

Notice

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

N JO 3410.25

Effective Date:
07/01/2008

Cancellation Date:
07/01/2009

SUBJ: Headquarters Technical Operations Succession Planning Program

1. **PURPOSE.** The Technical Operations Succession Planning Program (TOSPP) is a process to identify and provide additional training and experience for current first level managers in the headquarters Technical Operations Organization with potential for advancement into senior management positions. The program is not a selection for future positions.
2. **DISTRIBUTION.** This notice is distributed electronically to all the Headquarters Technical Operations Directors, and to all headquarters Technical Operations Office and Group managers.
3. **BACKGROUND.** The intent of the headquarters Technical Operations Succession Planning Program is to provide additional training and experience for up to three employees per year 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 Headquarters TOSPP will be implemented on July 1, 2008.
5. **DEFINITIONS.**
 - a. Succession Planning Board (SPB). A Succession Planning Board will be set up for the Headquarters Technical Operations Offices. This board shall be comprised of 3 headquarters Technical Operations Directors chosen at the discretion of the Vice President of Technical Operations. The SPB has oversight responsibility for the Succession Planning Program for headquarters Technical Operations Offices.
 - b. Headquarters TOSPP Program Manager. Responsibility will reside in the headquarters Technical Operations Administration Office. 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 headquarters Technical Operations Offices.

d. Sponsors. This is the participant's direct manager, supervisor or 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.

f. Headquarters TOSPP Management Team. This team is comprised of the 8 different Technical Operations Directors at headquarters.

6. **AUTHORITY TO CHANGE THIS NOTICE.** The headquarters 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 be permanently assigned to a supervisory position as a FV-J/K (depending on organizational structure) first level manager within the headquarters Technical Operations organization with a minimum of 12 months in grade..

8. **SELECTION PROCESS.** The headquarters Technical Operations Administration Office will issue a memo to managers that will introduce the TOSPP and provide specific nomination criteria. The application/nomination period is July 1-30 each year.

a. All candidates must be:

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

(2) Endorsed by their direct manager. This endorsement may be in the form of a letter or memorandum to the headquarters TOSPP Program Manager or designated representative. Applications without a supervisory endorsement will not be considered.

(3) Mobile and available to enter into detail positions outside of current commuting area. Note that upon completion of the headquarters TOSPP program, selectees may be expected to bid for positions outside of the current commuting area.

b. The headquarters TOSPP SPB will meet on or about August 1 to evaluate the nominations and make the final selections for the upcoming cycle. The selection shall be based upon criteria submitted in Appendix 1 such as but not limited to, demonstrated managerial competencies and professional accomplishment. The endorsing sponsors will notify the selected candidates of their selection by September 1. Sponsors will provide feedback to all non-selected nominees.

c. Selected candidates will enter the program on October 1 for a period not to exceed 2 years.

9. ROLES AND RESPONSIBILITIES.

a. Participants:

(1) Identify a mentor.

(2) Develop a detailed TDAP.(see Appendix 4). TDAP should include dates for progress reviews/briefings. A copy of the completed TDAP should be forwarded through the mentor to the headquarters TOSPP Program Manager. Activities identified in the plan may include:

- (a) Shadow managers within the Air Traffic Organization (ATO).
- (b) Special assignments in the ATO.
- (c) Details to the Technical Operations Service Areas.
- (d) Details to other Service Units or Lines of Business (LOB) or Federal Agencies.
- (e) Formal training (CMEL).
- (f) Outside agency/seminar training.
- (g) Correspondence courses/reading resources.

(3) Coordinate with various managers on temporary assignment preferences. Participants will be given priority consideration (within Technical Operations) for 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 headquarters TOSPP 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 the TOSPP Program Manager.

(6) Schedule quarterly progress reviews with Mentor.

(7) Provide a briefing annually to their Director and the Technical Operations Director of Administration on progress and accomplishments made during the year in reference to the TOSPP program.

b. Sponsor:

- (1) Support the participant's availability for developmental opportunities.
- (2) Assist the mentor with development of the TDAP.
- (3) Assist the mentor with networking with other organizations for cross-training opportunities.

c. Mentor:

(1) Assist with development of the TDAP and revise as needed. Mentor should also provide a perspective of organizational requirements and the skills the selectee should focus on.

(2) Network with other organizations for cross-training opportunities.

(3) Conduct quarterly progress reviews with participant.

d. Headquarters TOSPP Management Team:

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

(2) Work with the participants' Sponsors to ensure availability for developmental opportunities. Participants will be given priority consideration for 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). If applicable, schedule a one-on-one debriefing session with participant.

e. Headquarters Succession Planning Board:

(1) Review candidates and select program participants. At their discretion, the headquarters SPB may elect to interview all, some or none of the candidates to aid in the selection process.

(2) The SPB shall be responsible for notifying candidates of the selections and non-selectees. Feedback shall be provided to the respective candidates.

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

- a) Be presented by the headquarters TOSPP Program Manager.
- b) Include a discussion of each participant's progress and development.
- c) Recommend any changes to the SPB and forward to National TOSPP Program Manager.

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

f. Headquarters TOSPP Program Manager:

- (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 headquarters TOSPP Program Manager.

g. TOSPP National Program Manager:

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

10. **HEADQUARTERS 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 headquarters TOSPP 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 headquarters TOSPP will be addressed on a case-by-case basis.

11. **FISCAL REQUIREMENTS.** The headquarters TOSPP 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. HEADQUARTERS TECHNICAL OPERATIONS SUCCESSION
PLANNING PROGRAM NOMINATION FORM**

<hr style="border: none; border-top: 1px solid black; margin-bottom: 5px;"/> Employee Name	<hr style="border: none; border-top: 1px solid black; margin-bottom: 5px;"/> Location
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Briefly describe your reason for applying for this program.

What are your career goals?

On plain bond paper (maximum of one page per competency), cite accomplishments or work examples that demonstrate the following managerial competencies:

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

Candidates must also submit a resume including, but not limited to: Education, Awards, Honors and Special Accomplishments such as Publications, Membership in Professional Societies, Leadership Activities, Performance Awards, Work Experience, Other Job Related Qualifications such as Training, Certifications and Licenses, and References. The resume shall be limited to a maximum of 4 single sided pages.

APPENDIX 2. REPORT OF HEADQUARTERS TOSPP ASSIGNMENT

HEADQUARTERS 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 headquarters 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 headquarters 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

HEADQUARTERS 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 and Target Competencies	Tuition Cost	Total Cost	Completed (X)
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1st Quarter FY-XX: October thru December

10/15 – 10/20	Required Training: CMEL TOSPP Orientation, Managerial Coaching and Mentoring		\$1060	
12/2 – 12/6	Attend headquarters Director's Meeting (Leading People)		\$1200	
	Self-Development Reading – Critical Thinking by Alec Fisher		\$30	

2nd Quarter FY-XX: January thru March

2/8 – 2/5	Attend Service Area District Manager Meeting (Building Relationships)		\$1100	
	(eLMS) Customers, Conflict and Confrontation			
	Self-Development Reading – When Stuff Happens by Jeanne Sawyer		\$40	

3rd Quarter FY-XX: April thru June

4/8 – 5/5	Detail as District Manager (Building Relationships)		\$2800	
	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 (Building Relationships)		\$1200	
	(eLMS) Leading Change from the Frontline			
	Self-Development Reading – Leadership on the Line by Martin Linsky and Ronald Hiefertz		\$30	
<u>Total spent in FY-XX</u>			\$7,500	

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

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TRAINING AND DEVELOPMENT ACTION PLAN
for

APPLICANT'S NAME
(Mentor: Manager Name)

Time Frame	Detail/Assignment and Target Competencies	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		\$1060	
11/15 – 12/1	Detail to Service Area (Leading People)		\$1440	
	Online CMEL Training (eLMS)			
2nd Quarter FY-XX: January thru March				
11/14 – 1/9	Training – Planning the Organization's Future (Leading Change)			
1/22 – 3/5	Detail as District Manager (Achieving Results) Self-Development – CMEL Lending Library		\$1100	
3rd Quarter FY-XX: April thru June				
4/27 – 5/10	Detail to headquarters Tech Ops Office Manager (Leading People)		\$2700	
	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 (Leading People)		\$1200	
	Online CMEL Training (eLMS)			
Total spent in FY-XX			\$7500	
Total Anticipated Cost (for 2 years in program)			\$15,000	

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