

## Succession Management Readiness Assessment

Due: Annually on the Last Business Day of September

Name:

Department:

Title:

To aid you in assessing the appropriate grade for your department, upper managers should review and discuss the following questions:

1. How successful has my department been in developing managers in the skill areas of higher level positions? What evidence do I have of this development?
2. Have management direct reports expressed an interest in competing for future higher level position openings? If not, why not? What can I do about this?
3. In the next five years, who in my department may be eligible to retire or might leave for reasons other than retirement?
4. What knowledge, skills, and abilities is my department in danger of losing? What is the importance of this knowledge? What can I do about this?
5. Does my department have unique circumstances such as no assistant director or no middle management positions? How can I still develop others for higher level positions given these challenges?
6. Are there potential viable candidates in positions *not* reporting directly to an upper manager (lower level employees)? What can I do to help these employees develop? How can I ensure fairness and equity for other employees at the same level who might *not* be viable candidates for upper management positions?

On the following pages, you are asked to assess your department's succession management readiness by giving your department a grade of A, B, C, D, or F. Be honest! There is an expectation that there will be few, if any, "A" grades among departments. The purpose of this readiness assessment is to develop strategies that will yield viable internal candidates for all upper management positions, not to create false competition between departments or their leaders. Regardless of the grade you assign your department, be prepared to back up this grade with evidence of development in higher-level management areas and/or of interest among managers in moving into those higher-level positions.

Instructions: Review the criteria, then place a check next to grade that most closely fits your department's situation.

\_\_\_\_\_ **A Grade of "A"** fits the following criteria:

- You have identified viable internal candidates for *all* upper management positions (department heads *and* assistant department heads).
- These candidates for both department head and assistant department head positions have expressed an *interest* in upward mobility.
- These candidates have *developed* in the competency and skill areas necessary for a higher level position.
- You have *strategies* in place in the event the viable candidates are unable to move into the higher level position(s).

Comments:

\_\_\_\_\_ **A Grade of "B"** fits the following criteria:

- You have identified viable internal candidates for *some* upper management positions (department heads *or* assistant department heads) but not all.
- Those viable candidates have expressed an *interest* in upward mobility, but they are not yet developed to the level where they could move into a higher level position **OR**
- Those viable candidates have *developed* (or are rapidly developing) in the competency and skill areas necessary for a higher level position but are unsure of their interest in a higher level position.
- You have implemented *strategies* to address the concerns above.

Comments:

\_\_\_\_\_ **A Grade of “C”** fits the following criteria:

- You have identified *only a few* viable internal candidates for *some* upper management positions (department heads or assistant department heads).
- You have some candidates at the early stages of *development*, yet they are unsure of their interest in a higher level position **AND**
- You have candidates who have expressed an *interest* in a higher level position, but who are unlikely to develop in the competency and skill areas necessary for a higher level position.
- You have begun to implement a *plan* to address the concerns above.

Comments:

\_\_\_\_\_ **A Grade of “D”** fits the following criteria:

- There are *no* viable internal candidates for *any* upper management positions (department heads or assistant department heads).
- You have no viable candidates who are *interested* in upward mobility.
- You have no viable candidates who have begun *development* in the competency and skill areas necessary for a higher level position.
- You have begun to formulate *strategies* to address the concerns above, but have not begun to implement those strategies.

Comments:

\_\_\_\_\_ **A Grade of “F”** fits the following criteria:

- There are *no* viable internal candidates for *any* upper management positions (department heads or assistant department heads).
- You have no viable candidates who are *interested* in upward mobility.
- You have no viable candidates who have *developed* in the competency and skill areas necessary for a higher level position.
- You have no *strategies* developed to address the concerns above.

Comments:

If your grade is “B” or below, describe below the specific *steps you will take in the next year* to address the areas of concern:

If your grade, is “A”, describe the *steps you have taken* to get your department to this superior level of readiness for succession. (This information can be used to assist other departments).