



Succession Planning Toolkit

STEP 1: Identify significant business challenges in the next 1–5 years

Your department's strategic plan is a great place to start in identifying current and future challenges. If your department doesn't have a strategic plan consider some of these factors: Industry trends and best practices that have recently emerged; Regulatory changes (anticipated or implemented); Demographic changes that will impact the university and your department; Political shifts in ideology or upcoming elections; the impact of technology on your work; Economic changes

ENVIRONMENTAL SCAN WORKSHEET

Date:

Team

Members:

What is happening inside and outside the organization?

Immediately (next 1-3 months):

In the near future (6-18 months):

In the distant future (2-5 years):



STEP 2: Identify mission critical positions

Review positions at the Assistant VP level and above to determine which positions are key. Also, consider including individual contributor positions that require a particularly unique skillset, are traditionally hard to recruit for, or have a high turnover rate. Evaluate the impact each position has in achieving the strategic goals and objectives, as well as the vacancy risk and marketability of the incumbent.

CRITICAL POSITIONS WORKSHEET

Position Title:

Position Status:

Position Impact: High Medium Low

Vacancy Risk: High Medium Low

Assessment of "Vacancy Risk" should be based on factors such as the incumbent's retirement eligibility, marketability, etc.



STEP 3: Identify competencies, skills and institutional knowledge that are critical success factors

After you determine which positions are mission critical and have a significant vacancy risk, identify competencies, skills and institutional knowledge that are important success factors for each of the positions that require a succession plan. Please utilize the job description to complete this form.

Critical Success Factor Worksheet

Position Title:

Required Education:

Required Experience:

Core Competencies

- Communication
- Strategic Planning
- Relationship Building
- Self-Development
- Focus on Customers
- Valuing Cultural Diversity
- Change Management
- Developing and Coaching Others

Technical Competencies

- Project Management
- Policy Development and Analysis
- Fiscal Management
- Human Resources Management
- Legal and Risk Management
- Computer Systems and Technology
- Data Analysis
- Contract Management

Other skills?

What institutional knowledge is vital to the success of this position? Does anyone else share this knowledge?

Plan for Knowledge Capture:

- SOPS and Process documentation
- Job Aides/Tools
- Job Shadowing
- Mentoring
- Job Rotation
- Other:



STEP 4: Identify high potential employees

After you have evaluated the mission critical positions, the next step is to consider if there are current staff members ready to successfully assume the role or could grow into the role in time. Utilize the 9 Box tool to help determine high potential employees. If you are conducting this succession planning exercise as a leadership team, be willing to have honest conversations and remember that just because an individual is not identified as high potential doesn't mean that they are not a strong individual contributor, nor should they be denied access to professional development activities.

High Potential Employees

Name:

Current

Title:

Department:

Years in Current Role:

Target Position:

Target position

Key Competencies:

Performance Evaluation Reviews:

Readiness Status: Immediately within 1 year within 2 years within 3-5 years

Action

Plan:



STEP 5: Career Development Plan

After you have identified your high potential employees and developed a basic action plan, the next step in the succession planning process is to fully create the employee's career development plan. Preparing an individual to progress in the organization is a multi-step process. It often takes a combination of formal training, coaching, job rotation, leadership development and reach assignments.

Managers and executive leadership play a key role in creating access/removing barriers to key assignments and providing honest feedback along the way. Managers should be having ongoing career development conversations with all employees in addition to their annual performance reviews. Career development conversations with high potential employees should be focused on closing the gaps and/or strengthening existing skills and competencies.

Please utilize the [Career Development Plan](#) found on the Employee Toolkit. For any questions, or to set up a 1:1 Career Development appointment, please contact the Training and OD team [Career Development Consult Request](#).