

Identify Potential Candidates - Suggested Guidelines

The Succession Planning Status Worksheet is used to identify positions that should receive the highest priority in the succession planning strategy.

It is important to exercise care in developing a plan for selecting high-potential employees for the candidate pool. The candidate pool is an acceleration of development of high performing, high potential individuals demonstrating potential for key/critical positions, yet there is no guarantee (commitment) to any of the candidates that s/he will be the next person appointed/selected for that position, as a consistent search process is necessary to maintain ongoing ethical hiring practices. The following should be considered when identifying high-potential employees:

- UT will be expending significant resources on the enhanced development of those in the acceleration pool – it is important to include only those who have real potential for key leadership positions.
- It is equally important to develop a process that ensures that every employee with leadership potential is fairly and thoroughly considered for participation.
- The selection process should conform to the merit system standards of fair and open competition or other policies for succession.
- UT will want to ensure that the selection process results in a diverse group of employees to include in the acceleration pool.

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Criteria: The size, organizational structure, merit system regulations and culture will, in part, determine the nomination criteria used. Requirements to consider include:

- Educational level/degrees
- Years with UT
- Current or prior supervisory/management experience
- Proficiency demonstrated for related competencies

It is important to remember that assessment of a potential candidate is based on the future potential of the employee, rather than their current capacity.

Approach: The approach to identifying potential candidates for the development pool may vary by campus/institute or organizational unit. Some variations may include:

- Identification/nomination by the position's supervisor
- Nominations by senior leaders in the same or surrounding organizations
- Nominations by the incumbent
- Self-nomination by interested employees

Use the Succession Pool Candidate Profile to collect information from each nominated individual. Asking potential candidates to provide the information on the Succession Pool Applicant Profile will provide a more complete picture of the persons' background and capacity, as well as their interest.

Selection: Establish a screening process for the candidates to the succession pool in order to decide whom to select. The three-step screening process outlined below is sufficient; there are also some additional optional steps from which to choose.

- **Initial screening:** Use the Potential Candidate Pool Summary to summarize the information from the individual profile forms. This step is most useful in those organizations with a large number of individuals having succession potential.
- **Interview** the potential candidates to better understand their goals and interest in advancement.
- **Decide** on the individual(s) that are qualified, as a potential successor now or you want to develop as a potential successor.

Communicate Selection: Once potential candidates are selected for development, contact each one to convey the selection and set up a time to convene for initial development planning. Provide a summary of the selection to HR.