

# NOTICE

## U.S. DEPARTMENT OF TRANSPORTATION FEDERAL AVIATION ADMINISTRATION

N JO 3410.28

### Air Traffic Organization Policy

Effective Date:  
02/14/2011

Cancellation Date:  
02/14/2012

### SUBJ: Technical Operations Succession Planning Program (TOSPP)

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**1. Purpose.** To identify and provide additional training and experience for current Technical Operations Front Line Managers (FLM) in the field with potential for advancement.

**2. Audience.** Technical Operations FLMs.

**3. Where Can I Find This Notice.** You can find this notice on the Intranet under MyFAA; select "Tools and Resources", then select "Orders and Notices".

**4. Background.** This program provides guidance and tools for Technical Operations FLMs to create developmental strategies for individual growth which will contribute to organizational readiness for our workforce to compete for key management positions. We have a responsibility to develop a workforce highly proficient in leadership ability, and through successful implementation of this program, Technical Operations will develop a strong candidate pool to provide leadership for the future of the organization. This program will provide additional training and experience for up to three FLMs in each Service Area who have consistently demonstrated leadership abilities. Successful program participants have two years to complete the program based on available training and other opportunities.

**5. Implementation.** Solicitation for candidates will be done annually, no later than March 1 each year. Selections will be made no later than July 1 and the selected participants will begin the program on October 1.

**6. Definitions.**

a. Succession Planning Board (SPB). A SPB will be established for each Technical Operations Service Area. The SPB will be comprised of the Director of Operations (DoO), Senior Advisor, Manager of Engineering Services, and Manager of Technical Services.

b. TOSPP Service Area Program Manager(s). Responsibility will reside in the Service Center, Administrative Services Group (ASG).

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Distribution: Electronic to all Technical Operations Managers in the Service Areas and Field; the Administrative and Business Services Groups in the ATO Service Centers; and AJW-7      Initiated By: AJW-0

c. TOSPP National Program Manager. Responsibility will reside in Headquarters with the Management Assistant in the Office of the Vice President.

d. Sponsor. The participant's immediate supervisor.

e. Mentor. Current managers at least one level above the participant's level within the FAA. The SPB will select mentors for participants with input from the participant and sponsor.

f. Participants. FLMs within the Technical Operations Service Areas, including Technical and Engineering Services.

g. Supervisor Committee (SUPCOM) TOSPP Program Manager. SUPCOM member identified by the National SUPCOM Chairperson to oversee the TOSPP nationally.

h. TOSPP Service Area Financial Manager. Responsibility will reside in the Service Center, Business Services Group (BSG).

**7. Authority to Issue this Notice.** This notice will be reviewed annually by the Vice President of Technical Operations and updated as needed to efficiently manage the program.

**8. Eligibility.** To be eligible, candidates must be permanently assigned as an FLM within the Technical Operations Service Areas with a minimum of 24 months experience as an FLM by the closing date of the solicitation (April 1).

**9. Selection Process.** The TOSPP National Program Manager will issue the solicitation to all FLMs no later than March 1 of each year.

a. All candidates must submit a completed self-nomination package to the TOSPP Service Area Program Manager before April 1 to be considered. The self-nomination package must include the following:

(1) Completed Self-nomination Form. Appendix A, TOSPP Self-Nomination Form.

(2) Knowledge, Skills and Abilities. On plain bond paper (maximum of one page per competency, font 12), cite accomplishments or work examples that demonstrate the following managerial dimensions:

- Achieving Results.
- Leading People.
- Building Relationships.
- Leading Change.
- Collaboration.

(3) Endorsement from the Candidate's Sponsor. This endorsement shall be in the form of a memorandum to the SPB and address the candidate's potential as a future leader. Applications without an endorsement will not be considered.

(4) Resume. The resume shall be limited to a maximum of four single-sided pages, font 12.

(5) Completed packages are due to the TOSPP Service Area Program Manager by close of business March 31.

b. Prior to April 15, the TOSPP Service Area Program Manager will review submitted candidate packages and provide a list of eligible candidates and packages to the SPB.

c. Prior to May 1, each Service Area SPB will review packages and recommend participants for the upcoming cycle.

d. Prior to June 1, the Senior Advisors from the Service Areas will collectively review all the recommendations for consistency of the candidates' abilities. The outcome of this review will be the final list of recommended candidates and will be forwarded to the Vice President of Technical Operations.

e. Prior to June 15, the Vice President will review the recommendations and advise the Service Area Directors and National TOSPP Program Manager of the selected participants.

f. The Service Area SPBs will provide feedback to non-selectees and selectees by June 30.

g. The Vice President will announce the selected participants no later than July 15.

h. Participants will complete the Center for Management and Executive Leadership (CMEL) 360 degree feedback tool no later than September 1.

i. Participants will begin the program on October 1 of each year.

## **10. Roles and Responsibilities.**

a. SPB. Each Service Area SPB has oversight responsibility for the TOSPP within their respective Service Areas. The SPB will:

(1) Review candidate packages and recommend up to three program participants. It is strongly recommended all candidates be interviewed. However, the SPB may elect to interview all, some, or none of the candidates to aid in the selection process.

(2) Notify selectees, non-selectees and sponsors on selection recommendations. Feedback shall be offered to all respective candidates.

(3) Establish a pool of mentors for the program. Once participants are selected, the SPB will assign a mentor to each participant no later than September 1.

(4) Conduct an annual TOSPP review in September of each year. The program review will:

(a) Be presented by the TOSPP participants.

(b) Include a discussion of each participant's progress and development.

(c) Include feedback and/or recommended changes to the TOSPP. The SPB will forward this information to the National and SUPCOM TOSPP Program Managers.

(5) Conduct a participant review led by the TOSPP Service Area Program Manager in March of each year. The purpose of this review is to assess continued viability of the participants. The SPB, in coordination with the TOSPP Service Area Program Manager, may determine a participant should be removed for failure to comply with the responsibilities of the program.

b. TOSPP Service Area Program Manager. Each has oversight responsibility for the TOSPP within their respective Service Areas. The TOSPP Service Area Program Manager(s) will:

(1) Collect and consolidate candidate application packages, and review for eligibility and completeness. A list of eligible candidates and their application packages will be forwarded to the appropriate SPB no later than April 15.

(2) Receive and retain copies of each participant's Individual Development Plan (IDP) (Appendix F).

(3) Monitor individual participant progress and compliance with the program.

(4) Provide a consolidated report as part of the participant review to the SPB members in March of each year.

(5) Lead the annual participant review with the SPB in March of each year.

(6) Maintain a file for each participant with program documentation; e.g., IDPs, manager and participant feedback reports, etc..

(7) Schedule a debriefing session with the SPB and other appropriate managers within two weeks of the completion of the program. The National Program Manager and SPB will review any participants' recommendations for program improvement and provide feedback to the TOSPP National Program Manager.

(8) Coordinate with and provide data to the TOSPP National Program Manager.

c. TOSPP National Program Manager. Maintain administrative oversight and coordination for the program. The TOSPP National Program Manager will:

(1) Work with TOSPP Service Area Program Managers, and Service Center ASG and BSG Program Managers for program oversight.

(2) Recommend program changes in coordination with the SPB to the Vice President of Technical Operations.

(3) Track and monitor the overall program and provide a quarterly status report to the Vice President of Technical Operations.

d. Sponsor. Each sponsor is expected to work closely with the participant, be available for consultation with the participant and mentor, and provide support and oversight to the participant throughout the program. Sponsors need to carefully weigh their ability to support a candidate before providing an endorsement, and provide feedback to candidates they choose not to endorse. Sponsors will assist with and encourage the development of the selected participants by helping to identify challenging learning opportunities and experiences. The sponsor will:

(1) Support the availability of the participants for developmental opportunities. Participants will be given consideration for details and other assignments that meet their IDP and development goals.

(2) Assist the participant with development of the IDP.

(3) Conduct quarterly progress reviews with participant and submit progress reports to the TOSPP Service Area Program Manager.

e. Mentor. Work closely with the participant, be available for consultation, and provide guidance throughout the program. The mentor will:

(1) Assist in the development of an IDP through review of the 360 assessment tool results and knowledge of the participant.

(2) Provide an overview of organizational requirements and skills on which the participant should focus.

(3) Network with other organizations on behalf of the participant for cross-training opportunities.

(4) Assist with and encourage the development of the participant by helping to identify challenging learning opportunities and experiences.

f. Participants. Participants will be divided into first year and second year groups.

(1) First Year Participants. Remain and serve in their current position of record throughout the first year of the program. Additionally, each will be required to:

(a) Complete the 360 degree feedback tool prior to September 1. Forward a copy of the results of the tool to the sponsor and mentor to assist in developing an IDP.

(b) Complete a detailed IDP. Candidates must include the top three areas needing improvement from the 360 degree feedback tool in the IDP. Additionally, candidates must include at least one course from each core skill set identified in the attached list of eLMS training (Appendix E). Activities identified in the plan will be coordinated with, and approved by, the sponsor and could include but are not limited to: shadow or special assignments, interviews with mid-to-executive level managers, correspondence courses, professional reading, etc.. Forward a copy of the completed IDP and 360 feedback tool to the TOSPP Service Area Program Manager no later than October 30.

(c) Coordinate with their sponsor and mentor to request and accept additional responsibilities within their current organization.

(2) Second Year Participants. Participants may be released from their position of record for up to 1 year to participate in outside details. Participants will coordinate with the TOSPP National Program Manager no later than July 1 of their first year to identify potential details outside their District for scheduling opportunities during the second year of the program. The National TOSPP Program Manager will maintain a list of available details and solicit interest from all participants to try to match interests with availability.

(a) Review their IDP with their sponsor and mentor, and update or revise it as needed.

(b) Once a developmental assignment/detail is completed, provide the host of each developmental assignment/detail with the form in Appendix B, Report of TOSPP Assignment, to provide written feedback to the participant. Send copies of the completed Appendix B to the mentor, sponsor, and TOSPP Service Area Program Manager.

(c) Schedule one-on-one in-briefs and debriefs with the host of any developmental assignment or detail.

(3) Participants - Reports and Documentation. All participants will:

(a) Submit a written progress report, Appendix C, Participant Comment Form, on any activity in the IDP to the mentor, sponsor, and the TOSPP Service Area Program Manager.

(b) Provide copies of all travel vouchers to the TOSPP Service Area Program Manager.

(c) Provide written progress reports in March and September of their first year and March of their second year. They will also provide a close-out briefing in September of their second year to the Service Area SPB. Progress reports and the close out briefing will include knowledge and skills gained in the following managerial dimensions:

- Achieving results.
- Leading people.
- Building relationships.
- Leading change.
- Collaboration.

(4) Maintain records to track and monitor individual program costs, manage their activities, and coordinate with their sponsor, mentor and TOSPP Service Area and SUPCOM Program Managers.

g. SUPCOM TOSPP Program Manager. Provide coordination for training with program participants and the CMEL. The SUPCOM TOSPP Program Manager will:

(1) Tentatively enroll up to nine participants, three per Service Area, in the 360 degree evaluation tool through CMEL in March. After participants are selected, SUPCOM will forward their names to CMEL for class enrollment. CMEL will coordinate with participants for survey completion.

(2) Visit first and second year participant classes and provide an overview of program participant responsibilities.

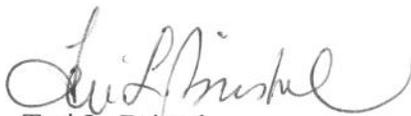
h. TOSPP Service Area Financial Manager. Each Service Center BSG will provide an individual to serve as the financial manager for the Service Area. The financial manager will:

(1) Coordinate with the Technical Operations Comptroller, field Directors, participants and sponsors for financial oversight and funding allocation.

(2) Track overall program expenditures and provide quarterly financial reports to the TOSPP National Program Manager.

**11. TOSPP Completion.** Program duration is two years. Continued participation is subject to successful efforts on the part of the participants and SPB recommendation. If a participant is selected into a higher pay band during their two years in the program, they will no longer be eligible to participate in the program. Completion of the program is intended to enhance the qualifications for selection to key positions but does not guarantee a promotion or selection to any future position.

**12. Distribution.** This notice is distributed electronically to all FLMs and managers in the Technical Operations Service Areas; the Administrative Services Group and Business Services Group in the ATO Service Centers; and the Technical Operations Comptroller.



Teri L. Bristol

Vice President, Technical Operations Services

**APPENDIX A. TOSPP Self-Application Form**

\_\_\_\_\_  
**Candidate Name**

\_\_\_\_\_  
**Location**

Package must include the following:

1. Completed form (Appendix A). Do not exceed two pages.
2. Knowledge, Skills and Abilities: On plain bond paper, font 12 (maximum of one page per competency), cite accomplishments or work examples that demonstrate the following managerial dimensions:
  - Achieving Results
  - Leading People
  - Building Relationships
  - Leading Change
  - Collaboration
3. Supervisory endorsement. Applications without supervisory endorsement will not be considered.
4. Resume limited to a maximum of four single-sided pages, font 12.

Briefly describe your reason for applying for this program.

What are your career goals?

Mobility statement:

I am mobile and available to enter into detail positions outside of my current commuting area during the second year of my program participation.

\_\_\_\_\_  
Candidate Signature

\_\_\_\_\_  
Date

**APPENDIX B. Detail Manager Report of TOSPP Assignment**

**TOSPP Participant** \_\_\_\_\_ **Date of Assignment** \_\_\_\_\_

**Description of Assignment** \_\_\_\_\_

**Sponsor Name and Position** \_\_\_\_\_

**Mentor Name and Position** \_\_\_\_\_

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

What did you expect the participant to 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:

**Detail Manager Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**APPENDIX C. Participant Comment Form**

**TOSPP Participant** \_\_\_\_\_ **Date of Assignment** \_\_\_\_\_

**Description of Assignment** \_\_\_\_\_

**Sponsor Name and Position** \_\_\_\_\_

**Mentor 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 dimensions?

Other comments:

**APPENDIX D. Significant Dates**

- No later than March 1 — Solicitation for candidates. SUPCOM coordinate with CMEL for classes.
- March 31 – Candidate self-nomination packages due close of business March 31.
- April 15 – TOSPP Service Area Program Managers forward the list of eligible candidates and their application packages to the Service Area SPB.
- Prior to May 1 – Service Area SPB meets to review and recommend candidates for the upcoming cycle.
- Prior to June 1 – The Senior Advisors meet to prepare the final list of recommended candidates.
- Prior to June 15 - The Vice President will review the recommendations and advise the Service Area Directors and National TOSPP Program Manager of the selected participants.
- Prior to June 30 – Service Area Directors will notify selected participants as well as non-selected candidates and provide appropriate feedback.
- July 15 — Vice President announces program participants.
- September 1 – SPB assigns mentors to each participant. Participants complete 360 feedback tool.
- October 1 – First year participants begin program.
- October 30 - First year participants forward a copy of the completed IDP and 360 feedback tool to the TOSPP Service Area Program Manager, Sponsor and Mentor.
- March of each year – Participants provide written progress report to TOSPP Service Area Program Managers. TOSPP Service Area Program Managers provide consolidated report to SPB and National TOSPP Program Manager.
- September of each year – Participants provide annual or close out briefing to SPB. Candidates going into the second year of the program review their IDP with Sponsor and Mentor and revise as needed.

**APPENDIX E. Core Skill Set Courses**

<b><u>CORE SKILL SETS</u></b>	<b><u>COURSE NUMBER</u></b>	<b><u>COURSE TITLE</u></b>	<b><u>LENGTH</u></b>
1. Assessment	PD0251_SKILLSOFT	The Role of Critical Thinking in Organizations	4 hrs.
2. Communications	comm_02_a05_bs_enus	Leadership Communication Skills	3.5 hrs
Communications	comm_26_a02_bs_enus	Communicating Across Cultures	1 hr
Communications	FAA30200591	Effective Executive Speaking	24 hrs
Communications	FAA30200362	SkillPath Assertive Communication Skills	8 hr
Communications	FAA30200125	Communicating for Success	24 hrs
Communications	FAA30200497	Crucial Conversations Basics	4 hrs.
Communications	FAA30200122	Introduction to Crucial Conversations	1 hr.
Communications	FAA30200123	Crucial Conversations	16 hrs.
3. Leadership	lead__01_a08_bs_enus	The Model Leader	2 hrs.
Leadership	kc_ls_a02_kc_enus	Leadership Knowledge Center	

4. Management	FAA-AHR- TRANMGMT2B	Becoming a Manager: How New Managers Master The Challenges of Leadership	0.50 hrs.
Management	STGY001A	Moving from an Operational Manager to a Strategic Thinker	0.50 hrs.
Management	mgmt_03_a01_bs_enus	Simulation Taking on a Management Role	3.5 hrs.
Management	PD0254_SKILLSOFT	Critical Thinking Skills for Managing	3.5 hrs.
Management	FAA78200012	Disney's Approach to Business Excellence	6hrs.
Management	kc_mg_a02_kc_enus	Management Knowledge Center	
5. Writing	COMM0017_SKILLSOFT	The Writing Process	5 hrs.
Writing	FAA04001	Crucial Writing Workshop	16 hrs.
Writing	FAA30200564	Effective Business Writing	16 hrs.
Writing	comm_19_a03_bs_enus	Business Writing: Editing and Proofreading	1 hr.
Writing	comm_19_a02_bs_enus	Business Writing: How to Write Clearly and Concisely	1 hr.
Writing	comm_19_a01_bs_enus	Business Writing: Know Your Readers and Your Purpose	1 hr.

**Appendix F. Sample Individual Development Plan (IDP)**

**Participant Name:** \_\_\_\_\_

Sponsor: \_\_\_\_\_ Mentor: \_\_\_\_\_

**TRAINING REQUESTED:**

Indicate course name and training source. Indicate in which quarter the training is expected to be accomplished, and the date completed in the appropriate blocks.

	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Date Initiated	Date Complete
360 Feedback Tool	X				9/15//11	9/30/11
Core Skill: Critical Thinking Skills for Managing		X				
Professional Reading: Emotionally Intelligent Leaders			X			
CMEL: Strategy Formulation				X		
Core Skill: Effective Executive Speaking	X					
Toastmasters	X	X	X	X		
Project for District Manager		X				
Core Skill: The Role of Critical Thinking in Organizations		X				
Shadow Assignment in Service Area			X			
Core Skill: Effective Business Writing			X			
Executive Interviews	X			X		
Core Skill: The Model Leader				X		

Participant Signature \_\_\_\_\_ Date \_\_\_\_\_

Sponsor Signature \_\_\_\_\_ Date \_\_\_\_\_