# Guidance on Establishing an Annual Leadership Talent Management and Succession Planning Process

## INTRODUCTION

OPM is providing this guidance to help agencies implement an annual talent management and succession planning process for successfully assessing and supporting the developmental needs of all Senior Executive Service (SES) members, and Senior Level (SL) and Scientific or Professional (ST) employees. Talent management and succession planning are essential to ensure effective human capital management – ensuring organizations take a planned, deliberate and holistic approach to the cycles of selection, development, and engagement of their workforce.

**Talent management** refers to a process for organizations to address competency gaps, particularly in mission critical positions and occupations, by implementing and maintaining programs to attract, acquire, develop, promote, and retain quality talent. **Succession planning** refers to a proactive and systematic process where organizations identify those positions considered to be at the core of the organization – i.e., too critical to be left vacant or filled by any but the best qualified persons – and then create a strategic plan to fill those positions with qualified and capable employees.

Executive talent management processes focus on individual executive needs to cultivate the potential of each executive, while succession planning processes focus on organizational needs and organizational readiness – pipeline talent prepared to move into vacated critical positions. A strategic Talent Management and Succession Planning (TM&SP) program enhances organizational agility by leveraging an organization's current information on the capabilities and talents of its workforce to meet the demands of the evolving political and business environment. Meanwhile, an integrated TM&SP program enables an organization to: sustain efficient operational requirements; empower knowledge management; and optimize leadership talent at all organizational levels.

This guidance and supplemental infographic will outline key steps and activities to assist agencies as they develop and implement an integrated TM&SP program. The guidance is intended to provide agencies with flexibility in customizing TM&SP processes to their organizational needs and to executives' developmental needs.

## ANNUAL LEADERSHIP TALENT MANAGEMENT & SUCCESSION PLANNING PROCESS INFOGRAPHIC & GUIDANCE

The below TM&SP infographic and supplemental guidance provide agencies direction to implement an effective annual leadership TM&SP process to optimize the success and growth of both individual executives and organizations. The process consists of five main stages: (1) determine future executive resources needs; (2) evaluate current talent state; (3) align talent to agency needs; (4) finalize executive development plans; and (5) implement and update plans. Through this process, agencies can successfully forecast executive resources needs, assess and develop the needs of current SES members, and create a pipeline of high-quality successors for the full range of executive positions within an organization. To achieve success, organizations should bear in mind the importance of patience and continual perseverance because TM&SP programs often require several years to fully and effectively implement.

# ANNUAL LEADERSHIP TALENT MANAGEMENT & SUCCESSION PLANNING PROCESS

**AGENCY'S ROLE**     **EXECUTIVE ACTION**

## 1 DETERMINE FUTURE EXECUTIVE RESOURCES NEEDS

*Agencies are required to develop a comprehensive management succession program*

The objective of Stage 1 is to develop a strategic workforce plan as part of mission strategy that outlines agency priorities based on future succession needs, anticipated organizational challenges, and projected turnover. Organizations should analyze current and future mission requirements, define core competencies for leadership success, and identify critical leadership positions.

## 2 EVALUATE CURRENT TALENT STATE

*Assessments of development needs shall include input from each executive and their supervisor*

Gather information on executives' career interests and retirement plans, and determine existing executive competence against what is needed to strengthen executive performance and organizational success. Feedback must include input from the executive and the executive's supervisor. Information will be used to recommend development activities.

Each executive provides information to support the agency's talent management and succession planning process, including career interests and retirement plans. Each executive meets with his/her supervisor to discuss development needs and short-term and long-term career goals.

## 3 ALIGN TALENT TO AGENCY NEEDS

*Assessments of development needs must inform readiness decisions about hiring, career development, and executive reassignments and rotations*

The Executive Review Board (ERB) or similar body determines each executive's "readiness status" and makes developmental and reassignment recommendations that align with the organization's workforce plan and the executive's career goals. The ERB identifies a slate of internal candidates ready to fill critical positions to meet agency succession needs.

## 4 FINALIZE EXECUTIVE DEVELOPMENT PLAN

*Supervisors of executives must work with their subordinate executives to update EDPs*

Present feedback, from the ERB or similar body, to each executive on current career growth status, future career possibilities, and recommended development activities. The executive's supervisor works with the executive to update and finalize an Executive Development Plan (EDP). Collect final EDPs.

Each executive works with his/her supervisor to include recommendations from the ERB or similar body in his/her EDP. Each executive submits his/her finalized EDP to the designated agency contact and makes preparations to complete the developmental activities outlined in his/her EDP.

## 5 IMPLEMENT & UPDATE PLANS

*EDPs must be reviewed annually and revised as appropriate by an ERB or similar body*
*At least one developmental activity is required annually*

Use recommendations from ERB or similar body to fulfill agency succession needs and strategically fill vacant positions. Monitor and evaluate talent management and succession plan as appropriate to meet changing organizational needs.

Each executive completes the developmental activities outlined in his/her EDP. Each executive revises his/her EDP as appropriate to meet changing career goals and development needs.

**CONTINUOUS LOOP OF EVALUATING RESULTS AND ADJUSTING STRATEGIES; REPEAT PROCESS ANNUALLY.**

## STAGE 1: DETERMINE FUTURE EXECUTIVE RESOURCES NEEDS

**Objective:**  The objective of Stage 1 is to develop a strategic workforce plan as part of mission strategy that outlines agency priorities based on future succession needs, anticipated organizational challenges, and projected turnover.  Organizations should analyze current and future mission requirements, define core competencies for leadership success, and identify critical leadership positions.

**Output:**  **Succession Plan** with:  (1) identified targets that include the number of critical leadership positions across the organization, and (2) the core leadership competencies required for those positions.

### Stage 1 Activities

1. Conduct a comprehensive **workforce analysis** to identify potential gaps between the organization's current state and its desired future state.  Table 1 highlights key workforce information to review and analyze.

Table 1.  Sample:  Workforce Analysis Information

|  | **Current State** | **Future State** |
|---|---|---|
| **Executive workforce size (e.g., levels in the leadership pipeline)** |  |  |
| **Executive workforce deployment by locations, function, occupation (e.g., positions in mission critical occupations versus all occupations)** |  |  |
| **Leadership competencies needed for mission accomplishment** |  |  |
| **Attrition, program dynamics, legislative changes, organizational performance plan, and budget on existing executive position structure** |  |  |
| **Executive resources requirements and changes (e.g., biennial and interim allocation requests, restructuring of executive positions)** |  |  |

2. Identify the **critical leadership positions**, if vacant, would have a significant impact on the organization's ability to effectively function.  Conduct a position risk assessment for each position to determine the level of effort and impact to replace the position incumbent.  Positions with a high and moderate level of risk and impact should be identified as **critical leadership positions**.  Assess the succession management risks[1] (see Table 2) for each critical leadership position.

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[1] Krishna, Shatrunjay. *Succession Planning: The Answer to Leadership Crisis*. Asian Management Review, July-September 2014.

Table 2:  Sample:  Succession Management Risks

| Position Incumbent for X position: | Low Risk, Minimal Impact | Moderate Risk, Moderate Impact | High Risk, High Impact |
|---|---|---|---|
| **Vacancy Risk** – What's the risk and impact of this being vacant over a longer period of time? | | | |
| **Readiness Risk** – What's the risk and impact of unprepared successors for this position? | | | |
| **Transition Risk** – What's the risk and impact of failure for an external successor in this position? | | | |
| **Portfolio Risk** – What's the risk and impact of poor deployment of talent against organizational needs? | | | |

3. For each identified critical position, create a **position inventory profile**.  The position inventory profile may include:
   - Key job functions
   - Critical job duties
   - Core competencies (see Stage 1, Activity 4)
   - Experiences necessary to be successful in the position
   - Developmental opportunities

4. Identify the **core competencies** (e.g., Executive Core Qualifications (ECQ) competencies and technical competencies) required to succeed in identified critical positions, and include this information in the position inventory profile for each critical position.  Integration of the core competencies into the TM&SP process enables the agency to ensure the assessment and advance development of potential successors, to mitigate transition risk.

5. Using the information collected from Activities 1-4, complete a **bench strength analysis** to determine if the agency has sufficient potential leaders at various levels that are ready to fill key leadership positions.  These results will help identify agency leadership development and recruitment needs, determine potential sources of talent for meeting succession targets (e.g., SES Candidate Development Program (SESCDP) graduates or current SES members), and inform talent acquisition decisions.  For additional bench strength analysis information and resources, please visit OPM's Leadership Talent Management & Succession Planning Wiki page.

6. Establish **strategic alignment** of the TM&SP process with the organizational strategy.  Agencies should use the workforce and bench strength analysis results to highlight how the TM&SP process will support the agency's mission, strategic goals, and operations.  This alignment will reinforce a business case to obtain stakeholder buy-in and support of dedicated resources for succession management.  It will also maximize the success of the agency's recruitment and hiring, pipeline development and preparation, current and future skills gap and training needs, employee engagement and retention, and knowledge management and transfer.

7. Use the information gathered from Activities 1- 6 to develop a **succession management plan** that includes the following components[2]:
   - Strategic requirements
   - Succession management targets and talent pool analysis
   - Strategies for recruiting, developing, and retaining leadership capacity

*For Stage 1 resources & templates, please visit OPM's* Leadership Talent Management & Succession Planning Wiki page.

## STAGE 2: EVALUATE CURRENT TALENT STATE

**Objective:** Gather information on executives' career interests and retirement plans, and determine existing executive competence against what is needed to strengthen executive performance and organizational success. Feedback must include input from the executive and the executive's supervisor. Information will be used to recommend development activities.

**EXECUTIVE ACTION**

Each executive provides information to support the agency's talent management and succession planning process, including career interests and retirement plans. Each executive meets with his/her supervisor to discuss development needs and short-term and long-term career goals.

**Output:** Comprehensive **Talent Development Questionnaire Report** for each executive, including feedback from the executive's supervisor.

### Stage 2 Activities

1. Develop a **talent development questionnaire** to assess executive competencies, identify strengths and weaknesses, and map out career paths. The talent development questionnaire may include the following elements:
   - Executive's key strengths (executives may use recent 360-degree assessment or other leadership assessment results)
   - Executive's growth opportunities
   - Executive's accomplishments for each past position which highlight the identified core competencies
   - Any factors that could limit the executive's advancement
   - Core competency assessment
   - Career interests
     o How long do you anticipate staying in your current role?
     o What job role do you aspire to in the next one to two years? Three to five years?
     o What development support do you need to reach your career goals?
   - Expected retirement plans
   - Number of years in current executive position

2. The executive completes and submits his/her talent inventory/development questionnaire.

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[2] U.S. Office of Personnel Management. A Guide to the Strategic Leadership Succession Management Model, March 2009

3. The supervisor completes the talent development questionnaires to assess their executive employees' competencies, identify developmental opportunities, and help map out options for the executives' career path.

*For Stage 2 resources and templates, please visit OPM's [Leadership Talent Management & Succession Planning Wiki page](#).*

## STAGE 3: ALIGN TALENT TO AGENCY NEEDS

**Objective:** The Executive Review Board (ERB) or similar body determines each executive's "readiness status" and makes developmental and reassignment recommendations that align with the organization's workforce plan and the executive's career goals. The ERB identifies a slate of internal candidates ready to fill critical positions to meet agency succession needs.

**Outputs:**
- Thorough **Talent Review Meetings** conducted by the ERB
- Detailed **Executive Feedback Reports** highlighting executive readiness status and specific developmental opportunities
- **Internal Slate of Candidates** with core competencies to fill critical positions

### Stage 3 Activities

1. Conduct annual **talent review meetings** for each executive, with participation from the agency's ERB, to assess the future leadership capacity of the executive. Talent review meetings should be forward-looking and should focus on the executive's long-term capability and success in future roles rather than his/her performance in a current position. Talent review meetings should not be conducted simultaneously with performance appraisal reviews which focus on past performance and actual accomplishments.

2. Use the agency workforce plan, succession management targets, and talent inventory questionnaire responses to facilitate the talent review meetings involving each executive and the ERB. ERB members should provide specific examples to support their comments and observations. At the conclusion of each meeting, the ERB will reach consensus on the following:
   - Readiness rating for each executive:
     - Ready for increased challenge
     - Ready for career broadening
     - Build tenure/experience
     - Contribute in place
   - Individual strengths and areas of improvement, with specific examples illustrating each identified strength and area of improvement
   - Recommended developmental opportunities

   Review Table 3 for a list of key questions and considerations to facilitate ERB talent review discussions.

Table 3.  Sample:  Annual Talent Review Questions & Considerations

| Questions to Ask[3] | Considerations |
|---|---|
| **What is the executive's likely next move?** | • Added responsibilities<br>• Move into a lateral role<br>• Expanded responsibilities with significant change in scale/scope |
| **When should it happen?** | • Immediate<br>• Within the next year<br>• Next 1-2 years |
| **What does the executive need to develop before making the move?** | • Review core competencies list<br>• Additional experiences |

3. Complete internal slate of candidates that includes a sufficient number of qualified executives to fill critical leadership positions.  Each career path should highlight development and upward mobility opportunities.  Remember succession plans inform but do not dictate selection decisions to fill executive positions in ways that benefit agency programs <u>and</u> each executive's development.

4. Complete individualized talent review meeting feedback reports for each executive that includes specific development actions the executive must take to prepare for future roles with a higher level of responsibility and/or difficulty.

***For Stage 3 resources and templates, please visit OPM's*** [*Leadership Talent Management & Succession Planning Wiki page*](#)*.*

## STAGE 4: FINALIZE EXECUTIVE DEVELOPMENT PLAN

**Objectives:**  Present feedback, from the ERB or similar body, to each executive on current career growth status, future career possibilities, and recommended development activities.  The executive's supervisor works with the executive to update and finalize an Executive Development Plan (EDP).  Collect final EDPs.



**EXECUTIVE ACTION**

Each executive works with his/her supervisor to include recommendations from the ERB or similar body in his/her final EDP.  Each executive submits his/her finalized EDP to the designated agency contact and makes preparations to complete the developmental activities outlined in his/her plan.

**Outputs:**
- Comprehensive **Talent Review Meeting Debriefs** with all executives
- **Finalized EDPs** for all executives

### Stage 4 Activities

1. The supervisor of an executive conducts talent review meeting debrief with individual executives to provide developmental feedback.  Talent review meeting debriefs should emphasize the executive's potential based on the ERB's talent review meeting feedback report and the talent development questionnaire responses.

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[3] Society for Human Resource Management. *Succession Planning*. 2015.

2. The executive and his/her supervisor determine specific development opportunities that address organizational and individual needs, and may use the following five types of leadership development interventions and learning activities[4]:

| Instructor-led | • Facilitated by an instructor either online or in a classroom setting<br>• Allows for learners and instructors or facilitators to interact and discuss the training material, either individually or in a group setting<br>• Examples: degree programs, courses, seminars, workshops, case presentations and discussions, distance learning, and passive computer-based instruction |
| --- | --- |
| Experiential activities | • Developmental tasks that occur in immersive environments and allow learners to naturally generate questions<br>• Hands-on learning and conversation are key; either virtually or in face-to-face interaction<br>• Examples: *rotations,* on-the-job training, action learning, service learning, cross agency task forces, intergancy task forces, team projects, simulations and games, and scenario planning |
| Developmental relationships | • Either formal or informal relationships that involve one individual taking an active interest in and initiating actions to advance another's development<br>• Serve as key sources of assessment, challenge, and support.<br>• Examples: coaching, mentoring, networking, supervisor support, peer-to-peer learning partners, and shadowing |
| Multisource feedback | • Process of acquiring performance feedback from multiple rates and sources, including a leader's superiors, peers, and subordinates. Leaders also provide self-ratings.<br>• Feedback is intended to foster greater self-understanding and facilitate the construction of effective individualized development plans |
| Self-development | • Any self-initiated and proactive learning process where learners are responsible for (a) assessing their own strengths and developmental needs, (b) designing and completing their instructional curriculum, and (c) evaluating their own learning progress<br>• Examples: executive development plans, and self-guided learning activities |

3. The executive completes and submits a finalized EDP to the designated agency contact, and for ERB review.

*For Stage 4 resources and templates, please visit OPM's [Leadership Talent Management & Succession Planning Wiki page](.).*

## STAGE 5: IMPLEMENT AND UPDATE PLANS

**Objective:** Use recommendations from the ERB or similar body to fulfill agency succession needs and strategically fill vacant positions. Monitor and evaluate talent management and succession plan as appropriate to meet changing organizational needs.

**EXECUTIVE ACTION**  Each executive completes the developmental activities outlined in his/her EDP. Each executive revises his/her EDP as appropriate to meet changing career goals and development needs.

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[4] https://www.opm.gov/policy-data-oversight/training-and-development/leadership-development/effective-learning-interventions-for-developing-ecqs.pdf

**Outputs:**  Comprehensive **list of metrics** for periodic evaluations of TM&SP plan.

## *Stage 5 Activities*

1. Monitor the implementation process by identifying key implementation milestones to measure interim results.

2. Create a list of metrics to track progress and results.  Possible metrics include:
   - Number of critical positions filled with internal versus external candidates
   - % of critical positions with multiple identified successors
   - % of executives with signed and completed EDPs
   - % of executives participating in at least one developmental activity
   - % of executives with completed developmental needs assessments
   - Time-to-fill critical positions
   - Executive retention and turnover percentage
   - Executive satisfaction with TM&SP process
   - Diversity metrics of SES corps (gender, race, ethnicity)

   For a comprehensive list of metrics, please review the *Logic Model Template for Leadership Talent Management and Succession Planning (TM&SP) Process* in the Appendix.

3. Revise TM&SP plan as needed to meet organizational needs and political climate.  Periodic evaluations should take the following into account:
   - Extent to which the organization has successfully accomplished its succession targets and talent management objectives
   - Changes in program priorities and emphasis, as reflected in budget or legislative developments, the vacancy attrition rate, or other indicators
   - The number of vacant SES positions in the organization, and the length of time they have been vacant
   - SES position review to either reaffirm or adjust the distribution of executive resources so as to be most responsive to the agency's current requirements

4. Communicate TM&SP process progress to all stakeholders.

*For Stage 5 resources and templates, please visit OPM's* [Leadership Talent Management & Succession Planning Wiki page](#)*.*

## ESTABLISHING & SUSTAINING A LEADERSHIP TALENT MANAGEMENT AND SUCCESSION PLANNING PROCESS AT YOUR AGENCY

Currently, Federal agencies are implementing TM&SP processes with varying degrees of maturity. On one end of the spectrum are agencies with fully developed and goal-based TM&SP processes that occur on a regular basis (e.g., annually). On the other end are agencies with nonstrategic and unplanned processes and activities. It takes a couple of years to fully develop and implement a strategic TM&SP program. As part of continuous improvement efforts, agencies should also consider the alignment of the following factors with the organizational strategy:



- **Inclusive Succession Plan** – Is your succession plan operational? Is the current approach to succession planning only focused on identifying immediate replacements? It's important to assess all potential gaps in the immediate and emerging needs of the organization (e.g., legislative changes, budget, new programs, new SES positions/allocations, and attrition). Strategic succession plans will address short-term, intermediate and long-term executive staffing needs. A strategic succession planning process enables an organization to seamlessly merge executive capability with organizational talent needs and strategy. For more information on succession planning visit: https://www.opm.gov/policy-data-oversight/human-capital-management/talent-management/#url=Overview.

- **Talent Acquisition Strategy** – Is the time-to-hire metric unknown or perceived by executive supervisors as too long? Are you using appropriate Qualification Review Board (QRB) submission methods that are most effective for the agency's successful SES hiring and accomplishment of mission? Time-to-hire is a critical metric for planning purposes, and reporting of this metric is required by OPM[5]. In addition to time, the method in which an executive is hired (e.g., Resume, Accomplishment Record, or ECQ write-up) will influence recruitment of exceptional leaders. Strategic talent acquisition decisions will attract the right talent and increase the percentage of executive supervisors reporting satisfaction with new hires. For more information on SES Hiring Reform, please review OPM's Guidance on Qualifications Review Board Submission Methods.

- **Executive Development Accountability** – How many executives are completing executive development plans (EDPs)? How are executives held accountable for implementing EDPs? Are

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[5] https://www.chcoc.gov/content/time-hire-reporting-requirements

EDPs linked to the agency's performance management system?  A strategic EDP process produces executives capable of "re-tooling" themselves to meet the demands of constant organizational and enterprise-wide change.  All effective TM&SP processes incorporate executive development plans (EDPs) that support the executive and help the organization achieve its mission, vision, and strategic goals.  For EDP help and guidance visit OPM's Executive Learning and Development Wiki page.

- **Human Capital Ownership** – Who is (or would be) responsible, accountable, consulted, and informed in the development and implementation of TM&SP?  How are stakeholder roles and responsibilities determined (e.g., Agency Head, Executive Resources Board (ERB), Executive Resources (ER), etc.)?  Senior leadership support is critical to the success of the TM&SP process.  The best processes, include and clearly define, in writing, all representatives from the various HR elements critical to ensuring appropriate linkages in the process (e.g., performance management, learning, recruitment, staffing).  Please review OPM's Job Aid: Creating a Participatory Succession Management Infrastructure for more information on how to identify key stakeholder roles and responsibilities.

At a minimum, agencies must develop a program with a structured succession planning process, talent acquisition strategy, and executive development process.  Agencies must also ensure leadership have awareness, participate, and are held accountable for results in these three areas.  Where deficits exist, these areas must be strengthened before embarking on full TM&SP program implementation, which will make the activities easier in the following years of this annual process.

**Appendix**

# Logic Model Template for Leadership Talent Management and Succession Planning (TM&SP) Program

| Program Office Goal: | Develop a comprehensive TM&SP framework to improve strategic executive resources decisions. |
|---|---|
| Business Objective: | Enhance individual and organizational performance through the alignment of talent management and succession planning practices with the organizational strategy. |
| Assumptions: | Supervisors' are aware of their executives' strengths and weaknesses; executives perceive senior leaders as supportive of their development; diversity plays no role in the way motivation and ambition is expressed; once in the position, qualified executives need no strategic onboarding to be quickly successful. |

| What Resources do you need to run the program? <br><br> **Inputs** | What you will do with the resources? <br><br> **Activities** | Changes/impacts that occur because of program activities *****OUTCOMES***** | | | What will show you're getting there? *You should have baseline data for each evaluation method used* | |
|---|---|---|---|---|---|---|
| | | **Short-term** | **Intermediate** <br> **3 months out** | **Long-term** <br> **1 year** | **Outputs** | **Evaluation Methodology** |
| • **Talent Management & Succession Planning Coordinator (with project management skills)-to lead the process, ensure activities are completed and for coordination** <br><br> • **Appropriate Human Resources (HR) offices to ensure proper linkages with SES Onboarding & other programs (e.g., executive resources, performance management, learning, recruitment, staffing, diversity and inclusion)** <br><br> • **Process Champion (to remove roadblocks and help ensure participation)** <br><br> • **Agency's Executive Resources Board (ERB)** <br><br> • **Executives** <br><br> • **Executives' Supervisors** <br><br> • **Time** <br><br> • **Meeting Space (e.g. gap analysis mtgs., talent review mtgs., action planning)** <br><br> • **Budget (e.g., technology, consultants, materials, training investment to ensure appropriate and structured learning)** | **Planning Phase** <br> • Determine readiness to implement a Leadership TM&SP process <br> • Address readiness issues (if any) <br> • Establish a formal policy or Standard Operating Procedures (SOPs) that clearly identify process goals, stakeholder roles, timelines, critical success factors, tasks, activities and risks <br> • Develop an evaluation plan <br> • Create a communication plan (with purpose, activities and end results of TM&SP Process) <br><br> **Implementation Phase** <br> • Conduct comprehensive workforce analysis <br> • Identify critical leadership positions & core competencies <br> • Create position inventory profiles <br> • Complete the bench strength analysis <br> • Develop a succession management plan <br> • Develop talent development questionnaire <br> • Conduct talent review meetings with ERB or similar body <br> • Complete internal slate of candidates to fill critical leadership positions <br> • Complete executive feedback reports based on talent review meetings <br> • Talent review meeting debrief conducted by supervisor <br> • Executives' finalize executive development plan <br> • Train managers, executives and leaders on their roles in the process and educate them on the benefits moving forward <br> • **Implement Communication Plan** <br> • **Implement the Leadership TM&SP process consistently throughout the agency** | • Executives are **aware** of their **need for development** (or their solid performance but desire to stay in place) and, with feedback and support of senior leaders, engage in leadership development, knowledge transfer, or performance management <br><br> • Executives are **aware** of their **growth potential** and, with feedback and support of senior leaders, participate in integrated leadership development activities linking individual needs with agency goals, with succession planning for key roles <br><br> • Executives are **aware** of their **readiness to advance** and maintain engagement and effectiveness in the agency succession pipeline | • Clear talent pools identified; leadership pipelines support critical positions <br><br> • High performing executives and their staff are engaged in supporting the agency mission <br><br> • Qualified candidates in the succession pipeline apply for critical leadership positions in a competitive recruitment and hiring process <br><br> • Enhanced communications and collaboration among HR offices and ERB <br><br> • Executive development curriculums address executive needs | **Executive** <br> • Improved individual performance <br> • Increased engagement <br> • Improved personal accountability for development <br><br> **Executive's Supervisor** <br> • Optimized talent allocation <br> • Satisfaction with quality of applicants <br> • Enhanced communications with employees <br> • Equipped to develop employees <br><br> **Organization** <br> • Engaged and involved ERB <br> • Broad and deep internal leadership pipeline <br> • Inclusive, transparent, and ongoing TM&SP process <br> • Improved organizational performance <br> • Competency gaps closed for mission critical occupations <br> • Improved Time-to-Hire <br> • Reduced voluntary turnover of talented executives <br> • Improved retention <br> • Improved customer service <br> • Reduced # of vacant SES allocations | **Planning Phase** <br> • Senior leaders time spent reviewing materials <br> • Formal TM&SP policy or SOP <br> • TM&SP evaluation plan <br> • TM&SP communication plan <br> • #of supervisors and leaders trained <br><br> **Implementation Phase** <br> • Workforce Analysis <br> • Position inventory profiles <br> • Bench strength analysis <br> • Succession management plan (with identified targets for critical leadership positions) <br> • Talent development questionnaire <br> • # of completed talent development questionnaires <br> • # of talent review meetings <br> • Executive self-assessments <br> • # of executive feedback reports <br> • #of talent review meeting debriefs <br> • # of executive development plans <br> • # of executives participating in TM&SP <br> • Executives satisfaction <br> • Degree of policy implementation | **Process Evaluation** <br> • How **well** is the process operating – the relationship between inputs, activities, outputs, and outcomes <br> • What resources have actually been allocated or mobilized? <br> • Which activities are actually taking place? <br> • Who is conducting the activities? <br> • Who is being reached through the activities? <br> • Which areas need improvement? <br><br> **Impact Evaluation** <br> • To what degree have objectives/outcomes been achieved <br> • Potential gaps in planning and assumptions <br><br> **Data Collection Tools** <br> • Document review (EDPs, SES retention, SES performance plans, SES performance ratings, etc.) <br> • Interviews <br> • Surveys <br> • Focus Groups <br> • Observation |