



Filled Succession Planning – Commerce OS (Sample Data)

Role: Chief Information Officer (CIO)

Incumbent: Vacant (SES)

Office/Bureau: Office of the Secretary (OS)

Criticality Rating: High

Risk of Vacancy: Currently Vacant

Key Competencies & Requirements

Core Competencies: Strategic IT leadership, cybersecurity, digital transformation, data governance

Education/Certifications: Advanced degree in IT or management; CISSP or equivalent preferred

Special Requirements: Top Secret Clearance; frequent interagency coordination

Leadership Challenges: IT modernization, cybersecurity threats, digital equity initiatives

Potential Successors

- Jane Doe, Deputy CIO, OS (SES) | Readiness: Ready Now | Development Actions: Executive coaching on cybersecurity policy

- John Smith, Director of Enterprise Services, OHRM (GS-15) | Readiness: Ready in 1–2 Years | Development Actions: SES Candidate Development Program

- Maria Lopez, Deputy Director, NIST IT Division (GS-15) | Readiness: Development Needed | Development Actions: Stretch assignment in enterprise modernization

Transition Plan

Planned Departure Date: N/A – position vacant

Interim Coverage Plan: Deputy CIO serving as Acting CIO

Succession Timeline: Permanent hire targeted within 6 months

Notes: Critical for ongoing cybersecurity and modernization efforts.



U.S. Department of Commerce
Office of Human Resources Management
Office of Talent Programs

Role: Director of Policy and Strategic Planning

Incumbent: Robert Allen (SES)

Office/Bureau: Office of Policy and Strategic Planning (OS/OPSP)

Criticality Rating: High

Risk of Vacancy: Retirement eligible within 12 months

Key Competencies & Requirements

Core Competencies: Policy development, interagency negotiation, economic strategy

Education/Certifications: Graduate degree in economics, public policy, or related field

Special Requirements: Extensive experience with federal policy processes

Leadership Challenges: Navigating trade policy shifts and workforce planning integration

Potential Successors

- Lisa Chen, Deputy Director of Policy, OS (GS-15) | Readiness: Ready Now | Development Actions: Mentoring and exposure to international negotiations

- Michael Green, Chief Economist, EDA (SES) | Readiness: Ready Now | Development Actions: Cross-bureau rotation on workforce issues

- Samantha White, Senior Policy Advisor, Census Bureau (GS-15) | Readiness: Ready in 1–2 Years | Development Actions: SES Candidate Development Program

Transition Plan

Planned Departure Date: FY27 Q1

Interim Coverage Plan: Deputy Director of Policy (Lisa Chen)

Succession Timeline: Formal transition in 9–12 months

Notes: High visibility role shaping department-wide strategy.