

Critical Position Assessment

Identifying Mission Critical Positions

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Purpose

The purpose of the Critical Position Assessment is to identify factors that may have an impact on talent requirements within your agency; also, this tool will help to identify the mission critical positions that should receive priority in the succession planning process. It is a best practice to consider factors that indicate whether an identified position is critical to the agency's mission and/or business operations, and to prioritize allocation of resources.

Instructions

1. To complete the Critical Position Assessment, follow each of the four steps required to identify factors that may have an impact on critical talent needed to carry out the mission and operations of the agency.
2. Utilize the tool as many times as necessary, retain the results for each assessed position.
3. Once the assessment has been completed, it will provide an inventory of the key positions as well as set the stage for focused, strategic succession planning.
4. Consider only the factors related to the position being assessed rather than the incumbent performing in the position.
5. Complete a separate assessment for each critical position.

Note: this tool does not represent the only method for identifying critical positions, it is optional and serves only as a guide.

Critical Position Assessment

Position: _____ **Reports to Position:** _____

Step 1: Identify a mission critical position and enter it into the field above. Also indicate the Reports to Position.
Step 2: Indicate a rating for each factor in the fields below.

Factor	Strongly Agree 5	Agree 4	Somewhat Agree 3	Somewhat Disagree 2	Strongly Disagree 1	Does Not Apply 0
1. This position supervises individual contributors.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. This position is the only position that performs this work in the department or agency and is difficult to replace.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. If the position remained vacant, it would cause difficulties or risk in meeting legislative or regulatory requirements.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. If this position remained vacant, it would cause difficulties in achieving operational or strategic goals and would place the agency at high risk.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. If this position remained vacant, it would be detrimental to the health, safety, or security of the workplace and/or public.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. This position is deemed essential for emergency situations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. There is a high likelihood that the incumbent will retire or leave this position within the next 1-3 years.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. The skills and competencies required to perform this position are highly sought in the labor market.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. This position requires a high degree of specialized knowledge and expertise to ensure business continuity.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. There is no current bench strength for this position and no successor prepared to step into the position should it become vacant.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Total Assessment Value						
Critical Score Standard	41-50	31-40	21-30	11-20	0-10	0

Creating an Inventory of Critical Positions

Step 3: After completing the Critical Position Assessment for each of the identified positions, list the critical positions below under the appropriate section, based on the description. Only include those critical positions with the highest assessment scores in the chart below.

Agency Commitments and Priorities: List the critical position(s) (e.g., Director, Deputy Director) that are essential to delivering agency commitments and priorities.

Legislative or Regulatory: List the critical position(s) (e.g., Director, Deputy Director) that are essential in meeting legislative or regulatory requirements.

Health, Safety or Security: List the critical position(s) that are essential to the health, safety, or security of the public.

Specialized Work Performed: List the critical position(s) responsible for specialized work that are filled by only one person within the agency.
