



Elmbrook Parent Leadership Council

Succession Planning



Find Volunteers

- The Referral - Ask someone you know to
 - Suggest an individual they know, and think could be good in a particular role
 - Suggest an individual they know, and think could be an active general volunteer
 - Make a warm introduction to an individual via email or an in-person meetup
 - The One-On-One - Ask someone you know personally to consider an opportunity with your organization
 - Share your organization's mission and benefits
 - Invite to a meeting as your guest
 - Create awareness of volunteer opportunities
 - Help he/she to understand specific needs in your organization (skills, talents, experience)
 - Don't Give Up
 - Get comfortable - asking someone more than once to volunteer
 - Be Patient - the timing may be not be right now, but it could be in the future
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Find Volunteers

- Be Flexible
 - Utilize a team or committee to execute duties/responsibilities of one role
 - Evaluate if a role should be officially divided to balance out time commitment, complexity, etc.
 - Retain aspects of your current role until an incoming volunteer is able to fully take on the role
 - Be Transparent -
 - Communicate the time commitment for a role (both as a new and a seasoned volunteer)
 - Share the responsibilities of the role (tasks, planning, timelines, etc.)
 - Outline the skills, interests and abilities that align to a role (planning, money handling, marketing, etc.)
 - Keep it Fresh -
 - Consider term limits for committee or board roles
 - Maintain a healthy turnover of people and ideas
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Identify and Grow Leaders

- Volunteers:
 - Match Strengths - Ask people to try roles that fit current strengths
 - Match Availability - Ask people to critically assess their availability to fulfill the role
 - Encourage Dialog - Create an environment for people to ask questions and suggest options so they can participate
 - Establish a Path to Leadership
 - Communicate the typical pathways from role-to-role, org-to-org (share the wealth!)
 - Set expectations for each role e.g. Vice President>President; Event Chair>Board Member
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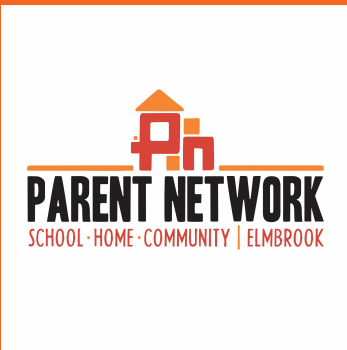
Identify and Grow Leaders

- Leaders:
 - Define responsibilities and expectations of each leadership role
 - Critically assess individuals being brought forward for a role
 - Provide transition, knowledge transfer and support for individuals who are new to a role
 - Establish check points with new leaders to conduct an ongoing assessment of fit in a role
 - Be willing to provide support and spot training as needed to continue growth into a role
 - Expect leaders to actively seek their replacements to maintain a strong leadership pipeline
 - Plan well in advance of a person leaving a role through ongoing networking and annual planning
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Stay Focused on the Mission

- Short on Volunteers?
 - Be specific on what you need from a volunteer and for how long you need them
 - Consider pausing an event/activity for a period of time
 - Short on Leaders?
 - Focus on what is needed to stage an event/activity and execute it as a team or committee regardless of role
 - Enlist multiple people to fill the duties of one role
 - Consider pausing an event/activity for a period of time
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Lessons Learned

- Advertising openings through announcements - very limited response, it's too easy to ignore posts
 - When asking for volunteers make sure you have something for them to do (e.g. Class Reps at high school level; originated when there were in-person parent/teacher conferences.)
 - Align recruitment to roles that have real responsibilities -Regularly review roles and responsibilities of each named role and event-related roles
 - Let leaders lead and make decisions - limit micro management, provide support as needed
 - Maintain information/documentation on the responsibilities for each role - expect accountability from those that hold roles to communicate expectations and any changes to the role
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