



Succession Planning Toolkit

MORAVIAN
UNIVERSITY

Succession Planning

Succession planning is the process of identifying the critical positions within your organization and developing action plans for individuals to assume those positions. Taking a holistic view of current and future goals, this process ensures that you have the right people in the right jobs today and in the years to come.

A succession plan identifies future staffing needs and the people with the skills and potential to perform these future roles.

In the long term, succession planning strengthens the overall capability of the organization by:

- Identifying critical positions and highlighting potential vacancies.
- Selecting key competencies and skills necessary for business continuity.
- Focusing development of individuals to meet future business needs.

Included in this toolkit are templates and tips for:

- Ensuring succession planning is closely tied to University strategy and goals.
- Understanding the importance of engaging executive and senior leaders in the process.
- Clearly defining the development of key talent.
- Ensuring staff understand their role in the process and know what is expected of them.

If you need assistance in getting succession planning started, please reach out to hr@moravian.edu.

Succession Planning Process Overview



Assess:

- Identify significant business challenges in the next 1-5 years
- Identify critical positions that will be needed to support business continuity
- Identify competencies, skills, and institutional knowledge that are critical success factors



Evaluate:

- Consider high potential employees
- Select the competencies individuals will need to be successful in positions and to meet identified business challenges
- Categorize skill or competency gaps
- Predict the likelihood for attracting a robust candidate pool



Develop:

- Capture the knowledge that individuals possess before departing the organization
- Develop a pool of talent to step into critical positions through targeted career development strategies



Step 1: Identify significant business challenges in the next 1-5 years

Your department's strategic plan is a great place to start in identifying current and future challenges. If your department doesn't have a strategic plan or it is not drilled down enough to your team's specific strategies and priorities, an environmental scan can provide you with enough information to start the succession planning process.

Environmental Scan Worksheet

Environmental scans can be conducted during a brainstorming session at a team meeting, as part of a management retreat, through surveying or talking with stakeholders, or by a combination of these methods.

Participants:

Date:

What's happening inside and outside your organization...

Right now?

In the near future?

In the distant future?

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Step 2 Identify critical positions that will be needed to support business continuity

Since the next step involves identifying critical positions that your succession plan will be built around, we recommend working with Human Resources for this part of the process.

Critical Position Worksheet

Review positions at the director level and above to determine which positions are key. Consider including individual contributor positions that require a unique skillset, are traditionally hard to recruit for, or have a high turnover rate. Evaluate the impact each position has in achieving the strategic goals and objectives as well as the vacancy risk and marketability of the incumbent.

Moravian Job Title:

System Job Title:

Position Status: Filled Vacant

Position Impact: High Medium Low

Assessment of “position impact” should be based on a prioritized list of the department’s mission, goals, objectives, and strategic plan.

Vacancy Risk: High Medium Low

Assessment of “vacancy risk” should be based on factors such as the incumbent’s retirement eligibility, marketability, etc.

Step 3 Identify competencies, skills, and institutional knowledge that are critical success factors

After you determine which positions are mission critical and you have a significant vacancy risk, identify competencies, skills, and institutional knowledge that are critical success factors for each position that requires a succession plan.

Critical Success Factor Worksheet

Moravian Job Title:

System Job Title:

Education Requirements:
(degrees, certifications, licensures)

Work Experiences:

Core Competencies:

- Communication
- Strategic Planning
- Building Productive Relationships
- Continuously Improving Quality
- Developing Self
- Focusing on Customers
- Valuing Cultural Diversity
- Managing Change
- Developing and Coaching Others

Technical Competencies:

- Project Management
- Policy Development and Analysis
- Budget and Fiscal Management
- Human Resources Management
- Legal Compliance
- Computer Systems & Technology
- Program Development
- Data Analysis
- Grants and Contract Management

Other Skills:

Identify Unique Institutional Knowledge or Relationships:

What unique institutional knowledge or relationships are inherent to the success of this position?

Does anyone else have this knowledge at Moravian? If so, who?

How critical is it that this knowledge is documented and shared? High Medium Low

Plan for Sharing Knowledge:

- Process Documentation
- Job Aids
- Job Shadowing
- Mentoring
- Job Rotation
- Other:



Step 4 Consider high potential employees

After you have evaluated which positions require a succession plan, the next step is to consider if there are current staff members ready to successfully assume the role or have potential to grow into it over time.

Working with Human Resources, determine which staff members are currently eligible or may be eligible within 3-5 years for prioritized positions.

If you are conducting this succession planning exercise as a leadership team, be aware that high potential employees are often not distributed evenly within an organization. Be willing to have honest conversations and remember that just because an individual is not identified as “high potential” does not mean that they are not a strong individual contributor, nor should they be denied access to professional development activities.

High Potential Employee Identification

Name:

Moravian Job Title:

Department:

Years in Current Position:

Current Supervisor:

Target Position:

Target Position Key Competencies:

Ready: Now Within 1 Year Within 2 Years Within 3-5 Years

Action Plan:

Step 5 Select the competencies individuals will need to be successful in positions and to meet identified business challenges

Preparing an individual to progress at Moravian is not a one-size-fits-all process. It often takes a combination of formal training, thoughtful coaching, trusted mentorship, and key assignments. Managers and executive leadership play a key role in creating access and removing barriers to key assignments and providing feedback along the way.

Managers should be having ongoing career development conversations with all employees in addition to their annual performance reviews. Career development conversations with high potential employees should be focused on closing the gaps and/or strengthening existing skills and competencies.

Career Development Plan Worksheet	
Name:	
Moravian Job Title:	
Department:	
Current Supervisor:	
Supervisor Title:	
Long-Term Goals:	
	<i>What are your long-term career goals over the next 3-5 years? Describe how your long-term goals fit in with the goals and priorities of your department.</i>
Goal 1:	
Goal 2:	
Goal 3:	
	<i>(Continued...)</i>

Career Development Plan Worksheet

(...Continued)

Short-Term Goals:

What are your career goals for the next year or two (these may not be the same as the goals listed on your performance evaluation)? Describe how your short-term goals fit in with the goals and priorities of your department.

Goal 1:

Goal 2:

Goal 3:

Skills and Competency Requirements:

What skills or competencies do you need to build to reach your goals?

Skills or Competency to be Developed	Training Activities <i>(Formal training, mentorship, cross training, independent learning, etc.)</i>	Target Dates	Associated Costs	Results

This career development plan provides an opportunity to demonstrate your career potential and is not a guarantee of a promotion. This plan should be evaluated at least every 6 months and adjusted as needed based on University and/or personal priorities.

Employee Signature







Date

Supervisor Signature

Date

What Do You Want to Strengthen?

Career Development Cheatsheet

 <p>Organizational Wherewithal</p>	<ul style="list-style-type: none"> • Try cross-functional committee work, job rotation, and job shadowing 	 <p>Position-Specific Expertise</p>	<p>Investigate:</p> <ul style="list-style-type: none"> • Professional Certifications • Relevant Courses • Conferences • Journal Subscriptions • Research Projects • Self-Study
 <p>University Knowledge</p>	<ul style="list-style-type: none"> • Participate in MU events • Assign responsibility for reading and understanding leadership messages • Find opportunities to participate in MU Committees • Attend meet-and-greets with targeted colleagues from other departments • Arrange for mentoring by a leader from another department 	 <p>Leadership Skills</p>	<ul style="list-style-type: none"> • Leadership coaching • Mentorship with a senior leader • Stretch assignments to lead department-wide teams and initiatives
 <p>Communication Skills</p>	<ul style="list-style-type: none"> • Register for professional development webinars 	 <p>Management Skills</p>	<ul style="list-style-type: none"> • Attend the Management Training Series • Mentorship with a senior leader

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