the National Secretary position, at the time made it clear that he would not renominate for the National Secretary’s position. The current position is that the National Executive and Council are without an elected National Secretary. We all understand the critical role the Secretary plays across all levels of the NAA. To not have a National Secretary just demonstrates the important succession planning.

The text below is the intended succession plan structure for the Victorian Section. The periods mentioned clutch-in the periods ratified at the Victorian Section’s 2023 AGM. I seek the Section Executives concurrence in implementing the proposed succession plan. Please read on.

**Internet research identified five Steps to Create a Succession Plan.**

**Step 1 – Identify Key Positions**

The Victorian Section positions are Chair, Vice President Alpha, Vice President Bravo, Secretary, Chief Finance Officer, Committee Alpha, Committee Bravo.

**Step 2 – Identify Key Competencies**

The key competencies and sub-sets listed below, against positions, are based on research and experience and these are:

|  |  |  |
| --- | --- | --- |
| **POSITION** | **COMPETENCY** | **SUB-SET** |
| **Section Chair** | Leadership | Inspire and motivate |
|  |  | Integrity and honesty |
|  |  | Analytical problem solving |
|  |  | Communication |
|  |  | Collaborate & teamwork promotion |
|  |  | Build relationships |
|  | Emotional Intelligence | Decision making |
|  |  | Empathy |
|  |  | Delegation |
|  | Management Skills | Administration |
|  |  | People Management |
|  | Coaching | Support to other |
|  | Strategy | Strategic thinking |
|  | Self-awareness |  |
|  |  |  |
| **Vice President** | Leadership | Inspire and motivate |
|  |  | Integrity and honesty |
|  |  | Analytical problem solving |
|  |  | Communication |
|  |  | Collaborate & teamwork promotion |
|  |  | Build relationships |
|  | Emotional Intelligence | Decision making |
|  |  | Empathy |
|  |  | Delegation |
|  | Management Skills | Administration |
|  |  | People Management |
|  | Coaching | Support to other |
|  | Strategy | Strategic thinking |
|  | Self-awareness |  |
|  |  |  |
| **Section Secretary** | Communication | Interpersonal skills |
|  |  | Effective verbal and written communication |
|  | Organisation | Creating and maintaining a system for storing and retrieving information |
|  | Problem Solving | The process of achieving a goal by overcoming obstacles |
|  | Customer Service | Provide advice |
|  | Computer and technical skills | Typing |
|  |  | Scanning and printing |
|  |  | Using software programs |
|  |  | Using internet browsers |
|  |  | Note taking |
|  | Time management |  |
|  |  |  |
| **CFO** | Analytical aptitude | Procurement |
|  | Risk assessment | Predicting and managing risk |
|  | Innovation management | Maximising resources at hand |
|  | Leadership |  |
|  | Strategic mindset | Ask questions that uncover opportunities and challenges.  Analyse diverse viewpoints and research what others are doing.  Use all the information to plan a roadmap for the future. |
|  |  |  |
| **Committee Alpha, Committee Bravo.** | Communication | Interpersonal skills |
|  |  | Effective verbal and written communication |
|  | Problem Solving | The process of achieving a goal by overcoming obstacles |
|  | Computer and technical skills | Typing |
|  |  | Scanning and printing |
|  |  | Using software programs |
|  |  | Using internet browsers |
|  |  | Note taking |
|  | Time management |  |

**Identify Potential Successors**

Who are high potential candidates that could step up and assume these Section Executive positions?

**Chair:** Vice President Alpha or Bravo, Sub-section Presidents.

**Vice Presidents Alpha and Bravo:** Sub-section Vice Presidents

**Secretary:** Sub-section Secretaries

**CFO:** Sub-section Treasurers

**Committee Alpha and Bravo:** Sub-section committee members

**Step 3 – Determine When Will the Potential Successors Be Ready**

**Essential Information: Victorian Section Executive and Committee Terms of Office.** Term of office is 3 years.

**Commencing 2023:** Chair, CFO and Committee Member A elected for a three-year term of office,

**Commencing 2024:** VPB, the Secretary for a three-year term of office, then

**Commencing 2025:** VP C and Committee Member B for a three-year term of office.

**VPB commencing 2024:** Recognise the timeframe of the successor’s readiness to take on the role.

|  |  |  |
| --- | --- | --- |
| READINESS | YES | NO |
| Are they ready to commence development **now**? |  |  |
| In the **short term**? |  |  |
| Or, in the **long term?** |  |  |

**Secretary commencing 2024:** Recognise the timeframe of the successor’s readiness to take on the role.

|  |  |  |
| --- | --- | --- |
| READINESS | YES | NO |
| Are they ready to commence development **now**? |  |  |
| In the **short term**? |  |  |
| Or, in the **long term?** |  |  |

**VP C Commencing 2025:** Recognise the timeframe of the successor’s readiness to take on the role.

|  |  |  |
| --- | --- | --- |
| READINESS | YES | NO |
| Are they ready to commence development **now**? |  |  |
| In the **short term**? |  |  |
| Or, in the **long term?** |  |  |

**Committee Member B commencing 2025:** Recognise the timeframe of the successor’s readiness to take on the role.

|  |  |  |
| --- | --- | --- |
| READINESS | YES | NO |
| Are they ready to commence development **now**? |  |  |
| In the **short term**? |  |  |
| Or, in the **long term?** |  |  |

**Chair** **commencing 2026:** Recognise the timeframe of the successor’s readiness to take on the role.

|  |  |  |
| --- | --- | --- |
| READINESS | YES | NO |
| Are they ready to commence development **now**? |  |  |
| In the **short term**? |  |  |
| Or, in the **long term?** |  |  |

**CFO commencing 2026:** Recognise the timeframe of the successor’s readiness to take on the role.

|  |  |  |
| --- | --- | --- |
| READINESS | YES | NO |
| Are they ready to commence development **now**? |  |  |
| In the **short term**? |  |  |
| Or, in the **long term?** |  |  |

**Committee Member A commencing 2026:** Recognise the timeframe of the successor’s readiness to take on the role.

|  |  |  |
| --- | --- | --- |
| READINESS | YES | NO |
| Are they ready to commence development **now**? |  |  |
| In the **short term**? |  |  |
| Or, in the **long term?** |  |  |

**Step 4 – Determine What Development Needs Do They Have**

Determine the training and development required, against the competencies and sub-sets mentioned above for each position, to fill skill gaps and prepare them for advancement. This includes mentoring, secondments, on the job training as well as external courses.

This will be an intuitive process, and developed through discussion, and interview with consultation front and centre.

**Step 5 – Ensure an Ongoing Commitment**

Continually identify gaps in talent and focus on development of high performers.

END.

**Planning for 2024 and future years.**

**Preamble. Planning** is the function of management, in this case the Victorian Section Executive, that involves setting objectives and determining a course of action for achieving those objectives. Planning is the process of thinking regarding the activities required to achieve a desired goal or goals and in our situation that means achieving goals considered by Sub-sections and supported by the Section Executive and the Section Council.

Planning is based on foresight, and the capacity to think ahead. The main points in the definition of planning are as follows:

1. Planning is deciding in advance **what** to do and **how** to do it.
2. Planning is one of the basic managerial functions.
3. Planning involves setting objectives and developing an appropriate course of action to achieve these objectives.

In depth planning to achieve agreed goals and objectives has not been a feature of the Victorian Section, in my view. It follows that measuring effectiveness is not a feature of the Section.

**What is planning and why is it important?** Planning helps with accountability for what is done. Planning helps decide how best to use resources, people, time, money, information, and equipment. The efficient use of resources makes the most significant contribution to achieving goals. Planning lays the basis for assessing and evaluating achievements effectively.

These are the proposed critical planning dates for 2024.

* **Commemorative** Services**.** As per the Melbourne Shrine of Remembrance website.
* **Section Executive Meeting dates conducted via Zoom:**

2024: **February 14, May 15, July 17, September 18, November 13**

* **Date** of the first **Section** **Council meeting in 2024** and following dates

2024: **March 16** Langwarrin South, **May 18** Zoom**, July 20** Langwarrin South, **September 21** Zoom, **November 16** Langwarrin South.

**AGM: April 20,** 2024. Open invitation to members with lunch**. Stand-up a** **Working Group for 2024 AGM.**

* **Weekly** finance report submission: when and how?
* **Annual** and Operating budgets, submission 2023 and 2024 dates: 2023: 18 November. 2024 November 16.
* **WHS** quarterly review dates**: February 26, June 26, October 30, 2025, February 26.**
* **Annual** ACNC Self-assessment date and reporting. Completed by the Chair NLT one calendar month after submission of the Section’s Annual Income Statement to the ACNC.
* **Consumer Affairs –** Vic. Completed by the CFO NLT one calendar month after submission of Annual Finance Report at the 2024 AGM.
* **Goals** review**:** AGM 20 April 2024, delivered via the Section’s Annual Report.
* **Annual** Section Regulations review**:** Review NLT 14 February. Secretary’s Report to the AGM April 20 through the Section Executive 14 February.
* **Key** indicators review**:** development, review, and reporting?

Agreed goals for 2024. Yet to decided.

**Planning for 2025****.** Yet to be submitted.

**Planning for 2026.** Yet to be submitted.

**END.**