SUCCESSION PLANNING TOOL

This is a tool to assist small airports with documenting the knowledge and competencies of key personnel in their roles and responsibilities for operational level contingency planning and response. It is designed to help airports capture this information before an employee leaves the organization, so other employees have some documentation to help them close the knowledge gap when a key employee with contingency planning responsibilities leaves.

(Documenting the knowledge and practices of key airport employees is always a good succession planning element of the airport's continuity of operations plan [COOP] or business continuity plan [BCP]. This tool is specifically designed to document key airport employees' knowledge of contingency planning and response.)

Because succession planning is crucial at small/general aviation (GA) airports, it is important that institutional knowledge should not be allowed to be lost with staff retirements, resignations, family care or parental leave absences.   This succession plan tool allows experienced employees to complete a form that identifies categories of knowledge they each possess. It helps airports answer the question "*How do we know how to efficiently and seamlessly respond to an airport event if a key employee were to abruptly leave their position and take their knowledge with them?*"

This tool is meant to be customizable depending on each airport's unique set of circumstances and needs.

Instructions:
1. Fill in the form as illustrated, based on individual airport needs.
2. Consider completing form collaboratively with each key employee to identify answers to open ended questions and input fields. This may help senior administrative staff to identify needs not formalized in airport owned or integrated contingency plans.
3. Develop a schedule to routinely update file form, so you keep it current.
4. Consider organizing each file form by employee position or by contingency plan.

KEY STAFF TURNOVER FILE FORM
Airport Contingency Plans

Airport: _____
Date: _____

POSITION IDENTIFICATION

Position: _____

Position Currently Held By (Name): _____

Position Reports to: _____

Certifications/Licenses (required to perform any tasks):

_____

_____

_____

_____

CORE COMPETENCIES (check all that apply)

- ☐ Planning and Administration
- ☐ Airport Operations
- ☐ Project Management
- ☐ Emergency Response
- ☐ Health and Medical
- ☐ Supervisory Experience
- ☐ Level of ICS Training/FEMA Course Required of this Position (check all that apply):
  - ☐ ICS-100
  - ☐ ICS-200
  - ☐ ICS-300
  - ☐ ICS-400
  - ☐ ICS-700
  - ☐ ICS-800
  - ☐ G-402
- ☐ _____
- ☐ _____

TECHNICAL COMPETENCIES (check all that apply)

- ☐ Incident Command
- ☐ Public Information Officer
- ☐ Section Team Lead
- ☐ All-Hazard Response
- ☐ ARFF
- ☐ EMT/Paramedic
- ☐ Information Technology

- ☐ Heavy Equipment Operator
- ☐ Pilot Ratings
- ☐ Access Control
- ☐ _____
- ☐ _____
- ☐ _____
- ☐ _____

IDENTIFY SUBSTITUTE OR REPLACEMENT PERSONNEL (by order of succession using name or position)

Primary Replacement _____

Secondary Replacement _____

Tertiary Replacement _____

IDENTIFY CONTINGENCY PLANS THAT EMPLOYEE PLAYS A ROLE IN (check all that apply)

☐ Airport Emergency Plan (AEP)

Physical Location: _____
Digital Location: _____

☐ Cyber Incident Response Plan

Physical Location: _____
Digital Location: _____

☐ Terminal Evacuation Plan

Physical Location: _____
Digital Location: _____

☐ Pandemic Plan

Physical Location: _____
Digital Location: _____

☐ _____

Physical Location: _____
Digital Location: _____

☐ _____

Physical Location: _____
Digital Location: _____

KEY ROLES AND RESPONSIBILITIES BY PLAN (form includes two plans, insert as many as needed)

AIRPORT CONTINGENCY PLAN #1: _____

Employee Roles and Responsibilities:

_____
_____
_____

Plan Activation/Deactivation Procedure Notes:

_____
_____
_____

How are Essential Plan Functions Performed:

_____
_____
_____

Plan Integration Notes

_____
_____
_____

Employee's "Go-To" Contingency Contacts

ESSENTIAL OPERATIONAL, RESPONSE, AND RECOVERY CONTACT LIST			
Contact Name	Organization	Email Address	Phone Number

Supplies & Equipment the Employee Controls, Procures and Uses in Their Contingency Role

SUPPLIES & EQUIPMENT	
Supply/Tools	Location

Other Resources the Employee Uses in Their Contingency Planning and Response Role

RESOURCES			
Resource	Organization	Contact Name	Phone Number

Notes:

_____
_____
_____

EMPLOYEE COMMENTS & NOTES RELEVANT TO CONTIGENCY PLANNING AND RESPONSE ROLE

_____
_____
_____
_____

_____
_____
_____

RECORD OF REVSION AND REVIEW		
DATE	SECTION REVISED	INITIALS

AIRPORT CONTINGENCY PLAN #2: _____

Employee Roles and Responsibilities:

_____
_____
_____

Plan Activation/Deactivation Procedure Notes:

_____
_____
_____

How are Essential Plan Functions Performed:

_____
_____
_____

Plan Integration Notes

_____
_____
_____

Employee's "Go-To" Contingency Contacts

ESSENTIAL OPERATIONAL, RESPONSE, AND RECOVERY CONTACT LIST			
Contact Name	Organization	Email Address	Phone Number

Supplies & Equipment the Employee Controls, Procures and Uses in Their Contingency Role

SUPPLIES & EQUIPMENT	
Supply/Tools	Location

Other Resources the Employee Uses in Their Contingency Planning and Response Role

RESOURCES			
Resource	Organization	Contact Name	Phone Number

Notes:

_____
_____
_____

EMPLOYEE COMMENTS & NOTES RELEVANT TO CONTIGENCY PLANNING AND RESPONSE ROLE

_____
_____
_____
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RECORD OF REVSION AND REVIEW		
DATE	SECTION REVISED	INITIALS

Other ACRP resources that may be helpful to an airport's efforts to integrate its contingency plans are:

- ACRP Report 186 *Guidebook on Building Airport Workforce Capacity*
- ACRP Report 20 *Strategic Planning in the Airport Industry*
- ACRP Synthesis 11-03/Topic 06-07 (underway) *Impacts of COVID to Airport Work Models and Strategies*
- ACRP Synthesis 18 *Aviation Workforce Development Practices*
- ACRP Web-Only Document 28 *Identifying and Evaluating Airport Workforce Requirements*
- ACRP Report 93 *Operational and Business Continuity Planning for Prolonged Airport Disruptions*