

SUCCESSION ACTION PRIORITY

RATING SCALES

Define these before scoring anything. Undefined scales get rated on instinct, and the table stops meaning anything. Edit the anchors below to match your business.

SEVERITY (S)

How much damage does a vacancy in this role cause? Rate the consequence, not the person.

Rating	Definition
10	Vacancy halts shipment, breaches a contractual named-personnel requirement, or lapses a certification (ISO/AS registrar, calibration authority, DOT, EASA).
9	Vacancy puts a top-five customer or the primary revenue stream at immediate risk. No one else holds the relationship or the authority.
8	Major function stops or degrades badly. Quality escapes, missed delivery, or financial controls compromised for weeks.
7	Significant disruption. Work continues at reduced quality or throughput; overtime and expediting absorb the gap.
5	Moderate disruption. Others can cover awkwardly. Lead times slip, rework rises, but the business runs.
3	Minor disruption. Coverage exists and is competent; some rework or delay during handoff.
1	Negligible. Fully cross-trained function with documented work and multiple capable people.

LIKELIHOOD (L)

How likely is a vacancy in the next 24-36 months? Rate the role's exposure, and keep individual health and personal circumstances out of it.

Rating	Definition
10	Departure expected within 12 months. Notice given, retirement dated, or active offer in hand.
8	Departure likely within 24 months. Retirement-eligible, stated intent, or long-standing dissatisfaction.
6	Elevated. High market demand for the skill, recent recruiter contact, or compensation below market.
4	Moderate. Stable but not anchored. Normal turnover exposure for the role and tenure.
2	Low. Long tenure, strong engagement, no retirement horizon inside five years.
1	Very low. No identifiable departure risk in the planning window.

WARNING (W)

How much notice would you get? Low numbers mean ample warning; high numbers mean none. This is the axis most plans ignore.

Rating	Definition
10	No warning available. Death, sudden illness, immediate resignation, or family relocation.
7	Little warning. Two weeks' notice at best, with no handoff period built in.
5	Some warning. Roughly one to three months, enough for a partial handoff.
3	Substantial warning. Six months or more; a structured transition is feasible.
1	Ample warning. Announced retirement or planned exit 12+ months out, with a handoff plan already in motion.

Intermediate ratings are legitimate. Anchor the endpoints and the midpoint, then interpolate.

