

NOTICE

U.S. DEPARTMENT OF TRANSPORTATION
FEDERAL AVIATION ADMINISTRATION
Air Traffic Organization Policy

N JO 3410.23

Effective Date:
11/1/2007

Cancellation Date:
11/1/2008

SUBJ: TECHNICAL OPERATIONS SUCCESSION PLANNING PROGRAM

1. **PURPOSE.** The Technical Operations Succession Planning Program (TOSPP) is a process to identify employees with potential for advancement into managerial positions. The program is not a selection for future positions.
2. **DISTRIBUTION.** This notice is distributed electronically to the Technical Operations Service Areas and to all Technical Operations SSC managers.
3. **BACKGROUND.** The intent of the Technical Operations Succession Planning Program is to provide additional training and experience for up to three employees per Service Area (SA) who have consistently demonstrated leadership abilities. These employees will have up to two years to complete the program based on available training and other opportunities.
4. **IMPLEMENTATION.** The TOSPP will be implemented in two phases. The first phase of implementation will go into effect on November 1, 2007. During the first phase, only J band managers in the field that work under the Area Directors of Western, Central or Eastern Technical Operations are eligible. Phase Two is expected to have another tier added for junior employees that may also be members of a bargaining unit. Phase Two will be guided by an FAA order that is under development and will go into effect after proper coordination.
5. **DEFINITIONS.**
 - a. **Succession Planning Board (SPB).** A Succession Planning Board will be set up for each Technical Operations Service Area. This board is comprised of the Service Area Director, the Senior Advisor, the Manager of Engineering Services, and the Manager of Technical Services. The SPB has oversight responsibility for the Succession Planning Program within their respective Service Areas.
 - b. **TOSPP Service Area Program Manager.** Responsibility will reside in the Program Operations Group (POG). The program manager will receive copies of each participant's Training and Development Action Plan (TDAP) (see Appendix 4, Sample Training and Development Action Plan for example) and will monitor individual progress.
 - c. **TOSPP National Program Manager.** Responsible for preserving the consistency and continuity of the TOSPP across the Service Areas.

d. Sponsors. This is the participants reporting official. Sponsors support participants throughout the program.

e. Mentor. Selected participants are mandated to immediately identify a mentor. Mentors are expected to work closely with the participants to establish a realistic TDAP, to be available for consultation, and to provide guidance throughout the program.

6. **AUTHORITY TO CHANGE THIS NOTICE.** The TOSPP process will be reviewed by the Vice President of Technical Operations for any changes needed to efficiently manage the program. The Vice President of Technical Operations reserves the authority to approve changes, modifications, etc., to the TOSPP.

7. **ELIGIBILITY.** To be eligible, nominees must meet the following minimum grade requirements:

- a. Must be FV-J (with minimum 12 months in grade).
- b. Permanently assigned to a supervisory position.

8. **SELECTION PROCESS.** Service Area Program Operations Groups will issue a memo to managers that will introduce the TOSPP and provide specific nomination criteria. The application/nomination period is November 1-30 each year.

- a. All candidates must be:

- (1) Self-Nominated (Use Appendix 1, Technical Operations Succession Planning Program Nomination Form).

- (2) Endorsed by their Group or District manager.

- (3) Mobile and available to enter into positions outside of current commuting area.

- b. The SA SPB will meet on or about December 1 to evaluate the nominations and make the final selections for the upcoming cycle. The endorsing sponsors will notify the finalists of their selection by January 1. Sponsors will provide feedback to all non-selected nominees.

9. **ROLES AND RESPONSIBILITIES.**

- a. Participants:

- (1) Identify a mentor.

- (2) Develop a detailed TDAP with "benchmarks" (see Appendix 4). Benchmarks should include dates for progress reviews/briefings. A copy of the completed

TDAP should be forwarded through the mentor to the TOSPP Service Area Program Manager. Activities identified in the plan may include:

- (a) Shadow managers within the SA.
 - (b) Special assignments in the SA.
 - (c) Details to headquarters.
 - (d) Details to other Service Units or Lines of Business (LOB).
 - (e) Formal training (CMEL).
 - (f) Outside agency/seminar training.
 - (g) Correspondence courses/reading resources.
 - (3) Coordinate with managers on temporary assignment preferences. Participants will be given "first choice" on details or temporary promotions that meet their TDAP and development goals.
 - (4) Submit written progress reports (see Appendix 3, Participant Comment Form) on any activity in the TDAP to mentor, sponsor, and TOSPP SA Program Manager (including copies of travel vouchers). Progress reports will include knowledge and skills gained in the following managerial competencies:
 - (a) Achieving Results.
 - (b) Leading People.
 - (c) Building Relationships.
 - (d) Leading Change.
 - (5) Participants will manage their Program budget and coordinate with TOSPP SA Program Manager.
- b. Mentor:
- (1) Assist with development of the TDAP and revise if needed.
 - (2) Network with other organizations for cross-training opportunities.
 - (3) Schedule quarterly progress reviews with participant.

c. Service Area Management Team:

(1) Active support by the SA Management Team is crucial to the overall success of this program. The SA Management Team shall encourage participants' development by creating challenging learning opportunities and experiences.

(2) Work with the participants' Sponsors to insure availability for developmental opportunities. Participants will be given "first choice" on details or temporary promotions that meet their TDAP and development goals.

(3) The host of each developmental assignment/detail shall provide written feedback to participants after each developmental assignment is completed (see Appendix 2, Report of TOSPP Assignment). Send copies of Appendix 2 to mentor, sponsor, and TOSPP SA Program Manager. If applicable, schedule a one-on-one debriefing session with participant.

d. Succession Planning Board:

(1) Review candidates and select program participants.

(2) Schedule semi-annual Technical Operations Succession Planning Program reviews as an agenda item at the SA Executive Session. The program review will:

a) Be presented by the TOSPP SA Program Manager.

b) Provide progress of the participant's development.

c) Recommend any changes to the SPB and forward to National TOSPP Program Manager.

(3) Receive debriefings from TOSPP participants after completion of their program.

e. TOSPP Service Area Program Managers:

(1) Monitor participants progress on a quarterly basis.

(2) Provide a consolidated report as part of a program review to the SPB on an annual basis.

(3) Maintain administrative oversight/coordination for the program.

(4) Requests for information regarding the program shall be directed to the TOSPP Program Manager.

f. TOSPP National Program Manager:

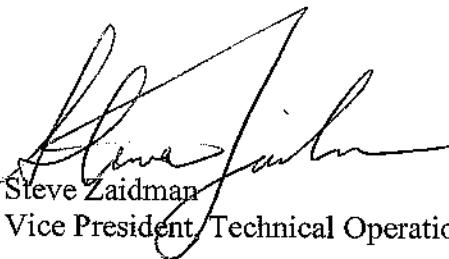
- (1) Maintain administrative and fiscal oversight/coordination for the program.
- (2) Work with TOSPP SA Program Managers.
- (3) Recommend program changes to the Vice President of Technical Operations.

10. **TOSPP COMPLETION.** Program duration will be up to two years. The time frame will vary based on the number of opportunities available for the participant to successfully complete their TDAP. Completion of the program is intended to enhance the qualifications for selection to key positions and does not guarantee a promotion or selection to any future position.

a. The TOSPP SA Program Manager will schedule a debriefing session with the appropriate managers within two weeks of the completion of the program. SPB will review any participant's recommendations for program improvement as made available during the end of program Power Point presentation completed by the candidate.

b. Withdrawals or re-entry into the TOSPP will be addressed on a case-by-case basis.

11. **FISCAL REQUIREMENTS.** The TOSPP SA Program Manager will maintain records; to include tracking and monitoring the costs associated with the program and all other associated files.



Steve Zaidman
Vice President, Technical Operations Services

APPENDIX 1. TECHNICAL OPERATIONS SUCCESSION PLANNING PROGRAM
NOMINATION FORM

Employee Name

Location

Briefly describe your reason for applying for this program.

What are your goals?

On plain bond paper, cite accomplishments or work examples that demonstrate the following managerial competencies:

1. Achieving Results
2. Leading People
3. Building Relationships
4. Leading Change

APPENDIX 2. REPORT OF TOSPP ASSIGNMENT**TOSPP Participant** _____ **Date of Assignment** _____**Mentor Name and Position** _____**Description of Assignment** _____**Applicable Manager's Name and Position** _____

Please describe and briefly evaluate the performance and experiences of the TOSPP participant in this assignment.

What did the participant gain from this assignment?

What did your organization gain from this assignment?

To what extent were defined objectives accomplished?

What managerial skills were utilized?

Please provide your observations of the TOSPP participant's managerial/leadership qualities in this assignment. Please define strengths and weakness.

What recommendations do you have for future assignments for this participant?

Other comments:

Manager's Signature: _____ **Date:** _____

APPENDIX 3. PARTICIPANT COMMENT FORM**TOSPP Participant** _____ **Date of Assignment** _____**Mentor Name and Position** _____**Description of Assignment** _____**Applicable Manager's Name and Position** _____

Please describe and briefly evaluate your performance and experiences in this assignment.

What did you gain from this assignment?

What did the organization gain from this assignment?

To what extent were defined objectives accomplished?

What managerial skills did you use or develop?

Assess your strengths and weaknesses related to this assignment.

What ideas do you have for future assignments to further develop your managerial competencies?

Other comments:

APPENDIX 4. SAMPLE TRAINING AND DEVELOPMENT ACTION PLAN

TRAINING AND DEVELOPMENT ACTION PLAN

for

APPLICANT'S NAME

(Mentor: Manager Name)

Time Frame	Detail/Assignment	Tuition Cost	Total Cost	Completed (X)
2nd Quarter FY-XX: January thru March				
1/15 – 1/20	Required Training – CMEL TOSPP Orientation, Managerial Coaching and Mentoring			
2/2 – 2/6	Attend SA District Manager's Meeting		\$1400	
	(eLMS) Leading Change from the Frontline			
	Self-Development Reading – Critical Thinking by Alec Fisher		\$30	
3rd Quarter FY-XX: April thru June				
4/8 – 5/5	Detail as District Manager		\$3000	
	(eLMS) Customers, Conflict and Confrontation			
	Self-Development Reading – When Stuff Happens by Jeanne Sawyer		\$40	
4th Quarter FY-XX: July thru September				
8/20 – 8/24	Attend Leadership Summit – Wash. DC		\$1500	
	Online CMEL Training (eLMS)			
	Self-Development Reading – Leadership on the Line by Martin Linsky and Ronald Hiefetz		\$30	
<u>Total spent in FY-XX</u>			\$6,000	

Required Training identified in **bold** is specific to TOSPP

TRAINING AND DEVELOPMENT ACTION PLAN
for
APPLICANT'S NAME
(Mentor: Manager Name)

Time Frame	Detail/Assignment	Tuition Cost	Total Cost	Completed (X)
1st Quarter FY-XX: October thru December				
10/3 – 11/7	Required Training Tier II – CMEL Conduct and Discipline			
11/15 – 12/1	Detail to Service Area – Engineering Services		\$1750	
	Online CMEL Training (eLMS)			
2nd Quarter FY-XX: January thru March				
11/14 – 1/9	Training – Planning the Organization's Future			
1/22 – 3/5	Detail as District Manager (shadow assignment) Self-Development – CMEL Lending Library		\$1500	
3th Quarter FY-XX: April thru June				
4/27 – 5/10	Detail to HQ		\$3000	
	Online CMEL Training (eLMS)			
	Self-Development – CMEL Lending Library			
4th Quarter FY-XX: July thru September				
8/19 – 8/23	Attend Leadership Summit – Wash. DC		\$1250	
	Online CMEL Training (eLMS)			
Total spent in FY-XX			\$7500	
Total Anticipated Cost (for 2 years in program)			\$13,500	

Required Training identified in **bold** is specific to TOSPP