

Filling the Leadership Pipeline

Assessment Center for Senior Executive Service (SES) Candidate Development Program (CDP) Supports Agency's Succession Planning Efforts

The Challenge

Facing a loss of senior leaders through attrition and retirement, this agency's leadership recognized the need to build a succession pipeline of leaders capable of advancing the agency mission. With a need to recruit, select, and prepare a cadre of new leaders from both inside and outside the organization, the agency required a partner with comprehensive human capital solutions and a strong track record of building government leadership capability.

The Process

Management Concepts partnered with the agency to identify and develop candidates for future leadership roles based on the organization's mission and desired results. The first step in the process was conducting a customized assessment of Senior Executive Service (SES) Candidate Development program (CDP) applicants as an element of the selection process.

This included:

- Ranking SES CDP candidates against the agency leadership competencies to determine the best candidates to support the mission
- Providing a comprehensive report on candidates' qualifications to improve existing agency leadership capabilities, particularly in targeted competency gap areas

Next, Management Concepts conducted a comprehensive front-end analysis and identified the agency's long-term mission-critical needs, including succession planning. This analysis included interviews with agency executives to help develop an executive leadership competency model and align the competencies with the agency's mission and workforce strategy.

The Solution

This cohort-based, multi-tiered customized program is comprised of three leadership and professional development programs:

- An eight-day Leadership Academy
- A five-day Professional and Leadership Skills Academy
- A three-day coaching skills program for supervisors who support participants in the other two programs.

The programs help participants develop the key strategic, people management, communication, and interpersonal competencies to prepare them for leadership and supervisory positions. The Myers-Briggs Type Indicator provides foundational context for learning and self discovery, and training topics include leadership, developing self-awareness, communicating in an emotionally intelligent way, partnering for collaboration, influencing and negotiating, building and sustaining effective teams, and preventing conflict.

Management Concepts also provides program management support, including facilitating pre-delivery planning, coordinating pre- and post-course assignments, managing conference center logistics, and providing recommendations for continuous improvement.

The Results

The agency used pre-assessment results as input to its selection of SES CDP applicants. By selecting applicants who have been evaluated against the leadership competencies, they were able to more effectively prepare for employee succession and plan ongoing development activities based on identified leadership skills gaps.

KEY FACTS

CLIENT

A large legislative agency

PROJECT GOALS

- Build a succession pipeline of qualified leaders
- Develop a leadership competency model aligned with the agency's mission and workforce strategy
- Identify potential candidates and development needs

KEY OUTCOMES

- Identification of 40+ candidates with potential for leadership roles within the agency
- Recommended talent management strategy for developing agency leaders
- Ongoing development activities identified based on assessment center data

CALL TODAY to learn how Management Concepts can help you achieve your performance improvement objectives.

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