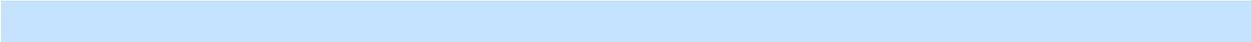


Succession Plan

A Sample

1/8/2013



State Laboratory Division

The State Laboratory Division is a full-service state government laboratory providing analytical, consulting and training services to programs throughout the state, local and federal agencies, and to the general public. The Division has 41 positions comprised of administrative/management, professional/technical, and office/clerical with a 15% vacancy rate. The Laboratory Division encompasses a Laboratory Services branch that includes chemical and biological testing as well as sample receiving services, a Field Services branch that includes sample collection and field testing services, and an Operations Branch that includes customer services, accounting, health and safety, information management, and quality assurance. We have 25,000 square feet of laboratory space and perform an average of 75,000 tests per year.

Our strong leadership with a strategic focus, defined business units, and centralized operations provide for effective and efficient services to our customers.

Division Mission Statement

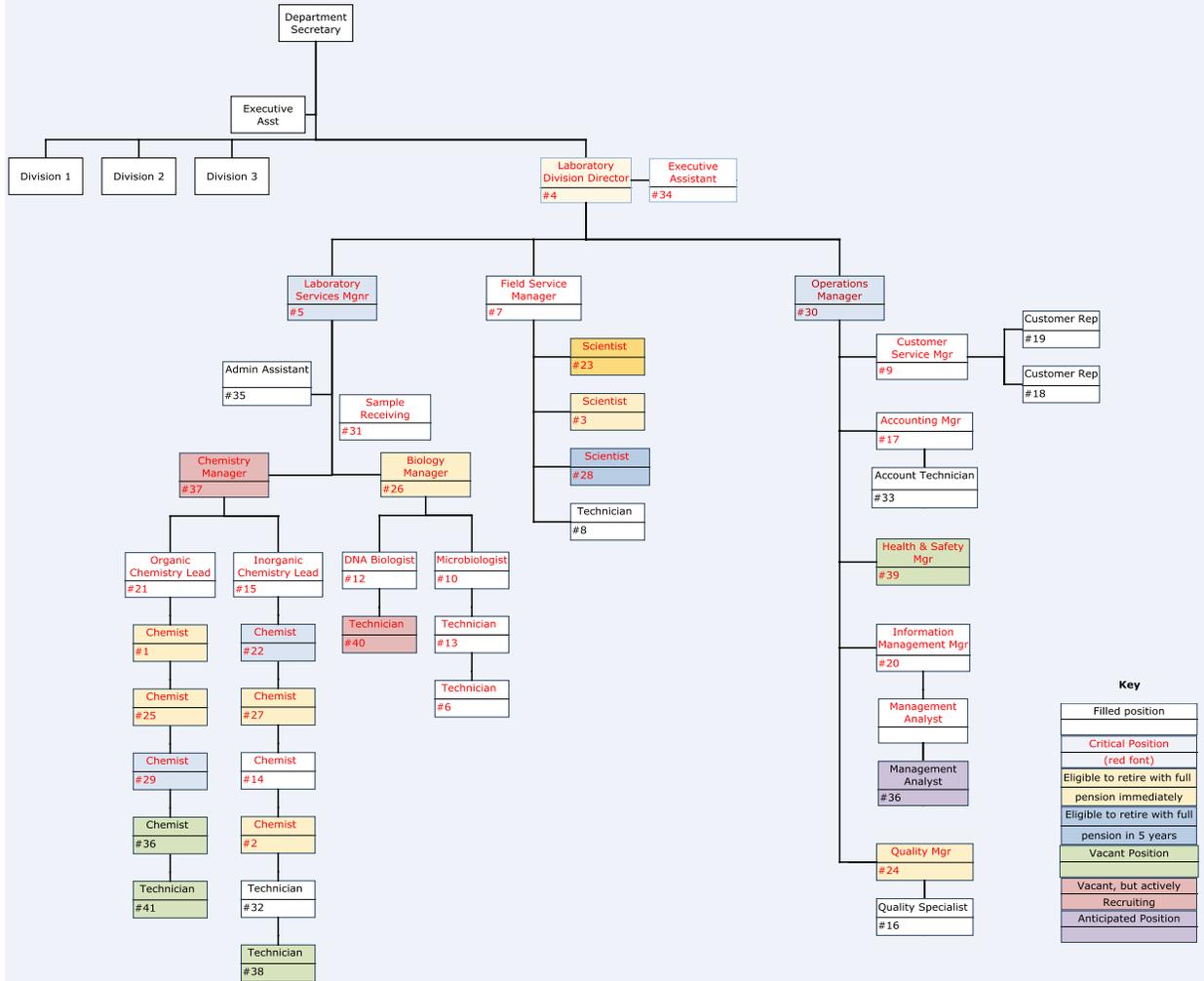
It is the mission of the State Laboratory Division to support the state's efforts to preserve a healthy environment by:

- Performing efficient and high quality analyses;
- Providing guidance and consultation regarding the regulatory requirements;
- Promoting intergovernmental coordination and cooperation in the area of laboratory and field testing; and
- Educating the public by participating in community and school-related outreach.

Division Strategies:

- Update Laboratory Information Management System to include a customer interface to enable customers to access data real-time.
- Implement a customer relationship database to improve tracking of customer inquiries and responses.
- Expand staff training in risk assessment and risk mitigation.
- Develop a recruitment and retention plan to bring the division closer to occupational parity.
- Reclassify vacant chemist position to a management analyst to meet changing organizational needs.

**Example
State Laboratory Division**



Key

Filled position
Critical Position (red font)
Eligible to retire with full pension immediately
Eligible to retire with full pension in 5 years
Vacant Position
Vacant, but actively Recruiting
Anticipated Position

OMB/HRM Workforce Planning Office

Pos #	Gender	Ethnicity	Age	Age Cat.	county	m/n/on	m	yrs. Svc.	Yrs. Scv.	Cat retirement	Position	PG	Critical Positions	EEO Categories	Notes
1	Male	White	59	50-59	Kent	m		30	26-30	Immediate	Chemist	15	Critical	Professionals	
2	Male	White	55	50-59	Kent	m		32	31-35	Immediate	Chemist	17	Critical	Professionals	
3	Male	White	55	50-59	Kent	m		30	26-30	Immediate	Scientist	15	Critical	Professionals	
4	Male	White	62	60&over	Kent	non		33	31-35	Immediate	Director	22	Critical	Officials/Executives	
5	Male	White	47	40-49	Kent	m		25	21-25	Five Years	Manager	17	Critical	Officials/Executives	
6	Male	White	32	30-39	Kent	m		5	0-5	Not Eligible	Technician	7	Critical	Officials/Executives	
7	Male	White	35	30-39	Kent	m		15	16-20	Not Eligible	Manager	16		Officials/Executives	
8	Male	White	35	30-39	Kent	m		3	0-5	Not Eligible	Technician	7		Technicians	
9	Male	White	35	30-39	Kent	m		17	16-20	Not Eligible	Manager	16	Critical	Officials/Executives	
10	Male	White	35	30-39	Kent	m		17	16-20	Not Eligible	Biologist	13	Critical	Professionals	
11	Male	White	38	30-39	Kent	m		5	0-5	Not Eligible	Analyst	11	Critical	Professionals	
12	Male	White	38	30-39	Kent	m		16	16-20	Not Eligible	Biologist	13	Critical	Professionals	
13	Male	White	32	30-39	Kent	m		6	0-5	Not Eligible	Technician	9	Critical	Technicians	
14	Male	White	38	30-39	Kent	m		3	0-5	Not Eligible	Chemist	11	Critical	Professionals	
15	Male	White	28	17-29	New Castle	m		2	0-5	Not Eligible	Supervisor	17	Critical	Professionals	
16	Male	White	29	17-29	New Castle	m		3	0-5	Not Eligible	Support	10		Technicians	
17	Male	White	32	30-39	New Castle	m		16	16-20	Not Eligible	Manager	15	Critical	Officials/Executives	
18	Male	White	29	17-29	New Castle	m		3	0-5	Not Eligible	Support	7		Office/Clerical	
19	Male	White	35	30-39	New Castle	m		5	0-5	Not Eligible	Support	9		Office/Clerical	
20	Male	White	35	30-39	New Castle	m		16	16-20	Not Eligible	Manager	17	Critical	Officials/Executives	
21	Male	White	35	30-39	New Castle	m		16	16-20	Not Eligible	Supervisor	17	Critical	Professionals	
22	Male	Asian	46	40-49	New Castle	m		25	21-25	Five Years	Chemist	15	Critical	Professionals	
23	Female	Black	51	50-59	Kent	m		34	31-35	Immediate	Scientist	13	Critical	Professionals	
24	Female	Black	55	50-59	Kent	m		30	26-30	Immediate	Manager	17	Critical	Officials/Executives	
25	Female	White	48	40-49	Kent	m		30	26-30	Immediate	Chemist	15	Critical	Professionals	
26	Female	White	63	60&over	Kent	m		31	31-35	Immediate	Manager	18	Critical	Officials/Executives	
27	Female	White	57	50-59	Kent	m		30	26-30	Immediate	Chemist	15	Critical	Professionals	
28	Female	White	43	40-49	Kent	m		26	26-30	Five Years	Scientist	13	Critical	Professionals	
29	Female	White	43	40-49	Kent	m		26	26-30	Five Years	Chemist	13	Critical	Professionals	
30	Female	White	45	40-49	Kent	m		25	21-25	Five Years	Manager	20	Critical	Officials/Executives	
31	Female	White	28	17-29	Kent	m		5	0-5	Not Eligible	Support	11	Critical	Technicians	
32	Female	White	27	17-29	New Castle	m		18	16-20	Not Eligible	Technician	7		Technicians	
33	Female	White	27	17-29	New Castle	m		4	0-5	Not Eligible	Support	7		Technicians	
34	Female	White	37	30-39	New Castle	m		17	16-20	Not Eligible	Support	11	Critical	Office/Clerical	
35	Female	White	38	30-39	New Castle	m		3	0-5	Not Eligible	Support	9		Office/Clerical	
36										Vacant	Chemist	11	Critical	Professionals	Critical Reclass to Management Analyst
37										Vacant	Manager	16	Critical	Officials/Executives	Fill - active
38										Vacant	Technician	7		Technicians	Hold
39										Vacant	Manager	17	Critical	Professionals	Fill
40										Vacant	Technician	7	Critical	Technicians	Fill - active
41										Vacant	Technician	7		Technicians	Hold

A Snapshot of State Laboratory Division

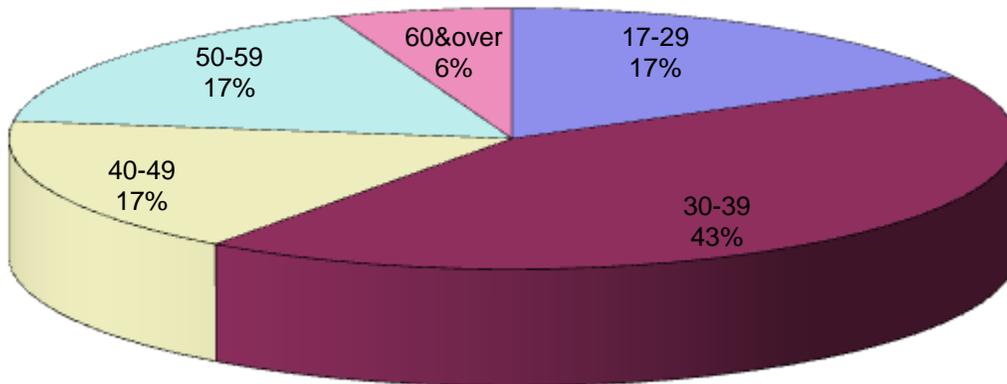
The State Laboratory employs 35 employees.

Age

The average age of a Laboratory employee is 41 years old.

The chart below illustrates Laboratory employees by the various age groups.

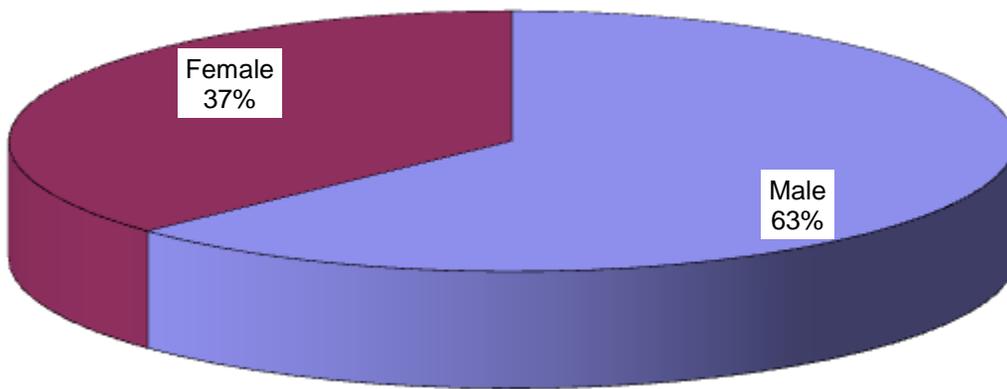
**Average Age
(years)**



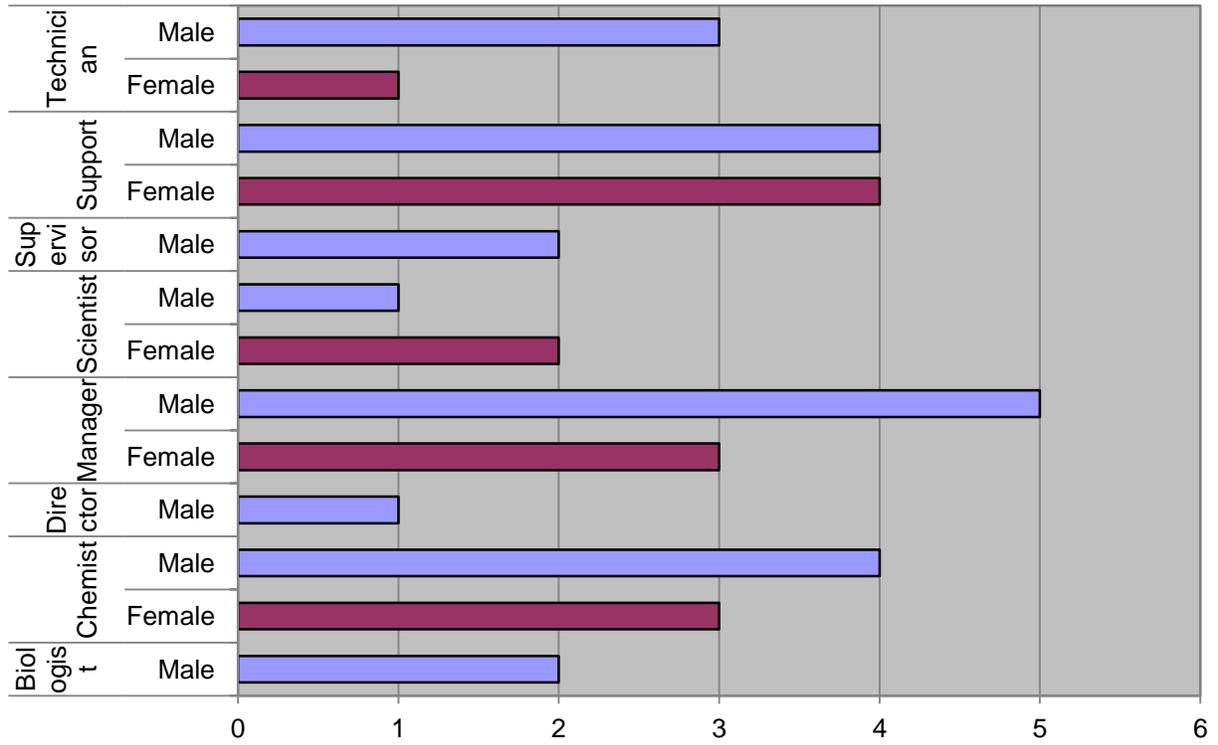
Gender

More than half of the Laboratory employees are male and the majority of them work in professional positions.

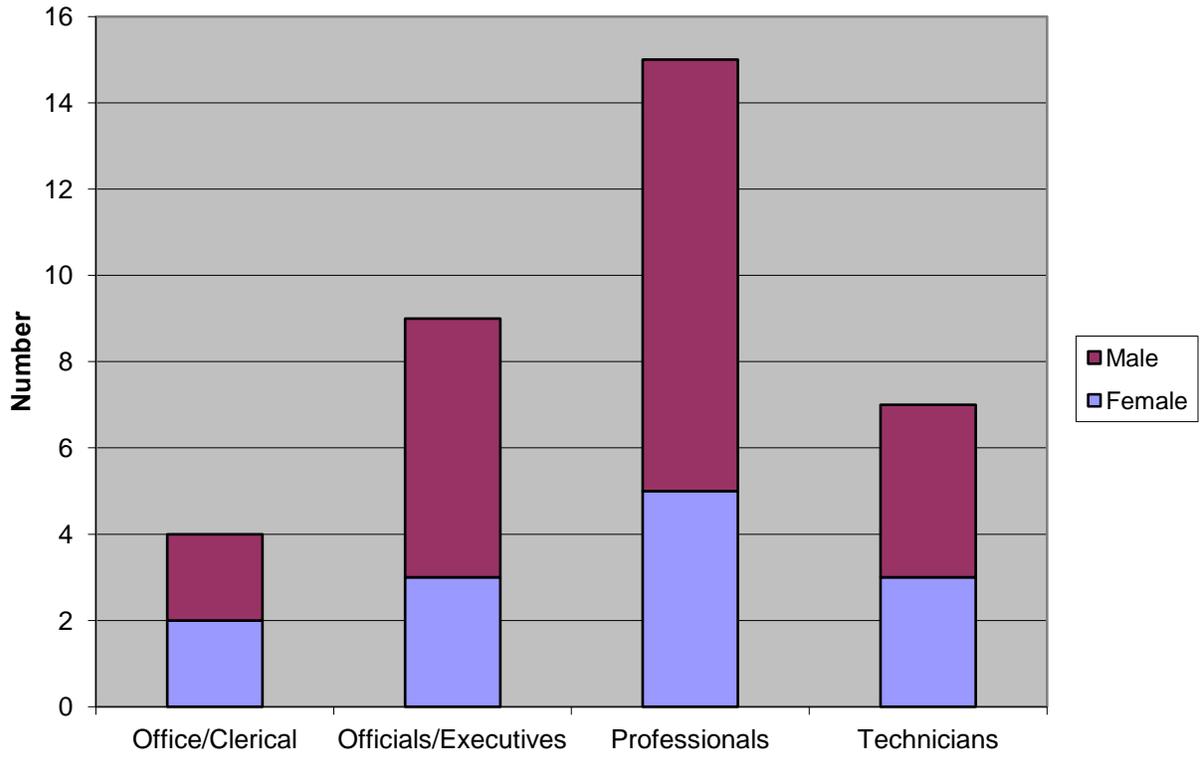
Gender



Distribution of Job Categories by Gender



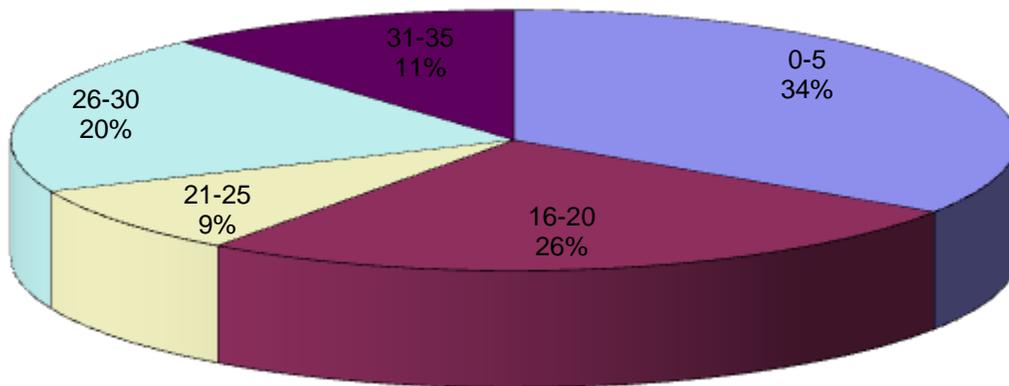
EEO Job Categories by Gender



Years of Service

In the graph below, 33% of Laboratory employees have five or less years of service; no-one has 6 to 10 years and 26% have 16 to 20 years of service. The average years of service are 18 years. This shows that we have a young workforce (60%). However, the remaining 40% has a significant eligibility for retirement as illustrated below.

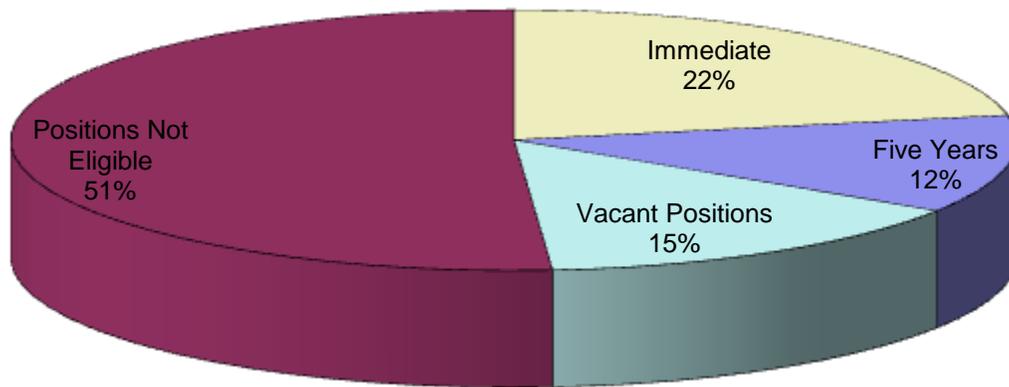
Years of Service



Retirement

More than 40% of our workforce can retire immediately.

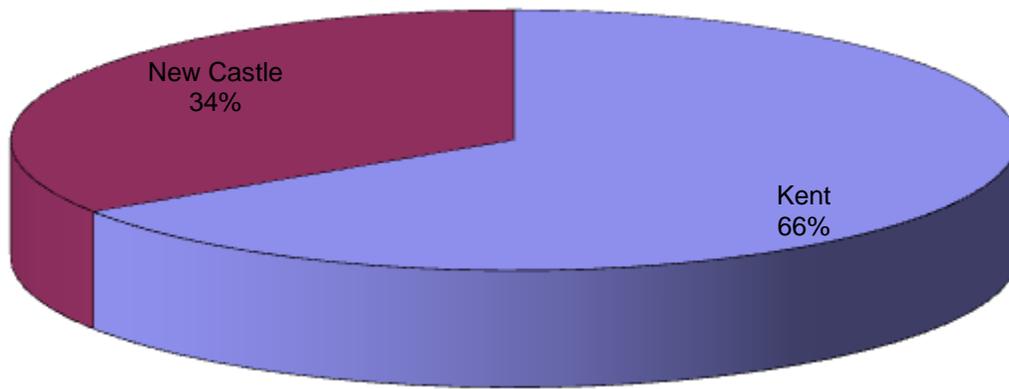
Retirement



Geographic Location

As the statics show we have no employees working in Sussex County.

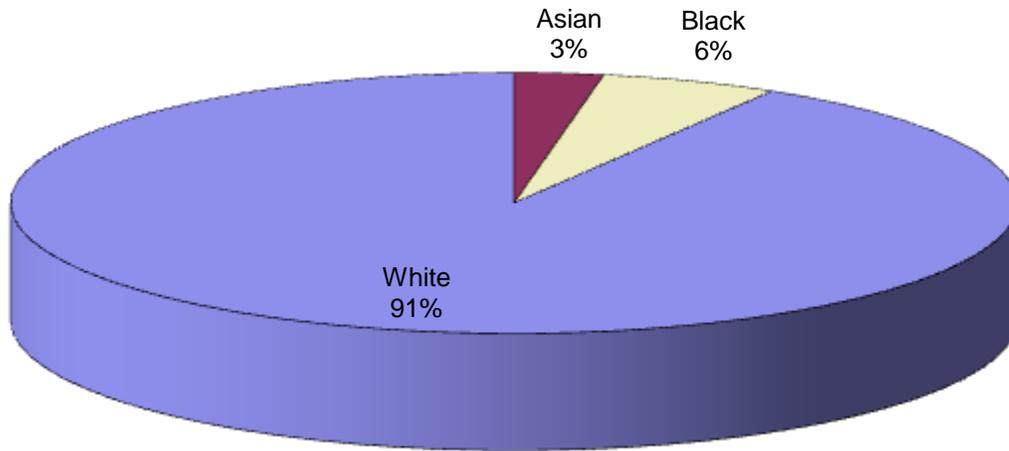
Location



Ethnicity

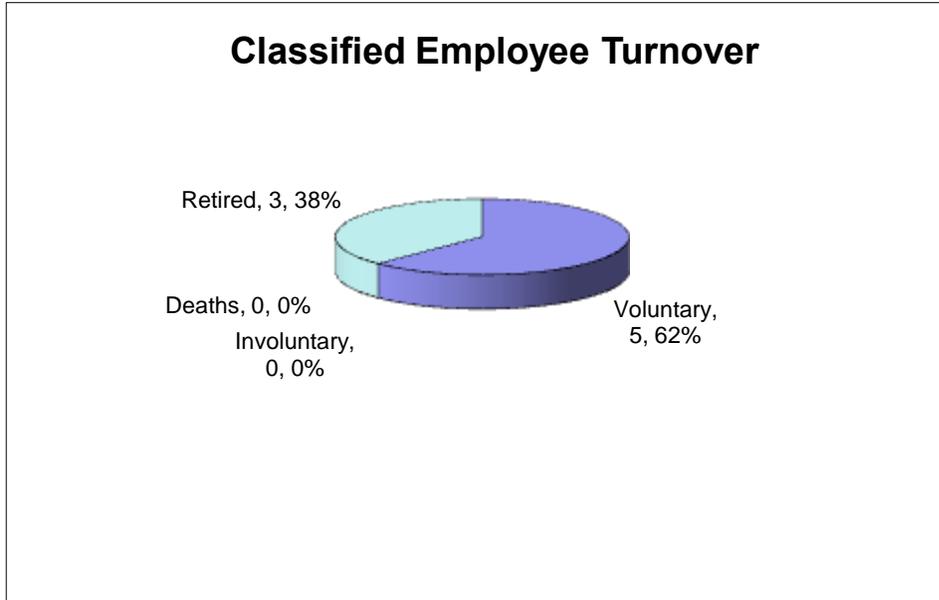
Workforce data shows that there is an outstanding 91% of our employees are White, 6% are Black, and 3% are Asian.

Ethnicity

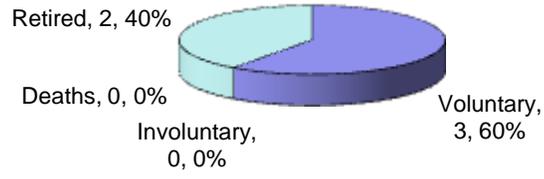


Turnover

The data indicates that the Laboratory went from a 22.8% turnover rate in 2008 to a 12% turnover rate in 2010.



Classified Employee Turnover



Critical Job Requirements for the State Laboratory Division

Critical Job Requirements for Scientists:

- Plan and conduct assessments, studies, and investigations and prepares reports of findings and makes recommendations for action.
- Represent the agency with other state, local and federal agencies, and individuals to discuss findings and recommendations pertaining to studies and/or actions
- Conducts public meetings or hearings.
- Performs technical reviews and make recommendations requiring interpretation.
- Serves on inter-departmental scientific teams.

Critical Job Requirements for Chemists and Biologists:

- Prepare samples for analysis, interprets instrument data and records test results.
- Use analytical chemistry/biological techniques to gather data involving samples.
- Analyze laboratory data to determine quantity and quality constituents; enters data into the Laboratory Information Management System.
- Meet with laboratory customers to review project plans and test results.

Critical Job Requirements for Quality Manager:

- Develop and implement quality improvement programs for laboratory services (state-operated and contracted) provided by the agency
- Prepare written quality improvement plans that describes the process for monitoring quality of services and data provided to customers.
- Maintain and revise, annually, the agency's Quality Management Plan to reflect on-going monitoring and tracking of indicators and problems.
- Perform reviews of Division activities as it relates to quality of documentation, quality and appropriateness of methodology used for sample collection and analysis.
- Maintains schedule of quality assurance activities within each program; gathers and analyzes data through audits, interviews to monitor quality and appropriateness of services.
- Communicates with regulatory and accrediting agencies.

Critical Job Requirements for Laboratory Managers, including Operations Manager:

- Experience supervising, scheduling and operating multiple laboratory functions, ensuring cost effective and accurate results; sets priorities and mediates conflicting priorities; assigns, oversees and reviews work conducted by staff
- Experience with developing, recommending and implementing laboratory objectives and policies; oversees and participates in the development of techniques and procedures.
- Plans and directs programs for development and improvement of laboratory services,
- Developed oral communication skills; experience serving as technical expert, interacting with laboratory users review laboratory capacities, on-going projects and completed work; contacts include working closely with professionals of various other disciplines, such as medical, engineering, life and physical sciences to plan, coordinate and review analytical projects/programs.

Critical Job Requirements for Laboratory Director:

- Experience in leading and managing in a team environment.
- Extensive knowledge of the roles of Government and the Department and associated processes and procedures.
- Highly developed oral and written communication skills as well as interpersonal skills, including flexibility and the ability to exercise tact and discretion in providing advice in a timely manner, in a highly sensitive environment.
- Highly developed conceptual, analytical, decision-making and problem solving skills.
- Demonstrated initiative in seeking continuous improvement by developing practical and innovative solutions to division work processes and problems.

WORKFORCE ACTION PLAN

Identified Problem		Objective	Action Steps	Timeline	Person Responsible	Starts	Ends	Messages
Minority representation		Increase female and minority representation in all job categories to mirror the community served and the available workforce.	Recruitment					
26% more males than females			Disseminate information on job opportunities to organizations representing minorities, women and employment development agencies when job opportunities occur.	9/30/2010 and ongoing	Jane			Increase representation of underrepresented groups in the workforce. From x% to y%.
Biologists, Director, and Supervisors are male only positions.			Participate in job fairs, college fairs, and other recruitment outreach events aimed at promoting diversity inn the workforce.	9/30/2010 and ongoing	Jane			Increase representation of underrepresented groups in promotions. Total number of promotions from x% to y%.
Chemists and Managers are male dominant. Chemist males are 11% and females are 6%. Managers males are 14% while females are 6%.			Contact recruiter to be a participant in recruitment meeting.	27-Aug	Larry			
91% more whites than blacks and Asians and no other races			Ask Director to put internal transfers on the HR Roundtable agenda.	2-Sep	Larry			
			Research local labs for closings and/or layoffs by.	30-Sep	Larry			
			Establish and maintain partnerships with various professional and educational organizations.	30-Sep	Jane			
			Utilize and promote intern and mentoring programs aimed at supporting workforce diversity.	30-Sep	Jane			
			Analyze work environment by conducting monthly town hall meetings.	1-Sep	Daniel			
			Collaborate and coordinate with recruitment/OMB HRM on initiatives designed to recruit and retain a diverse workforce.		Daniel & HR Rep			
			Ensure that employees complete online exit interviews before leaving the agency.	2-Sep	Daniel			
			Place help wanted advertisement, when appropriate, in local minority news media and women's interest media.	30-Sep	Daniel			
			Propose a relocation initiative to Director for approval.	15-Sep	Daniel			
			Provide EEO training for managers. EEO log will be submitted to the EEO rep. for review each quarter.	30-Sep	Sandy			
			Diversity training for staff.	30-Aug	Sandy			At least one awareness training provided annually.
			Meet with managers to educate about AWS	15-Sep	Daniel			
Retirement			Knowledge Transfer (KT)					
Potential to have a sudden loss of experienced staff from retirement	Ensure that organization has qualified "bench strength" ready to step up when attrition occurs.		Perform desk audit on all positions with an attrition factor of 16 or more and monitor regularly.	30-Sep	Olive			Number of detailed workforce/succession plan.
More than 40% of our workforce can retire immediately			Develop process to identify candidates and process for implementing job shadowing, including monitoring.					

WORKFORCE ACTION PLAN

Identified Problem	Objective	Action Steps	Timeline	Person Responsible	Starts	Measures
		Career Plans in place for all staff.	1-Oct	Olive		Number of staff with career plans
		Managers attend Career Development training .	17-Sep	Olive		Number of managers completing training
		Contact O.D. to facilitate a Talent Review meeting.	5-Oct	Olive		
		Knowledge Transfer training for all managers.	15-Oct	Barbara		Number of managers completing training
		Develop and implement mentoring program		Lisa		Number of staff participating in mentoring program
		Identify all critical positions that require Knowledge and Skills plans and complete worksheets.	1-Oct	Olive		Number of K&S plans implemented.
Age		Training				
Younger workers have different work ethics that management may not understand.	Insure good communication exists in the organization. Survey employees to stay in touch.	Conduct Generational Difference Survey	1-Oct	Michelle		Number of surveys completed
		Generational Differences training for managers.	22-Oct	Michelle		Number of managers attending training.
Years of Service		Retention				
Attrition of very experienced staff.	Develop KT strategies.	Develop an employee satisfaction survey.	20-Sep	Ivan		
Average years of service is 18 years		Distribute survey.	27-Sep	Ivan		
		Develop knowledge transfer and retention strategies by attending KT training .	15-Oct	Ivan		
		Implement strategies	30-Oct	Ivan		Number of KT strategies implemented.
Turnover		Knowledge Transfer				
Only 12% turnover rate		Develop knowledge transfer strategies for critical positions based on retirement eligibility.	30-Oct	Frank		Number of KT strategies implemented

Human Resource Management
Knowledge and Skills Worksheet

OMB/HRM Workforce Planning Office

Employee Name: Chemist Positions
Position: Chemists (group)
Manager: Larry Laboure
Division/Section: State Laboratory, Lab Services
Info. provided by: Staff Chemists

Assessment Date: 7/20/2010
Position Risk Factor: 4 = Critical knowledge and skills
Departure Factor: 4 = Within 1-2 years
Attrition Factor: 16
Form Reviewed by: Larry Laboure

Activity	Importance	Frequency	Criticality	Target Date(s)	Strategy/Status/Issues/Actions	Who
Represent agency with others; including customers, and agency representatives; serves on departmental committees	2 = Important	2 = Occasional	4	08/01/10	Create desk manual of customers	Chemist Team
				09/01/10	Create desk manual of committees with contact info, meeting frequency, who attends, and roles.	Chemist Team
Prepares for and conducts testing using various instrumentation and techniques	3 = Essential	3 = Frequently	9	02/01/10	Create/Update standard operating procedures for work processes	Chemist Team
Enters data into laboratory information management system	3 = Essential	3 = Frequently	9	10/01/10	Create flow chart of data entry procedures	Chemist Team
Uses data quality objectives to conduct tests, assess data and data quality	3 = Essential	3 = Frequently	9	12/01/10	Create checklist for data reviews and assurance to data quality objectives	Chemist Team
			0			
			0			

Definitions:

Position Risk Factor

- 5 = Critical and unique knowledge and skills
- 4 = Critical knowledge and skills
- 3 = Important knowledge and skills
- 2 = Procedural or non-mission-critical knowledge and skills
- 1 = Common knowledge and skills

Departure Factor

- 5 = Within 1 year
- 4 = Within 1-2 years
- 3 = Within 2-3 years
- 2 = Within 3-5 years
- 1 = More than 5 years

Attrition Factor	The Position Risk Factor multiplied by the Departure Factor. Use the scale below to determine the priority and action required for the overall position.
20-25: High Priority, Immediate Action	Action plan with due dates should be developed to include the method of knowledge transfer and specific training required. May want to hire a retired casual/seasonal or contractual employee to temporarily fill the position until knowledge can be documented.
16-19: Priority with Succession Planning	Staffing plans should be established. Planning should include method and timing of replacement, recruitment efforts and the method by which knowledge will be transferred.
10-15: High Importance	Assess how the position will be filled or the work accomplished.
01-09: Low Importance	Intermediate succession planning triggered. Recognize the functions of the position and determine the transfer timing and methods.

Importance Categories and Scores

This is how important the knowledge and skill is to the organization's mission

Score **definition**

Human Resource Management
Knowledge and Skills Worksheet

OMB/HRM Workforce Planning Office

- 3 Essential** - at a minimum has to be accomplished for the primary process to continue.
- 2 Important** - must be accomplished, but can be temporarily postponed without significantly halting of the process.
- 1 Trivial or Non-essential** - may be accomplished, but could be postponed for an extended period of time without affecting the process.

Frequency Categories and Scores

This is the frequency of the skill or service being performed.

<u>Score</u>	<u>definition</u>
3	Frequently - skill is performed regularly, either daily or more than once a week.
2	Occasional - skill may be recurring, but at fixed period, weekly, monthly, quarterly, or annually.
1	Rarely - skill is accomplished only when a specific situation arises that generates the need for the task.

Mission Criticality Score	Use this score to prioritize the action plans for capturing specific knowledge and skills. This factor focuses on specific tasks. Calculation = I * F
6 - 9 : Highly Critical	The knowledge and skills are critical or unique to the organization and the skill is completed frequently. Action is needed immediately to document knowledge associated with the task.
3 - 4: Critical	The knowledge and skills are critical to the organization, however the skill may not be completed frequently. Action plan needs to be established to capture the associate knowledge.
1- 2: Important	The knowledge and skills are either routine or essential and either infrequent or cyclical. Although the knowledge and skill are lower in priority, determine a plan for transferring knowledge. The knowledge may be the easiest to transfer.

Human Resource Management
Knowledge and Skills Worksheet

OMB/HRM Workforce Planning Office

Employee Name: Larry Laboure
Position: Laboratory Services Manager
Manager: Daniel Direct, Laboratory Director
Division/Section: State Laboratory, Lab Services
Info. provided by: Larry

Assessment Date: 7/20/2010
Position Risk Factor: 5 = Critical and unique knowledge and skills
Departure Factor: 2 = Within 3-5 years
Attrition Factor: 10
Form Reviewed by: Daniel Direct

Activity	Importance	Frequency	Criticality	Target Date(s)	Strategy/Status/Issues/Actions	Who
Works with professionals of various disciplines, providing expertise	3 = Essential	3 = Frequently	9	9/1/2010	Create a job aid with list of contacts, agency/company, frequency of meetings, and contact information	Larry
Serves on technical advisory committees	3 = Essential	2 = Occasional	6	9/1/2010	Create list of technical advisory committees and contact information.	Larry
				begin 9/1/2010	Use job shadowing to provide opportunities for technical staff to attend technical advisory meetings; create upcoming meeting list and ask for volunteers to job shadow.	Larry with Technical Staff
Prepares budgets and equipment/ instrumentation requests; including proposals for funding.	2 = Important	2 = Occasional	4	10/1/2010	Create spreadsheet of budget timeline and document preparation procedures.	Larry
				11/1/2010	Document how equipment/instrumentation lists are generated and managed.	Larry
Responsible for continuous improvement of laboratory services	2 = Important	2 = Occasional	4	8/1/2010	Mentor staff on continuous improvement activities; include in weekly staff meetings	Larry
Holds weekly staff meetings	2 = Important	2 = Occasional	4	8/1/2010	Create template for agenda and meeting minutes	Admin Assistant & Larry
			0			

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Attrition Factor	The Position Risk Factor multiplied by the Departure Factor. Use the scale below to determine the priority and action required for the overall position.
20-25: High Priority, Immediate Action	Action plan with due dates should be developed to include the method of knowledge transfer and specific training required. May want to hire a retired casual/seasonal or contractual employee to temporarily fill the position until knowledge can be documented.

Human Resource Management
Knowledge and Skills Worksheet

OMB/HRM Workforce Planning Office

16-19: Priority with Succession Planning	Staffing plans should be established. Planning should include method and timing of replacement, recruitment efforts and the method by which knowledge will be transferred.
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This is how important the knowledge and skill is to the organization's mission

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Human Resource Management
Knowledge and Skills Worksheet

OMB/HRM Workforce Planning Office

Employee Name: Betti Bacti
Position: Biology Manager
Manager: Larry Laboure, Lab Services Mgrn
Division/Section: State Laboratory, Lab Services
Info. provided by: Betti

Assessment Date: 7/20/2010
Position Risk Factor: 4 = Critical knowledge and skills
Departure Factor: 5 = Within 1 year
Attrition Factor: 20
Form Reviewed by: Larry Laboure

Activity	Importance	Frequency	Criticality	Target Date(s)	Strategy/Status/Issues/Actions	Who
Works with professionals of various disciplines, providing expertise	3 = Essential	2 = Occasional	6	8/1/2010	Create job aid with list of contacts, agency/company and contact information	Betti
Serves on technical advisory committees & attends weekly staff meetings	2 = Important	2 = Occasional	4	8/1/2010	Create list of committees and contacts	Betti
				begin 8/1/2010	Use job shadowing to provide staff with opportunity to attend staff and technical advisory committee meetings.	Betti & Biology Staff
Oversees and reviews work of staff; ensures cost effective and accurate results	3 = Essential	3 = Frequently	9	10/1/2010	Review procedures; create standard operating procedure (SOP) for any work processes not documented. Create list of non-documented procedures.	Betti to create list, then work with staff to develop SOPs
				9/1/2010	Create data review checklist	Betti
Oversees and participates in development of new procedures and techniques	2 = Important	1 = Rarely - ta	2	10/1/2010	Document process to develop new techniques and procedures	Betti
			0			
			0			
			0			

Definitions:

Position Risk Factor

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- 3 = Important knowledge and skills
- 2 = Procedural or non-mission-critical knowledge and skills
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Departure Factor

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- 3 = Within 2-3 years
- 2 = Within 3-5 years
- 1 = More than 5 years

Attrition Factor	The Position Risk Factor multiplied by the Departure Factor. Use the scale below to determine the priority and action required for the overall position.
20-25: High Priority, Immediate Action	Action plan with due dates should be developed to include the method of knowledge transfer and specific training required. May want to hire a retired casual/seasonal or contractual employee to temporarily fill the position until knowledge can be documented.
16-19: Priority with Succession Planning	Staffing plans should be established. Planning should include method and timing of replacement, recruitment efforts and the method by which knowledge will be transferred.
10-15: High Importance	Assess how the position will be filled or the work accomplished.
01-09: Low Importance	Intermediate succession planning triggered. Recognize the functions of the position and determine the transfer timing and methods.

Importance Categories and Scores

This is how important the knowledge and skill is to the organization's mission

<u>Score</u>	<u>definition</u>
3	Essential - at a minimum has to be accomplished for the primary process to continue.
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This is the frequency of the skill or service being performed.

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Mission Criticality Score	Use this score to prioritize the action plans for capturing specific knowledge and skills. This factor focuses on specific tasks. Calculation = I * F
6 - 9 : Highly Critical	The knowledge and skills are critical or unique to the organization and the skill is completed frequently. Action is needed immediately to document knowledge associated with the task.
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Human Resource Management
Knowledge and Skills Worksheet

OMB/HRM Workforce Planning Office

Employee Name: Daniel Direct
Position: Laboratory Division Director
Manager: Secretary Ivan Charge
Division/Section: State Laboratory
Info. provided by: Daniel

Assessment Date: 7/20/2010
Position Risk Factor: 5 = Critical and unique knowledge and skills
Departure Factor: 5 = Within 1 year
Attrition Factor: 25
Form Reviewed by: HR Office

Activity	Importance	Frequency	Criticality	Target Date(s)	Strategy/Status/Issues/Actions	Who
Works with professionals of various disciplines; agency representatives, the public, legislature, and the Governor's office	3 = Essential	3 = Frequently	9	8/1/2010	Create a job aid with list of contacts, agency/company, frequency of meetings, and contact information	Daniel & Executive Assistant
Serves on statewide and national committees	3 = Essential	2 = Occasional	6	9/1/2010	Create list of technical committees and contact information.	Daniel & Executive Assistant
				begin 10/1/2010	Use job shadowing to provide opportunities for technical staff to attend technical advisory meetings; create upcoming meeting list and ask for volunteers to job shadow.	Daniel
Prepares and approves budgets and equipment purchases	2 = Important	2 = Occasional	4	10/1/2010	Create spreadsheet of budget timeline, document flow and approval procedures	Daniel & Executive Assistant
				11/1/2010	Document how equipment/instrumentation lists are generated and managed.	Daniel & Executive Assistant
Provides coordination between laboratory units; holds weekly staff meetings	2 = Important	2 = Occasional	4	10/1/2010	Mentor staff on continuous improvement activities; rotate facilitator role at weekly staff meetings	Daniel
Holds weekly staff meetings	2 = Important	2 = Occasional	4	9/1/2010	Create template for agenda and meeting minutes	Executive Assistant

Definitions:

Position Risk Factor

- 5 = Critical and unique knowledge and skills
- 4 = Critical knowledge and skills
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- 1 = Common knowledge and skills

Departure Factor

- 5 = Within 1 year
- 4 = Within 1-2 years
- 3 = Within 2-3 years
- 2 = Within 3-5 years
- 1 = More than 5 years

Attrition Factor

The Position Risk Factor multiplied by the Departure Factor. Use the scale below to determine the priority and action required for the overall position.

Human Resource Management
Knowledge and Skills Worksheet

OMB/HRM Workforce Planning Office

20-25: High Priority, Immediate Action	Action plan with due dates should be developed to include the method of knowledge transfer and specific training required. May want to hire a retired casual/seasonal or contractual employee to temporarily fill the position until knowledge can be documented.
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Human Resource Management
Knowledge and Skills Worksheet

OMB/HRM Workforce Planning Office

Employee Name: Lilly Stance
Position: Quality Manager
Manager: Olive Operhime, Operations Mgr
Division/Section: State Laboratory, Operations
Info. provided by: Lilly

Assessment Date: 7/20/2010
Position Risk Factor: 5 = Critical and unique knowledge and skills
Departure Factor: 5 = Within 1 year
Attrition Factor: **25**
Form Reviewed by: Olive

Activity	Importance	Frequency	Criticality	Target Date(s)	Strategy/Status/Issues/Actions	Who
Works with professionals of various disciplines; participates on technical teams as requested.	2 = Important	1 = Rarely - ta	2	8/21/2010	Create job aid with list of contacts, agency/company and contact information	Lilly
Provides training on the Division's Quality Management System	3 = Essential	2 = Occasiona	6	10/1/2010	Provide training to Laboratory Managers and Quality Specialist on the quality management system and document control system - manager to teach under Lilly's observation.	Lilly
Conducts laboratory review and audits of laboratory and field operations.	3 = Essential	3 = Frequently	9	8/1/2010	Create audit checklist for each laboratory area	Lilly
				9/1/2010	Create data review checklist for quality measures	Lilly
				11/1/2010	Mentors quality specialist with the process of laboratory reviews and audits; creates training checklist	Lilly and Quality Specialist
Develops and manages the schedule of quality assurance activities	3 = Essential	3 = Frequently	9	8/1/2010	Update and publish the schedule of activities on the division shared calendar	Lilly
Communicates with regulatory and accrediting agencies	2 = Important	1 = Rarely - ta	2	9/1/2010	Create list of agency contact information and area of communication	Lilly
Prepares and follows-up with quality improvement plans as necessary	2 = Important	2 = Occasiona	4	12/1/2010	Create procedure for identification and development of quality improvement plans	Lilly

Definitions:

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Attrition Factor The Position Risk Factor multiplied by the Departure Factor. Use the scale below to determine the priority and action required for the overall position.

Human Resource Management
Knowledge and Skills Worksheet

OMB/HRM Workforce Planning Office

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Human Resource Management
Knowledge and Skills Worksheet

OMB/HRM Workforce Planning Office

Employee Name: Olive Operhime
Position: Operations Manager
Manager: Daniel Direct, Laboratory Director
Division/Section: State Laboratory, Operations
Info. provided by: Olive

Assessment Date: 7/20/2010
Position Risk Factor: 5 = Critical and unique knowledge and skills
Departure Factor: 2 = Within 3-5 years
Attrition Factor: 10
Form Reviewed by: Daniel Direct

Activity	Importance	Frequency	Criticality	Target Date(s)	Strategy/Status/Issues/Actions	Who
Works with professionals of various disciplines, providing expertise	3 = Essential	2 = Occasional	6	8/1/2010	Create a job aid with list of contacts, agency/company, frequency of meetings, and contact information	Olive
Meets regularly with existing and new customers	3 = Essential	3 = Frequently	9	9/1/2010	Update the list of customers in the customer relations software and the customer requirements, as appropriate	Olive
				begin 9/1/2010	Use job shadowing to provide opportunities for staff to attend customer meetings; create upcoming meeting list and ask for volunteers to job shadow.	Olive
Oversees preparation and management of Division budget and grants	3 = Essential	3 = Frequently	9	10/1/2010	Create spreadsheet of budget and grant timelines and document preparation procedures.	Olive
				11/1/2010	Document how grants are identified, developed, tracked, and managed.	Olive
Responsible for continuous improvement of operations	2 = Important	2 = Occasional	4	begin 10/1/2010	Mentor staff on continuous improvement activities; include in weekly staff meetings	Olive
Holds weekly staff meetings	2 = Important	2 = Occasional	4	8/1/2010	Create template for agenda and meeting minutes.	Olive
Provides coordination between Operations, Laboratory Services and Field Services	3 = Essential	3 = Frequently	9	12/1/2010	Document mechanism to communicate updates and changes to work orders, technology updates, and customer complaints.	Olive

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Human Resource Management
Knowledge and Skills Worksheet

OMB/HRM Workforce Planning Office

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Human Resource Management
Knowledge and Skills Worksheet

OMB/HRM Workforce Planning Office

Employee Name: Scientist Positions
Position: Scientists (group)
Manager: Frank Fields, Field Service Mgr
Division/Section: State Laboratory
Info. provided by: Staff Scientists

Assessment Date: 7/20/2010
Position Risk Factor: 4 = Critical knowledge and skills
Departure Factor: 5 = Within 1 year
Attrition Factor: 20
Form Reviewed by: Frank Fields

Activity	Importance	Frequency	Criticality	Target Date(s)	Strategy/Status/Issues/Actions	Who
Represent agency with others; Serves Inter-departmental teams	2 = Important	2 = Occasional	4	09/01/10	Create desk manual of contacts	Scientist Team
				09/01/10	Create desk manual of committees/taskforces with contact info, meeting frequency, who attends, and roles.	Scientist Team
Plans and conducts assessments	3 = Essential	3 = Frequently	9	10/01/10	Flowchart assessment process - create SOP	Scientist Team
Reports findings and makes recommendations	3 = Essential	3 = Frequently	9	11/01/10	Create file with example report formats; standarize across all scientists	Scientist Team
Conducts public meetings/hearings	3 = Essential	2 = Occasional	6	12/01/10	Review procedures, use shadowing to provide lower level scientists with experience.	Scientist Team
			0			
			0			

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Human Resource Management
Knowledge and Skills Worksheet

OMB/HRM Workforce Planning Office

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