



Contingency and Succession Planning One Woman Project 2020-2025

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Introduction

Succession planning is critical to the immediate, sustainable and long-term success of the One Woman Project and its programs. Contingency and succession planning ensures:

1. The organisation has the sustained knowledge, capacity and resources required to perform key functions, sustain important relationships, and fulfill the commitments to the people we serve, our donors and the community; and
2. The development of staff, the Board of Directors, volunteers and supporters for future leadership needs and opportunities.

Whilst important in all organisations, contingency and succession planning is of immense value and importance in youth-led and volunteer-led organisations where the loss of knowledge and skills can occur at a faster rate, than in established organisations with paid staff.

This contingency and succession planning document will outline:

1. Structure for an annual Needs Analysis conducted by the People & Culture team;
2. The vacancy types to be addressed: short-term absences, unexpected absences, interim recruitment and planned departures;
3. How talent will be cultivated in the organisation; and
4. Transitioning individuals into new roles in the organisation.

Needs Analysis

Annually, the organisation should undertake a needs analysis, in line with the annual performance reviews of team members.

This needs analysis, conducted by the People & Culture team, will:

1. Identify and define leadership roles;
2. Determine turnover risk; and
3. Identify opportunities for growth.

Identify and Define Leadership Roles

Without a clear understanding of each position in the organisation, and an understanding of the in-depth demands of each role, there is a risk in misunderstanding what is needed for these leaders to be successful, and recruiting the wrong individual for a vacant role.

Annually, during the performance reviews of team members, the People & Culture team will facilitate the completion, collection and collation of the *Staff Contingency Plans* document (see **Annex A**). This document provides detailed information on:

- The responsibilities and activities of each role;
- Where internal talent can be cultivated to fill these roles in the future;

- Gaps in knowledge, resources and capacity of the current team; and
- Knowledge management of key information, contacts and resources.

This information will be collated by the People & Culture team, and used in recruitment, training and the cultivation of talent within the organisation.

Determine Turnover Risk

During annual performance reviews, the People & Culture team will make a fact-based assessment on the likelihood of the individual departing the role within the next twelve months. Based on that assessment, the following actions can be undertaken:

Likelihood of Turnover	Actions
Certain	<ul style="list-style-type: none"> • Develop succession plan timeline and outline (see Annex D: Succession Readiness Checklist); • Development of a role handover document; • Knowledge management: ensuring all relevant documents are updated and uploaded to Sharepoint; • Determine date to commence recruitment; and • Conduct exit interview.
Highly likely	<ul style="list-style-type: none"> • Development of a role handover document; and • Knowledge management: ensuring all relevant documents are updated and uploaded to Sharepoint.
Possibility	<ul style="list-style-type: none"> • Development of a role handover document; • Knowledge management: ensuring all relevant documents are updated and uploaded to Sharepoint; and • Develop training and professional development goals.
Unlikely	<ul style="list-style-type: none"> • Knowledge management: ensuring all relevant documents are updated and uploaded to Sharepoint; and • Develop training and professional development goals.
Extremely unlikely	<ul style="list-style-type: none"> • Knowledge management: ensuring all relevant documents are updated and uploaded to Sharepoint; and • Develop training and professional development goals.

Identify Opportunities for Growth

During the annual performance reviews, the People & Culture team will additionally identify team members who have the capabilities for higher responsibilities and/or are on track to have the capabilities for higher responsibilities in the future.

This will be undertaken using a *Leadership Assessment* form (see **Annex B**). This form can be used in conjunction with the *Staff Contingency Plans* document (**Annex A**), where other team members have identified the leadership capacity of an individual.

This information will be formulated into an annual report: *Key Talent Summary* (see **Annex C**).

Vacancy Types

There are two key departure types a succession plan can address: unexpected or emergency departures, and planned departures (short-term absences, planned departures and interim recruitment).

Short-Term Absences

Within the organisation, short-term absences (for holidays, study breaks and short-term departures) are managed as follows:

1. Identify the most appropriate internal individuals to move into the role in an acting position;
2. Determine which functions should be covered by an individual acting in the role, the extent and limitations of the authority of that individual, and which functions a secondary individual should cover;
3. Communicate to the team who is going to act in the role and the authority they hold;
4. Determine how the rest of the team and the Board of Directors will support and supervise the individual acting in the role (as required); and
5. Ensure all relevant documents are updated and uploaded to Sharepoint, and a handover occurs prior to departure.

Unexpected Absences

An unexpected or emergency absence (or departure) is one in which an individual unexpectedly resigns, has their position terminated, passes away, or experiences a significant life event causing a long-term absence (bereavement, job loss, etc).

In the case of an unexpected absence, the following steps will be undertaken:

1. Identify the critical leadership and management functions of the role;
2. Determine which functions should be covered by an individual acting in the role, the extent and limitations of the authority of that individual, and which functions a secondary individual should cover;
3. Determine who has the authority to appoint the acting individual;
4. Determine who is going to act in the role;
5. Develop a training and development plan for the acting individual, that ensures they develop their abilities to carry on the critical leadership and management functions of the role;
6. Determine how the rest of the team and the Board of Directors will support and supervise the individual acting in the role;
7. Outline a succession plan to be followed in the event that the unexpected absence becomes a permanent unexpected absence (see *Annex D: Succession Readiness Checklist*).

Planned Departure

A planned departure is where an individual announces their departure well in advance of leaving their position.

In the case of a planned departure, the following steps will be undertaken:

1. Set the departure date for the individual;
2. Prepare a communications plan (how soon to tell whom and by what means);
3. Develop and succession plan timeline and outline (see *Annex D: Succession Readiness Checklist*);
4. Develop a role handover document;
5. Ensure all relevant documents are updated and uploaded to Sharepoint;
6. Identify the most appropriate internal individuals to move into the role;
7. Advertise internally and externally;
8. Recruit new individual for role;
9. Conduct induction and onboarding;
10. Connect new individual with departing individual for role handover (where possible); and
11. Conduct exit interview.

Cultivating Talent in the Organisation

Cultivating talent refers to the process of identifying ideal candidates for future promotion, discussing your team's intentions for their future at the organisation, training these individuals and then promoting them when the time comes to fill the vacant leadership role.

When identifying talent to cultivate, key questions to consider are:

1. Do they need additional training or education?
2. Could they benefit from mentorship from the current individual in the role?
3. Are there multiple individuals primed to transition into this position? and
4. How do leaders at equivalent organisations compare?

Talent will be identified through annual performance reviews by the People & Culture team (as detailed above) and ad hoc through organisational feedback processes.

Transitioning Individuals into the Organisation

Finding the right individual for a vacant role is only half of the process. To ensure the success of a new team member, there needs to be appropriate onboarding and induction procedures.

Onboarding is the process of training and introduction that an individual must undergo when they transition into a leadership role in the organisation. It will, where possible, entail a detailed handover with the outgoing team member, consisting of:

1. Training the individual in the responsibilities of the role;
2. Integrating the individual into both the organisation and their team;
3. Assessing the individual's progress as they acclimate;
4. Providing the individual with actionable guidelines for improvement; and
5. Transitioning them from this introductory period into independence in their role.

For high-level and leadership positions, this onboarding process should take 6 weeks – 2 months to complete, and is crucial to ensuring the success of this individual in their new position.



Annexures

Annex A: Staff Contingency Plans

Please complete the following questions to organise key information about your current role and responsibilities. This will be reviewed and updated with your immediate supervisor annually as part of the performance evaluation process.

Name:

Role:

1. In the chart below, please begin by listing the various areas of responsibility where you spend most of your time, or that are unique to you (no one else in the organisation does it);

For each of those roles, note the person/people who would cover for you in an unexpected absence, vacation or short-term absence. You should presume that you are not easily reached for questions this person may have.

If you have not yet identified a way to cover this responsibility in your absence, or you have identified a person to cover but need to train that person, please add that note.

Key Role/Responsibility	Who could provide interim coverage?	What preparation, documentation or cross-training is needed?

2. If you were out for more than 30 days, what would be the greatest challenges to covering your role? What guidance can you offer about who should be involved in covering until you return, and what do they need to know or do?
3. What key people or organisations does this position work with that no one else works with?

Name/Role	Organisation	Email and Phone Number



4. In addition to the people listed above, what is the list of people/organisations that need to be informed in case of your serious illness or departure?

Name/Role	Organisation	Email and Phone Number

5. Please note your recurring responsibilities, and outline an annual calendar of *major* responsibilities and deadlines:

- a. Things I do every week:

- i.
- ii.
- iii.

- b. Things I do every month:

- i.
- ii.
- iii.

Month	Key Tasks/Projects/Events	Key Deadlines
January		
February		
March		
April		
May		
June		
July		
August		
September		
October		
November		
December		

6. Who are the high potential people on your team right now? What makes them stand out? What would have the greatest impact on their growth, and increase their likelihood to stay with us?

Please submit this form to the People & Culture team during your performance review, along with any other information that is pertinent to someone covering your role in your absence.

Annex B: Leadership Assessment

Current Performance and Contribution	Talent Management Ratings				
<p>A – Stellar</p> <p>Performance at a decidedly higher level than all peers in similar roles. Individual demonstrates passion, enthusiasm and dedication to the role and organisation.</p>					
<p>B – High Solid</p> <p>Performance is consistently high level. Individual demonstrates passion, enthusiasm and dedication to the role.</p>					
<p>C – Solid</p> <p>Performance and results clearly meet expectations in all key areas of responsibility. Individual demonstrates passion, enthusiasm and dedication to the role.</p>					
<p>D – Low Solid</p> <p>Performance and results typically meet expectations, with some exceptions.</p>					
<p>E – Inconsistent</p> <p>Performance does not meet the standards expected of the role.</p>					
<p>Too new to rate</p>					
	<p>Too new to rate</p>	<p>Marginal</p> <p>Has limited future potential in this role, and may not be an effective contributor long-term.</p>	<p>Well Placed</p> <p>Well suited to further grow and develop with key skills.</p>	<p>Promotable</p> <p>Has the ability to be a great contributor through expanded responsibilities.</p>	<p>High Potential</p> <p>Clearly a key talent within the organisation. Capable of moving up 1 – 2 roles further immediately.</p>

Annex C: Key Talent Summary

	Eg: National Director	Role	Role	Role	Role	Role
Incumbent	Madeline Price					
Ready now						
1 Move away (2 – 4 months)						
2 Moves away (4 – 6 months)						
3 Moves away (6 – 12 months)						

Annex D: Succession Readiness Checklist



Yes	Some	No	NA	Required Item
				A strategic plan is in place with goals and objectives for the next term (up to three years)
				The board evaluates the executive director annually on general performance and achievement of strategic goals
				The board, based on its annual self-evaluation, is satisfactorily performing its major governance jobs—financial oversight, executive support and oversight, policy development, and strategic planning
				The executive’s direct reports, based on annual evaluations, are judged as solidly skilled for their positions
				The top management cohort, as a high performing team: <ul style="list-style-type: none"> • Has a solid team culture in place in which members support one another and can reach decisions as a group efficiently and harmoniously; • Shares leadership of the organization with the executive in having significant input to all major agency decisions; • Can lead the organization in the absence of the executive; • Has authority to make and carry out decisions within their respective areas of responsibility.
				Another staff person or board member shares important external relationships (major donors, funders, community leaders) maintained by the executive
				A financial reserve is in place with a minimum of three months’ operating capital
				Financial systems meet industry standards. Financial reports are up to date and provide the data needed by the board and senior managers responsible for the agency’s financial strength and viability
				Operational manuals exist for key administrative systems and are easily accessible and up to date
				Top program staff have documented their key activities in writing and have identified another staff person who can carry their duties in an emergency