Succession Intervention Evaluation Tool

Note on Use
This tool provides HR leaders a step-by-step process for pinpointing jobs most vulnerable to retirements. It includes instructions for analyzing age data as well as considerations for determining which positions truly warrant formal succession planning.

Step-by-Step Instructions

1. Calculate average age of employees by job title or management level.

2. Sort titles in descending order of age and pinpoint top 10-15 titles with oldest employees.

3. For individuals with these titles, directly survey current jobholders or interview supervisors to determine what percentage of these employees plan to retire within the next two years.

4. For those planning to retire in the next two years, consider the following factors to determine if formal succession planning is necessary for the position:

   **Volume of Potential Departures**
   - Are multiple individuals holding the same title planning to retire within a similar timeframe?

   **Strength of Existing Pipelines**
   - Are there already strong internal (junior-level roles, cross-trained staff from other departments) or external pipelines in place for this role?
   - If so, will these pipelines, at current course and speed, produce enough candidates to meet the need created by retirements?
   - Does HR need to take measures to increase existing pipelines or target new labor pools?

   **Future Importance of Role**
   - Will this role be more or less important in the future?
   - Are there any plans to phase out or outsource this role?

Interpreting Results
Job title with few near-term retirements, strong pipelines, or decreasing importance may not require formal succession planning.

For remaining titles, HR should develop customized retention plans for each incumbent while simultaneously grooming successors.

Access this tool: advisory.com/hrac/successionmanagement