

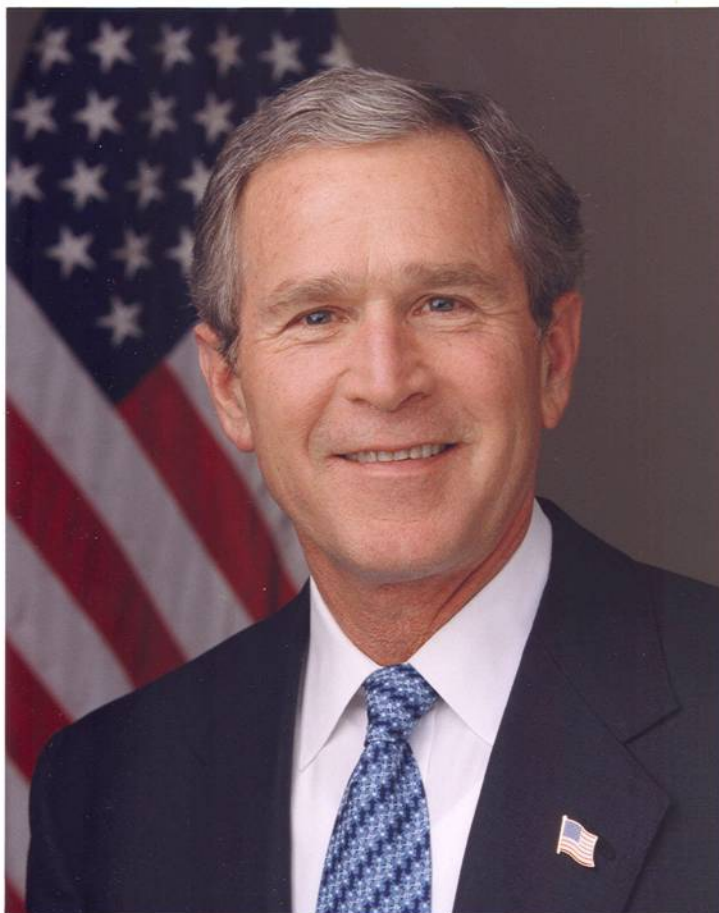


Strategic Succession Planning

Working for America



UNITED STATES OFFICE OF PERSONNEL MANAGEMENT



“...You shouldn't be leading an organization if you don't see the world as a better place.”

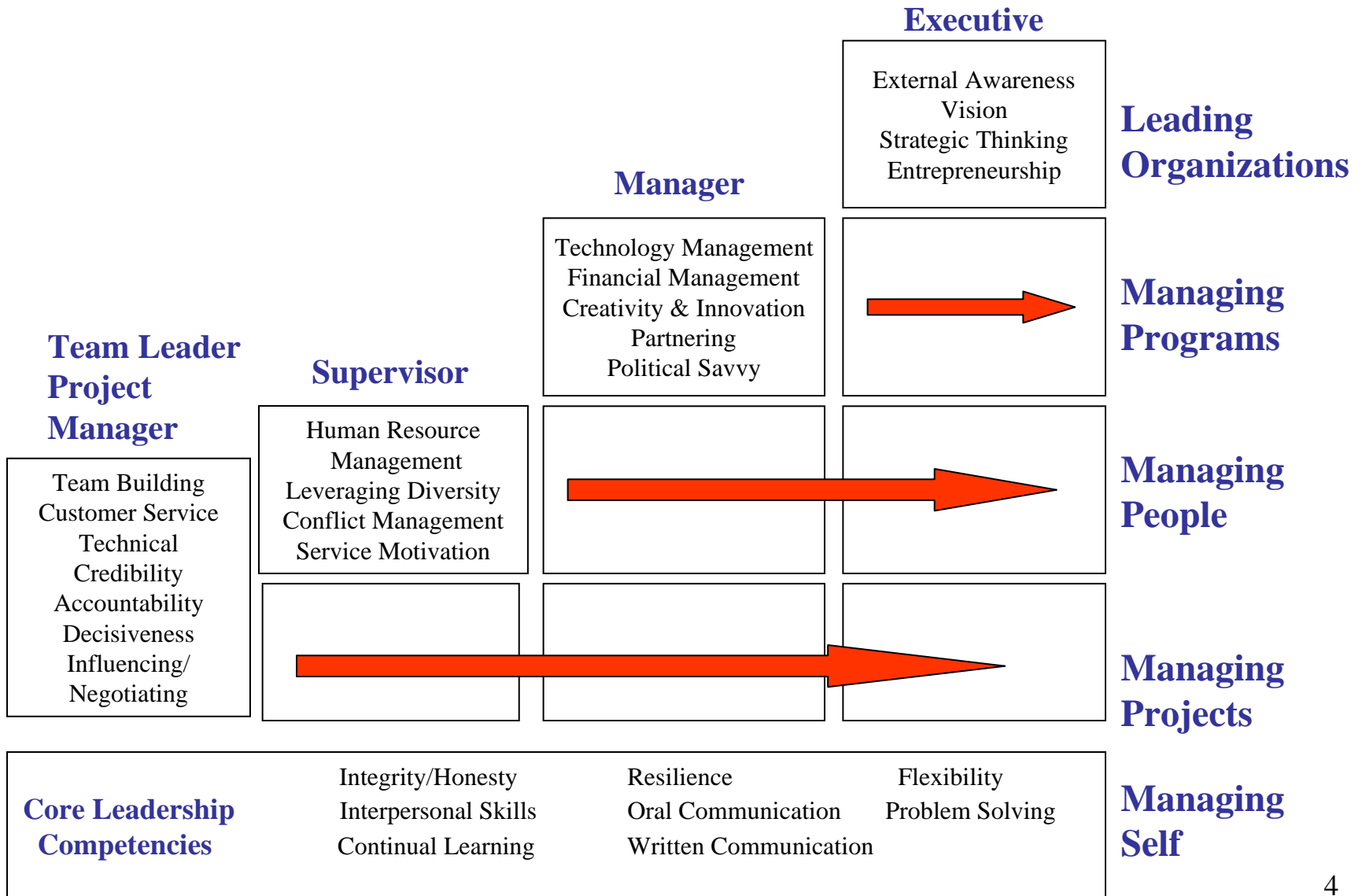
President George W. Bush
Constitution Hall
January 9, 2004



“The Federal Government needs new talent, new energy, and new creativity to do the work of the 21st century.”

**Kay Coles James, Director
U.S. Office of Personnel
Management**

The Leadership Journey: Focusing Your Learning For Job and Organizational Success





Presidential Management Fellows Program

- Program Background
- 2003-2004 Cycle Changes
- Nomination Process
- Accomplishment Record
- Assessment Center
- Placement Process
- Future Plans



Sample Accomplishment Record

Budget analysts must analyze complex, technical data and other information, using logic and quantitative reasoning abilities. In doing this, they distinguish essential from nonessential information. What have you done that demonstrates your ability to analyze data using logic and quantitative reasoning?

As a management analyst for Smythe-Jones, Inc. (April 1987 to July 1989), I established statistical formulas for new computer programs. These programs were used to provide statistical indices for measuring the schedule and cost effectiveness of various installations and contractors. Using available data elements, I developed formulas that provided indices showing schedule status in terms of dollars worth of work, cost status as a function of schedule status, and trend projections for anticipated costs at project completion based on performance to date.

These formulas were subsequently incorporated into the computer programs, which were provided to operating officials on a monthly basis. Based upon the indices produced, I was able to project significant cost overruns for a major contractor on its largest contract. The contractor denied the program would overrun but the next few months showed the indices to be correct. The contractor then admitted that there would be a significant overrun.



The Assessment Center

- One-day assessment center includes three exercises: 1) Individual Presentation, 2) Group Exercise, 3) Writing Exercise
- Candidates evaluated by assessor panels consisting of three Federal agency representatives
- Individual Presentation and Group Exercise involve current issues and events that have implications for Federal legislation, regulation, and policy



Plans for the Future

- Evaluate the selection process on a continual basis
- Investigate the extent to which the assessments predict job performance (criterion-related validity)
- Include experimental items to improve the pre-screen process
- Align the competencies assessed in the Presidential Management Fellows' selection process with the Office of Personnel Management's current leadership model (that is, five Executive Core Qualifications and associated competencies)



Candidate Development Program Requirements



- Governmentwide recruitment
 - Diverse pool
 - Consistent selections
 - Expected vacancies
- Senior Executive Service mentor
- Periodic performance evaluation
- Documented start and finish date

Executive Core Qualifications



- Leading Change
- Leading People
- Results Driven
- Business Acumen
- Building Coalitions/Communication

Case Studies



- General Services Administration Public Buildings Service
- Defense Commissary Agency Commissary Successor Development Program
- Department of Justice

A Common Set of Objectives



- Identify high potential leaders
- Achieve key stakeholder buy-in
- Identify and select high potential leaders efficiently (first cohort)
- Optimize procedural fairness
- Retain star performers

Accomplishment Record



- Research findings show the best predictor of future performance is past performance
- Professional people dislike being tested and prefer personnel decisions based on their achievements
- The Office of Personnel Management developed the Accomplishment Record
- Accomplishment record is correlated strongly with overall job performance ($r = .45$)

Leadership Assessment Center



- An assessment center is a “thing” not a “place”
- An assessment center is a kind of assessment and includes all of the following:
 - Evaluation of behavior using multiple assessment techniques
 - Use of multiple, trained raters to evaluate candidate behavior
 - Judgments about behavior derived from specifically developed assessment simulations
 - Evaluation of the candidate’s performance on competencies

Structured Interview



- Structured interviews consist of carefully planned, job-related questions that can be systematically scored to reliably identify high potential job candidates.
- Candidates respond to standardized job-related questions
- Evaluators rate interview responses using anchored rating scales
- Structured interviews can be used to measure a wide range of non-cognitive and social competencies such as oral communication and interpersonal skills



Leadership 360

- Measures all 27 leadership competencies and five Executive Core Qualifications
- Assesses leadership bench strength
- Can be used as leadership succession planning tool
- Used by the Office of Personnel Management's Management Development Centers and agencies
- Administered through a Web-based application
- Generates automated reports



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