Table of Contents

3. CLUB PLANNING 1

3.1 Succession Planning 1

3.1.1 What is Succession Planning? 1

3.2.1 5 Steps for Succession Planning and Management Guide 1

1. Identify Key Areas and Positions 2

2. Identify Capabilities of Key Areas and positions 2

3. Identify Interested Members and Assess Against Capabilities 2

4. Develop and Implement Succession and Knowledge Transfer Plans 2

5. Evaluate The Effectiveness 3

3.2 Strategic + Future Planning 3

Future Planning Worksheet Tool 3

# 3. CLUB PLANNING

# 3.1 Succession Planning

A reality that many clubs face is the uncertainty of who will ‘run’ the club when the current President or member leaves. Many clubs are still young and have the founder of a club as the current Figurehead of the Club. A Club that is prepared for the departure of a Director or Executive is better positioned for future success and to continue its ability to provide ongoing services to its members. Succession Planning is a Best Practice and fundamental for Club Sustainability and Club Risk Management.

## 3.1.1 What is Succession Planning?

Succession Planning can be defined as a purposeful and systematic effort made by a club to ensure leadership continuity, retain and develop knowledge and necessary skills for the future, and encourage individual member growth and development.

## 3.2.1 5 Steps for Succession Planning and Management Guide

1. **Identify Key Areas and Positions**
2. **Identify capabilities of Key areas and positions**
3. **Identify Interested members and assess against capabilities**
4. **Develop and implement succession and knowledge transfer plans**
5. **Evaluate Effectiveness**

## 1. Identify Key Areas and Positions

* Executives and Members need to play a primary role in identifying key areas and positions because they are linked to the operational activities and strategic objectives of the Club.
* Identify all positions within the club that are vital to the clubs existence and the areas and roles they cover.

## 2. Identify Capabilities of Key Areas and positions

* Identify the necessary skills and experience needed for each position
  + Identify experience and duties required
  + Identify personality, and judgment needed
  + Identify leadership skills required

## 3. Identify Interested Members and Assess Against Capabilities

* Review all members that may be interested in a position and assess their own skills and experience.
* Identify gap between what the high-potential members are able to do presently and what they must do in the leadership role
* Create a development plan for each high-potential member to prepare him or her for the leadership position
* Be as transparent as possible when identifying interested members
* Interview and select member for the new position

## 4. Develop and Implement Succession and Knowledge Transfer Plans

* Mentoring or coaching from the past member can help any transition in any position to get the newly acquired person accustomed to their new position
* Providing formal training or courses may be necessary. For example a new technical director may need some courses to fully meet the requirements and capabilities of the position.
* Manuals for each position can also be an effective way of easing a new appointed member. They should provide a job description with duties and annual timelines, useful contacts, etc.

## 5. Evaluate The Effectiveness

* Things to think about
  + Time it took to find someone for a vacant position
  + The performance of the new member
  + Number of complaints
  + Turnover rate
* Offer a Survey for members to take or board of directors
* Make changes to the process based on evaluation for future positions

Resources:

* Treasury Board of Canada Secretariat: Succession planning and management guide [www.tbs-sct.gc.ca](http://www.tbs-sct.gc.ca)

# 3.2 Strategic + Future Planning

Strategic club planning is a process of mapping out how a club or association can successfully achieve their Club Goals. It can help identify what needs to be developed, maintained and improved.

When planning for your clubs future and development, it is important to know the current status of your Club. A good way to review the current status of your Club is to conduct a SWOT Analysis (defining your strengths, weaknesses, opportunities and threats). Once you have finished, it is possible to determine where your Club is heading and the club’s future. Use this Tool/ Worksheet below to help plan the future of your club.

\*\*\*Note: It is also important to review the Strategic plan of your clubs governing body (Volleyball BC). As there should be clear linkages to the association’s plan. As well as many strategies a governing body may have can affect your club and potentially provide ways to increase resources for your club, such as coach development or funding.

Resource:

* 10 Keys to Successful Strategic Planning for non-profit organizations: <http://www.tccgrp.com/pdfs/per_brief_tenkeys.pdf>

## Future Planning Worksheet Tool

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **FUTURE PLANNING** | | | | | | | | | |
| **MISSION** | | | | | | | | | |
|  | | | | | | | | | |
| **DEVELOPMENT AREAS (in alphabetic order) – which areas will be included in your planning?** | | | | | | | | | |
| Administration (organization & staff) development | | | Yes | | | No | | Priority nr: | |
| Club development | | | Yes | | | No | | Priority nr: | |
| Coach development | | | Yes | | | No | | Priority nr: | |
| Communication | | | Yes | | | No | | Priority nr: | |
| Competition development | | | Yes | | | No | | Priority nr: | |
| Facilities & Equipment | | | Yes | | | No | | Priority nr. | |
| Atomic & House League Development | | | Yes | | | No | | Priority nr: | |
| Marketing (incl. sponsoring) & Media | | | Yes | | | No | | Priority nr: | |
| Membership growth | | | Yes | | | No | | Priority nr: | |
| Youth development | | | Yes | | | No | | Priority nr: | |
| Other, name: | | | | | | | | Priority nr: | |
| **3 KEY AIMS OF THE CLUB OVER THE NEXT 2 YEARS** | | | | | | | | | |
| 1. |  | | | | | | | | |
| 2. |  | | | | | | | | |
| 3. |  | | | | | | | | |
| **ACTION PLANNING** | | | | | | | | | |
| **ADMINISTRATION DEVELOPMENT (organisation, staff & volunteers)** | | | | | | | | | |
| **Aim** | |  | | | | | | | |
| **Measurable Targets** | | 1.  2.  3.  4.  5. | | | | | | | |
| **ACTION** | | **BY WHO** | | **BY WHEN** | | | **COSTS** | | **FUNDING SOURCE** |
| 1. | |  | |  | | |  | |  |
| 2. | |  | |  | | |  | |  |
| 3. | |  | |  | | |  | |  |
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| 6. | |  | |  | | |  | |  |
| 7. | |  | |  | | |  | |  |
| 8. | |  | |  | | |  | |  |
| **Evaluation:** | | | | | | | | | |
| **CLUB DEVELOPMENT** | | | | | | | | | |
| **Aim** | |  | | | | | | | |
| **Measurable Targets** | | 1.  2.  3.  4.  5. | | | | | | | |
| **ACTION** | | **BY WHO** | | **BY WHEN** | | | **COSTS** | | **FUNDING SOURCE** |
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| 8. | |  | |  | | |  | |  |
| **Evaluation:** | | | | | | | | | |
| **COACH DEVELOPMENT** | | | | | | | | | |
| **Aim** | |  | | | | | | | |
| **Measurable Targets** | | 1.  2.  3.  4.  5. | | | | | | | |
| **ACTION** | | **BY WHO** | | **BY WHEN** | | | **COSTS** | | **FUNDING SOURCE** |
| 1. | |  | |  | | |  | |  |
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| 8. | |  | |  | | |  | |  |
| **Evaluation:** | | | | | | | | | |
| **COMMUNICATION** | | | | | | | | | |
| **Aim** | |  | | | | | | | |
| **Measurable Targets** | | 1.  2.  3.  4.  5. | | | | | | | |
| **ACTION** | | **BY WHO** | | **BY WHEN** | | | **COSTS** | | **FUNDING SOURCE** |
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| **Evaluation:** | | | | | | | | | |
| **COMPETITION DEVELOPMENT** | | | | | | | | | |
| **Aim** | |  | | | | | | | |
| **Measurable Targets** | | 1.  2.  3.  4.  5. | | | | | | | |
| **ACTION** | | **BY WHO** | | **BY WHEN** | | | **COSTS** | | **FUNDING SOURCE** |
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| 8. | |  | |  | | |  | |  |
| **Evaluation:** | | | | | | | | | |
| **FACILITIES & EQUIPMENT** | | | | | | | | | |
| **Aim** | |  | | | | | | | |
| **Measurable Targets** | | 1.  2.  3.  4.  5. | | | | | | | |
| **ACTION** | | **BY WHO** | | **BY WHEN** | | | **COSTS** | | **FUNDING SOURCE** |
| 1. | |  | |  | | |  | |  |
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| 8. | |  | |  | | |  | |  |
| **Evaluation:** | | | | | | | | | |
| **ATOMIC AND HOUSE LEAGUE DEVELOPMENT** | | | | | | | | | |
| **Aim** | |  | | | | | | | |
| **Measurable Targets** | | 1.  2.  3.  4.  5. | | | | | | | |
| **ACTION** | | **BY WHO** | | **BY WHEN** | | | **COSTS** | | **FUNDING SOURCE** |
| 1. | |  | |  | | |  | |  |
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| 8. | |  | |  | | |  | |  |
| **Evaluation:** | | | | | | | | | |
| **MARKETING (incl. sponsoring) & MEDIA** | | | | | | | | | |
| **Aim** | |  | | | | | | | |
| **Measurable Targets** | | 1.  2.  3.  4.  5. | | | | | | | |
| **ACTION** | | **BY WHO** | | **BY WHEN** | | | **COSTS** | | **FUNDING SOURCE** |
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| 8. | |  | |  | | |  | |  |
| **Evaluation:** | | | | | | | | | |
| **MEMBERSHIP GROWTH** | | | | | | | | | |
| **Aim** | |  | | | | | | | |
| **Measurable Targets** | | 1.  2.  3.  4.  5. | | | | | | | |
| **ACTION** | | **BY WHO** | | **BY WHEN** | | | **COSTS** | | **FUNDING SOURCE** |
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| 6. | |  | |  | | |  | |  |
| **Evaluation:** | | | | | | | | | |
| **YOUTH DEVELOPMENT** | | | | | | | | | |
| **Aim** | |  | | | | | | | |
| **Measurable Targets** | | 1.  2.  3.  4.  5. | | | | | | | |
| **ACTION** | | **BY WHO** | | | **BY WHEN** | | **COSTS** | | **FUNDING SOURCE** |
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| **VOLLEYBALL BC SUPPORT** | | | | | | | | | |
| **What VBC support do you need to allow you to achieve your aims?** | | | | | | | | | |
|  | | | | | | | | | |