## **SAMPLE**

## VACANCY OF PIVOTAL POSITION PLAN

Use this form to facilitate assessment of risk, and development of mitigation strategies, for key positions

Division/	Division of Education		lanner	Frank Dustin	.gres, for key positions.
College	Pivotal Position Title	Name	ا e of Incu	umbent	Today's Date
PART 1 Identify Pivotal Positions and Time to Departure	Director of HR		Tim We		5/1/17
	Specialized knowledge, skills and abilities (KSA):  15 years or more experience in strategic business operations and human capital planning  Large organizations, higher education,				
	How would vacancy affect the area in terms of operations and leadership (critical functions, relationships, future trends, opportunities, challenges, vision and goals)?				
	Anticipated date or timeframe of departure: (consider retirement	$\boxtimes$ Within the ye $\square$ 2-3 years		3-5 years  5-10 years	Date of departure, if known
	eligibility, desire for transfer, etc.) and note reason:			12/31/17	
	How long would it take to recruit for or replace this position?			4-6 months	
	How long would it take a qualified replacement to become fully functional?  1-2 years				1-2 years
	How much critical institutional knowledge becomes unavailable with this departure? Does a procedure or operational guide exist or need developing for this position? If so, please note your plan to accomplish. Situational and institutional knowledge, Precedence				
REFLECT	Does this position need to be refilled/replaced as it currently exists or does this impending departure present an opportunity to restructure the position (PD), department or division to better meet the long-term vision and strategic goals for this area and the university? Please consider future operations and leadership needs.				
PART 2 Identify Potential Succession Candidates Utilize: Tools 3A and 3B	Brainstorm individuals, internally and externally, who may have the potential, below or on Tool 5:				
	Betty Focus		Marcus Pan		
	Bonita South Flora Present		esent		
	Bob Lawyer				
	James Able				
	Cleo Capable				
	Use the following succession planning tools to <u>assess the readiness</u> of your selected individuals. To avoid bias, work with members of your management team whenever possible to complete your assessments.				
	1.) Leadership Performance and Potential Assessment: Answer "yes" or "no" to questions and "score" your individual employees in the areas of Leadership Performance and Leadership Potential. (Tool 3A)				
	2.) <b>9 Box-Model:</b> After scoring each individual, plot your results on the 9-Box Model for a bigger picture view of the readiness of each person. Review the traits to ensure you have accurately positioned each individual. Note what you, or their manager, should provide each individual to prepare them for a future role. (Tool 3B)				
	Employees identified as candidates for THIS VACANCY move to Part 3.				
REFLECT	Reflect on career planning conversations with your staff and other potential candidates across the organization.				

Short-Term Backup -Internal Candidate: Consider who could provide immediate, short-term backup for a position vacated unexpectedly. If there is not one single individual, consider how you could divide the duties temporarily. Do not limit yourself to those individuals in your immediate area. Consider others across the organization in a role with similar skills and duties. Long-Term Fill - Internal Candidate: Consider high potential employees who are now, or may develop into Designate Trained Back ups and strong candidates who could compete for the position through the search and selection process. Consider those op Assessed Succession Candidates who have demonstrated an interest in promotion, not fully challenged in their current position, and/or are serving in functions that are becoming obsolete or less critical to operations. Look across the organization. Long-Term Fill - External Candidate: Consider a candidate, external to the organization, who has specialized skills or knowledge not found within the organization nor easily developed internally. If the individual is not currently Short-Term (ST) Backup prepared, briefly note additional Date of Long Term (LT) Fill or Both; knowledge, skills and abilities Name **Anticipated** Internal (Int.) or (KSA) needed. Readiness External (Ext.) Candidate Capture details on IDP in Part 4. **Betty Focus**  $\square$  ST  $\boxtimes$  LT  $\boxtimes$  Int.  $\square$  Ext. More exposure to executives and 12/31/17 high-level decision making Cleo Capable  $\square$  ST  $\boxtimes$  LT  $\boxtimes$  Int.  $\square$  Ext. Institutional specific knowledge, 12/31/18 reporting and analysis (performance)  $\square$  ST  $\boxtimes$  LT  $\boxtimes$  Int.  $\square$  Ext. James Able 06/30/18 Leading others, exposure to difficult situations and problem solving at a leadership level  $\square$  ST  $\square$  LT  $\square$  Int.  $\square$  Ext.  $\square$  ST  $\square$  LT  $\square$  Int.  $\square$  Ext. If the current manager(s) of the designated candidates are not in a position to develop and provide ongoing support for these individuals in the necessary operational competencies and leadership behaviors outlined in their **REFLECT** development plan - consider moving them under a different, proven leader or identify a mentor from elsewhere in the organization. Capture development goals in their Individual Development Plan (IDP). Individual Development Plans (IDPs) are tools used to help employees develop their skills by setting goals and then organizing those goals into a cohesive **Create Individual** Development Plans (IDP) plan with defined timeframes and expected results. Succession Planners, succession candidates and managers will work together to tailor the IDP to ensure it meets the needs of the individual and the organization. There are four steps to developing an IDP: <u>Utilize: Tool</u> 1.) Analyze Development Needs 2.) Set Goals 3.) Identify Activities, Training and Experiences 4.) Define Success Criteria and Time Lines Note: It is important to monitor and evaluate IDP results. IDPs evolve as individuals evolve (or not, due to the unexpected, lack of support, opportunities, etc.). Employees who are not on track with their development goals, will need to be re-evaluated. You may need to accelerate the development of other identified potential succession candidates to fill the gap. 1.) **Pivotal Position:** has anything changed in their departure date? **Target Evaluation Date** 2.) Candidate: is their development on track; are they still employed and engaged; are they still interested in this role or a different role/career; motivations aligned? 12/31/17 3.) Organization: has anything changed in the organization that could necessitate a change in this plan (direction of organization, vision, goals, talent pool)? **PREPARE** Develop plans to onboard the final, selected candidate; initiate strategic salary discussions with HR Class & Comp.

Use the referenced tools, and the table below, to record the individuals selected as candidates for succession: