

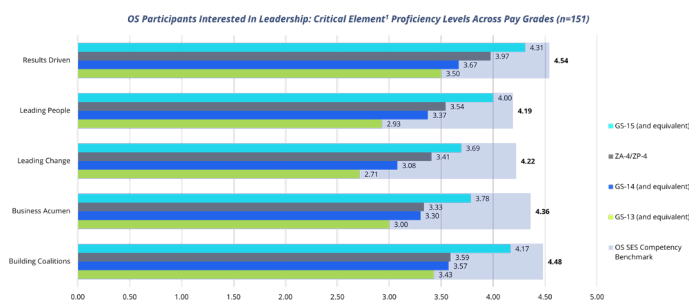


Office of the Secretary Succession Planning Program

Frequently Asked Questions

What is the goal of the OS Succession Planning Program? More than 30% of the OS Senior Executive Service (SES) population at the DOC is eligible to retire, that number will balloon to nearly 50% in the next five years (NFC, 2020). To address this, the Office of Human Capital Strategy (OHCS) launched a comprehensive OS succession planning program (SPP) beginning February 2021 to document OS SES success criteria and evaluate the talent pool against these criteria.

Data collected in the OS SPP was used to evaluate critical element skillset gaps in OS employees interested in pursuing a future leadership position. This information is used to identify organization-wide development areas and develop actionable strategies to address them.



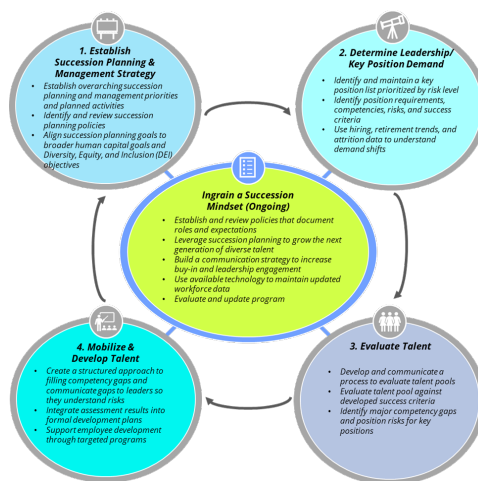
¹Critical elements capture the knowledge, skills, and abilities that impact one's ability to be an effective leader.

What is the purpose of the OS Succession Planning Program? To identify and develop potential candidates for future leadership positions, strengthen competencies, prepare employees to be competitive in the merit selection process, and fill leadership gaps.

Who is eligible to participate? OS GS 13-15 (and equivalent) employees are eligible to participate.

What are the benefits to participating in the succession planning program? Participating in the succession planning program provides employees with feedback to help them identify career goals and development opportunities based on aspirations and current career status. Participation also provides employees with

additional professional contacts and resources for when they formally apply for potential new positions.



What are the steps to the process?

The succession planning process spans 5 phases

1. Establish Succession Planning & Management Strategy:

The program office establishes overarching succession planning and management priorities and aligns goals and policies to broader human capital goals and Diversity, Equity, and Inclusion (DEI) objectives.

2. Determine Leadership/ Key Position Demand: The program office works with OS SES leadership to identify and document the critical elements, competencies, and experience necessary to be successful in OS SES positions.

3. Evaluate Talent: OS GS 13-15 (and equivalent) employees and their supervisors participate in an assessment process to evaluate their skillsets against those identified by OS SES and identify major competency gaps.

4. Mobilize & Develop Talent: The program office works with OS offices to develop and implement actionable strategies to address identified competency gaps.

5. Ingrain a Succession Mindset: The program office works with OS offices to develop policies and plans for talent management efforts.



What does it mean to participate? Participation entails completing the Evaluate Talent self-assessment process and staying engaged in development activities such as completing an individual development plan, participating in development activities, and seeking mentors.

Does participation in the OS SPP guarantee promotion? In the civil service system, no determinations of who will succeed an employee are made until all qualified candidates are provided equal opportunity to apply and be considered for the position. Situations where a candidate is “pre-determined” before the competitive selection process are considered “pre-selecting”, or “pre-positioning”, and should be avoided.

Succession planning assess individuals’ motivation, aspirations, and readiness, identifies skill gaps, and drafts a development plan to close identified gaps to build a talent pool for critical positions in the organization.

Participation in the succession planning program neither replaces the merit staffing process nor guarantees selection for a leadership position. Federal law requires that all initial career appointments to the Senior Executive Service to be based on merit competition (Source: [OPM](#)).

Why should my organization have a succession planning program?

- It focuses on positions rather than individuals.
- It fosters a culture of trust and fairness.
- It is a competitive process that promotes diversity and inclusion.
- It highlights motivation and aspiration.
- It reduces the risk that a high potential candidate may leave the organization.
- It increases employee engagement due to the creation of career paths.
- It is less time consuming and expensive to source internal talent to fill vacancies than to recruit externally.
- Individuals’ development efforts are aligned with the organization’s strategic objectives.
- It equips the organization to deal with sudden, catastrophic losses of key people.

What is my role in the succession planning process? You are responsible for knowing what you want out of life, your career, and the organization. You are responsible for preparing an action plan that details your career path for the future. You are responsible for working with your supervisor. While there is nothing wrong with individuals “wanting to stay where they are”—particularly if that stems from a work/life balance decision—individuals have a responsibility to let people know what their objectives are so long as it does not hurt their own interests and possible future employability.

What Succession Planning resources are available?

Success Profiles: OS SES success profiles compile data regarding the critical elements, competencies, and experience necessary to be successful in a particular OS SES position (ex: Chief Human Capital Officer). If you are considering an SES leadership position now or in the future, the success profiles can be a valuable tool in identifying relevant development areas and opportunities for you to focus on as you pursue career growth. All OS SES success profiles can be accessed [here](#).

Individual Feedback Report: Employee who participated in the Evaluate Talent assessment process received an individual feedback report that compiles data from their self-assessment, their supervisor’s assessment, and identified OS leadership proficiency levels as determined by OS SES leaders.

Individual Development Plan: The employee development plan worksheet is intended to be completed with your supervisor as you discuss your development goals and identify activities that will help you to achieve those goals.

What is a succession planning lead? Each office has a succession planning lead (SPL) who collaborates with the OHCS succession planning program team to identify and implement targeted strategies to support their office’s workforce.

The names of OS SPLs can be found below:

Office of Privacy and Open Government: Jennifer Goode (JGoode@doc.gov)

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Office of Financial Management: Gwen Muldrow (GMuldrow@doc.gov)

Office of Facilities and Environmental Quality: Phillip Fleming (PFleming@doc.gov)

Office of Budget: Ashley Schiller (ASchiller@doc.gov)

Office of the Chief Information Officer (CIO): Terri Ware (tware@doc.gov) & Mary Ann Millard (mmillard@doc.gov)