



NATIONAL INSTITUTE OF GOVERNMENTAL PURCHASING

NIGP Chapter Leadership Succession Planning



Purpose of Succession Planning

A leadership succession strategy is a valuable tool to grow future leaders and to ensure continuous development within a chapter's organization.

- Success by succession planning is an investment that chapter leaders recognize as an important strategy in ensuring the long-term vision of their chapter.
- Enables your chapter to identify talented members and provide education to develop them for future higher level and broader responsibilities



Why plan?

Advanced planning for changes in leadership helps to...

- **Identify replacements** for leadership roles.
- **Shorten the learning curve** and prepares incoming leaders to be actively involved in their roles upon assuming office.
- **Minimize risk** during transition.
- **Support Chapter sustainability.**



Philosophical approaches to Succession Planning

Replacement – Traditional philosophy

- Filling a position after the planned or unplanned departure of a leader
- Who understands what the immediate Chapter organization/program needs are, and how to meet those needs/commitments?
- If a person in a key role leaves unexpectedly, who knows how to do that function?
- If another officer or key individual moves to take on these additional responsibilities, what other parts of the Chapters organization may suffer due to lack of, or insufficient attention?



Philosophical approaches to Succession Planning

Leadership Development – Emerging philosophy

- Provides an ongoing strategic approach to talent management
- Aids in matching people – skills and abilities – with leadership roles. Develops talent over time to step into leadership roles when needed.
- Directs appropriate focus on Chapter's and individual's development.
- Implementing strategies to support these plans. Crafting a communication strategy for internal and external stakeholders about the leader development plans will help educate, motivate and enroll support for your plans.



Sustainability Plan

Allows for successful change(s) in leadership so the chapter can continue to fulfill its mission in a changing environment.

Characteristics:

- Outlines how the process of a planned departure of the leader is to be handled
- Ensures chapter knowledge is effectively transferred to new leaders
- Establishes designated backups for various roles. Identify potential leaders for future leadership roles. Recruit talent and match it to the right job.
- Understand the key functions, roles and relationships within the Chapter
- Cross train the designated backups.
- Document the plans and succession policy
- Communicate the plan
- Revisit/refresh the plan annually



Emergency Backup Plan

Prepares chapter for an unexpected transition

Characteristics:

- Understanding the key functions, roles and relationships within the Chapter
- Designates backup coverage in case of an unplanned absence
- Cross train the designated backups.
- Document the plans and succession policy
- Communicate the plan
- Revisit/refresh the plan annually

Effective Succession Planning

Succession planning should be implemented with your chapter's strategic plan in mind, providing the opportunity to identify upcoming needs and create training and developmental opportunities before the chapter's leadership needs become urgent.

- Identifies three (3) years succession
- Outlines information transfer
- Includes contingency planning
- Includes mentoring
- Instills enthusiasm and fun
- Has support from past leaders
- Draws from a pool of qualified, credible candidates



Obstacles to effective succession planning

- Competing obligations, time, resources
- Life changes – family commitments, job changes, transfers
- Not enough of you to go around...leaders wearing multiple hats
- Waiting until the last minute and filling positions according to old standards of practice—moving officers up the ranks instead of looking for the right fit
- Recycling of chapter leaders
- Lack of training
- Lack of employer support



Tips for succession planning

Integrate actions and beliefs into routine operations to ensure it becomes habitual success.

- Establish the use of a chapter activity calendar; build routines into the chapter fiscal year
- Maximize new member communication tools; establish a talent pool survey
- Hold officer elections in advance to increase new officer training and mentoring transition time

Where to begin

Utilize NIGP's Chapter Leadership Succession Planning Toolkit and Online Resource Guide to help build and maintain healthy, active chapters.

- Publish officer, board, and committee descriptions and responsibilities
- Promote leadership opportunities often
- Engage members in leadership roles for special projects, and events
- Provide ample short-term volunteer opportunities; delegate to different people as often as possible
- Encourage humor; make leadership fun!
- Identify talent pool and maintain a list of potential leaders
- Encourage attendance at NIGP's Free Chapter Webinars and Chapter Leadership Symposium
- Formally acknowledge volunteer and leadership efforts

