Succession Management Model

Step 1:
- Initial consultation with senior leader and HR
- Involvement of leader’s direct reports
- Org chart
- Needs analysis

Step 2:
- Identify critical positions
- Establish replacement plans for critical positions
- Assess turnover risk
- Current staffing

Step 3:
- Identify high potentials
- Identify opportunities to develop talent
- Talent Profiles
- Development Plans

Step 4:
- Critical Position Review
- Talent Review
- Talent Development

Step 5:
- Succession Management
- Develop identified High Potentials
- Maintain plan; update as needed
- Ongoing organizational & talent assessments
- Bi-annual succession updates with Talent Planning
Internal Talent Identification Framework

**BENCH 1**
- 5% top-level jobs; 15-20 individuals
- Deans and VPs identify 2-3 top talent from Bench 1.

**BENCH 2**
- 3% mid-level jobs; 30-40 individuals
- College, business officers, AVPs and senior directors identify 1-3 top talent from Bench 2.

**BENCH 3**
- 1% entry-level professional jobs; 50-60 individuals
- Directors and managers identify 1-2 top talent from Bench 3.

Top Talent to Watch
Talent Identification Roadmap

START

Career aspiration conversation

Development opportunity not identified

Local managers meeting discussion

HR talent lead discussion

Development opportunity not identified

Senior Leadership Team discussion

Development opportunity identified