

Pivotal Roles Assessment

Tool 1C

Employee Name:	Department:	Date:
Position Title:	Division:	Manager:

Please indicate the extent to which you agree with the following statements.	
1. This role is essential to organizational success for reaching goals and producing results.	
2. This role directly impacts the organization's critical relationships.	
3. The loss of a person in this role presents significant risk to the organization.	
4. It would be difficult to delegate the duties assigned to this role.	
5. The skills & competencies required to perform this position are highly sought after in the labor market.	
6. There is no internal pool for this position of qualified candidates who could step if it becomes vacant.	
7. This position tends to have a high turnover rate.	
8. This position would be difficult to fill because it requires highly specialized expertise.	
9. It would take a long time for a new hire to become fully functional in this position.	
10. This position leverages long-term partner relationships.	
Total:	

Source: University of Virginia

Manager Comments:

Strongly Disagree: 0
Disagree: 1
Disagree Somewhat: 2
Agree Somewhat: 3
Agree: 4
Strongly Agree: 5

HIGH	Vital Mandatory Succession Plan	41-50
	Significant Succession Plan Strongly Recommended	21-40
	Fundamental General succession plans as needed	11-20
LOW	No urgent need for succession plan	0-10

A Critical Role significantly impacts the overall essential needs of the organization.

A Critical Role may include hierarchical level, specialized knowledge, skills and abilities, external relationships, strategic change initiatives and leadership roles.