

Colchester Swimming Club - Succession Planning Policy 2009

Introduction

Colchester Swimming Club recognises the need to be able to find the right people with the right skills and competencies to be able to fill, as they arise, key roles within the Club's committee, coaching, official and teaching positions. The Club embraces the practice of "Succession Planning" in order to help to build the necessary workforce for the successful and efficient operation of the Club. This succession planning can be broadly defined as identifying future potential swimmers, committee members, volunteers, teachers and coaches to fill key positions as they arise. The practice helps the Club ensure that they have the right people of the right calibre and skills to be considered for roles as they arise either through retirements or natural wastage.

Approach

Succession planning is integrated into the way the Club runs and plans its business and is seen as the responsibility of all Club members. As part of the preparation of workforce development plans, committee members are required to consider the workforce composition for specific purposes, considering issues such as

- Pending retirements
- Sickness absence both long and short term
- Turnover and patterns of attendance
- Difficult to recruit roles and market short falls
- Ongoing vacancies

In preparing any workforce development plans, consideration is given as to where, through further support, training and development, existing Club members may be have the potential to be considered for posts and roles as they arise in the future. This approach will enable the Club through effective forward planning and risk management, to prepare for future changes in the workforce by developing existing members, who show an interest in new and existing roles within the Club, to a position where they may be able to be considered for future Club and even professional swimming positions.

Forward Planning

The Club adopts the ASA competency frameworks for committee members, teachers, coaches, officials and volunteers which detail the competencies required and is available to all members. It has an ongoing annual programme of training and development activities against specific role competencies. This will provide ongoing opportunities for all members, who wish to consider development within the Club, to attend various training and development activities and events with a view to enhancing their skills and competencies, subject to Committee approval. Through effective application of the Clubs Continuous Professional Development Programme and the Swimmer Personal Development Plan, any career aspirations employees and members may have, which are realistic and which the Club could assist with. In particular, this would need to be in line with the requirements of Colchester Club. Consideration in relation to costs will however need to be a factor, due to the limited budgets

within the Club.

Where possible, development against competencies should be through ASA or other relevant body accredited training courses and opportunities such as "on the job" training, mentoring and secondments. Through offering secondment and acting up opportunities during temporary periods, for lower level staff, with the appropriate support programmes in place.

The purpose of workforce development and succession planning is to ensure that the Club has employees and members with the required skills and competencies to be considered for posts and roles which may arise in the future and which have been highlighted. Where opportunities, for whatever reason do not materialise, there remain advantages with this approach, as employees and members continue to be developed to reach their full potential, which not only has an impact upon their performance but also has benefits in terms of member satisfaction and morale.

Fairness and Transparency

In order that succession planning does not carry any risks, it is imperative that the process is seen as fair, open and transparent by all members. Where a permanent position or role arises in the future, an employee or member who has been subject to succession planning and received development, will still be required to demonstrate that they meet the essential criteria for the post or role. There will still be a requirement to advertise the post, at least internally, and where the post is of a highly specialist nature, and depending upon the level, the post may need to be advertised externally also.

Records

The various mechanisms for record keeping which are likely to be the result of succession planning include

- Development plans
- Individual's "Personal Development Plans"
- Records of Achievements
- Applications for training and development

Links to Club Policies

- The Club's Constitution
- Recruitment Policy
- Equity Policy

Monitoring and Review

This policy and its application will be monitored on an ongoing basis by the Committee. A review will take place every bi-annually.

Equality and Diversity

The application of this policy and the information collated from monitoring its use will take into account all equalities and diversity issues.