Succession Planning and Executive Development: Nuts and Bolts

Working for America

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

Message from the President

"We must have a Government that thinks differently, so we need to recruit talented and imaginative people to public service."

**- George W. Bush**

Message from the Director

"The President's vision calls for the transformation of Government guided by three principles: Government should be citizen-centered, results-oriented and market based. To achieve this dramatic transformation, a new generation of leaders must be developed – American deserves nothing less."

- Kay Coles James

What is Succession Planning?

A Systematic Approach

- ✓ To build a leadership pipeline to drive success
- ✓ To identify the best candidates for each position
- ✓ To develop potential successors in ways that best fits their strengths
- ✓ To concentrate needed resources on the talent-development process yielding a greater return on investment.
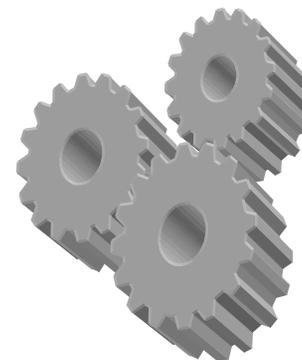
Getting the right number of people with the right skills, experiences, and competences in the right jobs at the right time.

Why Succession Planning?

- *Succession planning is core business thinking, not something to be done when the last person leaving has turned off the lights*

- *Succession planning is critical to profitability and creates an effective process for recognizing, developing and retaining top leadership talent*

- *Some jobs are the lifeblood of your organization and too critical to be left vacant or filled by any, but the best qualified persons*

- *Succession planning communicates organizational strategy*

- *Succession planning ensures organizational viability*

- *Succession planning supports President's Management Agenda*

Agency Responsibility

A continuum of preparation…a comprehensive system that is intended to

- Provide the competencies needed by supervisors, managers, and executives to perform their current functions at the mastery level of proficiency, and

- Provide learning and training in the context of succession planning and corporate perspective to prepare individuals for advancement, thus supply the agency and the Government with an adequate number of well prepared and qualified candidates to fill supervisory, managerial and executive positions Governmentwide.

Great Succession Planning

LEADERSHIP DEVELOPMENT

LEADERSHIP ACCOUNTABILITY

LEADERSHIP SUCCESSION RESEARCH

LEADERSHIP SUCCESSION PLANNING

CONTINUOUS LEARNING ENVIRONMENT

KNOWLEDGE MANAGEMENT
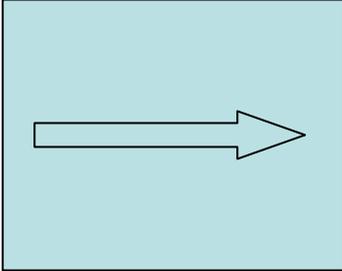
The Leadership Journey

Executive

External Awareness
Vision
Strategic Thinking
Entrepreneurship

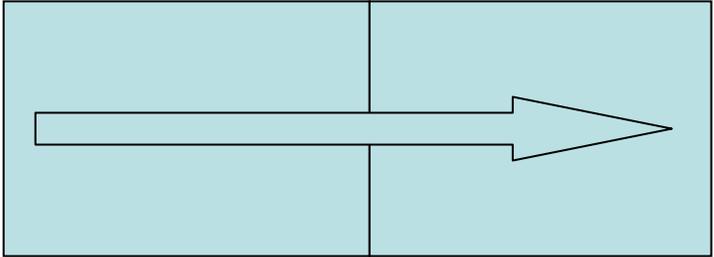*Leading Organizations*

Manager

Technology Management
Financial Management
Creativity & Innovation
Partnering
Political Savvy

Managing Programs

Supervisor

Human Resource Management
Leveraging Diversity
Conflict Management
Service Motivation

Managing People

Team Leader Project Manager

Team Building
Customer Service
Technical Credibility
Accountability
Decisiveness
Influencing/Negotiating

Managing Projects

Core Leadership Competencies

Integrity/Honesty
Interpersonal Skills
Continual Learning

Resilience
Oral Communication
Written Communication

Flexibility
Problem Solving

Managing Self

Common Succession Planning Mistakes

- ✓ Doing too much too fast

- ✓ Making it an HR process rather than a business strategy

- ✓ Not making the process transparent and the criteria crystal clear and commonly understood.

- ✓ Not assessing both "Suitability" and "Credibility"

- ✓ Ignoring the link between succession planning, career planning and external recruitment

- ✓ Not using technology to keep accurate records and model requirements

- ✓ Not including sufficient numbers of employees

- ✓ Not linking career and promotion plans to strategic needs of the business

Succession Planning
---Making the Business Case---

Human Capital Assessment and Accountability Framework (HCAAF) Collaboration of 3 agencies

- **Office of Management and Budget (OMB)**
- **General Accountability Office (GAO)**
- **Office of Personnel Management (OPM)**

http://apps.opm.gov/HumanCapital/index.cfm

LEADERSHIP AND KNOWLEDGE MANAGEMENT

Human Capital Standard for Success

1. Strategic Alignment

2. Workforce Planning and Deployment

3. Leadership and Knowledge Management

4. Results-Oriented Performance Culture

5. Talent

6. Accountability

LEADERSHIP

A

ensure continuity of leadership, and sustain a learning environment

LEADERSHIP DEVELOPMENT

Are agency leaders effectively managing people?

Critical Performance Questions

1. Are there leadership development programs in place that train current and future leaders?

2. Does your agency have a written leadership development strategy that is tied to a workforce analysis and strategic plan?

3. Is a leadership assessment program or tool in place to identify high-potential leaders in your agency?

4. Have your leaders been trained in the skills of change management and what it takes to bring about significant and sustained improvements in performance?

LEADERSHIP ACCOUNTABILITY

Are agency leaders effectively managing people?

Critical Performance Questions

1. To promote integrity and high standards of honesty, have your managers and leaders taken a government ethics course?

2. Are your leadership competencies tied to the Executive Core Qualifications (ECQs)?

3. Are your managers' and senior leaders' annual work plans and appraisal systems aligned with the vision and strategic mission of your agency?

4. Do your managers and leaders communicate and share the vision and values of your agency in publications, town hall meetings, and whenever opportunities are presented?

SUCCESSION PLANNING

Agency leaders and managers effectively manage people, ensure continuity of leadership, and sustain a learning environment that drives continuous improvement in performance.

LEADERSHIP SUCCESSION RESEARCH

Are agency leaders ensuring the continuity of leadership?

Critical Performance Questions

1. Has research been conducted that measures the impact of your agency's succession plan?

2. Does your workforce research include an analysis/conclusions about your agency's demographics including gender, age, turnover rates, race/national origin, retirement eligibility, and grade levels?

3. Has research been conducted which analyzes the impact of your talent management?

4. Does your research analyze your agency's continuity of leadership in the event of an emergency---terrorist or natural disaster?

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

LEADERSHIP SUCCESSION PLANNING

Are agency leaders ensuring the continuity of leadership?

Critical Performance Questions

1. Is a formalized succession plan in place that is linked to the agency's workforce analysis and strategic plan?

2. Does your agency utilize an outreach plan to attract talent from all sectors of society?

3. Does your agency's succession plan provide a continuity of leadership development from the 1st level manager to the ranks of the agency's Senior Executive Service?

4. Has your agency crafted a shortened time-frame for the filling of critical mission essential vacancies?

PERFORMANCE

Agency leaders and managers effectively manage people, ensure continuity of leadership, and sustain a learning environment that drives continuous improvement in performance.

LEARNING ENVIRONMENT and CONTINUOUS LEARNING

Are agency leaders taking steps to sustain a learning environment that drives continuous improvement in performance?

Critical Performance Questions

1. Do your agency leaders train their employees to their required mission competencies?

2. Do your leaders describe and link employee performance expectations with each competency level?

3. Do your leaders conduct an annual assessment of training needs for all levels of the organization?

4. Is your agency using learning technologies as a part of a blended approach to learning?

KNOWLEDGE MANAGEMENT

Are agency leaders taking steps to sustain a learning environment that drives continuous improvement in performance?

Critical Performance Questions

1. Do managers and leaders regularly attend conferences, workshops, and forums that improve and further develop their leadership skills?

2. Have communities of practice been established for the sharing of knowledge at all managerial and leadership levels?

3. What systems have been installed in your agency that facilitate the sharing of knowledge and best practices?

4. Have electronic systems been installed in your agency to manage the capture, indexing, processing, and easy retrieval of data that may be composed of text, audio, video, and web-based elements?

Goals of Leadership Development

- **Align with leadership succession planning strategies**

- **Support training and development of the workforce**

- **Identify organization's future leadership competency requirements**

- **Position Human Capital (HC) resources to support the strategic plan**

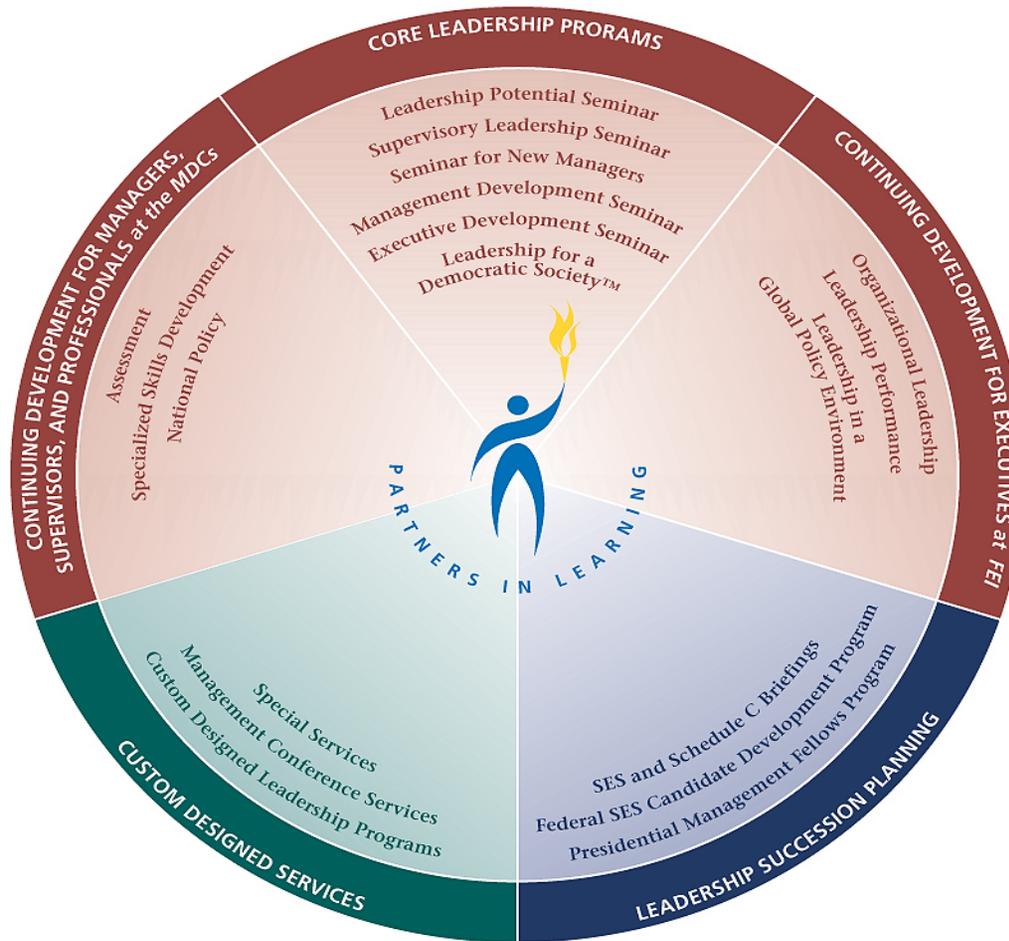- **Use open system interventions for organizational development**

Leadership Development Process

- **Identify Candidates**

- **Assess Potential**

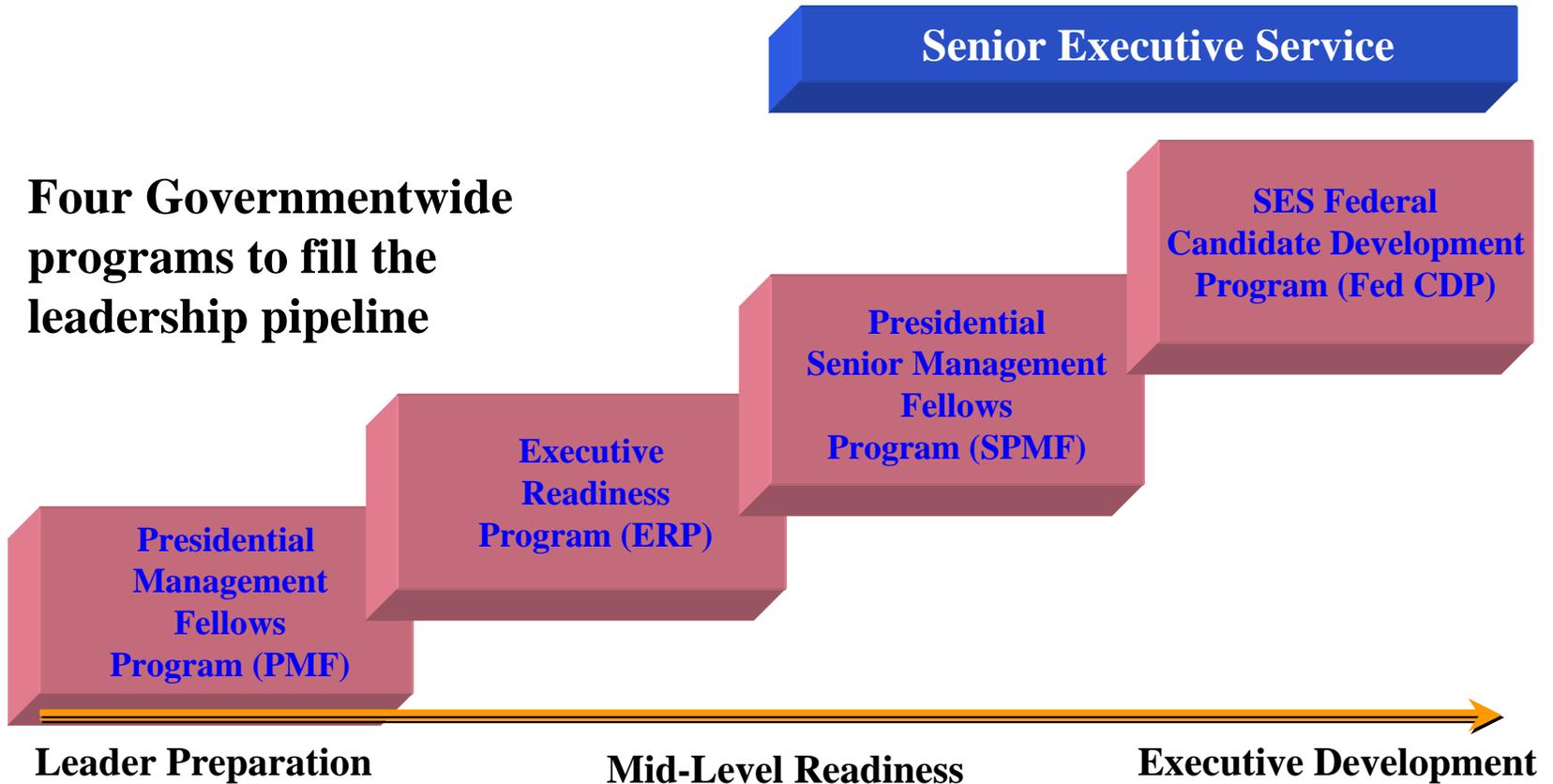- **Select "High Potential" Candidates**
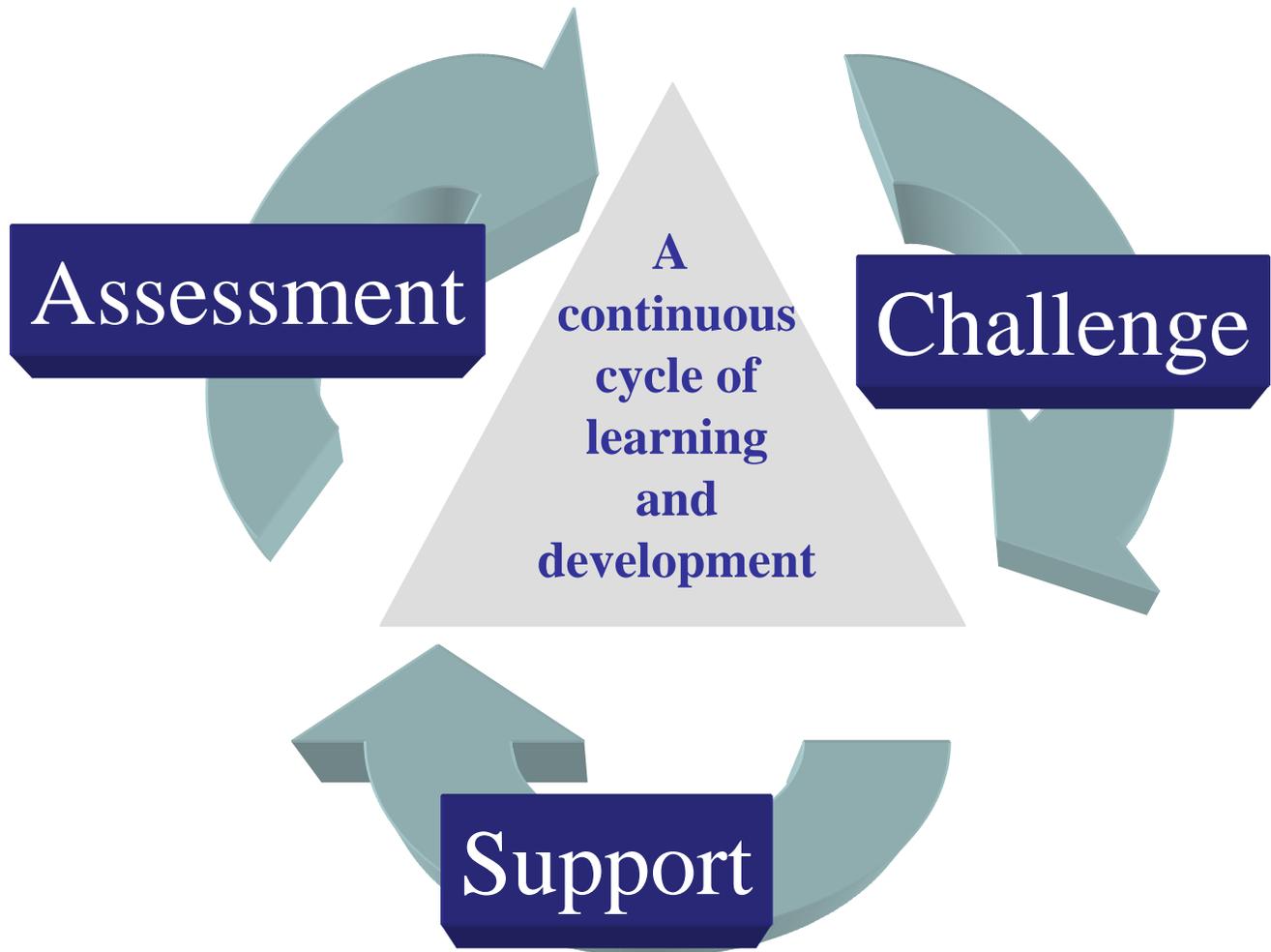
- **Train, Develop and Guide**

OPM's Leadership Journey

CORE LEADERSHIP PRORAMS

Leadership Potential Seminar
Supervisory Leadership Seminar
Seminar for New Managers
Management Development Seminar
Executive Development Seminar
Leadership for a
Democratic Society™

CONTINUING DEVELOPMENT FOR MANAGERS, SUPERVISORS, AND PROFESSIONALS at the MDCs

Assessment
Specialized Skills Development
National Policy

CONTINUING DEVELOPMENT FOR EXECUTIVES at FEI

Organizational Leadership
Leadership Performance
Leadership in a
Global Policy Environment

PARTNERS IN LEARNING

CUSTOM DESIGNED SERVICES

Special Services
Management Conference Services
Custom Designed Leadership Programs

LEADERSHIP SUCCESSION PLANNING

SES and Schedule C Briefings
Federal SES Candidate Development Program
Presidential Management Fellows Program

OPM's Leadership Succession Strategies

Senior Executive Service

Four Governmentwide programs to fill the leadership pipeline

SES Federal Candidate Development Program (Fed CDP)

Presidential Senior Management Fellows Program (SPMF)

Executive Readiness Program (ERP)

Presidential Management Fellows Program (PMF)

Leader Preparation

Mid-Level Readiness

Executive Development

Building Strategic Leadership

Assessment

Challenge

Support

A continuous cycle of learning and development
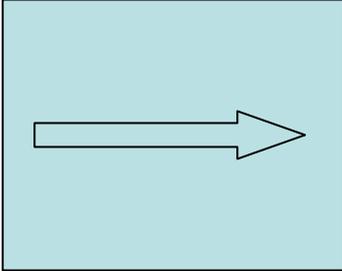
The Leadership Journey

Executive

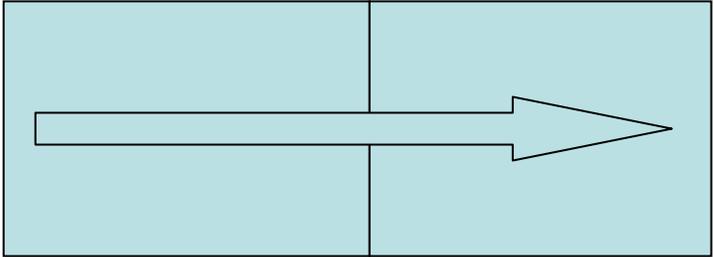| External Awareness Vision Strategic Thinking Entrepreneurship | *Leading Organizations* |

Manager

| Technology Management Financial Management Creativity & Innovation Partnering Political Savvy | → | *Managing Programs* |

Supervisor

Team Leader Project Manager

| Human Resource Management Leveraging Diversity Conflict Management Service Motivation | → | *Managing People* |

| Team Building Customer Service Technical Credibility Accountability Decisiveness Influencing/Negotiating | → | *Managing Projects* |

Core Leadership Competencies

| Integrity/Honesty Interpersonal Skills Continual Learning | Resilience Oral Communication Written Communication | Flexibility Problem Solving | *Managing Self* |

Leadership Development Best Practices

- **Combination of Classroom Work, Including Residential Training**

- **Developmental Assignment of 4 to 6 Months or Longer**

- **Rigorous Assessment, Based on OPM's Executive Core Qualifications**

- **Learning Teams**

- **Executive Mentors**

- **Personal Development Planning**

- **Interactive Training Based on Executive Core Qualifications**

- **Opportunities to Explore Governmentwide Leadership Issues**

- **Peer and individual coaching**

Learning takes place during…
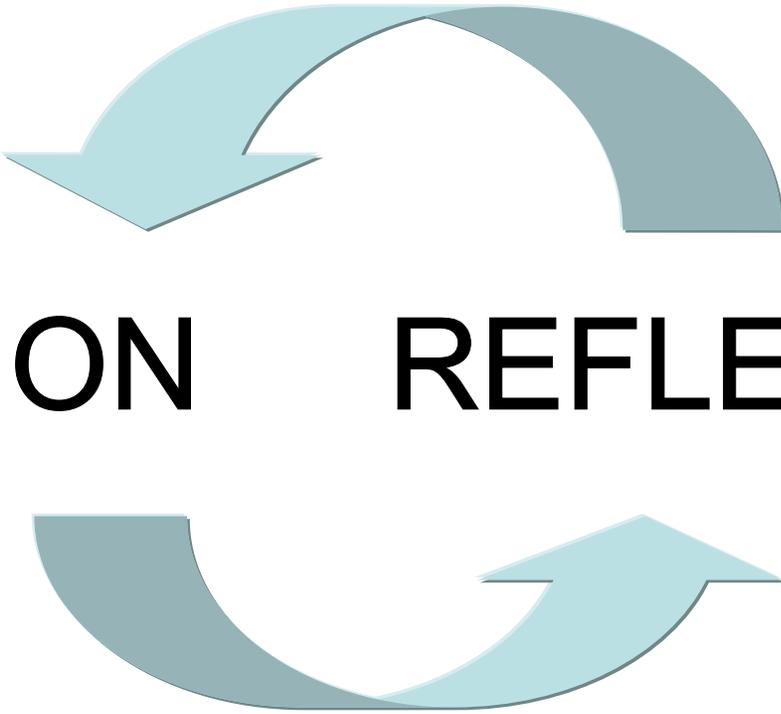
ACTION   REFLECTION

The Leadership Journey

- **Assess personal and professional goals**

- **Plan professional growth and constantly evaluate**

- **Select development programs, based on personal and organizational needs**

- **Explore leadership from unique vantage points**

- **Develop competence in all Executive Core Qualifications**

Contact Information

For more information,

visit us on the web at:

www.opm.gov

Barbara Smith 202-606-2282

Ileen Rogers 202-606-1578

Dr. Fred Lang 202-606-8614