



## **Succession Planning Position Competency Suggested Guidelines**

Once a position has been decided to include in the succession planning process, a Position Competency Profile document should be completed for that position. Most of this information is usually available through the campus or system Human Resources office in the form of a position description and/or a position description questionnaire (PDQ). More recent hiring processes for positions that have been filled in the last 5-7 years are likely to have more content related to competencies. However, it is important to validate all the content while populating this profile document to ensure current accuracy.

Core competencies tend to vary based on levels of responsibility/accountability. Professional development actions are also likely to be different. Given this, there are four templates for the Position Competency Profile as follows:

1. Executive – use for highest level of leadership positions for the campus and system;
2. Senior Leader – use for Director and above positions other than Executive positions;
3. Supervisor/Manager – use for supervisory/management position below the Director level;
4. Key Contributor - use for key, critical individual contributor positions.

Use the drafted UT Position Competency Profile for Succession Planning document most applicable to each position being planned. Please follow these guidelines:

- 1) Place the title of the position at the top of the profile sheet.
- 2) Complete all the details on both pages of the profiles document. This can be completed by the HR Officer in collaboration with the leader initiating the succession planning process. Care should be taken to focus on the critical attributes of the position, not the current incumbent.
- 3) Validate details about the position through engagement with the incumbent. Used the drafted profile, an interview with the incumbent may yield a different perspective on current major responsibilities, impacts, constituents, outcomes, etc. Gaining a clarifying perspective on core, position-specific, and technical competencies from the incumbent is important. However, caution should be taken to not change position purpose, competencies, or proficiency level of competencies except with the immediate supervisor of the position.
- 4) Validate core, position-specific, and technical competencies, along with minimum required and desired level of proficiency for each competency with the immediate supervisor.
- 5) Complete review and approval by HR, Department Head and senior leadership sponsor.