



ATO Management Services
Community Enterprise

**Proofs of Concept for
Succession Planning & Management
and
Career Progression Plan**

As Supported by
The Leadership and Career Development
Partnership (LCD)

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SUCCESSION PLANNING AND MANAGEMENT

Goal:

Identify diverse and inclusive pools of qualified, high potential employees who are prepared to assume positions of greater responsibility and who have expressed interest in career advancement.

Definition:

Succession planning is an integrated system of organizational processes that ensure the organization has a pipeline of qualified talent for leadership roles. Employees with a high potential for success in critical management and technical positions are identified and provided with the development opportunities they need to fully prepare for these roles. The most qualified individuals are selected for leadership roles when they become available.

Pertinent Advisory Committee Recommendation:

Develop a succession plan to include pools for positions at all levels.

Participants:

Employees with strong motivation to move into key managerial and technical leadership positions.

Scope:

The original Advisory Committee recommendation specified the inclusion of all managerial positions at all levels. The program office does not believe this is feasible due to the very large investment of funds and resources this would require. The program office is therefore recommending that the scope be limited to key technical and management positions. The Career Progression program covers many of the remaining positions.

Critical Success Factors:

The success of the succession planning program is dependent upon the factors listed below and organized by category.

Executive Involvement

- Senior leaders actively support and participate in the program.
- An executive review board meets at least twice yearly to identify organizational talent needs, and review and discuss the candidate pools.
- A senior manager is accountable for the management and success of the program.
- Senior leaders model continuous personal development.
- Adequate funding and staff resources for a high quality program are provided.

Management Involvement

- Managers are held accountable for and rewarded for developing and promoting talented employees.
- High-potential talent is viewed as a shared resource rather than “owned” by specific managers.
- Managers are well trained in their roles in the process.

Program Development

- The program purpose, philosophy, and goals are documented and guide development and implementation.

- The scope of the program (positions to be included and their relative priority) is clearly defined.
- The program begins with a few positions and gradually expands.
- The competencies required for each position are accurately identified and updated as organizational needs change.
- Strategies are developed and implemented for retaining high-potential employees.

Linkage

- Succession planning is closely linked to business strategy.
- Succession planning is closely linked with the other talent management components.
- An effective performance management process is in place in which employees are routinely provided with honest, constructive feedback and coaching.

Program Deployment

- The program is well communicated to all employees. All are invited to participate.
- Stakeholder feedback is continuously solicited and applied.
- Administrative processes are streamlined and efficient.

Selection

- People are selected for positions based solely on their merits for the specific job.
- The selection process is transparent.
- Selection assessment tools used have strong predictive validity for effective job performance.

Cultural Analysis:

There are two major cultural issues in the ATO that may affect the development and implementation of a succession planning and management program: the lack of emphasis on strategic thinking and current selection practices.

Succession planning is a strategic planning activity, i.e., identifying future needs and planning how to fulfill them over the long-term. Strategic thinking is not currently required of many of our managers, particularly those who have spent most of their careers working in air traffic operations in which the current moment is of prime importance. In a review of their 360 feedback instrument results, OPM reports that Government-wide, strategic thinking is consistently one of the top areas in which Federal managers need improvement.¹ It may thus be difficult for our managers to make the transition to strategically analyzing future talent needs and planning how to meet them.

Currently, there is a strong perception among many of our employees that selection for jobs and promotions is often not based on qualifications but on favoritism and other non-merit factors. Another selection problem is that often people are placed into managerial and other positions without open competition. These perceptions are evident in employee surveys including the Federal Employee Viewpoint Survey (FEVS) and the ATO Workforce Engagement (WE) Survey. For example, in the Best Places to Work Rankings based on the 2011 FEVS, only 50.6% of FAA employees rated leadership positively on fairness.² In the

¹ Hillery, Joseph and Hartenstine, Jennifer (November 2009). *OPM Leadership 360*. Presented at the Performance America Symposium, Washington, DC.

² The Partnership for Public Service (2011). *The Best Places to Work in the Federal Government*. Access at: <http://bestplacestowork.org>.

open-ended question in the WE Survey in which employees were asked to describe the obstacles they frequently face, many stated that selections are based on favoritism and that jobs are not openly competed. It will be difficult to ensure that henceforth selection is consistently fair and objective because the “old boy network” mentality is strong. Selection panels and hiring managers will need to be held accountable for merit-based, competitive selections. In addition, a system of incentives to ensure fairness and disincentives for favoritism will need to be established.

Expected Outcomes:

- Employees with interest in leadership positions are informed of the responsibilities of leadership positions and the qualifications needed to serve in those positions.
- Qualified employees are given feedback on their strengths and weaknesses relative to the qualifications for jobs in which they are interested and are offered development opportunities.
- Agency succession planning improves employee readiness to assume positions of greater responsibility over time.
- An employee assessment process provides employees, managers and review panels with data to facilitate agency succession planning.
- Diverse, cross-functional panels facilitate selection into candidate pools, with documentation of qualification standards for panelists.
- Succession planning pools are equally accessible to all interested and qualified employees who wish to move through the organization.
- Established pools of qualified candidates exist for all key management and technical positions of the organization.
- The selection pools created through the succession planning process are consistently used in selecting people for both permanent positions and details.
- Selection of employees for leadership positions is based solely on qualifications for the specific position.
- Selection panel membership criteria are well-publicized; effective training is provided to panelists; and oversight teams review potential panel members.
- A feedback process for non-selectees exists.
- An electronic system facilitates administration of the succession planning process.
- There is increased diversity and inclusion in management at all levels.
- The effectiveness of key managers and technical leaders increases.

Benefits of Succession Planning and Management:

- Qualified people are prepared to assume important roles when they become available. The right people are in the right places at the right times to achieve the right results.
- Talented employees are identified across the organization.
- Mitigates risk by ensuring organizational continuity.
- Development resources are invested in high-performing employees where there is the highest probability of return
- Promotes organizational learning and preserves institutional knowledge.
- Promotes individual development by providing development opportunities and feedback.
- Provides increased opportunities for advancement to employees.
- Increases the talent pool of promotable employees.
- Increases diversity through selecting the most qualified candidates through fair, objective processes with strong predictive validity for job success.

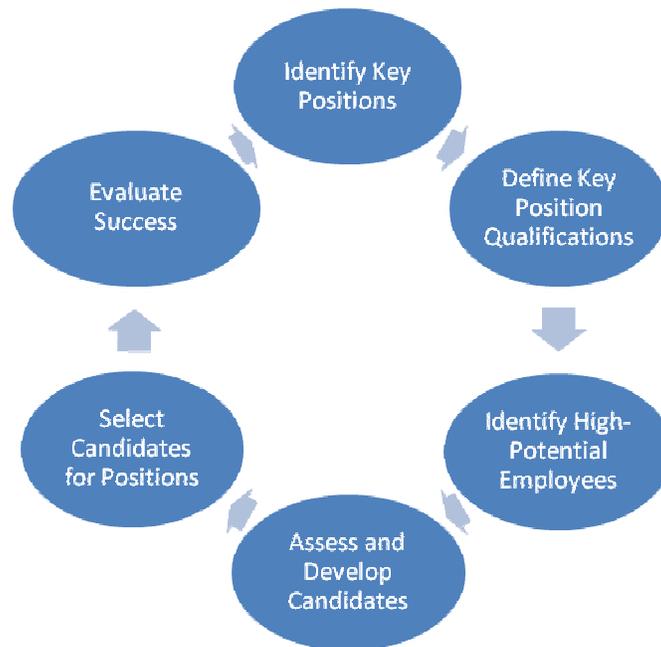
- Increases the engagement and retention of high-potential employees.
- Drives accountability through management involvement.

Linking Programs:

An effective succession planning program must be aligned with and integrated with other talent management processes including:

- **Selection** – Selection is an integral component of succession planning. The identification and development of qualified employees is of no value unless selections are made only on the basis of qualifications for the job using predictive assessment tools.
- **Performance Management** – Performance management is the foundation of talent management. For succession planning to be effective, managers must consistently provide their employees with guidance, direction, honest, constructive feedback, and development coaching and opportunities. Employee performance must be documented by managers and managers must accurately evaluate performance to allow the identification of high-performing employees with potential for key technical and management positions. Managers must be held accountable for managing and developing their employees and assisting them as they explore career opportunities through both succession planning and career progression. Managers will also need to provide development and career guidance to employees for positions that are not included in the succession planning and career progression process.
- **Employee Development** – Development of interested and qualified employees is an integral component of succession planning. The employee and leadership development programs must offer the kinds of development opportunities employees need to prepare for key positions, including training, mentoring and coaching, and other non-training approaches. Managers will need to develop their capabilities in developing and coaching employees as they plan their careers and pursue their goals.
- **Career Progression** – Career progression complements succession planning. It provides career and development information for positions not included in the succession planning program. Career progression promotes individual development and is open to all employees who wish to participate including those not selected for succession planning pools.

The Selection Planning and Management Process



Step 1: Identify Key Positions

- Prioritize positions based on criticality, risk of attrition, and scarcity of skill sets.
 - How critical is the position to achieving organizational goals?
 - What is the risk of turnover? When is it expected?
 - How difficult is it to find people with the right skill set? Are there people prepared now?
- Meet close-term needs first then expand.
- Balance benefits and costs to select positions for inclusion. What matters most to the organization?

Step 2: Define Key Position Requirements

For each selected position, identify:

- Competencies required for success (knowledge, skills, abilities, enabling behaviors).
- Experience required.
- Any additional qualifications, e.g., college degrees, training, certifications, willingness to relocate.

Step 3: Identify High-Potential Employees

- Communicate the positions selected to employees.
- Establish an application and preliminary assessment process for interested employees.
- Define objective criteria for inclusion in a candidate pool for each position.
- Implement the application and pool selection process.

Step 4: Assess Candidates and Provide Development Opportunities

For each candidate selected for the pool:

- Assess strengths and weaknesses relative to position requirements.

- Provide assistance in creating an Individual Development Plan with specific objectives, activities and timelines.
- Provide a range of development opportunities.
- Provide individual guidance by a mentor or coach.

Step 5: Select Candidates for Positions

- Establish a selection process for each position
 - Determine if external recruiting is required to augment the candidate pool
 - Expand the selection process beyond traditional interviews
 - Ensure the process is fair, objective, and consistent.
- Offer each candidate in the position pool the opportunity to participate in the selection process.
- Select the most highly qualified candidate for each position, i.e., no favoritism, no “good old boy network”.
- Provide constructive feedback to those not selected and coach them in furthering their development.

Step 6: Evaluate Success in Selecting Effective Leaders

- Define metrics based on succession planning objectives. Examples:
 - Average number of candidates prepared for each position
 - Percentage of hires filled with succession pool candidates
 - Diversity of candidate pools and position selections
 - Quality of leaders chosen from pools after one year on the job in terms of goal achievement and employee perceptions.
- Establish and implement processes to collect metrics data.
- Analyze the data to assess program success and identify trends, e.g., reviewing Individual Development Plans to identify systemic development needs.
- Revise and enhance the program.

Best Practices:

The following practices that have been identified as highly effective in other organizations will be incorporated into the Succession Planning and Management Program.

Program Development

- The program office is responsible for developing and maintaining processes and tools; service units are responsible for using them.
- Technology is used to facilitate the processes.

Identifying Talent

- A cyclical, continuous, and systematic process is used to identify potential talent.
- A core set of leadership competencies is used in tandem with any additional competencies needed for specific positions.
- Competency models reflect both current and future needs.
- Values and ethical standards are defined and assessed as well as competencies.
- Assessment tools with predictive validity are used.
- Competencies are emphasized over experience.
- Manager input is considered as only one source of information in identifying talent.

Developing Talent

- Dedicated funding is provided to address candidates' development needs.
- Customized development plans are created for each candidate.
- Development plans include specific objectives, activities, and timelines.
- Development plans include competencies and work experience as well as familiarizing candidates with the organization, the culture, and stakeholders.
- Multiple forms of development are employed:
 - On-the-job experiences
 - Coaching
 - Action learning projects
 - Special assignments
 - Job rotation
 - Mentoring
 - Shadowing
 - Training
 - Self-study
 - External activities (e.g., community, church, school)
- Mentors or coaches maximize on-the-job learning by providing advice about dealing with challenges in the work environment including political issues and interpersonal problems.
- Candidates are encouraged to critically question the status quo as part of the development process.

Selecting Talent

- Valid, predictive selection processes are used.
- The organization develops a powerful culture of meritocracy. High-performing employees who are best qualified are consistently rewarded and selected; low-performing employees are removed.
- Assimilation and onboarding processes are in place to orient newly selected persons.
- The risk of leaving a key position empty is balanced with the costs of selecting the wrong person. It is typically better to have a position open for a while than hire in haste.

Best Practice References:

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**Plan for the Development and Implementation of
Succession Planning and Management**

Phase	Actions	Resources	Deliverables
Analysis	<ul style="list-style-type: none"> • Obtain the active sponsorship of senior leaders • Identify stakeholders • Identify needs of stakeholders • Use ATO strategic and business plans and workforce data to determine future leadership and management skill needs • Determine the managerial levels and positions to be included • Identify succession planning best practices • Define the program to make it as inclusive as possible • Define specific objectives • Define success / evaluation criteria • Identify process requirements in terms of stakeholder needs and usability • Identify resources needed • Identify the assessment models to be used • Conduct a preliminary risk assessment 	<ul style="list-style-type: none"> • LCD • Stakeholder representatives • Program Lead & staff • Senior leaders 	<ul style="list-style-type: none"> • Commitment for active sponsorship of senior leaders • List of stakeholder groups • Results of stakeholder input from focus groups, interviews, etc. • List of future leadership needs • List of managerial levels and positions to be included • Summary of best practices • Definition of program objectives • Success/evaluation criteria • Technical and process requirements • List of required resources • Definition of assessment models • Preliminary identification of risks

Phase	Actions	Resources	Deliverables
<p>Design</p>	<ul style="list-style-type: none"> • Develop a detailed project plan • Identify resources available and plan how to fill gaps • Identify risks and mitigations • Create a communications and marketing plan • Define policies and guidelines • Define the roles of employees, managers, executives, HR, and program staff • Identify and design processes and practices needed for intake, assessment, feedback, development, pool placements and management, and selection. • Identify and design tools, job aids, and training needed for intake, feedback, development, pool placements and management, and selection • Design assessment tools. • Design a user support system • Define technology infrastructure needs • Link to other talent management programs 	<ul style="list-style-type: none"> • LCD • Program Lead & staff • ATO • Communications • Senior leaders (input & review) 	<ul style="list-style-type: none"> • Detailed project plan • Integrated master schedule • Resource plan • Risk identification and mitigation plan • Quality control plan • Communications and marketing plan • Definition of roles of employees, managers, executives, HR, and program staff • Program policies and practice guidelines • Designs of the processes and practices needed. • Designs of the tools, job aids, and training needed. • Designs of the assessment tools. • Design of user support system • Definition of technology infrastructure needs • Links to other talent management programs are designed

Phase	Actions	Resources	Deliverables
Development	<ul style="list-style-type: none"> • Develop processes and practices, needed for intake, assessment, feedback, development, pool placements and management, and selection. • Develop tools, job aids, and training. • Develop or adopt technology infrastructure • Identify the competencies and experience required for each position • Develop assessment tools. • Develop communication and marketing materials • Develop the user support system. • Create exit and transition strategies for incumbents and their successors 	<ul style="list-style-type: none"> • LCD • Program Lead & staff • Employee Development staff • ATO Comm • Contractors (for technology & assessment) • Senior leaders (input & review) 	<ul style="list-style-type: none"> • Processes and practices documented. • Tools, job aids, and training • Technology infrastructure in place • Competencies and experience required for each position identified • Assessment tools • Communication and marketing materials • User support system in place • Guide to exit and transition strategies that involve incumbents and their successors

Phase	Actions	Resources	Deliverables
Implementation	<ul style="list-style-type: none"> • Plan, deploy and evaluate small-scale pilot. • Revise program based on small-scale pilot. • Plan, deploy, and evaluate larger-scale pilot. • Revise program based on larger-scale pilot. • Implement the communication and marketing plan. • Provide training for managers on program objectives, processes, policies, and practices and their roles • Launch the program nationally. • Develop structure and mechanisms for sustaining program support and executive commitment 	<ul style="list-style-type: none"> • LCD • Program Lead & Staff • Pilot participants • ATO Comm • Contractors (for technology & assessment) • Senior leaders (input & review) 	<ul style="list-style-type: none"> • Plan for small-scale pilot launch • Evaluation results of small-scale pilot and plans for revision • Plan for large-scale pilot launch • Evaluation results of large-scale pilot and plans for revision • Plan for national launch • Deliver training for managers on program objectives, processes, policies, and practices and their roles • Roster of qualified employees for each managerial position • Updated rosters of qualified employees for each managerial position as employees move into the positions or change goals • Plan for sustaining program support and executive commitment
Evaluation	<ul style="list-style-type: none"> • Develop evaluation plan • Evaluate what is going well, what is not in terms of program operation and stakeholder views • Evaluate outcome achievement • Identify systemic issues, e.g., development needs as noted in IDP's. • Revise or enhance program as needed or as resources permit 	<ul style="list-style-type: none"> • LCD • Program Lead & Staff • Stakeholders (input) • Contractors (for technology & assessment) • Senior leaders (input & review) 	<ul style="list-style-type: none"> • Evaluation plan • Evaluation results of outcomes, operations metrics, stakeholder perceptions, support and maintenance, executive commitment. • Identification of systemic issues. • Revision plans

Milestones and Projected Timeline for Succession Planning and Management

1. Establish a succession planning program office - June – July 2012
(Staffing: 6 FTE's (1 K-band manager; 3 J-band analysts; 1 I-band analyst; 1 G-band program administrator)
2. Program Planning (Analysis and Design phases described above) – June – December 2012
3. Program Development (Development phase described above) – November 2012 – April 2013
4. Program Deployment (Implementation phase described above) – May 2013 – November 2013
5. Program Evaluation, Maintenance, and Improvement – Begins February 2014 and continues

Estimated Costs

- 2012 - \$375,000 (\$350,000 for contracts; \$25,000 for travel)
- 2013 - \$500,000 (\$450,000 for contracts; \$50,000 for travel)
- 2014 - \$125,000 (\$100,000 for contracts, \$25,000 for travel)

Total Cost = \$1.1 million for Design, Development, and Year One Implementation and Evaluation

CAREER PROGRESSION

Goal:

A new FAA career progression planning process will clearly identify typical career paths that promote inclusive and diverse career advancement across our workforce. This process provides employees with information, tools, and resources to assist them in identifying career paths of interest to them and planning for the individual development that helps them reach their career goals and fullest potential.

Definition:

- Career progression offers a “bottom up” view of career planning and career development driven by an employee’s interest and initiative regarding their career advancement.
- Employees are equipped with information, tools, and resources to manage their careers and are able to articulate and ready to achieve their career goals.
 - Employees clearly understand the specific knowledge, skills, abilities, enabling behaviors, developmental experiences, and training that facilitate their own progress towards pursuit of specific career paths.
 - Employees have access to assessments and feedback to better understand their own strengths and areas for development.
 - Employees understand their strengths and development needs and how moving through a career progression process supports their own career advancement. They are therefore more confident and motivated in taking the actions needed to achieve their goals.
- Managers are able to advise and guide employees as they pursue career development and advancement.
- Managers with position vacancies and/or detail assignment opportunities leverage employees following career progression paths to address talent needs.
- Career progression complements agency performance management, succession planning, employee development, and employee selection processes.
- Pay and related barriers that may inhibit employee career movement are identified and mitigated.

Pertinent Advisory Committee Recommendation:

- Develop and launch a career progression plan
- Develop and implement self-service career tools

Audience:

- All FAA employees (non-executives)
- Participants will be employees with strong motivation to move into key managerial and technical leadership positions.

Scope:

The new FAA career progression process shall support all interested employees in:

- Identifying their career interests
- Exploring available career options within the FAA
- Building a tailored career path
- Creating an individual development plan
- Developing their capabilities related to desired career paths
- Pursuing their career goals

Critical Success Factors:

- Senior leadership must champion and support utilization of the FAA career progression process.
- Managers must be held accountable to support employees engaging in the FAA career progression process.
- FAA career progression policy and scope must be clearly articulated to all employees; further, clarification should be offered that pursuing career progression does not automatically result in career advancement or guarantee any specific level of investment in employee development activities.
- Training and related change management activities should accompany deployment of the FAA career progression process to ensure employees and managers alike understand program scope and expectations regarding roles and responsibilities. Financial resources must be made available to support employee development investments, as well as travel and related expenses.
- Employees must be afforded reasonable time away from the operation to participate in employee development activities.
- Appropriate policy must be developed that clearly articulates the linkages between the FAA career progression process and employee selection, employee development, succession planning, and performance management.

Cultural Analysis:

For employees to take the Career Progression program seriously and invest their time in career planning, they need to believe that they will have fair opportunities to compete for the jobs they want. Currently, many employees believe there is much favoritism in selection, i.e., people are selected for jobs or promotions because of who they know, not what they know. . These perceptions are evident in employee surveys including the Federal Employee Viewpoint Survey (FEVS) and the ATO Workforce Engagement (WE) Survey. For example, in the Best Places to Work Rankings based on the 2011 FEVS, only 50.6% of FAA employees rated leadership positively on fairness.³ In the open-ended question in the WE Survey in which employees were asked to describe the obstacles they frequently face, many stated that selections are based on favoritism and that jobs are not openly competed. It will be difficult to ensure that henceforth selection is consistently fair and objective because the “old boy network” mentality is strong. Selection panels and hiring managers will need to be held accountable for merit-based, competitive selections. In addition, a system of incentives to ensure fairness and disincentives for favoritism will need to be established.

Two additional cultural barriers to the success of the Career Progression Program are the low value placed on development planning in the organization and the difficulties many employees face in individual development planning. Development planning and implementation is not understood as a vital component of organizational strategy. Managers are not held accountable for ensuring that every employee develops and implements a development plan. Many managers do not invest the time required to assist employees in creating plans; others simply do not know how to effectively do so. Employees are frequently left on their own, without guidance, to figure out how to create a workable plan and how to identify development opportunities. Many are not well equipped to do this. For the Career Progression Program to succeed, we must, as an organization, make it clear that continuous development is a key responsibility of every employee and every manager is accountable for working with employees on their development. We must also provide both

³ The Partnership for Public Service (2011). *The Best Places to Work in the Federal Government*. Access at: <http://bestplacestowork.org> .

managers and employees with the information, resources, and guidance they need to create effective plans that contribute to organizational and individual progress.

Expected Outcomes:

- Employees are equipped with information, tools, and resources to manage their careers and are able to articulate and ready to achieve their career goals.
 - Employees clearly understand the specific knowledge, skills, abilities, enabling behaviors, experiences, and training that facilitate their own progress towards pursuit of specific career paths.
 - Employees have access to assessments and feedback to better understand their own strengths and areas for development.
 - Employees understand their strengths and development needs and how moving through a career progression process supports their own career advancement and are therefore more confident and motivated in making the necessary changes to achieve their goals.
- Managers advise and guide employees as they pursue career development and advancement.
- Managers with position vacancies and/or detail assignment opportunities leverage employees following career progression paths to address talent needs.
- Barriers (e.g. pay, geographical preference, FAA budget, etc.) that may inhibit employee development and/or career progression have been mitigated.
- Career progression planning is equally accessible to all employees. All employees may benefit if they choose from a self-service, one-stop tool that provides information and resources they need to identify and prepare for career opportunities.
- There is increased diversity and inclusion in positions at all levels.
- Career progression complements agency succession planning, employee development, and employee selection processes.

Benefits of Career Progression Planning:

- Ensure effective continuity of operations
 - “The right people, in the right place, at the right time, with the right skills, at the right price”
- Improve employee readiness to assume new roles
- Ensure development aligned to competencies
 - Share and preserve tacit knowledge of what is needed to advance in the organization
 - Build skills necessary for future success
- Maximize finite developmental resources
- Engage and retain key talent
- Increase the engagement of all employees
- Drive performance improvement across the organization

Linking Programs:

An effective career progression planning program must be aligned with and integrated with other talent management processes including:

- Selection – Selection is an integral component of a career planning program. In order for employees to invest their time in career planning and development, they must see that selections are made only on the basis of qualifications for the job.
- Performance Management – Performance management is the foundation of talent management. For career planning to be effective, managers must consistently provide their

employees with guidance, direction, honest, constructive feedback, and development coaching and opportunities. Employee performance must be documented by managers and managers must accurately evaluate performance to allow the identification of high-performing employees. Managers must be held accountable for managing and developing their employees and assisting them as they explore career opportunities through both succession planning and career progression. Managers will also need to provide development and career guidance to employees for positions that are not included in the succession planning and career progression process.

- Employee Development – Development of interested and qualified employees is an integral component of career planning. The employee and leadership development programs must offer the kinds of development opportunities employees need to prepare for future positions, including training, mentoring and coaching, and other non-training approaches. Managers will need to develop their capabilities in developing and coaching employees as plan their careers and pursue their goals.
- Succession Planning – Career planning complements succession planning. While succession planning focuses on key technical and managerial positions, career planning focuses on the full range of non-executive career paths for employees who are not yet prepared for or interested in key positions. Succession planning will utilize information from the career progression planning program, including:
 - employee competency assessments for identifying talent inventory and gaps,
 - recommended development activities required to bridge gaps.
- Career Progression – The Career Progression Planning Program will link to complementary career progression initiatives, such as:
 - Career counseling
 - Corporate mentorship

The Career Progression Planning Process



Step 1: Identify Career Interests

Employees identify potential career areas by reflecting on their values, interests, past work experiences, competencies, and achievements. They determine which career avenues are likely to bring them satisfaction and success and compare these to typical career paths

Step 2: Explore Career Options

In this phase, employees review typical organizational career paths both within and outside their current function. They compare the career path requirements with their assessment of their values, interests, past work experiences, competencies, and achievements. They need to consider the feasibility of moving to each potential path. How much time and work would it take to prepare for each path? Is the career path under consideration a reasonable choice or would they have a better chance of success with other paths?

Step 3: Build A Career Path

Employees build a customized career path based on their identification of their personal strengths and areas for development and the career options they explored.

Step 4: Create a Development Plan

Employees create a customized development plan that will prepare them for their chosen career path. They identify specific development goals, activities, and timelines based on their individual career objectives.

Step 5: Implement the Development Plan

Employees implement their development plan and track their progress.

Step 6: Pursue Career Goals

Employees identify opportunities to apply for positions in their chosen career paths. They prepare a resume and cover letter and prepare for interviews.

Best Practices

The following practices that have been identified as highly effective in other organizations will be incorporated into the Career Progression Program.

Program Design and Development

- The focus of the program is on meeting specific business needs. The program is a part of the organization's strategic plan. The program is designed to both help individuals achieve their career goals and ensure the organization achieves its goals.
- Career progression and succession management programs are integrated.
- Career progression and performance management are integrated so that managers work with employees to review their performance and coach them in continuous learning and career development. Development planning is a part of both mid-year and year-end performance discussions in addition to more informal discussions.
- Competencies are used as the common denominator in both career progression and succession planning as well as other talent management programs.
- Competency models reflect both current and future needs.
- Both managerial career paths and non-managerial technical career paths are included.
- Multiple approaches to achieving career goals are espoused including lateral moves, enrichment in the current job, upward moves, exploratory moves, and downward moves.

- Commonalities across jobs are identified so that employees can understand logical next moves.
- Individual development plans are used to help people close their competency and experience gaps.
- Career paths are continuously updated.
- Technology is used to facilitate the career progression program.
- The program is well communicated to all stakeholders.

Employee Participation

- Employees at all levels and in all positions are empowered with responsibility for developing their careers. It is made clear to employees that a successful career depends on their personal conscious, proactive planning and development.
- The program helps employees clarify their career goals and broadens their understanding of career opportunities in the organization.
- Employees are provided with realistic job previews of positions and career paths.
- Employees understand that their competencies, personal values, and interests must align with target jobs for success in that job.
- The program helps employees identify the gaps between their current capabilities and the capabilities they need for target positions.

Developing Talent

- A key set of leadership competencies are identified that are most important to the organization. These are the competencies that the best leaders have, not necessarily the standard leadership competency model. These competencies are emphasized and development opportunities for those competencies are offered.
- Multiple forms of development are encouraged and employed:
 - On-the-job experiences
 - Coaching
 - Action learning projects
 - Special assignments
 - Job rotation
 - Mentoring
 - Shadowing
 - Training
 - Self-study
 - External activities (e.g., community, church, school)
- Employees are encouraged to focus more on experience-based development more than on formal training.

Selecting Talent

- Valid, predictive selection processes are consistently used in the organization.
- The organization develops a powerful culture of meritocracy. The best qualified people are consistently selected for positions.
- Assimilation and onboarding processes are in place to equip newly selected persons for success.

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**Plan for the Development and Implementation
Of Career Progression**

Phase	Actions	Resources	Deliverables
Analysis	<ul style="list-style-type: none"> • Obtain the active sponsorship of senior leaders. • Identify policy requirements • Identify business requirements of non-ATO stakeholders (including DOT) • Identify bargaining unit concerns • Identify additional career paths to be developed • Identify assessment model • Identify third party career guidance tools & resources • Identify long-term information technology solution to support the career progression planning process • Identify customer/user support needs • Identify evaluation and continuous improvement goals, approach, and methodology 	<ul style="list-style-type: none"> • Dedicated program office staff • Access to stakeholders • Matrixed program resources (including operations subject matter experts, information technology specialists, labor relations specialists, communications/marketing specialists, and contracting/procurement specialists) 	<ul style="list-style-type: none"> • Commitment of senior leaders • List of policy requirements • List of non-ATO business requirements • Bargaining unit concerns • List of career paths needed to be developed • Assessment model • List of third party career guidance tools and resources • Long-term IT solution recommendation • List of user support needs <p>Evaluation and continuous improvement plan</p>

Phase	Actions	Resources	Deliverables
<p>Design</p>	<ul style="list-style-type: none"> • Update existing project plan • Identify resources available and plan how to fill gaps • Identify risks and mitigations • Design policy development plan • Update business process documentation to reflect new requirements • Design response to bargaining unit concerns • Design customized assessment tools • Design customized career tools & resources • Establish configuration selections for information technology solution • Design marketing and communications materials • Design training and job aids • Design customer/user support systems • Design evaluation and continuous improvement approach, tools, and collateral 	<ul style="list-style-type: none"> • Dedicated program office staff • Access to stakeholders • Matrixed program resources (including operations subject matter experts, information technology specialists, labor relations specialists, communications/marketing specialists, and contracting/procurement specialists) • 3rd party business partners to support career path design, information technology application design, and communications/marketing design) 	<ul style="list-style-type: none"> • Detailed, updated project plan • Integrated master schedule • Risk identification and mitigation plan • Quality control plan • Program Design Document • Policy Development Plan • Changes to business process • Response to Bargaining Unit concerns • Customized assessment tools design • Customized career planning tools and resources design • Configuration selections for IT solution • Marketing and communications materials design • Training and Job aids design • Customer/user support systems design • Evaluation and continuous improvement approach, tools and collateral design

Phase	Actions	Resources	Deliverables
Development	<ul style="list-style-type: none"> • Develop policy order(s) • Develop needed processes and practices. • Develop customized assessment tools • Develop customized career tools & resources • Develop additional career paths • Configure and test information technology solution • Develop marketing and communications materials • Develop training and job aids • Develop customer/user support systems • Develop evaluation and continuous improvement tools and collateral 	<ul style="list-style-type: none"> • Dedicated program office staff • Access to stakeholders • Matrixed program resources (including operations subject matter experts, information technology specialists, labor relations specialists, communications/marketing specialists, and contracting/procurement specialists) • 3rd party business partners to support career path development, information technology application development, and communications/marketing development) 	<ul style="list-style-type: none"> • Policies and Orders • Processes and practices documented. • Customized assessment tools • Customized career planning tools and resources • New career paths • IT solution configured and tested • Marketing and communications materials • Training and job aids • Customer/user support systems • Evaluation and continuous improvement tools and collateral

Phase	Actions	Resources	Deliverables
Implementation	<ul style="list-style-type: none"> • Plan, deploy, and evaluate a pilot run. • Revise program based on the pilot. • Publish policy order(s) • Deliver training to managers. • Implement the marketing and communications plan. • National launch of program. • Deploy customer/user support systems • Develop structure and mechanisms for sustaining program support and executive commitment. 	<ul style="list-style-type: none"> • Dedicated program office staff • Access to stakeholders • Matrixed program resources (including operations subject matter experts, information technology specialists, labor relations specialists, communications/marketing specialists, and contracting/procurement specialists) • 3rd party business partners to support information technology application deployment, and communications/marketing deployment) 	<ul style="list-style-type: none"> • Plan for pilot launch • Evaluation results of small-scale pilot and plans for revision • Plan and deploy national launch • Deliver training for managers on program objectives, processes, policies, and practices and their roles • Plan for sustaining program support and executive commitment

Phase	Actions	Resources	Deliverables
<p>Evaluation</p>	<ul style="list-style-type: none"> • Develop evaluation plan • Evaluate what is going well, what is not in terms of program operation and stakeholder views • Evaluate outcome achievement • Identify systemic issues, e.g., development needs as noted in IDP's. • Revise or enhance program as needed or as resources permit 	<ul style="list-style-type: none"> • Dedicated program office staff • LCD • Stakeholders (input) • Contractors (for technology & assessment) • Senior leaders (input & review) • 	<ul style="list-style-type: none"> • Evaluation plan • Evaluation results of outcomes, operations metrics, stakeholder perceptions, support and maintenance, executive commitment. • Recommendations for improvements • Improvement activities • Identification of systemic issues. • Revision plans

Milestones and Projected Timeline and Estimated Staffing and Program Costs

1. Career Path Development June – August 2012

- Validate existing Career Paths (138 Career Paths covering 68 positions)
- Finalize linkages to existing training content for each Career Path
- Revise existing knowledge, skills, experience, and training listings for each career path to reflect competencies and a range of development options.

2. Career Progression Assessments August–November 2012

- Develop an assessment approach to measure employee interests, values, and competencies and provide feedback to employees and managers that informs future individual development planning and related talent management activities.
- Assessments are linked to Career Path competency and development recommendations
- Develop or purchase assessments.

3. Pilot Launch of Online Career Path Tool – September – November 2012

- Deploy small scale test run of prototype Career Path Tool
- Collect feedback from users and revise as needed

4. Additional Career Path Development September – November 2012

- Develop up to 20 additional career paths including Academy cross-over paths)
- Develop ATO Career Progression policy

5. National Launch of Online Career Path Tool - December 2012

- Deploy the full online Career Path Tool.
- Facilitate support activities related to program deployment, change management efforts, marketing/communications, training/job aid deployment, customer support, program evaluation, and program management
- IT hosting solution for Online Career Path Tool application (Faa.gov)

6. Program Evaluation, Maintenance, and Improvement – Begins March 2013 and continues

Estimated Costs

- 2012 - \$490,000 (\$455,000 for contracts and program; \$35,000 for travel)
- 2013 - \$350,000 (\$300,000 for contracts and program; \$50,000 for travel) baseline
- 2014 - \$125,000 (\$100,000 for contracts and program, \$25,000 for travel)