

## VACANCY OF PIVOTAL POSITION PLAN

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

<b>Division/ College</b>	<b>Division of Education</b>		<b>Planner</b>	<b>Frank Dustin</b>
<b>PART 1 Identify Pivotal Positions and Time to Departure</b>	<b>Pivotal Position Title</b>	<b>Name of Incumbent</b>		<b>Today's Date</b>
	<b>Director of HR</b>	Tim West		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 eligibility, desire for transfer, etc.) and note reason:	<input checked="" type="checkbox"/> Within the year	<input type="checkbox"/> 3-5 years	<b>Date of departure, if known</b>
		<input type="checkbox"/> 2-3 years	<input type="checkbox"/> 5-10 years	
		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			
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				
<b>REFLECT</b>	<i>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.</i>			
<b>PART 2 Identify Potential Succession Candidates</b> <i>Utilize: Tools 3A and 3B</i>	<b>Brainstorm individuals, internally and externally, who <u>may</u> have the potential, below or on Tool 5:</b>			
	Betty Focus	Marcus Pan		
	Bonita South	Flora Present		
	Bob Lawyer			
	James Able			
	Cleo Capable			
	<b>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.</b>			
1.) <b>Leadership Performance and Potential Assessment:</b> 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.				
<b>REFLECT</b>	<i>Reflect on career planning conversations with your staff and other potential candidates across the organization.</i>			

