

Please rate your agency in each of the following areas:		Ratings 5 = Strongly agree 4 = Agree 3 = Neutral 2 = Disagree 1 = Strongly disagree
1.	There are at least two qualified candidates for each key position throughout our organization.	
2.	We take a long-term view of succession, treating it as an on-going <i>process</i> , not as a task or event.	
3.	We have an organizational strategy and/or vision, mission, and values with which to align our succession process.	
4.	Our senior leaders strongly support the creation and implementation of an effective succession process.	
5.	Our agency's governing body is willing to provide the resources necessary to implement a succession process.	
6.	We have a collaborative working relationship with our labor groups.	
7.	All of our employees can explain how an effective succession process benefits their careers.	
8.	We have identified all critical jobs, skills, and functions throughout our agency.	
9.	We have created a written succession plan.	
10.	We have created a written implementation plan (vs. an action plan).	
11.	We have identified an active advocate at the Chief Officer level who is/will be responsible for the succession process.	
12.	Our succession process includes civilian staff as well as sworn career and volunteer members.	
13.	We have the infrastructure in place (e.g., technology, processes, systems) to support our succession process.	
14.	We have an effective process for capturing and sharing institutional knowledge.	
15.	We have a formal mentoring program in place.	
16.	We have identified measures of progress and of achievement for every element of our succession process.	
17.	We have systematic professional development programs that are available to all employees.	
18.	We value non-operational training and development as highly as we do operational training.	
19.	Our succession process is procedurally fair – i.e., transparent, free of bias, provides opportunity for meaningful input.	
20.	Our succession process focuses on results rather than on activities or methodology.	
21.	Like the ICS, we treat our succession process as scalable so we can move forward even with limited resources.	

Any area with a score of 3 or less requires immediate attention!

Resources to help you address those areas you've identified as needing attention

The following complimentary resources are available on the Resources page of our website (<https://www.publicsafetyinsights.net/resources>):

- Succession Planning Myths and Realities
- What Major League Baseball Can Teach First Responders about Succession Planning
- Ensuring Procedurally Fair Decision-making Processes
- How to Prioritize Competing Needs

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