

This checklist is an audit tool that organizations can use to gauge their current state and where their gaps are to help plan workforce strategies in the next 6, 12, and 18 months.

**SUCCESSION PLANNING CHECKLIST**

# what processes and strategies are currently in place?

# (please check the boxes that apply)

Formal succession planning process

Formal leadership and management training

Formal mentoring program

Informal mentoring

Coaching sessions with an external coach

Formal cross training

Stretch assignments (e.g., project work, committee involvement)

Acting assignments (i.e., developmental opportunities to act in a more senior role)

Job shadowing

Knowledge transfer plan with specific strategies

Robust performance management process (performance plans with concrete goals, timelines, and measures; regular supervisions/one-on-ones; informal check-ins; and annual performance reviews)

Well-written and up-to-date job descriptions with clearly defined expectations, required competencies, and generally no ambiguity in practice

Tracking of learning and development goals through a Human Resource Information System (HRIS) or another digital tool

Other:

# what is the current strength of your organizational talent pool?

**Number of employees ready to fill leadership positions**

|  |  |  |  |
| --- | --- | --- | --- |
| **Leadership level** | **Ready now** | **Ready in 6-12 months** | **Ready in 2-3 years** |
| **Frontline supervisor** |  |  |  |
| **Mid-level** |  |  |  |
| **Senior-level** |  |  |  |
| **Executive-level** |  |  |  |

**Comments:**

# what strategies do you plan to implement in the next 6 months?

Formal succession planning process

Formal leadership and management training

Formal mentoring program

Informal mentoring

Coaching sessions with an external coach

Formal cross training

More opportunities for stretch assignments (e.g., project work, committee involvement)

More opportunities for acting assignments (i.e., developmental opportunities to act in a more senior role)

More formalized job shadowing

Knowledge transfer plan with specific strategies

Improve performance management process (performance plans with concrete goals, timelines, and measures; regular supervisions/one-on-ones; informal check-ins; and annual performance reviews)

Revise job descriptions with clearly defined expectations, required competencies, so there is generally no ambiguity in practice

Improve tracking of learning and development goals

Other:

# what strategies do you plan to implement in the next 12 months?

Formal succession planning process

Formal leadership and management training

Formal mentoring program

Informal mentoring

Coaching sessions with an external coach

Formal cross training

More opportunities for stretch assignments (e.g., project work, committee involvement)

More opportunities for acting assignments (i.e., developmental opportunities to act in a more senior role)

More formalized job shadowing

Knowledge transfer plan with specific strategies

Improve performance management process (performance plans with concrete goals, timelines, and measures; regular supervisions/one-on-ones; informal check-ins; and annual performance reviews)

Revise job descriptions with clearly defined expectations, required competencies, so there is generally no ambiguity in practice

Improve tracking of learning and development goals

Other:

# what strategies do you plan to implement in the next 18 months?

Formal leadership and management training

Formal mentoring program

Informal mentoring

Coaching sessions with an external coach

Formal cross training

More opportunities for stretch assignments (e.g., project work, committee involvement)

More opportunities for acting assignments (i.e., developmental opportunities to act in a more senior role)

More formalized job shadowing

Knowledge transfer plan with specific strategies

Improve performance management process (performance plans with concrete goals, timelines, and measures; regular supervisions/one-on-ones; informal check-ins; and annual performance reviews)

Revise job descriptions with clearly defined expectations, required competencies, so there is generally no ambiguity in practice

Improve tracking of learning and development goals

Other: