

# **“Forecast of Potential”**

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**“Forecast of Potential”** refers to the level an employee is expected to advance within an organization during the forward period of years. Generally, the period of years forecast will be at least five(5) and at most ten(10) since these judgments are updated annually. The ‘forecast’ is made by the employee’s immediate supervisor and is approved by the next higher level of supervision.

This **“Forecast of Potential”** is an essential component of the sophisticated Career Development System typically utilized by large, mature, ‘promote from within’ organizations which have a constant need for ‘ready replacements’ for staff and line management personnel who vacate positions due to promotion, reassignment, extended illness, incapacity, death, retirement or resignation.

Incumbents are reviewed annually with potential advancement in mind and each is designated in some way to indicate the person 1.) is not considered at this time to possess forward advancement potential; 2.) is now considered a Future Replacement for various named positions; or 3.) is now considered a Ready Replacement for various named positions. Thereafter, all of these ‘forecasts’ are catalogued and reviewed by higher levels of management to obtain 3<sup>rd</sup> party collaboration (whenever possible) as to the accuracy of the ratings reached; to reach consensus on as many as possible; to discuss future needs at numerous levels within the organization and identify possible assignments for the consensus candidates; and, finally, to create an ‘inventory’ of ready replacements who can be expected to rapidly achieve a high level of production after assuming the responsibilities of the newly acquired position.

No explicit discussion of an employee’s current **“Forecast of Potential”** with the individual is normally conducted. This is standard in most organizations due to the obvious potential problems that could arise if the suggested advancements did not occur. However, a wise supervisor will find a way to communicate to the individual where things stand and ways for the incumbent to improve things while occupying the current position.