

Succession Management: Identifying Critical Positions Template

Division Representative: _____

Division: _____

Date: _____

Introduction

Succession Management is the strategic alignment of an organization's talent with its business direction. It is:

- A systematic process for identifying talent requirements
- A series of focused strategies to attract and develop pools of qualified candidates
- A strong pipeline to fill critical positions within an organization
- A tool to ensure talent engagement and retention
- An efficient method to facilitate the timely transfer of knowledge from incumbents to successors.

This document will help you identify the critical positions under your purview which should receive priority in the Succession Management process. Prioritizing the most critical positions mitigates risk and ensures continuity is in place to sustain the achievement of business results and the delivery of public services.

Implications of Current and Future Business Strategy

1. What internal and external business drivers exist that may affect your mission, strategic goals/objectives, strategies or structure over the next five years?
2. What are the key workforce implications of these changes? What specific occupational groups or positions may be affected? What changes do you foresee in the skill sets or competencies required to perform effectively in your Division?
3. Which employees/positions within your Division are currently or imminently eligible for retirement? What is the potential for loss of knowledge, skills and relationships that might negatively impact your Division's success?

Questions to Identify Critical Positions

Which positions:

1. Are instrumental to delivering on commitments and priorities?
2. Exert critical influence on achieving operational and strategic goals?
3. Are essential in meeting legislative or regulatory requirements?
4. Are instrumental to the health, safety or security of the public?

Critical Position Confirmation Tool

Position: _____

Please complete a copy of this form for each critical position that has been identified.

A. Identification / Reassessment						
1. What <u>essential</u> services does the Division provide the citizens of Virginia? _____						
2. Which position carries or directly supports those services/functions? _____						
3. Which position has duties that if not performed would stop or adversely impact service to the citizens of Virginia? _____						
Please indicate the extent to which you agree with the following statements using the 0-5 scale where 5 indicates that you strongly agree.	Strongly disagree	Disagree	Disagree Somewhat	Agree Somewhat	Agree	Strongly agree
B. Ranking						
4. If this position were left vacant, it would cause serious difficulties in achieving operational and strategic goals at the department level.	0	1	2	3	4	5
5. If this position were left vacant, it would cause serious difficulties in meeting legislative or regulatory requirements.	0	1	2	3	4	5
6. If this position were left vacant, it would be detrimental to the health, safety or security of the public.	0	1	2	3	4	5
7. There is a significant likelihood that the incumbent will leave this position within the next 2-3 years.	0	1	2	3	4	5
8. The skills & competencies required to perform this position are highly sought after in the labor market.	0	1	2	3	4	5
9. This position requires a high degree of specialized knowledge transfer to ensure continuity in the performance of the function.	0	1	2	3	4	5
10. There is no internal feeder pool for this position with candidates who could be ready to step up if it becomes vacant.	0	1	2	3	4	5
11. There is no external feeder pool for this position with candidates who could be ready to step up if it becomes vacant.	0	1	2	3	4	5
C. Human Resources						
12. This position has turned over at least once in the last 3 years.	0	1	2	3	4	5
13. This position would be difficult to fill because it requires specialized expertise and experience that is not readily available internally or in the labor market.	0	1	2	3	4	5
14. This position would be difficult to fill because of its location.	0	1	2	3	4	5
15. This position would be difficult to fill because of language requirements.	0	1	2	3	4	5
	0-10	11-20	21-30	31-40	41-50	51-60
Position Score (Red=Imperative; Orange=Important; Tan=Discretionary; Blue=Not Urgent)						