Succession Plan: Critical Role Worksheet

Complete one worksheet per critical role. HR prepares sections 1 and 2 with the role's leader; the talent review group agrees sections 3 and 4; development owners complete section 5. Treat the completed plan as confidential and do not share successor names with employees unless the organization has decided to.

1. ROLE INFORMATION

Role title

Department / location

Current incumbent

Time in role (years)

Reports to

Number of direct and indirect reports

Plan prepared by

Date of review

2. CRITICALITY AND VACANCY RISK

Why this role is critical (revenue, operations, regulatory, specialist knowledge, relationships)

Impact if vacant for 90 days

- ☐ High: major disruption to results or compliance
- ☐ Medium: manageable with workarounds
- ☐ Low: covered by others

Likelihood of vacancy in next 12 to 24 months

- ☐ High: retirement, known flight risk or planned move
- ☐ Medium
- ☐ Low

Basis for the vacancy risk rating (facts only, e.g. stated retirement date, internal move planned)

Typical time to fill externally (weeks)

Knowledge or relationships held only by the incumbent

Overall priority

☐ Priority 1 ☐ Priority 2 ☐ Priority 3

3. SUCCESSOR SLATE

Emergency cover (who acts in the role tomorrow if needed)

Successor 1 name and current role

Successor 1 readiness

☐ Ready now ☐ Ready in 1 to 2 years ☐ Ready in 3 or more years

Successor 2 name and current role

Successor 2 readiness

☐ Ready now ☐ Ready in 1 to 2 years ☐ Ready in 3 or more years

Successor 3 name and current role

Successor 3 readiness

☐ Ready now ☐ Ready in 1 to 2 years ☐ Ready in 3 or more years

External market option if no internal successor (target companies or profile, typical cost and time)

4. TALENT REVIEW: 9 BOX PLACEMENT FOR EACH SUCCESSOR

Successor 1 performance rating (last 2 cycles)

☐ High ☐ Moderate ☐ Low

Successor 1 potential rating

☐ High ☐ Moderate ☐ Low

Successor 2 performance rating

☐ High ☐ Moderate ☐ Low

Successor 2 potential rating

☐ High ☐ Moderate ☐ Low

Successor 3 performance rating

☐ High ☐ Moderate ☐ Low

Successor 3 potential rating

☐ High ☐ Moderate ☐ Low

Evidence for potential ratings (observed behaviors, results in stretch work, 360 feedback)

Retention risk for each successor and what would keep them

5. DEVELOPMENT PLAN PER SUCCESSOR

Successor 1: gaps against role requirements

Successor 1: actions (stretch assignment, acting cover, mentoring, training), owner and date

Successor 2: gaps against role requirements

Successor 2: actions, owner and date

Successor 3: gaps and actions, owner and date

Knowledge transfer actions from the incumbent (documentation, shadowing, introductions)

6. REVIEW AND SIGN-OFF

Bench strength summary

- ☐ Strong: at least one ready-now successor
- ☐ Developing: successors ready in 1 to 2 years only
- ☐ At risk: no internal successor identified

Next review date

Role leader signature

Date

HR business partner signature

Date

9 BOX GRID REFERENCE

- ☐ High potential, high performance: future leader. Prioritize for critical roles and stretch moves.
- ☐ High potential, moderate performance: growth employee. Coach on delivery, give a stretch project with clear targets.
- ☐ High potential, low performance: possible wrong fit or new to role. Check for obstacles before judging.
- ☐ Moderate potential, high performance: high performer. Reward and broaden; may be ready for a lateral move or next level.
- ☐ Moderate potential, moderate performance: core contributor. Develop within the role.
- ☐ Moderate potential, low performance: inconsistent. Set clear expectations and coach.
- ☐ Low potential, high performance: trusted expert. Retain and use as a mentor; may not want to move up.
- ☐ Low potential, moderate performance: effective in role. Keep engaged, check fit over time.
- ☐ Low potential, low performance: address through coaching or a performance plan.