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Recruitment and Succession Planning

Series: Effective Governance for Executive Bodies of Strata Communities

Part 12 of 12: Recruitment and Succession Planning

The committee of a strata community holds the corporate memory for the organisation. It is essential that this be entrusted to the right group and that the entire group does not leave at the same time.

Thinking ahead to the unofficial term of a committee member's tenure will help with three problems common to strata communities. Firstly, the turnover of members will avoid small cliques. Secondly, unofficial terms provide a way to farewell underperforming members without unpleasant confrontation. Thirdly, if the expectation of the period of service is reasonable, then new members may be attracted.

Strata communities are elected each year but a process of recruitment by the existing members can help maintain and enhance the committee and the community's corporate memory.

In profiling future members the committee should have regard to the core areas of responsibility; knowledge management, legal compliance, property maintenance and financial control.

Knowledge management might be led by a person with a communication background, librarians are good at this role as are people in human resources. For compliance look for someone with a legal, accounting or risk management background. Property maintenance does not necessarily require facilities management experience. Anyone in general management, operations, logistics or with a trade background will perform this role well.

The skills for the finance role are obvious. This work appeals to auditors, accountants and bookkeepers. A thoughtful profiling and recruitment process prior to the annual general meeting is much better for a strata community than pressuring people to put up their hand to fill vacancies at the meeting.

From the candidates' perspective a form of induction should be expected which might include a meeting with the strata manager to clarify roles and expectations.



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Succession planning is something done poorly by most boards and a committee of a strata community is no exception. Poor succession planning can result in the chairperson or key members becoming “trapped” in the role or “clinging” to the role when others may believe their time has passed. Either event is unhealthy. Legislation governing strata communities does not address this important issue.

Enlightened committees will take it upon themselves to plan for the future by reaching agreement as to how long they will serve and how they will over a number of years progressively retire and be replaced by others with suitable skills so that the corporate memory stays alive and well for the benefit of the strata community.



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