



Tips for Filling Behind

A vacancy created while a staff person is participating in the Management Talent Exchange Program (MTEP) can be an opportunity for your agency to:

- Receive an exchange participant for that position or for another vacancy in your organization
- Provide a challenging opportunity for another staff person to step up
- Provide cross training for a number of staff within the organization
- Think through and test a succession plan

If you request it, we can try to find a one-to-one match for your position. For example, a Management Analyst in the City Manager's Office goes to another jurisdiction for three months and you get a Management Analyst from another agency to replace that employee.

This is not always possible, however, due to the variety of skills and experience levels of those in the candidate pool. Keep in mind that the program is time-limited.

Past participating agencies have filled the 3-month vacancy created by their MTEP participant by:

- Reassigning the person's duties to several employees so that the work is covered and other employees have growth opportunities without one person being overburdened
- Temporarily promoting a staff person who is capable and interested in someday moving into the job
- Obtaining a qualified intern from another department or from a nearby university
- Doing a rigorous assessment of the position's duties and covering only the highest-priority tasks, as you would do if the employee took an unexpected leave of absence

In the end, your MTEP participant will come back to you with new ideas, new enthusiasm, and new competencies that will serve your agency well. If you are creative, you can use this opening to provide internal staff the same opportunity, increasing employees' knowledge and giving them a chance to shine. You might even uncover hidden talents among your staff.