



Succession Management Tools

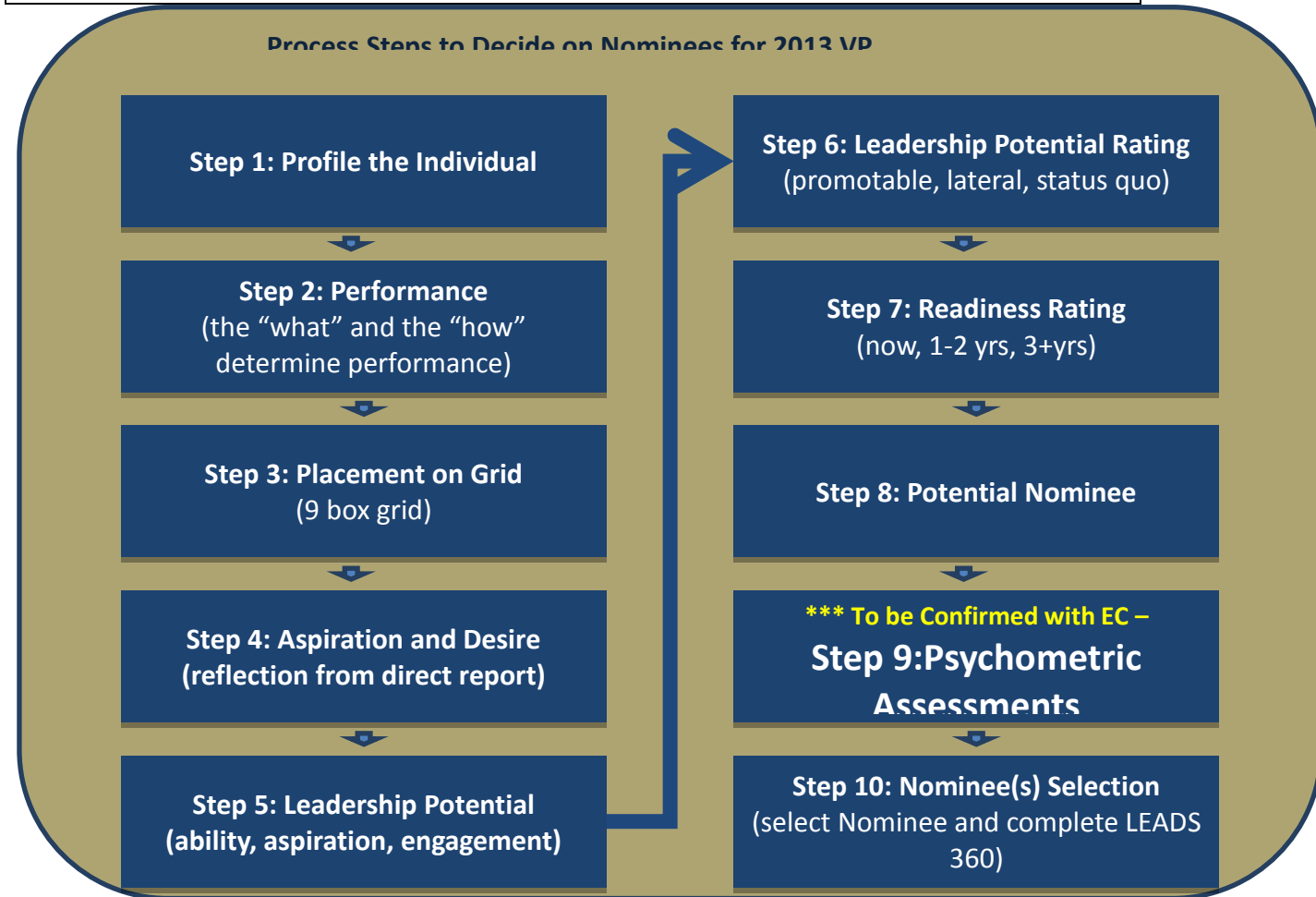


Succession Management Assessment Template

Executive Pipeline

PART A

Complete Steps 1– 4 for all Direct Reports



Steps 1-4 must be completed for all direct reports. Progress through steps 5 to 10 will depend on outcomes of each step.

Succession Management Assessment Template

Name:				
Date: (yyyy/mm/dd)		CV Attached:		
1. CANDIDATE PROFILE				
Job Title:				
Program/ Department:		# Years at HHS:		# Years Managerial Experience:
Job Complexity Description	Consider: <ul style="list-style-type: none"> Size of budget; number of budgets managed Number of units Number of staff; diversity of staff Inpatient / outpatient; internal/ external customers			
Education:	Degree(s):			
	Professional Designations:			
	Diploma(s):			
	Certificate(s):			
	Courses:			
Last 3 Management Positions: (Held Inside/Outside the organization)				
Project/Committee Involvement: (Internal/External - Specify local, community or LHIN level as well as clarity of role ie. Member vs. Chair role)				
Top 3 Achievements over the last three years that demonstrate leadership: (Unit/Program/Organization/External)				
Leadership Activities/Initiatives:				
Other:				

2. CANDIDATE PERFORMANCE = BUSINESS RESULTS (WHAT) + LEADERSHIP CAPABILITIES AND VALUES (HOW)

Check only the most appropriate box and provide comments/examples/evidence to support the rating.

WHAT= Business Results

Business Results "WHAT" – Current Performance	Performance Expectations		
	Exceeds	Meets	Below
1. Leadership Position(Job) Profiles (See Appendix A for Details)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments/Examples/Evidence to Support Rating:			
2. Program Financial Performance (Budget) – i.e. Monitor, Forecast, Plan, and Report - Quantitative and Qualitative Analysis (Volume, Activity, Benchmarking, Variance), Identify Opportunities, Negotiate, Counter Balance (Proactive), Revenue Generation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments/Examples/Evidence to Support Rating:			
3. Corporate Initiative – Portfolio Performance (including publicly reported elements of the QIP and Dashboards - Quality Indicators) – i.e. aware of indicators, milestones, impact, performance results and initiating strategy to address them	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments/Examples/Evidence to Support Rating:			
4. Portfolio Objectives - e.g. Speaks to depth of scope (program, portfolio, provincial, national), engagement in Process Improvement, accreditation, quality/patient safety (PDSA)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments/Examples/Evidence to Support Rating:			
5. Individual Annual Objectives: Speaks to the IAO set for the year and how well the individual met these objectives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments/Examples/Evidence to Support Rating:			
6. Community Focus (Internal/External) (Understands provincial partnerships and expectations of community, Customer satisfaction, Customer complaints, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments/Examples/Evidence to Support Rating:			
7. Healthy Work Environment Strategies – i.e. Recruitment, Retention, Absenteeism, Performance Management (HR Management), VBCC, Health, Safety & Wellness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments/Examples to Support Rating:			

8. Staff Development: – i.e. Performance Appraisal, Coaching, Mentoring, Initiation of Leadership opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Co Comments/Examples to Support Rating:			

Overall Rating

Getting the Right Results the “What” of Performance	Exceeds Expectations	Meets Expectations	Below Expectations
Overall Rating	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

HOW = LEADERSHIP CAPABILITIES (SEE APPENDIX B) AND VALUES

Leadership Capabilities "HOW" (See Appendix B for detailed description of the LEADS Leadership Capabilities)	Behavioral Expectations			N/A Lack of Exposure
	Almost Always to Always	Often	Never to Sometimes	
1. Leads Self <ul style="list-style-type: none"> • Self Awareness • Manages Self • Develops Self • Demonstrates Character 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Comments/Examples/Evidence to Support Rating:				
2. Engages Others <ul style="list-style-type: none"> • Fosters the Development of Others • Contributes to the Creation of a Healthy Organization • Communicates Effectively • Builds Effective Teams 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Comments/Examples/Evidence to Support Rating:				
3. Achieves Results <ul style="list-style-type: none"> • Sets Direction • Strategically Aligns Decisions with Vision, Values, and Evidence • Takes Action to Implement Decision • Assesses and Evaluates Results 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Comments/Examples/Evidence to Support Rating:				
4. Develops Coalitions <ul style="list-style-type: none"> • Builds Partnerships and Networks to Create Results • Demonstrates a Commitment to Customers and Services • Mobilizes Knowledge 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Comments/Examples/Evidence to Support Rating:				
5. Systems Transformation <ul style="list-style-type: none"> • Navigates Socio-Political Environment • Demonstrates Systems/Critical Thinking • Encourages and Supports Innovation • Strategically Oriented to the Future • Champions and Orchestrates Change 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Comments/Examples/Evidence to Support Rating:				

If the results of VIEW 360 are available for this individual, use results to inform the rating below. Otherwise do not complete this section at this time.

"How"	Performance Expectations		
	Almost Always to Always	Often	Never to Sometimes
VALUES: Respect	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Caring	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Innovation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accountability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

OTHER	Almost Always to Always	Often	Never to Sometimes
Ethics and Integrity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Overall Rating

Doing the Right Things the "How" of Performance	Exceeds Expectations	Meets Expectations	Below Expectations
Overall Rating	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. CANDIDATE PERFORMANCE SUMMARY (BUSINESS RESULTS & LEADERSHIP CAPABILITIES AND VALUES)

Click on the Drop Down field and select the most appropriate colour indicator based on your overall ratings from Section 2.

Green	Full performance (Key Talent)
Grey	Solid performer
Yellow	Not yet at full performance
Red	Action required: either 1) Not performing or 2) New Talent (< 6 mths)
Select:	Green

GETTING THE RIGHT RESULTS THE "WHAT" OF PERFORMANCE	Exceeds Expectations	3. TECHNICAL PRO	2. FUTURE STAR	1. CONSISTENT STAR
		<ul style="list-style-type: none"> Fully competent in Role Reached Full Potential 	<ul style="list-style-type: none"> Fully competent in role Still developing Nearly ready for more responsibility 	<ul style="list-style-type: none"> Fully developed Excellent in role Needs more responsibility
	Meets Expectations	6. FUTURE PRO	5. SOLID PLAYER	4. FUTURE STAR
		<ul style="list-style-type: none"> Still developing Not yet exceptional in role Has potential to improve Monitor development 	<ul style="list-style-type: none"> Solid citizen Adequate in role 	<ul style="list-style-type: none"> Continue to challenge and develop
	Below Expectations	9. TAKE ACTION NOW	8. FUTURE PLAYER	7. DIAMOND TO BE SHINED
		<ul style="list-style-type: none"> Low Contributor Perform below expectations 	<ul style="list-style-type: none"> Not yet achieving results Set milestones for improvement 	<ul style="list-style-type: none"> Likely new to position Too early to tell
		Below Expectations	Meets Expectations	Exceeds Expectations
		DOING THE RIGHT THINGS – THE "HOW" OF PERFORMANCE		

DEFINITIONS:

Key Talent (Green)

- Leader who exceed on one scale and at least meets on the other
- Leaders to focus on/invest in. Could include High Potentials (Hi Pos).

Solid Players (Gray)

- No action needed at present
- May include leaders to focus on/invest in. May include High Potentials (Hi Pos).

Leadership Issues (Yellow)

- Leaders who deliver results however not demonstrating leadership behaviour. Immediate results and improvement plans. If no improvement – could move to Top-Grading (Red) category.

Top-Grading Opportunities (Red)

- Leaders who do not meet “what” (results)
- Immediate 60-90 day action plans for improvement

High Potential (Hi Pos)

- “Individuals identified for the leadership pipeline for future leadership positions within the organization”.
- High Potentials are almost always exemplary performers who are identified through the performance appraisal process and who exceed minimum job expectations. However not all exemplary performers are high potentials because advancement is based on different criteria from present performance.
- High potentials are solid performers that can take on leadership opportunity. Leadership is what separates a high potential. Performance gets you noticed but not everyone has high potential to be a leader.

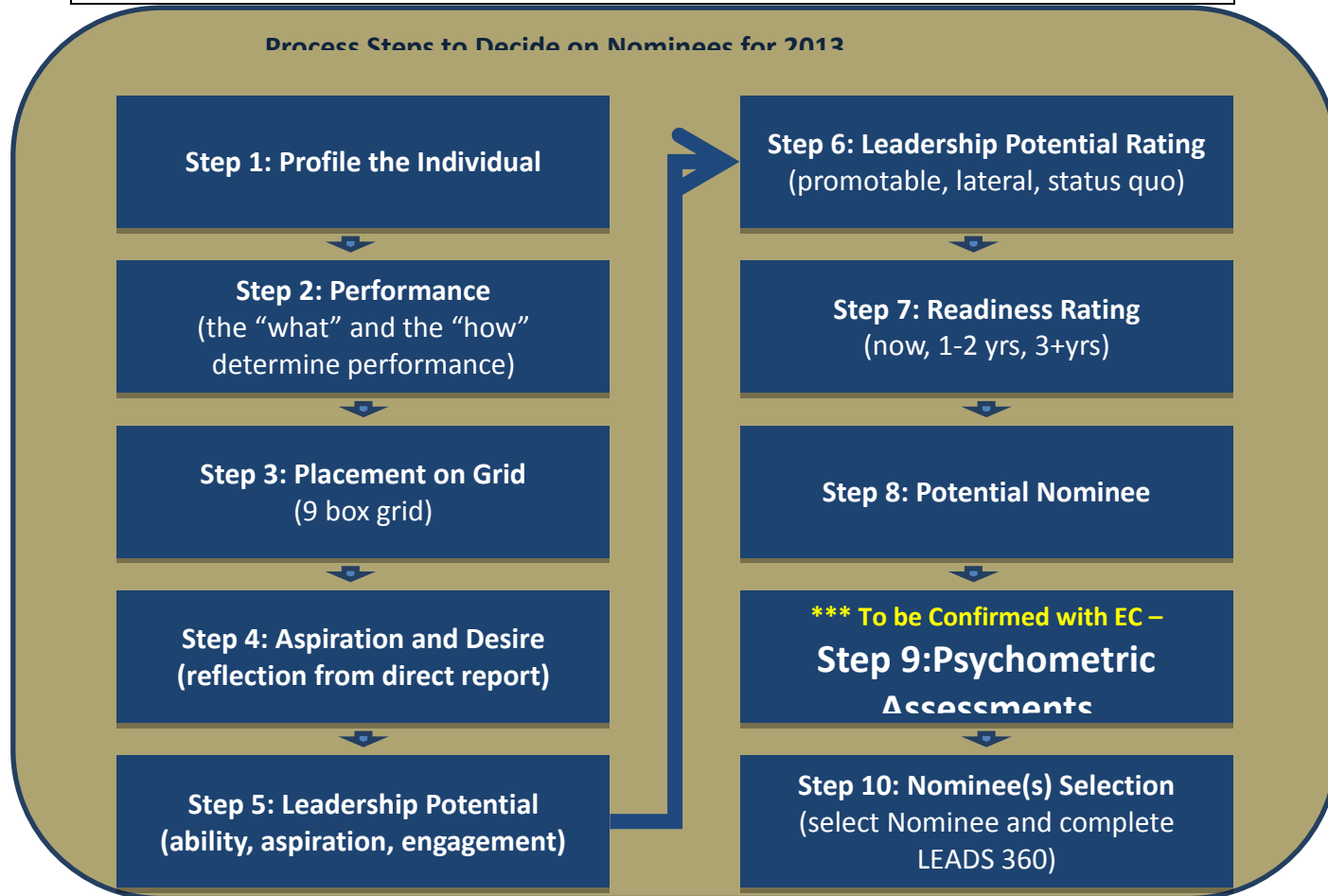
4. CANDIDATE ASPIRATION AND DESIRE?

- ▶ Does the individual demonstrate aspiration and desire to progress?

NOTE: If the individual does not have the desire or aspiration, do not proceed with Part B.

PART B

Progress through Steps 5– 8 if Direct Report is being considered a nominee for Executive Pipeline



5. LEADERSHIP POTENTIAL ASSESSMENT

Now that you have determined sustained performance, let's consider the key components of potential.
 Aspiration + Engagement + Agility/Ability = Potential

Potential is about having the capability (now or at some reasonable time in the future) to meet the requirements of a larger or more complex position. It can be described as a function of ability, aspiration, and engagement. ***"I am capable, I aspire towards it, and I am engaged and committed to do what it takes."***

"I can" **AGILITY/ABILITY** is a combination of innate characteristics and learned skills that an employee uses to carry out their day to day work (i.e. cognitive ability and emotional intelligence which tend to be more innate and interpersonal and technical/functional skills which tend to be more learned).

"I want it" **ASPIRATION** is the extent to which an employee wants or desires things like prestige and recognition, advancement and influence, financial rewards, work-life balance and overall job enjoyment.

"I'm committed" **ENGAGEMENT** is the degree of emotional and rational commitment as well as discretionary effort and intent to stay with the organization.








	Questions to Consider for Leadership Potential	Check
1.	Looks for and recognizes new opportunities and can decipher those that will further HHS's strategic course Example:	<input type="checkbox"/>
2.	Thinks like a customer and plays on a powerful team that wants to win on service, teamwork, and relationships Example:	<input type="checkbox"/>
3.	Inspires people to do their best work and grow at HHS Example:	<input type="checkbox"/>
4.	Takes ownership for results and makes things happen Example:	<input type="checkbox"/>
5.	Demonstrates passion, confidence, and commitment for his/her work Example:	<input type="checkbox"/>
6.	Deal effectively with first time situation or changing conditions Example:	<input type="checkbox"/>
7.	Ability to work within complexity and ambiguity Example:	<input type="checkbox"/>

8.	Demonstrate a healthy dissatisfaction with the status quo and is able to thrive and deliver despite resistance and conflict	<input type="checkbox"/>
	Example:	
9.	Demonstrate strong self awareness and a commitment to personal improvement	<input type="checkbox"/>
	Example:	

6. LEADERSHIP POTENTIAL RATING

Leadership Potential Rating	
HIGH	<u>Promotable</u> <ul style="list-style-type: none"> Capacity, motivation and perspective normally exhibited by individuals at a higher organizational level than their current level. They have been able to demonstrate competence to contribute at a higher organizational level Usually given the most challenging assignments, highly motivated Competent or high on many leadership profile fronts with some real strength in key leadership areas Potential for promotion is high. You see them advancing 1 to 2 levels above present position at some point in the future, likely soon.
MEDIUM	<u>Lateral</u> <ul style="list-style-type: none"> Capacity, motivation and behavior necessary to assume larger, more complex roles at the same organizational level. They demonstrate excess capacity in their current role, but have not yet demonstrated the ability to perform or contribute at a higher organizational level Occasionally assigned additional work/initiatives Competent on many leadership profile fronts and still developing in some key leadership areas Potential for promotion is moderate. You could see them assume added responsibilities at the present level.
LOW	<u>Status Quo</u> <ul style="list-style-type: none"> Capacity and motivation to continue to perform in a position of similar managerial scope. They work at learning new skills in their role, but fail to demonstrate either the competence and/or desire for acquiring skills required at higher organizational levels Requires managers' time and attention on larger and /or more complex issues Competent or high on some leadership profile fronts and still developing or low on some key leadership areas Potential for promotion is limited. You don't see them in a more complex role. They are at capacity (or above).

Potential Rating (based on above categories), check only the most appropriate box:

HIGH		Promotable - Next Level	<input type="checkbox"/>
HIGH/MEDIUM		Promotable - Next Level	<input type="checkbox"/>
HIGH/MEDIUM		Current Level is the right level or possible move (lateral or cross functional)	<input type="checkbox"/>
MEDIUM		Current Level is the right level or possible move (lateral or cross functional)	<input type="checkbox"/>
MEDIUM/LOW		Current Level is the right level or possible move (lateral or cross functional)	<input type="checkbox"/>
MEDIUM/LOW		Status Quo/Reassess – May be at wrong level	<input type="checkbox"/>
LOW		Status Quo/Reassess – May be at wrong level	<input type="checkbox"/>

7. POTENTIAL READINESS ASSESSMENT

(Please indicate the timing/scope of the next move for this candidate by checking the most appropriate box)

Timing	Scope
<ul style="list-style-type: none"> • Ready to advance now Yes <input type="checkbox"/> No <input type="checkbox"/> • Ready to advance 1-2 years Yes <input type="checkbox"/> No <input type="checkbox"/> • Ready to advance 3+ years Yes <input type="checkbox"/> No <input type="checkbox"/> 	<ul style="list-style-type: none"> • Promotional Move Yes <input type="checkbox"/> No <input type="checkbox"/> • Lateral Move Yes <input type="checkbox"/> No <input type="checkbox"/> • Cross Functional Move Yes <input type="checkbox"/> No <input type="checkbox"/>

Definition of Cross Functional Move – “Lateral move but in a different functional area therefore mechanism to build capability and experience rather than being considered for a progressively more responsible role.”

8. POTENTIAL NOMINEE FOR SUCCESSION PIPELINE

Nomination for Succession Pipeline No or Yes

Click on the Drop Down field to select the most appropriate position.

If Yes, Indicate Pipeline: Supervisor

If **not** a potential nominee at this time, list areas of development and update development plan.

Areas of Development	Action Plan