Competitive Candidates for Critical Positions and Competencies

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| Critical Position: | Incumbent Employee: |
| Competency 1: | Technical Competency 1: |
| Competency 2: | Technical Competency 2: |
| Competency 3: | Technical Competency 3: |

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| DESCRIPTION | EMPLOYEE NAME |
| I know specific employees who meet these competencies. They are competitive candidates for this position.  **(See: A. Maintain a Strong Bench on back page)** |  |
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| I know specific employees who do not meet these competencies, but could become competitive candidates through training and development.  **(See: B. Develop Talent on back page)** |  |
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| I do not know any employees who meet these competencies, nor do I know of any employees who could become competitive candidates through training and development.  **(See: C. Mind the Gap on back page)** | Ask other managers to help identify employees with the potential to develop these competencies.  Focus recruitment on high-potential candidates that can develop these competencies.  Participate in job rotations and job shadows. |

1. **MAINTAIN A STRONG BENCH**

Hopefully you identified at least one potential candidate for a critical position on your team. Your focus now turns to maintaining a strong bench for the critical position. The bench is the number of identified candidates capable of assuming the critical position. What if the identified candidate is not interested in the position or pursues other opportunities? A bench with multiple qualified candidates provides an adaptive safety-net for at-risk positions. This doesn’t mean you focus only on internal candidates. This means you have employees on your team who are able to step in during the recruitment. It’s also important to assess whether or not the employee meets the minimum and special qualifications of the position.

Next Steps: Assess the identified candidate’s interest in the critical position. Provide opportunities for candidates to either discuss the duties or job shadow, if possible, the incumbent employee in the critical position. If you listed only one potential candidate, consider other individuals who could either assume or have the potential to assume the responsibilities of the critical position through training and development opportunities.

1. **DEVELOP TALENT**

You identified high-potential candidates for the critical position with training and development. There are numerous opportunities and resources to build a candidate’s competencies and skills. Immediately engage the candidate in a development plan. This plan establishes specific, measurable action steps the employee will complete to meet development goals.

Next Steps: Evaluate the identified candidate’s interest in building competencies for a critical position. Establish an employee development plan and commit to follow-up dates to ensure the employee is able to meet action steps and is provided development and training opportunities to help reach the development goals.

1. **MIND THE GAP**

You identified an important gap in the competencies the critical position requires and your team’s current capacity to develop those competencies. You need to identify competitive candidates for the critical position or individuals willing to build the required competencies through training and development.

Next Steps: Talk with all of your employees to determine interest in developing competencies. Reach out to other managers for potential candidates from among their current employees or previous recruitment pools. Provide a rotational opportunity to acquire new talent and assess the rotating employee’s ability to develop new competencies. Prepare a comprehensive recruitment plan to recruit individuals with the necessary competencies. If any position on your team is vacant, look for candidates that could meet the competencies.