LEADERSHIP SUCCESSION MANAGEMENT	
KEY ELEMENTS	**SUGGESTED PERFORMANCE INDICATORS**
The agency has a leadership succession management system that:	

• Is based on accurate data on the current workforce
 	
• Is based on accurate projections of attrition at all leadership levels
 	
• Identifies a diverse pool of high-potential leaders through a fair and accurate process
 	
• Includes a formal process to address management potential
	Effectiveness Indicators
	
	• The agency's leadership development strategy and policy, which reflect its mission and culture, are developed, documented, and implemented, based on the agency's workforce analysis and succession planning process.
	
	• The agency performs an ongoing workforce analysis to identify current and future workforce and related leadership needs. The analysis includes information concerning:
	
	  – Workforce size
	
	  – Workforce deployment by location, function, and occupation
	
	  – Leadership competencies needed for mission accomplishment
	
	  – Trends in hiring, promotion, reassignment, and attrition in leadership positions
	
	  – Trends in competency needs (e.g., surpluses and gaps in specific skills)
	
	  – A forecast of future leadership requirements and changes due to retirement and other losses
	
	  – Inclusion of all demographic groups.
	
	• A succession planning process based on workforce analysis is in place that considers current and future leadership needs to meet strategic and performance plans. The plan includes:
	
	  – Specific goals and identification of leadership positions needed
	
	  – Target positions and key leadership competencies (i.e., a leadership competency model based on the Office of Personnel Management (OPM) executive core qualifications (ECQs) plus appropriate agency-specific competencies)

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The agency has a leadership succession management system that:	
	– Potential sources of talent (e.g., internal, other Government, non-Government) that best support the agency's mission and culture – Recruitment or development strategies needed to ensure availability of well qualified staff to fill leadership positions at all levels including identification of high-potential employees and establishment of a formal Senior Executive Service (SES) candidate development program, other merit-based methods of developing future executives, and/or other appropriate development programs. • The agency conducts regular assessments of leadership policies and performance of its leaders to ensure succession planning goals (e.g., recruitment and retention of high-performing leaders) are being met.
• Invests in an SES candidate development program linked to the ECQs • Provides mentoring to new and prospective leaders • Invests in first-line supervisors to ensure they have the competencies to direct the day-to-day work of the agency • Includes an "employee development" performance indicator for managers and senior leaders	**Effectiveness Indicators** • The agency leadership has demonstrated its commitment to leadership development through dedication of resources (e.g., appropriate percentage of salaries set aside specifically for leadership development) to develop current and future leaders. • Trained mentors are available to employees participating in development programs.

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The agency has a leadership succession management system that:	
	Compliance Indicator • As prescribed by 5 CFR 412, the agency has established a system to provide: – The competencies needed by supervisors, managers, and executives to perform their current functions at the mastery level of proficiency – Learning through development and training in the context of succession planning and corporate perspective to prepare individuals for advancement.
• Invests in the continuous development of senior leadership.	**Effectiveness Indicators** • Leadership skill training and development programs address the needs of each level of management (e.g., supervisors, managers, executives, and potential leaders). These programs have been communicated to all levels of management and potential leaders and are reflected in Individual Development Plans (IDPs) for this group. • Training and development needs are identified in IDPs by obtaining input from multiple sources (e.g., customers, peers, subordinates, supervisors). IDPs are monitored and include training and experiential development. Identified needs are generally being met. • The agency's annual training needs assessment reflects needs identified in IDPs. Training is targeted to meet the most commonly identified needs. • Employee survey results, including the Federal Human Capital Survey, indicate employees believe leadership development receives appropriate emphasis and dedicated resources and results in effective leaders who are a source of motivation.

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The agency has a leadership succession management system that:	
	• Agency leadership development programs are analyzed against agency measures of success to determine usage and impact including statistical data on average grade or pay band/age/length of service, diversity, attrition, and retirement eligibility. The analysis is documented and used by senior management to make decisions about leadership development issues and resource allocation. **Compliance Indicator** • The agency has a program to provide training to managers on actions, options, and strategies to use in (1) communicating with employees whose performance is unacceptable, and (2) mentoring employees and improving employee performance and productivity as prescribed by the Federal Workforce Flexibility Act.