



UNITED STATES OFFICE OF PERSONNEL MANAGEMENT
Washington, DC 20415

The Director

Wednesday, November 1, 2017

MEMORANDUM FOR: HUMAN RESOURCES DIRECTORS

FROM: MARK D. REINHOLD, ASSOCIATE DIRECTOR, EMPLOYEE SERVICES

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

The U.S. Office of Personnel Management (OPM) is issuing this guidance and supplemental infographic to help agencies implement and enhance an annual leadership talent management and succession planning (TM&SP) process. Federal agencies are legally required to develop a comprehensive management succession program, per 5 CFR 412.201. Talent management and succession planning are essential to effective human capital management – ensuring organizations take a planned, deliberate, and holistic approach to the cycles of selection, development, and engagement of their workforce. Through this process, agencies can successfully forecast executive resources needs, assess and develop the needs of current Senior Executive Service members, and create a pipeline of high-quality successors for the full range of executive positions within an organization.

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. A *strategic* TM&SP program enhances organizational agility by leveraging an organization’s current capabilities and talent to meet the demands of the evolving political and business environment. An *integrated* TM&SP program enables an organization to sustain efficient operational requirements, empower knowledge management, and optimize leadership talent at all organizational levels.

The guidance and additional resources will be located on [OPM’s Leadership Talent Management & Succession Planning Wiki page](#). Agencies are further encouraged to continue sharing resources and templates that align with this guidance. For policy questions relating to this new product or general executive development, please contact Julie Brill (Julie.Brill@opm.gov) at (202) 606-8046 or Yadira Guerrero (Yadira.Guerrero@opm.gov) at (202) 606-7954.

cc: Chief Human Capital Officers, Deputy Chief Human Capital Officers, Chief Learning Officers, and Offices of Diversity and Inclusion

Attachments: Guidance on Establishing an Annual Leadership Talent Management and Succession Planning Process Logic Model Template for Leadership Talent Management and Succession Planning (TM&SP) Program (see 508-compliant PDF below)