Nurturing Effective Leadership and Succession Planning in Your Pharmacy Department

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Robert J. Weber, Pharm.D., M.S., FASHP, BCPS, is Senior Director of Pharmaceutical Services at the Ohio State University (OSU) Medical Center and Assistant Dean for Medical Center Affairs at the OSU College of Pharmacy. His lifelong interest is changing pharmacy practice through programs that establish patient-centered roles for pharmacists to improve the safety and efficiency of medication use.

Dr. Weber is a graduate of The Ohio State University and has held various clinical and leadership positions. He has a specific interest in medication errors, and served a previous role in transforming the medication safety culture in Western Pennsylvania. Dr. Weber’s efforts are cited by the FDA and the Institute for Safe Medication Practices (ISMP) as a model for medication safety.

In 2006 he served as editor of the Handbook on Storing and Securing Medications that published safe practices for medication storage and control. He serves as co-editor of a Hospital Pharmacy’s “Director’s Forum” publishing articles of practical importance for pharmacy directors and managers. Dr. Weber has published 70 peer-reviewed papers, book chapters, other publications related to medication safety and hospital pharmacy practice. He is a board-certified pharmacotherapy specialist and an ASHP fellow.

Dr. Weber is the recipient of two Cheers! Awards from Institute For Safe Medication Practices (2003, 2006), with departments in his responsibility receiving group and individual awards for excellence including the American Pharmacists Association Pinnacle Award (1999), American Society of Health-System Pharmacists (ASHP) Best Practices Award (2000), the Pennsylvania Society for Health-system Pharmacists Award for Innovation (2003), ASHP Residency Patient Safety Grant (2003, 2005). Dr. Weber received the Clifton J. Latiolais and Jack L. Beal Post-baccalaureate Awards From The Ohio State University College of Pharmacy. These awards recognized Dr. Weber’s accomplishments in health-system pharmacy and his high level personal and professional ideals that have led to significant contributions to hospital pharmacy practice.
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Michael Magee, M.S., B.S.Pharm., FASHP, is Director of Pharmacy for St. Joseph’s – Baptist Health Care and serves as an Associate Clinical Professor at University of Florida, College of Pharmacy in Tampa, Florida. Prior to this, Mr. Magee was Associate Director of Pharmacy at University Medical Center in Jacksonville, Florida.

Mr. Magee received his Bachelor of Science in Pharmacy from Auburn University and his Master of Science from The Ohio State University. He also completed an ASHP-accredited residency at Riverside Methodist Hospital in Columbus, Ohio.

Mr. Magee has been active in professional organizations with numerous Committee and Council assignments at ASHP and is a past-president of the Florida Society of Health-Systems Pharmacists. Mr. Magee serves as a faculty member of the ASHP Pharmacy Leadership Academy and is recognized as a Fellow of the American Society of Health-System Pharmacists.
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ABSTRACT

What constitutes effective succession planning and why is it so vital for pharmacy in today’s health care environment? In this workshop, faculty will discuss ways that pharmacy departments can grow and nurture effective succession planning, build a culture of leadership, and identify individuals to become the next leaders of the organization.

LEARNING OBJECTIVES

After participating in this application-based educational activity, participants should be able to

- Identify components of an effective succession plan to assure continued leadership for pharmacy departments.
- Develop strategies to nurture effective succession planning.
- Analyze methods organizations use to build a culture of leadership that provides for a continuum of excellence in providing innovative pharmacy services.
The Changing Landscape of Health Care:
Cultivating Leadership in Health-System Pharmacy

Nurturing Effective Leadership and Succession Planning in Your Pharmacy

Robert J. Weber, Pharm.D., M.S., FASHP, BCPS
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Learning Objectives

• Identify components of an effective succession plan
• Develop strategies to nurture effective succession planning
• Analyze succession planning methods that sustain innovative pharmacy services

“Quiet Crisis”

  – 80% - leaving by 2015
  – Leadership positions second to clinical work
  – Recruiting easier in 2002
  – Mentoring, residencies a solution
  – Also – SUCCESION PLANNING
Poll - Turnover

How many of you anticipate leaving your current role by 2015?

- No
- Yes
- Unsure

Quality and Safety at Stake

Better patient care

- Specified work
- Measures
- Quality
- Finance
- Operations

Horror stories

- Pharmacy director retires – “interim” director not willing to lead
- Internal candidates for leadership position not qualified – search takes 9 months longer
- With no leader – people do what they like doing vs. what is necessary for patients
- No contact for intradepartmental issues
- Fear of the unknown
Horror stories

- Regulatory issues with narcotics, drug stock in OR – not recognized by interim leader
- Interim period – appointed “co-directors” of pharmacy
- “Land grab” behavior in absence of the leader, or with a poor leader

Definitions

- Succession planning
  - Skills development
  - Benefits employees
- Workforce planning
  - Quantitative
  - Task and skill set needs

Poll – Succession Planning

How many of you have a succession planning process at your place of employment?

- None
- Have a program, but do not participate
- Have a program and participate
Poll – Workforce Planning

How many of you have a workforce planning process at your place of employment?

- None
- Have a program, but do not participate
- Have a program and participate

Requirements

- Know your employees
- Seek their input
- Help them to develop

Core Value

“Lead with your strengths”

American Association of Colleges of Pharmacy
Academic Leadership Fellows Program

Current success and future promotion may not align!
Poor Leaders

- High turnover
- Large vacancy rates
- Increased costs

Components

- IDP
- Ongoing monitoring
- "Gaps"
- Match skills to strategic plan
- Succession Plan

Position Assessment

- Chief Pharmacy Officer
- Director, Special Projects
- Assistant Director - Operations
- Assistant Director - Clinical Services
- Assistant Director - Finance

Review your organizational chart
Components of succession planning

Which of the following is NOT considered a component of succession planning?

- Identifying gaps
- Skill set matching
- Progressive discipline

Evaluating Key Talent

Identifying skills

- Examples
  - Clinical coordinator: negotiation skills
  - HIV, diabetes, anticoagulation clinics manager: 340b programs, outpatient reimbursement skills
  - Medication safety pharmacist: epidemiology, QI models
  - Residency program: practice-based research
Where are the Gaps?

Filling the Gap
Which primary method do you use to fill the gap for skill development?
- OJT - Experience
- Mentoring – Directed learning
- Education – Degree seeking education or formalized program

Individual Development Plan
Your goals, Your growth, Your plan
Following Up

- Many “lost to follow-up” (we don’t mean patients)
- Employees on serious succession plan
  - Bi-monthly review
  - Be transparent about their plan with others

“Rx for Success”

- Involve all
- Accurately determine the skills
- Align department’s hiring
- Build infrastructure
- Develop outcomes measures
- Be honest

Obstacles and Pitfalls

- Many “lost to follow-up” (we don’t mean patients)
- Employees on serious succession plan
  - Bi-monthly review
  - Be transparent about their plan with others
Preventing failure

What can the pharmacy director do to prevent pitfalls and obstacles in succession planning?

- Be transparent about the succession planning process
- Identify all people retiring within 15 years
- Use a list as all succession plans are the same

First Case Study

- Health-system pharmacy director

“Break time”

Please enjoy a 15-20 minute break!
Myths, Pitfalls, and Graceful Departures

- Myth Buster
- Pitfalls
  - Leaders
  - Successors
- Departures

Internal vs. External Applicants

What is your general philosophy for hiring to replace key positions?
- External > Internal
- Internal > External
- Internal = External (it depends)

Hiring from Within

“...shattered numerous widely-held management myths...”


“Our work, which culminated in the new book, Built to Last; Successful Habits of Visionary Companies (HarperBusiness, 1994), shattered numerous widely-held management myths...”

Homegrown management rules at the visionary companies to a far greater degree than the less successful comparison companies (by a factor of six times). Simply put, there is no inconsistency between promoting from within and stimulating significant change..."
Leader Pitfalls for Succession Planning

• Hiring and developing talent may be a threat
  – What if they become better than me?
  – Reluctance to give up control to promote growth

• Not being intentional to plan for succession
  – Do not want to think about getting older
  – Would not be successful without me
  – Too busy

Leader Pitfalls for Succession Planning

• Bias against succession planning programs
  – Internal vs External replacement (discussed)
  – Train them and sometimes leave before succession is realized – wasted time

• Playing “Solomon” – inability to choose
  – Several successors and difficulty selecting
  – Best to let someone else select

Successor?

Have you identified a successor to your position?

- No
- Yes
- More than one
Successor Pitfalls

• Acceptance
  – Acceptance in the new role by current peers and colleagues
  – Establishing authority, especially if replacing a strong leader

• Training and transition
  – Fear of inadequacy or training
  – Developing your own plan while being respectful of previous leader

Exiting Stage Right....

• Monarchs
  – Depart as result of being fired or replaced against their will
  – Result: Usually sever relationship with the organization or placed in a position remote from their original role


Exiting Stage Right....

• Generals
  – Leave but retain some position of interference
    • e.g. VP board, faculty, etc.
  – May offer unsolicited guidance to successor
  – Poor succession

Exiting Stage Right....

- **Ambassadors**
  - Leave quietly and serve as mentors to successor
  - Maintain minimal presence and do not sabotage their successor
  - Detached from decision making

- **Governors**
  - Complete their role and then disappear


Exiting Leaders

Which exiting leader style is most conducive to a successful succession?

- Monarchs
- Generals
- Ambassadors and Governors

Other Case Studies

- Pharmacy finance leader
- Clinical pharmacy manager
- Pharmacy informatics manager
“Break time”

Please enjoy a BRIEF 10-minute break!

Question and Answer session

“Review of FAQs and other thoughts”

The Changing Landscape of Health Care:
Cultivating Leadership in Health System Pharmacy

Nurturing Effective Leadership and Succession Planning in Your Pharmacy

CE Session Code for this workshop:

____________________
SELF-ASSESSMENT QUESTIONS

1. Which of the following is **NOT** considered a key element of succession planning?
   a. Assessment.
   b. Identifying key talent.
   c. Strategic planning.
   d. Budget development.

2. There is a “quiet crisis” in this country in pharmacy leadership that predicts significant shortages of pharmacy directors in the next 10 years.
   a. True.
   b. False.

3. Which of the following are considered obstacles to effective succession planning?
   a. Reluctance on the part of employees.
   b. Fear of retirement.
   c. Jealousy and rivalry.
   d. Employees too busy to mentor a potential successor.
   e. All of the above.

ANSWERS:

1. d
2. a
3. e
REFERENCES


2. Conger JA, Fulmer RM. *Growing your company’s leaders: how great organizations use succession management to sustain competitive advantage*.


Case #1 – This is a true story

The Health System

Optimal Health Care (OHC) is a four (4) hospital health care system totaling over 1400 beds and the largest provider of healthcare in the region. OHC annual statistics include:

- 70,000 admissions per year
- 200,000 emergency department visits
- 10,000 traumas
- 40,000 surgeries with nearly half as outpatients
- 21 diagnostic/outpatient facilities serving the community

Turnover of System Director

OHC has a system director of pharmacy that has been in place since 1975 and has announced his retirement. He has been asked to stay on an additional three months to help support a smooth transition. A national search is underway. The hospital objective is to retain System DOP that can lead the team into the future with continued success in a complex multi-hospital system.

The retiring system DOP has provided ample experience and exposure to the directors reporting to them and has delegated full authority to them to run their hospital or service line. Conscious efforts have been made by the system DOP over two or more years to develop candidates to replace him when retired.

Talent Search – Internal

All candidates have very good to excellent job performance.

Candidate #1

- Credentials: B.S. Pharmacy
- Current position: Runs mail order employee prescription program for health system
- Previous experience: Worked in retail pharmacy with little to no experience in health-system pharmacy practice

Candidate #2

- Credentials: PharmD, Residency PGY-1
- Current position: Responsible for clinical program development for the health system
- Previous experience: All experience has been at current health system working to build clinical pharmacy programs.

Candidate #3

- Credentials: B.S. Pharmacy, Pharm.D.
- Current position: Director of acute care hospital
- Previous experience: Pharmacist and supervisor within the current health system
Candidate #4
- Credentials: B.S. Pharmacy, M.B.A., M.S. Health Sciences
- Current position: Director of acute care hospital
- Previous experience: Pharmacist and supervisor within the current health system

**Talent Search – External**
After three (3) months with no qualified external candidate applicants, a national recruitment firm has been retained. This search firm has identified two current multi-system DOP candidates to interview.

**Discussion Questions**

1. Does this scenario sound familiar?

2. If you were advising OHC, what would you recommend?
   a. Is there anything else you would need to know to provide guidance?
   b. What do you suspect the outcome to be?

3. Do you think the current system DOP has done an adequate job in succession planning?
   a. What have they done right?
   b. What could have been improved?
Case #2 – Pharmacy Financial Leader

The Health System
- 480-bed University Teaching Hospital (UTH)
- 125 FTE’s
- $35 million Budget

Turnover Scenario

UTH developed a position 5 years ago to hire a business manager to be responsible for increasing complexity of the finances of the pharmacy. A business manager was hired from the banking industry with 3 years of experience and a BS in Business Administration. After five (5) years developing the position, he has accepted a job offer outside of the hospital with a hospital vendor.

Talent Search - Internal

Candidate #1

Currently works in the hospital finance department as an accountant who has worked with the pharmacy business manager over the last 5 years. The hospital human resource department considers this a lateral move within the organization with no corresponding pay change. The job performance in the current position has been adequate, but not stellar.

Candidate #2

A pharmacy technician within the department has a BA in Business Administration and 8 years of experience. She has expressed to her supervisor a goal of obtaining a business position as a career goal. She has been a high achiever in her current position.

Talent Search - External

A listing on Monster.com resulted in 52 applications ranging from little experience to those with ten (10) years of experience and those with MBA’s. The hiring associate director was able to narrow the applicants to six (6) that seemed to be well suited for this position.

Discussion Questions:
1. Has anyone been through replacement of a business or financial leader within your practice setting?
2. What are the key traits for success of a financial leader and how can you plan for succession?
3. Does there appear to be a succession plan in place in this case?
4. What would you do?
Fifteenth Annual ASHP Conference for Leaders in Health-System Pharmacy

Case #3 – Clinical Pharmacy Manager

The Health System
- A 855-bed not-for-profit community hospital and is the flagship hospital for a 10 hospital system within a single metropolitan area. The health system has just opened a new hospital bringing the total to an 11 hospital system.

Turnover Scenario
This manager is responsible for clinical program development for the decentralized pharmacy practice model of nearly 50 pharmacists working with the community hospital. Additionally, this manager also contributes to the health system Pharmacy and Therapeutics Committee and clinical program development throughout all hospitals within the system. The incumbent in this position is leaving to assume the clinical manager role of the newly opened hospital within the health system.

Talent Search – Internal

Candidate #1
A pharmacist with 2 years of experience and a PGY-1 residency at this hospital. She has proven herself both clinically and organizationally in both her residency and decentralized practice. She has expressed interest in her annual appraisals that she would one day like to be a clinical manager and routinely takes on tasks like development of drug monographs for P&T Committee meetings, nursing presentations and other special projects. She has earned excellent job evaluations and is eager to be considered.

Candidate #2
A pharmacist with 7 years of experience and a PGY-1 residency at this hospital. She too has proven herself and has similar attributes to candidate #1 and has expressed interest in one day being the clinical manager. Her biggest concern is missing the direct care that she has grown to love, but is still pursuing this position.

Talent Search External
Not extended to external applicants.

Discussion Questions:

1. Would you consider this succession planning? Why or why not?
2. Should this be opened to external applicants?
3. Is succession planning influenced by tenure?
4. How would you make a decision?
Case #4 – Pharmacy Informatics Manager

The Health System

- A 1000 bed major academic medical center with a fully electronic health record (EHR), Barcode Medication Administration (BCMA), and automated dispensing machines (ADMs).

Turnover Scenario

The pharmacy informatics manager was a pharmacist for 6 years before becoming involved with automation and EHR development for the pharmacy. He had no formal training in informatics. He has been the informatics pharmacist for 10 years and has been instrumental in developing and supporting the EHR, BCMA and ADM for the pharmacy. He was given the title of Pharmacy Informatics Manager 5 years ago to recognize his contribution and more officially portray his role in the pharmacy. He has now decided to join the hospital’s EHR vendor and has tenured his resignation.

Talent Search – Internal

Candidate #1

A support analyst in the information services department with 8 years of experience supporting pharmacy, radiology and laboratory. He has a BA in Information Services and good evaluations on his annual reviews and good relationships with the pharmacy.

Candidate #2

A clinical pharmacist for 12 years within the system. He is a “superuser” and is often an informal content expert in matters related to the EHR. He is know for his knowledge, but is perceived as being impatient for those not as knowledgeable as he. He has no formal credentials in informatics.

External Applicants

A national search is underway with several leads with no applications submitted.

Discussion Questions:

1. How would you assess the succession planning process for this position?
2. Is succession planning for all positions possible?
3. What might be a viable way to provide succession planning with evolving positions like this?
4. What would you do?
Template Guidelines: Identify and Select High-Potential Employees

The *Succession Planning Status Worksheet Example* shows that five positions should receive the highest priority in the succession planning strategy. However, limiting the strategy to only these five positions would limit the number of potential leaders targeted to receive leadership developmental opportunities, and who could fill leadership vacancies.

We recommend developing an acceleration pool (sometimes called a talent pool) of high-potential employees to receive enhanced developmental experiences. By using an acceleration pool, your agency can increase the number of employees who will be prepared to step into higher-level jobs.

Your Succession Planning Team will need to exercise care in developing a plan for selecting high-potential employees for the acceleration pool. Your team should consider the following when identifying high-potential employees:

- Your agency will be expending significant resources on the enhanced development of those in the acceleration pool – it is important to include only those who have real potential for leadership positions.
- It is equally important to develop a process that ensures that every employee with leadership potential is fairly and thoroughly considered for participation.
- If yours is a public agency, your selection process may have to conform to certain merit system standards of fair and open competition.
- Your agency will also want to ensure that the selection process results in a diverse group of employees to include in the acceleration pool.

*Building your Acceleration Pool*

**Nomination Criteria:** Your agency's size, organizational structure, merit system regulations and culture will in part determine the nomination criteria you’ll use. Employee requirements to consider include:

- Educational level/degrees
- Years with the agency
- Current or prior supervisory experience
- Classification level

It is important to remember that you are basing your criteria on the future potential of the employee, rather than their current capacity.

Use the *Acceleration Pool Applicant Profile* to help you determine the type of criteria your agency will use to nominate employees to the acceleration pool.
Management Nomination/Self Nomination: We recommend a system where employees can nominate themselves to the acceleration pool, and managers can nominate employees from within their organizational units. In both cases, nominees would have to satisfy the nomination criteria you’ve established for the pool.

Inviting employees to nomination themselves sends an important message about the openness of your process and is most consistent with merit system principles. Some employees may be too modest to nominate themselves; inviting management-initiated nominations may include some high-potentials who would not have self-nominated.

You can use or adapt the *Acceleration Pool Nomination Form* to meet your agency’s needs. Asking nominees to also provide the information on the *Acceleration Pool Applicant Profile* will provide you with a more complete picture of the nominee’s background and capacity.

The Selection Process: You should establish a screening process for the nominees to the acceleration pool in order to decide who to select. The three-step screening process outlined below is sufficient; there are also some additional optional steps from which to choose.

- **The Succession Planning Team does an initial screening** (Optional): your team can use the nomination materials and the *Acceleration Pool Nomination Summary* to summarize the information from the individual nomination forms. This step is most useful in those organizations with a large number of applicants and relatively few slots in the acceleration pool.

- Written answers to behavioral-based questions (Optional): Ask nominees to submit written answers of not more than two pages each to several questions related to the nomination criteria in the Acceleration Pool Nomination Form. We recommend that the answers be scored by individuals within your agency who are trained on behavioral interviewing. This written exercise accomplishes has several goals:
  - Asking applicants to prepare a lengthy written document will screen out those who are not seriously interested in the process.
  - It provides a screening tool that helps reduce the number of applicants who will be given an in-person interview. (This may not be an issue in small agencies with few initial applicants.)
  - If you use “blind scoring” (the names of applicants are coded and removed from the answer sheets), the process adds credibility.
  - You can easily evaluate the applicants’ writing skills.

See the *Gap-Closing Tool Kit - Tool 3* for detailed information on how to develop behavioral-based questions.
# Succession Planning Status Worksheet

<table>
<thead>
<tr>
<th>Position Title</th>
<th>Incumbent Name</th>
<th>Retirement Status</th>
<th>Criticality</th>
<th>Number of Staff Ready Now</th>
<th>Number of Staff Ready in 1-2 Years</th>
<th>Succession Planning Priorities</th>
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**Retirement Status:**
A: Retirement likely within 1 year
B: Retirement likely within 3 years
C: Retirement eligible within 5 years

**Criticality:**
1: Critical - Must "hit the ground running"
2: Very Important - Fully functional within 6 months
<table>
<thead>
<tr>
<th>Leadership Area</th>
<th>Strength</th>
<th>Proficient</th>
<th>Developmental Need</th>
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<tbody>
<tr>
<td><strong>Support of Agency Values</strong></td>
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<tr>
<td>• Behaves Consistently with values</td>
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<td>• Displays respect for others</td>
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<td>• Is a good team player</td>
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<td>• Identifies with management</td>
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<td><strong>Leadership Promise</strong></td>
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<td>• Is motivated to lead</td>
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<td>• Accepts leadership responsibility</td>
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<td>• Mobilizes resources/people to action</td>
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<td>• Leads teams that have high morale</td>
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<td><strong>Interpersonal Skills</strong></td>
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<td>• Communicates clearly and effectively</td>
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<td>• Makes effective presentations</td>
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<td>• Demonstrates diplomacy</td>
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<tr>
<td>• Is trusted and respected</td>
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<td><strong>Demonstration of Results</strong></td>
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<td>• Shows positive team/unit results</td>
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<td>• Displays objective indicators of success</td>
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<td>• Accomplishes major assignments</td>
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<td><strong>Developmental Orientation</strong></td>
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<tr>
<td>• Has accurate self-insight</td>
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<td>• Is coachable; accepts feedback</td>
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<tr>
<td>• Has history of learning from experience</td>
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<td>• Quickly learns new tasks</td>
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<tr>
<td>• Self-initiates development activities</td>
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# Acceleration Pool Applicant Profile

## Employee Information

<table>
<thead>
<tr>
<th>Name:</th>
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<tbody>
<tr>
<td>Title:</td>
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<tr>
<td>Job Classification:</td>
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<td>Length of Service:</td>
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<tr>
<td>Time in Current Job:</td>
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<tr>
<td>Current Supervisor:</td>
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</tbody>
</table>

## Career Goals

1. **1 to 3 Years:**
2. **3 to 5 Years:**
3. **Beyond 5 Years:**

## Educational History

<table>
<thead>
<tr>
<th>Institution:</th>
<th>Degree:</th>
<th>Area of Study:</th>
<th>Years:</th>
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## Special Skills/Expertise

<table>
<thead>
<tr>
<th>Languages:</th>
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<tbody>
<tr>
<td>Technology:</td>
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<tr>
<td>Professional Expertise:</td>
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<td>Other:</td>
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## Developmental Experiences - Past 3 Years

<table>
<thead>
<tr>
<th>Formal Training:</th>
<th>Competencies/Skills Developed:</th>
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<tbody>
<tr>
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<tr>
<td>Special Assignments:</td>
<td>Competencies/Skills Developed:</td>
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<tr>
<td>Other:</td>
<td>Competencies/Skills Developed:</td>
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## Acceleration Pool Nomination Summary

<table>
<thead>
<tr>
<th>Name</th>
<th>Support of Agency Values</th>
<th>Leadership Promise</th>
<th>Interpersonal Skills</th>
<th>Demonstration of Results</th>
<th>Developmental Orientation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applicant A</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Applicant B</td>
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<tr>
<td>Applicant C</td>
<td></td>
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</tr>
<tr>
<td>Applicant D</td>
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<tr>
<td>Applicant E</td>
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<td>Applicant F</td>
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</table>

S = Strength  
P = Proficiency  
D = Developmental Need
Sample: Completed Succession Planning Status Worksheet

<table>
<thead>
<tr>
<th>Position Title</th>
<th>Incumbent Name</th>
<th>Retirement Status</th>
<th>Criticality</th>
<th>Number of Staff Ready Now</th>
<th>Number of Staff Ready in 1-2 Years</th>
<th>Succession Planning Priorities</th>
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</thead>
<tbody>
<tr>
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<tr>
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<tr>
<td>Finance Director</td>
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<tr>
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<tr>
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<tr>
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<td>Office A Director</td>
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</tbody>
</table>

**Retirement Status:**
A: Retirement likely within 1 year
B: Retirement likely within 3 years
C: Retirement eligible within 5 years

**Criticality:**
1: Critical - Must "hit the ground running"
2: Very Important - Fully functional within 6 months
Fifteenth Annual ASHP Conference
for Leaders in Health-System Pharmacy

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<tbody>
<tr>
<td>Applicant A</td>
<td>S</td>
<td>S</td>
<td>S</td>
<td>P</td>
<td>S</td>
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<tr>
<td>Applicant B</td>
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<td>Applicant C</td>
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<td>S</td>
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<td>Applicant D</td>
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<td>Applicant E</td>
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<td>Applicant F</td>
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