**Analysis of Key/Critical Position(s) or Function(s)**

**Division:**

**Contact Name:**

**Contact Phone:**

**Contact Email Address:**

Complete this Worksheet form and return to       in the Human Resources Office.

**CONTEXT:**

**To ensure we have the right leaders in the right place, you need to know where they will be needed.**

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| 1. Which positions are most critical to your business/program, strategy?   Target positions should be those where getting the right/wrong leader in the role will have high impact on organizational performance (i.e. jobs at high levels have more opportunity to impact the overall organization than those at lower levels). |  |
| 1. For the roles/positions identified, explain the role’s strategic or tactical importance (i.e. Professional/technical roles often have strategic importance). |  |
| 1. Are there roles/positions that are emerging in importance or that are likely to become important as a result of changing strategy, the economy, job market, infrastructure, etc.? |  |

**CONTEXT:**

**To ensure that leaders can achieve short-term objectives and long-term goals, you must determine requirements of target roles and positions, and how the requirements of those roles support the mission and strategy of the Department.**

Consider the following three aspects to determine the requirements of a role/position:

* Description
* Performance Metrics
* Contextual Elements

**Description:**

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| 1. Why does the role(s) exist? What purpose does it serve? Identify the reason(s) why the position(s) or function(s) is key/critical:  * **Organization structure** – position is a key contributor to agency mission. * **Critical function** – Position performs critical/vital task that would disrupt or hinder functions if left vacant. * **Specialized Skills** - Provides specialized leadership or other skills that are difficult to replace. * **High turnover** – Groups in danger of “knowledge drain” due to high turnover. * **Location** – Position fills a unique and important capacity at a particular location would be difficult to fill. |  |
| 1. What are the top priorities of the role(s)/position(s)?   What limited number of things must the position(s) accomplish in order to be successful? |  |
| 1. What are the primary duties and responsibilities of the role(s)/position(s)? |  |

You may find it helpful to have the employee(s) complete a duties statement to ensure critical tasks and functions are fully captured. See WSP-101, Essential Job Duties.

Compare/contrast the employee’s duties statement against the classification standard and the employee’s performance program. List any discrepancies and comments below. (Feel free to contact the Human Resources Office for the classification standard and/or most recent performance program/duties statement).

**Performance Metrics**

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| 1. What are the key accountabilities of the role(s)/ position(s)? |  |
| 1. How is performance measured and what primary performance metrics are used?   Are these the right metrics?  Identify other metrics to use. |  |
| 1. What are the capabilities/behaviors needed to accomplish the performance accountabilities? |  |
| 1. What experience gaps or work style characteristics are most likely to derail someone in this position? |  |

**Contextual Information**

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| --- | --- |
| 1. Who does the role(s)/position(s) report to?   List name and job title. |  |
| 1. List names and job titles for direct reports. Provide useful information about the nature of these working relationships. |  |
| 1. Identify business or organizational challenges that need addressing (e.g. performance issues, turf battles. |  |
| 1. Provide a summary of team or work unit culture. |  |

**CONTEXT:**

**To ensure we have leaders at the right time, you have to know when they will be needed.** You need to assess the risk and impact of turnover in target roles and positions

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| --- | --- |
| 1. Is the incumbent(s) in the target role(s)/position(s) eligible to retire? If known, include the retirement date for the incumbent(s).   If not eligible to retire, what other factors may impact the vacancy risk for this position(s)/ function(s). These factors may include:   * Other promotional opportunities * Career mobility * Life events |  |
| 1. Has the incumbent(s) been in the role/position for a long time and is he/she looking for a new challenge? |  |
| 1. Is the incumbent(s) a viable succession candidate for one or several higher level roles/positions? |  |
| 1. How much organizational impact would there be if the incumbent’s knowledge, expertise and relationships walked out the door tomorrow (e.g. inconvenience or crisis)? |  |
| 1. Identify the factors that might affect the ability to fill this position(s). These factors may include:  * Hiring freeze * No potential candidate pool * No candidates with the right skill set * Location of position * Economic conditions * Existence of re-employment lists * No promotional opportunities * No career mobility |  |

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| --- | --- |
| 1. How will this position be used in the future?  * Job will remain the same/no changes * Work will be redistributed within the unit * Function will be reassigned to another unit * Job can be done another way * Technology will be improved or employed (automate manual processes) * Position will be reclassified |  |

**CONTEXT:**

**To ensure we have the right leaders, you have to identify succession candidates and assess their ability to effectively perform target roles/positions.** You have target roles/positions, you know the role requirements and you have evaluated succession risk.

1. Where do you find possible successors?

1. Start with direct reports. Direct reports are in similar roles/positions and are familiar with issues confronting the Department. They are likely to have similar background, training and experience.

List the potential direct reports and their titles (Name, Title):

1. Review feeder pools and lateral moves. This might include high potential leaders in other parts of the Department or incumbents in jobs that have historically been the source of effective leaders.

List other potential candidates inside and outside the Department and their titles (Name, Title):

1. Now, you have a slate of succession candidates. Who is ready now, and who needs additional experiences and development? Even if it is a cursory evaluation, think about:

* Performance – What and How. Consider each candidate’s performance strengths and where their performance needs further development.
* Readiness – Capabilities, experiences, and behaviors known to be associated with performance in the future role/position
* Potential - the potential to develop and progress into even higher level roles/positions as the components of succession readiness.

**Check the competencies or skills sets that will be required:**

|  |  |
| --- | --- |
| Communication  Leading through vision & values  Decision-making  Strategic planning  Adaptability  Aligning performance for success  Building partnerships  Building trust  Customer focus  Delegating responsibility | Developing a successful team  Facilitating change  Coaching/mentoring  Managing conflict  Innovation  Planning & organizing work  Technical/professional  Safety awareness  Work standards  Stress tolerance  Other: |

**Managing Talent**

1. **Recruitment Strategies:**

If your candidate pool is limited and/or it is expected that internal candidates will not be ready to successfully assume this role within the expected time frames, check the box next to the strategies you believe would be most effective in recruiting new qualified candidates. Rate the strategies with #1 being most effective and #6 being least effective. This may be true of entry level positions where transition exams do not exist and eligible lists that may be stale.

   College Recruitment (on-site testing and scoring may permit immediate job offers).

   Outreach to other state agencies, private, non-profits, educational sectors.

   Internships – hire students in hourly positions with potential to recruit them to fill need.

   Rehiring retirees under Section 212 for limited time to train/develop your successor.

   New exams to address changes in skills/competencies needed for the job.

   Transfers options may yield additional candidates with other skills and competencies.

   Other:

1. **Retention Strategies:**

For titles and program areas with high turnover, assess the work environment, supervisory/management team role and operational needs to improve retention. Check the strategies you believe would be most effective. Rate the strategies with #1 being most effective and #6 being least effective:

   Work-life programs: EAP, on-site child-care and nursing services, on-line access to personal payroll and/or health insurance information, etc.

   Alternate work schedules: VRWS, part time, shift work, compressed work weeks.

   Orientation programs: Assist employees in understanding the agency mission, how the programs work together, how they fit in and contribute, and these services available to them and how to access services.

   Career ladders: Ensure employees have advancement opportunities by broadening minimum qualifications or restructuring job titles.

   Supervisory training

   Other:

**Build and Execute Development Plans**

Having assessed the succession candidates, you now have information about their performance, readiness and potential.

Use this information to discuss career options and build individual development plans that are essential to ensuring a steady supply of leaders. WSP-102, Individual Development Plan can be used to start this discussion with candidates and track their development progress. You may also use the Performance Evaluation Program form to incorporate training requirements for the next performance evaluation period.

In addition, check your staff development needs and rank them according to your priorities (1 being top priority and 11 or higher being least priority):

   Individual Development Plans

   Skills training: classroom or on-the-job training

   Supervisory training: time and attendance; counseling and other corrective actions; probation/performance evaluations.

   On-site college courses

   E-learning

   Educational leave: approve leave for employees to obtain coursework.

   Traineeships: provide opportunities for internal or external candidates to be hired with lesser qualifications than for the journey level/full title.

   Leadership development: classroom, on-the-job training and developmental activities.

   Mentoring program: recruit mentors to help them develop managerial, leadership and/or job skills.

   Rotational assignments: identify opportunities for employees to rotate on a temporary basis to develop new skills and perspectives or work on an ad hoc assignment with staff from another organization.

   Other:

**Create a Program Workforce Summary**

Use WSP-103, Program Workforce Summary to create your own summary that incorporates human resource strategies to address priority competency and skill gaps that exist between the current and projected workforce needs. These strategies will enable knowledge transfer, facilitate filling this position(s)/ function(s); and/or address realignment of functions to ensure business continuity.

Check the strategies you plan to implement:

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| Obtaining a shadow item  Cross-training staff  Reclassifying item  Documenting procedures  Automation | Reassigning or merging the functions  Formal training  Mentoring/coaching  Special assignments  Other: |

“The Program Workforce Summary” tool can assist you in developing your plan and measuring your progress.

**Get Succession on Track**

Successful succession management takes work; there are costs, resources, and time involved, especially up front when you’re getting started. Once the groundwork is laid, keeping a succession strategy moving forward becomes simpler and the benefit to organizational performance in enormous.

**Next Steps:**

Complete and submit this plan to       via e-mail at     .

Your plan will be reviewed by the Human Resources Office in an effort to develop an agency-wide plan and identify required resources to effectuate the plan. The Human Resources Office and other divisions will be a valuable resource in providing you with feedback, guidance and assistance in prioritizing and implementing your strategies.