



# **Succession Planning Toolkit**

*Developed June 2016*

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## **FOREWORD**

Meeting Professionals International (MPI) is the largest meeting and event industry association worldwide. The organization provides innovative and relevant education, networking opportunities and business exchanges, and acts as a prominent voice for the promotion and growth of the industry. MPI has a global community of 60,000 meeting and event professionals including more than 17,000 engaged members and the Plan Your Meetings non-traditional meeting planner audience. It has more than 90 chapters and clubs in 24 countries.

### **MPI Key Facts**

- Founded in 1972
- More than 17,000 engaged MPI members representing 71 countries
- More than 90 chapters and clubs in 24 countries
- 45 Chapters in the United States
- 7 Chapters in Canada
- 2 Chapters in Latin America
- 13 Chapters in Europe
- 2 Chapters in Asia
- 23 Student Clubs in North America
- More than \$26 billion in global buying power
- 4,800 planner members exclusive to MPI have about \$11.5 billion in buying power

Chartered in June 1985, MPI Sacramento/Sierra Nevada serves the greater Sacramento/Northern Nevada region. MPI Sacramento/Sierra Nevada empowers its members to increase their strategic value with education, professional development, and business growth opportunities.

Our Chapter includes members from the greater Sacramento region and Northern Nevada. Key educational or networking opportunities are offered every month for industry professionals in the region. Chapter members receive discounts to these educational and professional programs, as well as a local membership directory and our quarterly newsletter - Connects. MPI Sacramento/Sierra Nevada also offers members opportunities to become involved on the board of MPI Sacramento/Sierra Nevada which can further their networking opportunities with other members as well as develop additional personal and professional development skills. For more information, visit [www.mpissn.org](http://www.mpissn.org).

## **LEADERSHIP STRUCTURE**

Our leadership structure was designed to maximize the potential of our volunteers, streamline their work and meet and exceed the needs of our membership. It is our Board of Directors' belief that this structure will provide a framework in which each volunteer can thrive and excel in their individual positions while gaining experience and knowledge in an area they would like to add to their professional development.

Reference Organizational Chart from the Leadership tab at [www.mpissn.org](http://www.mpissn.org).

## **A LEGACY OF LEADERSHIP**

Where do we find good leaders for our association? Should we cross our fingers and hope that the slate, which our nominations committee has put forward, will be the best for the future? Should we assume that those who we have voted to move up in board and committee leadership positions are prepared with the necessary skills to be strong leaders and effective managers?

The purpose of this document is to provide the members with tools and processes to support accountability within the leadership structure. By creating a structured timeline of "turnover" or transition meetings with incoming leaders, we will not only be serving as teachers, trainers, mentors and coaches, we will also have the opportunity to continue to develop our volunteers' leadership skills and provide them with valuable experience for their careers. The goal is that by implementing effective transition processes, our association will have the opportunity to create a strong foundation upon which to build a lasting succession plan.

## **VOLUNTEER RECRUITMENT PLAN**

Choosing the right volunteers for positions within the association is the foundation to our success. Many things, not just skill set, define “right”. While skill set can be a key factor in a decision making process, it is important to look at a wide variety of both individual and collective criteria to ensure we are making the most informed decision possible.

When recruiting volunteers, we provide placements based upon:

A volunteer...

- Time availability
- Committee preferences
- Existing relationships
- Learning/mentoring needs
- Experience with MPISSN
- Experience with other MPI Chapters and other organizations
- Type of position they prefer
- ROI (Return on Investment)

The key to our Chapter’s success lies within its members’ professional skills funneled into volunteer efforts to achieve the goals of the organization.

Volunteer recruitment can be executed via both interpersonal methods (relationship marketing) and via online through our Volunteer Your Way program. MPISSN leadership realizes not everyone can volunteer as a Committee Chair or serve on the Board. However, we hope each member may volunteer his or her own way by taking advantage of this à la carte volunteer menu. The President-Elect proactively contacts members to make them aware of engagement opportunities as well as working with the Membership team for new member engagement.

## **VOLUNTEER PLACEMENT PLAN**

Once a volunteer has stepped up and said “Yes” to being involved, it is our responsibility to engage that member to the best of our ability. Defining the needs of the volunteer and their ROI for engagement is first. Once this has been done, the leadership team will begin the placement process for the volunteer.

### **Placement Process**

1. When the member expresses interest through any vehicle, (e.g) online, through another member, new member orientation, or committee trade show, they are given to the President-Elect.
2. The President-Elect contacts the member to discuss their area of interest and confirm.
3. we have all the pertinent details to meet their needs, as well as the requirements to fulfill the volunteer role.
4. Once the member has committed to the volunteer position, the President-Elect sends their information to the appropriate VP/Director and Executive Director.
5. After a member is placed, the VP/Director will contact the volunteer to welcome them, provide them with their roles and responsibilities, and other information on how to navigate their volunteer position.

### **Being a Good Volunteer**

The Leadership tab of the website contains helpful resources for Chapter Leaders and a location to archive Chapter documents. There are several documents which Chapter leaders should become familiar with.

## LEADERSHIP MAPPING

MPISSN is committed to providing mentorship to any volunteer that expresses interest. Often times, volunteers know where they would like to be in the future with their volunteer service. This is not the case for all volunteers, but our commitment is to make upward movement available for any volunteers.

### **Start The Conversation on Day One**

VP's, Directors, Chairs and Co-Chairs, should be talking with volunteers throughout their term of service to identify those volunteers considering moving up in the MPISSN leadership team.

The following will outline the ideal scenario for movement within the leadership structure for a volunteer. This is only a model as there are many variables to a volunteer's path and service maps are developed on a case-by-case basis.

Committee Member Service:	1-2 Years (suggested minimum 1 year)
Chair/Co-Chair Service:	1-2 Years (suggested minimum 1 year)
Director Service:	1 Year (suggested minimum 1 year)
Vice President Service:	2 Years (suggested minimum 1 year)
President-Elect Service:	1 Year
President Service:	1 Year
Immediate Past President Service:	1 Year

## RETENTION PLAN

Although it is very common to talk about “recruiting and retaining” volunteers, retention can be an awkward category that does not stand-alone. Retention is an outcome, not a task. In other words, you can set aside three hours to supervise volunteers or write a volunteer handbook. But you can’t “do” retention. It is the result of the accumulated actions necessary for solid volunteer management. When volunteers are recruited honestly, have meaningful work to do, receive orientation and training, get supervisory attention and feedback, and feel recognized they will be satisfied enough to want to remain engaged. (Providing, of course, that external or personal circumstances don’t interfere.)

MPISSN is committed to ensuring that the following “musts” are in place to keep our volunteers engaged:

1. Every volunteer must be placed according to both the needs of the volunteer and the Chapter.
2. Every volunteer must be followed up after placement.
3. Every volunteer must receive the proper orientation (regardless of what point throughout the fiscal year they become engaged).
4. Every volunteer must receive ongoing training for his or her position, as well as overall leadership needs.
5. Every volunteer must receive ongoing supervisory attention and feedback for their work.
6. Every volunteer must receive a mid-year and end of year phone call from the VP/Director to give them the opportunity to provide feedback on their volunteer experience. It will be the opportunity for leadership team to ensure the Chapter is delivering on the ROI each volunteer is hoping to realize as well as giving the leadership team the chance to re-enforce the volunteer’s road map (as found in this document).



## **TRAINING & DEVELOPMENT PLAN**

Teaching volunteers the skills they need to function effectively as part of our association can be difficult work, but very rewarding. By creating a training plan, however, we believe we can cut down on potential headaches while making sure volunteers have the most comprehensive, effective learning experience possible. We are confident, in the long run, our work will pay off in the form of skillful volunteers who really are making the goals and dreams of MPISSN happen. As part of their role each fiscal year, the leadership team will continue to develop and provide ongoing training efforts that will ensure each and every volunteer has the tools they need to be successful.

### **Training Calendar**

By July 1<sup>st</sup> each year, the Leadership Team will have a comprehensive training calendar developed and approved for the upcoming fiscal year. It will include all volunteer training efforts that will be provided to the association annually. It will need to be effectively communicated to the entire volunteer base and easily accessible on the association's website under Leaders Tools.

### **Volunteer Orientation**

Each fiscal year, each department/committee will hold an orientation/training for their particular committee work process and responsibilities for the Chapter. As the year proceeds if new volunteers join the committee the Committee Chair and Director will ensure the new volunteer receives a proper "Welcome" and any additional collateral pertaining to the committee's tasks to bring them up to speed on the committee tasks.

### **Board of Directors Transition**

The President and President-Elect will work closely with the Board of Directors to ensure Leadership Transition is being conducted for all leadership positions from the Board down the leadership chain to the chairs and co-chairs.

### **Leadership Planning Retreat(s)**

The President will work closely with the President-Elect to develop the content and execute logistics for both the Annual Retreat and the Mid-Year Retreat along with the facilitator and the MPI Chapter Business Manager.

### **Ongoing Training**

It is the goal of the leadership team to provide a minimum of one (1) additional training session for volunteers to enhance their skills and performance within the association and their career.

### **MPI HQ Training**

MPI International provides two (2) trainings for volunteers each year, the Chapter Business Summit (CBS) (by invitation only) and the Chapter Leaders Forum (CLF) at the World Education Conference (WEC) which is open to all MPI volunteers globally. Chapter Leadership resources are also available to the Board of Directors through the Chapter Leadership Resource area of the MPI HQ website.

## **DOCUMENTATION & ARCHIVES**

Often times, a volunteer steps up and says “Yes” to volunteering and then encounters obstacles in being able to gain access to the tools they need to do their job. Whether it is access to the proper forms, reports, important historical data or policies & procedures for the association, they just don’t know where to go to find what they need. Our goal is to provide easy access to these tools. We have created an online space for the storage of these important tools found on our website.

In this area, volunteers will find access to just about any piece of information they need, divided into departments.

### **Administration**

- Strategic/Business Plan
- Bylaws
- Organizational Chart
- Policies & Procedures
- Leadership Forms (TSRs)
- Succession Planning
- Job Descriptions

### **Communications**

- Newsletter/Directory Submission Deadlines
- Communications Request Form
- MPI Chapter Logo and Identity Standards
- Chapter Logos

## **SUGGESTED SUCCESSION PLANNING TIMELINE**

### **May**

Discuss potential volunteer needs with entire Board. President-Elect takes lead in coordinating with VP's/Directors.

### **July**

Successors will send out an introductory e-mail or letter to existing committee. Successors highlight any changes to the committee meetings and/or future plans and get an all-team meeting on the calendar ASAP.

### **August**

Immediate Past President selects Nominating Committee which includes 2-3 Past President's, a mix of 2-3 Members-At-Large, President-Elect and Executive Director. The Nominating Committee is officially approved by the Executive Committee.

### **October**

Call for Nominations sent out to membership and posted online.

### **November**

Nominating Committee according to chapter bylaws and policies prepares a slate of candidates, which will be presented to the Board no later than January.

### **January**

The Chapter Slate should be posted and presented to membership allowing 30 days for it to be contested.

### **March**

Submit approved slate to the Chapter Business Manager no later than March 1st as per your bylaw requirements.

### **April**

Begin Leadership Transition process.

### **May**

Submit a complete board roster with full contact information to the Chapter Business Manager.

### **June**

Outgoing Board members send an email or letter to their committee members to introduce their successor and new Chair/Co-Chairs.

## CHAPTER LEADER TRANSITION WORKSHEET

*Each outgoing board member must complete this worksheet prior to the transition meeting to provide incoming board member in addition to any other documents, guides or tools you have found useful in your position to transition to the new board member.*

**Incoming VP/Director:** \_\_\_\_\_

**Phone/Email:** \_\_\_\_\_

**Current VP/Chair:** \_\_\_\_\_

**Phone/Email:** \_\_\_\_\_

**Review of roles, responsibilities and leadership attributes:**

**Direct report:**

**Strategic Goals and Objectives:**

**Successful Processes which should be continued:**

**Challenges Faced:**

**Action Items/Pending Issues:**

**Recommendations of ways to support or streamline current challenges and pending issues:**

**Attached to this document please include the following:**

- Committee List with contact information
- Description of all programs/initiatives that were planned including any vendors/sponsors that were used (Chairs)
- Copies of all meeting notices or marketing materials
- Any other materials that you feel would be helpful to the new VP/Director