VACANCY OF PIVOTAL POSITION PLAN

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

Division/ College	Planner		
	Pivotal Position Title	**Name of Incumbent**	**Today's Date**

PART 1 — Identify Pivotal Positions and Time to Departure

Specialized knowledge, skills and abilities (KSA):

How will 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 eligibility, desire for transfer, etc.) and note reason:	☐ Within the year ☐ 3-5 years ☐ 2-3 years ☐ 5-10 years	**Date of departure, if known**
How long will it take to recruit for or replace this position?		
How long will it take a qualified replacement to become fully functional?		

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.

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 <u>may have the potential</u>, below or on Tool 5:

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.) **9 Box-Model:** 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.

<table>
<tr>
<td rowspan="7">PART 3   Designate Trained Back ups and Top Assessed Succession Candidates</td>
<td colspan="4">Use the referenced tools, and the table below, to record the individuals <u>selected as candidates</u> for succession:</td>
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<tr>
<td colspan="4">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.</td>
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<tr>
<td colspan="4">Long-Term Fill - Internal Candidate: Consider high potential employees who are now, or may develop into strong candidates who could compete for the position through the search and selection process. Consider those 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.</td>
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<tr>
<td colspan="4">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.</td>
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</table>

Name	Short-Term (ST) Backup Long Term (LT) Fill or Both; Internal (Int.) or External (Ext.) Candidate	If the individual is not currently prepared, briefly note additional knowledge, skills and abilities (KSA) needed. *Capture details on IDP in Part 4.*	Date of Anticipated Readiness
	☐ ST ☐ LT ☐ Int. ☐ Ext.		
	☐ ST ☐ LT ☐ Int. ☐ Ext.		
	☐ ST ☐ LT ☐ Int. ☐ Ext.		
	☐ ST ☐ LT ☐ Int. ☐ Ext.		
	☐ ST ☐ LT ☐ Int. ☐ Ext.		

REFLECT	*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 development plan - consider moving them under a different, proven leader or identify a mentor from elsewhere in the organization.*

Part 4 Create Individual Development Plans (IDP) *Utilize: Tool 4*

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 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:

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.

Part 5 Evaluate	1.) **Pivotal Position:** has anything changed in their departure 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? 3.) **Organization:** has anything changed in the organization that could necessitate a change in this plan (direction of organization, vision, goals, talent pool)?	**Target Evaluation Date**

PREPARE	*Develop plans to onboard the final, selected candidate; initiate strategic salary discussions with HR Class & Comp.*