

Succession Planning & the Community Sector

Planning for the Future

Succession Planning is the process of ensuring an organization continues to run smoothly and without interruption after key people move on for whatever reason. It is the steps that an organization uses to ensure a suitable supply of replacements exist for key positions, and for managing effectively the transition of leadership roles.

Community sector organizations in Newfoundland and Labrador provide vital economic and social benefits to the people and communities they serve. A rapidly aging workforce combined with labour shortages have placed significant strain on many organizations, and highlighted the need to prepare and plan for change. We surveyed 156 individuals involved in the community sector to get a snapshot of how organizations view succession planning and to gauge their overall level of preparedness.

A Growing Concern

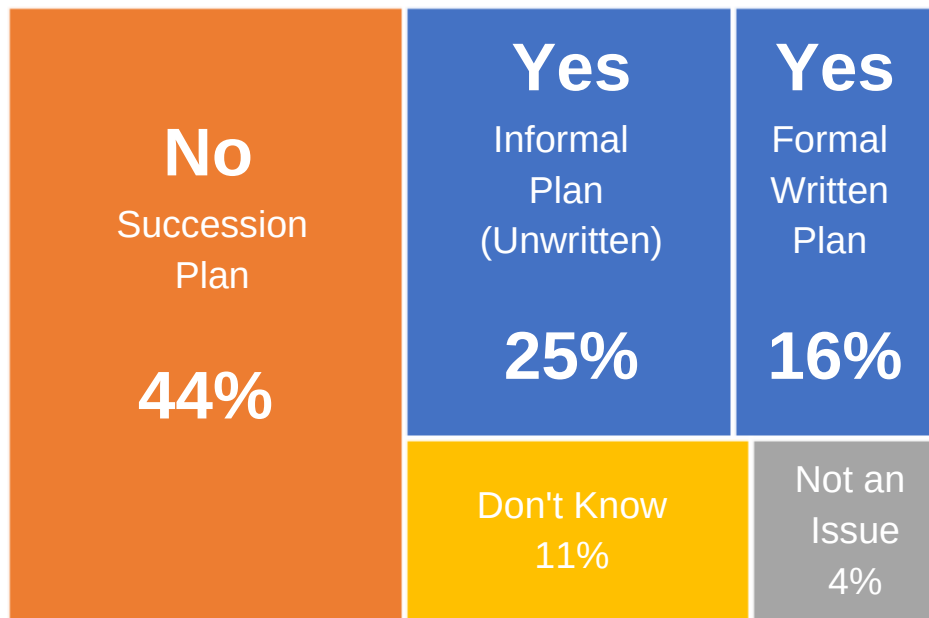
72%

Identified issues related to succession planning as a serious concern for their organization



Between 3-5% of organizations throughout the province indicated they would cease to exist if they lost a senior employee

Despite a recognition of the importance of succession planning only 41% of organizations that responded indicated they had some form of succession plan in place for senior staff.





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37%

of organizations indicated that they have recruited or attempted to recruit senior/key staff in the last 2 years



41%

of the organizations that sought senior staff in the last year were **unsuccessful** in their search

The challenge of replacing senior staff was even more pronounced for rural organizations

52%

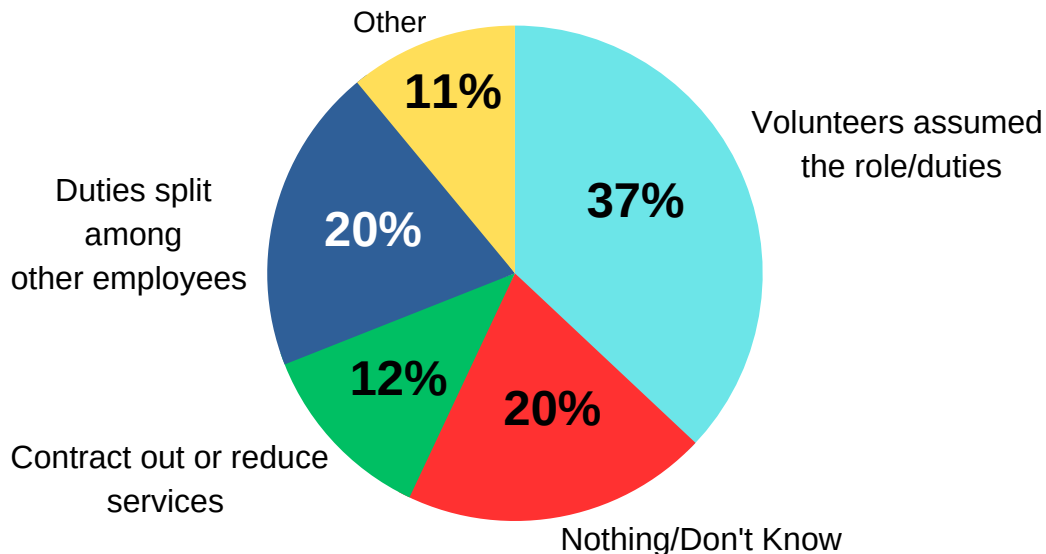
of organizations located **outside** of the St John's metro area seeking employees were unsuccessful in their search for new senior staff



26%

of those in the St John's metro area seeking employees were not successful

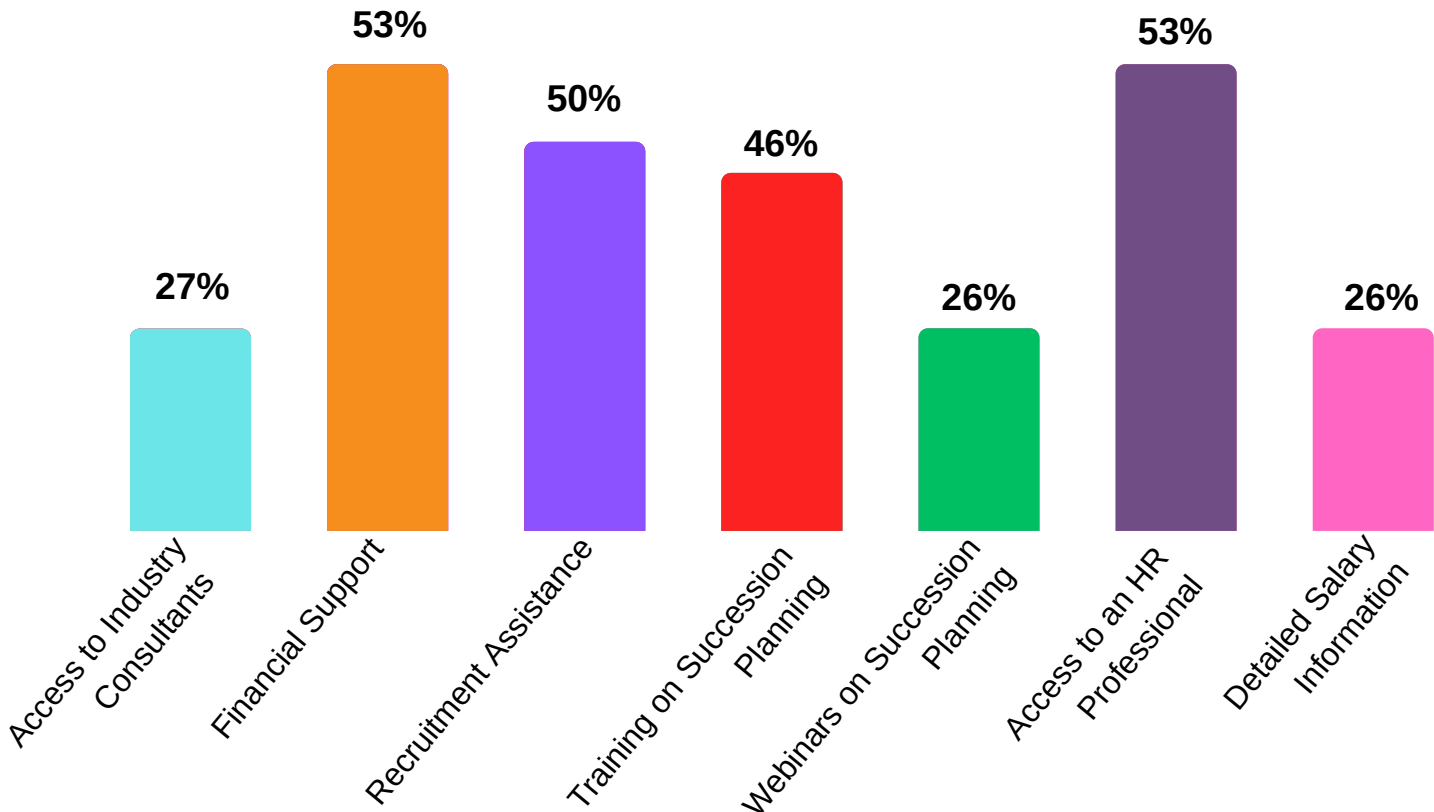
When key positions/roles were not filled a number of different strategies were used to compensate



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Support of Succession Planning

Respondents identified a number of key resources/supports that would be helpful in supporting the succession planning process



Take Aways

Succession planning is a pressing issue for the community sector in Newfoundland and Labrador. An aging workforce combined with significant challenges in finding and recruiting staff for both paid and unpaid positions puts substantial pressure on employees and organizations. This demonstrates the need for community sector organizations to plan and prepare for employee turnover in a fashion that ensures both a smooth transition and the sustainability of the organization moving forward.

To accomplish this timely and effective succession planning is necessary. Organizations clearly stated that they need access to additional funding, HR support, and recruitment assistance in order to accomplish this.

If you have any questions or concerns related to this survey or the information contained herein please contact CSCNL by phone at 1-866-753-9860 or by email at research@cscnl.ca.