**Final Succession Planning Survey 7.28.2020**

Please take a few minutes to provide your feedback on your organization’s efforts in terms of “succession planning.” A definition and background information are provided below for you to review and have a better understanding on the intent of this study.

“Succession Planning” is a multi-part strategy which positions the laboratory for excellence and reduces the likelihood of significant operational disruption when there is turnover in key positions in the laboratory. A succession plan includes:

* Preparation: identifying and ranking key positions crucial to the operation of the laboratory at all levels
* Evaluation: recognizing and assessing internal talent and potential
* Documentation: defining and documenting technical-skills and potential leadership development opportunities in the workforce
* Planning and Execution: developing and carrying out a plan to develop talent in the workforce for crucial roles in the laboratory

The process should always be aligned with overall laboratory strategic plan goals that are in line with current and future laboratory needs. If well-defined and published, a succession plan can foster employee engagement and therefore, employee retention by providing a pathway to personal development and potential job advancement.

A succession plan should be viewed as a living document that is adapted to meet changing laboratory needs and institutional talent management programs. Optimally, succession planning will seek to address generational considerations, all phases of the workforce cycle (from employee recruitment to impending vacancies as a result of retirements, natural staff turnover, terminations, unexpected losses, etc.), and individualized job-related skills development for potential job advancement.

We understand each organization may have unique “succession planning” initiatives, however this survey is to help ASCP better understand the needs and best measures for ideal succession planning in the laboratory. Please take a few minutes to respond to the following questions.

***Definition of succession planning***

Succession planning is a documented process to identify and make ready the internal talent required to fill a job role with relevant skills to successfully achieve a laboratory’s goals. Succession planning evaluates the technical and professional skills and potential of an individual(s) that desires to be developed through a succession planning process. The succession plan should be viewed as a living document that is adapted to meet changing needs of the laboratory and institutional talent management programs.

1. **Please share your opinion:**

**Does a structured and enforced succession planning process in laboratory address workforce needs for hard-to-recruit laboratory roles and shortages?**

* 1. Yes (skip to Q2)
  2. If No, briefly explain why below? (skip to Q3)

**2. Which of these potential benefits have you seen as a component of a Succession Planning program? Check all that apply.**

* Identification of crucial positions
* Recognition of talented entry level staff
* Leadership development courses available for staff
* Staff retention
* Employee engagement
* Reduction in recruiting costs
* Reduction in training time and costs with advancement
* Other (please explain)

## Pre-Screen Questions:

**3a. Based on the definition of succession planning provided, does your laboratory have a successful “succession planning process” in place?**

Yes – continue to 3b

No – skip to question 5

**3b. Are you in a decision-making position to identify and fill talent positions within your laboratory?**

Yes – continue 4

No – skip to question 6

1. **If yes, answer the following questions:**
   * 1. **How successful would you say the development and implementation of this program was for the laboratory?**

Extremely successful…Not at all Successful. (those who response “not successful” or “not at all successful” are asked the following: What are the drawbacks, if any, of your succession planning program?)

* + 1. **What types of succession planning tools do you currently use?**
* Matrix showing needed skills for a role against an individual’s readiness scale
* Talent review “Nine Box” grid
* Document (departmental table of organization) showing potential successors, what time frame they would be ready to advance, and associated development needs
* Other (please specify):\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
  + 1. **What measures do you use to determine the effectiveness of the existing process? (please check all that apply)**
       - Reduced recruitment time
       - Rate of internal advancements
       - Employee engagement
       - Professional development plans
       - Diverse workforce
       - Steady pipeline
       - Improved operational performance
       - Sustained or improved financials
       - Other (please specify):\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
    2. **Does your program utilize a pipeline of internal, qualified individuals who fill crucial roles?**

Yes No

* + 1. **What are the roles in your laboratory that have succession plans established?**
       - * Bench Technical Leaders/Section Technical leaders
         * Supervisors
         * Managers
         * Anatomic Pathology subspecialty leader (pathologist)
         * Clinical Pathology subspecialty leader (pathologist)
         * PhD Clinical Scientist subspecialty leader
         * Administrators
         * CLIA/Quality Assurance/Safety/Marketing Director
         * Phlebotomists
         * Other (please specify):\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
    2. **What is not addressed in your laboratories succession planning program that you feel would be beneficial to have? Please explain below.**
    3. **Briefly describe your laboratory’s succession planning process below.**

Skip to question 6 after answering the following

1. **If answered no to 3a, answer the following question:**

* **What has prevented your laboratory from implementing a successful “succession planning” program?**

1. **If ASCP were to provide practical resources on succession planning, what types of resource materials would you prefer and what is the most preferred way to receive these resources?**
   * + Toolkit/Website
     + Virtual Courses/Webinars
     + Physical documents/Handouts
     + Face-to-Face Meeting
     + Publications
     + Other (please specify):
2. **Please describe some best practice succession planning processes that you have seen in the laboratory field?**

Demographic Questions collected from research panel profile