WORKFORCE PLANNING

TALENT PIPELINES & KEY POSITIONS

Ensuring Continuity of Critical Functions



Why Key Positions Identification is Important

- High operation impact on organization
- High specialization or technical expertise
- High turnover or retirement risk in critical function
- Difficulty in recruitment
- Essential leadership responsibilities

Components for Key Positions in SM Plan

- List of key positions ranked by importance
- Methodology used to identify key positions
- Key positions pipeline (career ladder)
- Current and future competencies
- Pipeline competency gaps and readiness levels

Policy Requirements

- **Identification of key positions**
- **Methodology for prioritizing key positions**
- **Pipeline competency gaps identification**

How to Identify Key Positions

Recommended criteria includes:

- **Strategic impact**
- **Succession risk**
- **Specialized knowledge**
- **Operational necessity**
- **Leadership responsibility**

Departments may evaluate each position against these criteria using scoring tools or discussions with program leaders

Succession Risks to Consider



- Retirement eligibility
- Turnover patterns
- Lack of qualified or ready successors
- Key person dependency
- Underutilization within key classifications

Building Talent Pipelines

Pipelines should include:

- Feeder classifications
- Development opportunities
- Competency requirements
- Training, mentoring, and stretch assignments
- Readiness indicators and evaluation methods

Strengthening Pipelines

Suggested strategies:

- Mentoring and coaching programs
- Leadership development programs
- Knowledge transfer guidelines
- Job shadowing and project leadership
- Targeted development in competency gaps

Common Pitfalls

- **Identifying only leadership roles as key positions**
- **Not documenting methodology**
- **Ignoring feeder classifications or entry points**
- **Missing future competency needs**
- **Treating pipeline development as "training only"**

Checklist

- **Key positions identified and ranked**
- **Methodology clearly described**
- **Pipelines mapped and documented**
- **Current and future competencies listed**
- **Readiness assessment with clear metrics**

Model Phase Links

Phase 1 - Succession Management Model - Identify and Prioritize Key Positions

Phase 2 - Succession Management Model - Identify Talent Pool and Gaps