Role Criticality Matrix

Identify which roles you cannot afford to leave vacant — and which ones can wait.

HOW TO USE THIS FRAMEWORK

1. List every role in your team or function in the table below.
2. Score each role on two dimensions: Replaceability (how hard is it to fill?) and Impact if Vacant (what breaks if this seat is empty for 30 or more days?).
3. Multiply the scores together to get a Criticality Score.
4. Prioritise any role scoring 15 or above — those need a succession plan now.

SCORING GUIDE

Replaceability: 1 = Hired in under 30 days from a deep pool · 5 = Specialist role, 6–12 months to fill or credential gap

Impact if Vacant: 1 = Work redistributes with minor friction · 5 = Operations, safety, or compliance at direct risk

YOUR ROLE INVENTORY

Role Title	Department / Team	Replaceability (1–5)	Impact if Vacant (1–5)	Criticality Score	Priority

INTERPRETING YOUR SCORES

20–25 CRITICAL: Act immediately. Succession plan required. Do not backfill with an interim.

12–19 HIGH: Elevated risk. Identify a pipeline candidate within 90 days.

6–11 MODERATE: Monitor. Documented handover notes are sufficient for now.

1–5 ROUTINE: Standard hiring process. No special urgency.

What this framework does not tell you:

A high criticality score shows where to focus — not what to do. The decisions about succession, compensation, and pipeline investment require the full context of your workforce strategy.