

Strategic Succession Planning Glossary

Abilities: aptitude or competence in skills needed to perform a job task.

Bench: a group of employees who are in the process of developing the knowledge, skills, and abilities for another position.

Bench Strength: the measurable knowledge, skills, and abilities currently possessed by bench members.

Career Ladder: promotional career progression that involves staying within the same job classification series (e.g., Designer 1, Designer 2, Designer 3).

Career Planning: an employee-centered practice of identifying interests or areas for professional development to assist the person with expanding his or her talents and interests.

Demotion: a reassignment to a position with a lower pay range, skill requirement or level of responsibility than the employee's current position. As defined by [Ohio Administrative Code Chapter 123:1-47-01 \(46\)](#), a demotion "means the movement of an employee at the request of the appointing authority or the employee, from one position to a vacant position which is assigned to a different classification and a lower pay range, or lower salary where pay ranges do not exist. For the purposes of this definition, a lower pay range is determined by comparing the step one rates of the relevant pay ranges."

Critical Position: a position that, if left vacant, creates a significant impact within the team, the agency, or the public.

Development: the practice of equipping or preparing an employee (or group) for future roles and responsibilities.

Incumbent: an employee that is currently in the critical position and will help develop potential successors to perform their job prior to the incumbent's exit.

Knowledge: acquaintance with facts, truths, or principles, as from study, investigation, or performance of a job task.

Lateral Move: career movement that does not necessarily involve a monetary incentive. As defined by [Ohio Administrative Code Chapter 123:1-47-01 \(46\)](#), a lateral classification change "means the movement of an employee, with the employee's consent, from one classification to another classification that is assigned to the same pay range or to a pay range in which the step one rate is the same as the step one rate as the classification from which the employee moves."

Pre-placement: the act of successors being next in line to fill the incumbent's position when it becomes vacant.

Promotional Move: career movement that involves increased complexity and responsibility and usually comes with a monetary incentive. Ohio's classified civil service promotions may be made "on the basis of merit and conduct and capacity in office" (see [Ohio Administrative Code Chapter 123:1-23](#)).

Replacement Planning: a short-term practice of identifying replacements for individuals in key operating functions or positions.

Skills: the ability to perform a mental or motor activity that contributes to the effective performance of a job task.

Skills Gap: indicates a misalignment or gap between the skills an employer possess and skills required to perform the job well.

Succession Planning: focuses on identifying and developing a pool of leaders and critical talent ready to fill key roles across all organizational levels, closely aligned with long-term organizational goals and objectives.

Training: identified resources for preparing an employee to perform the task required for his or her current role.

Talent Pool: a group of employees who are interested in filling a critical position, but whose knowledge, skills, and abilities need developed prior to moving into the critical position.