

## Succession Planning and Management

Succession planning and management ensure that one or more employees are prepared to assume each critical position when the incumbent leaves the organization. The competencies required for each critical position are identified. Then these competency profiles are used to nominate and rank employees with a high potential for success in each position. Development plans are created for each nominated employee to ensure the employee builds needed strengths. If no qualified employees are identified for a position, the organization may develop a strategy to recruit potential leaders from outside the organization.

### Our Approach

ICF Consulting and Caliber help organizations maintain and improve their performance by linking our operations-level knowledge of the client organization with innovative workforce services and solutions. Caliber's program life cycle approach to succession planning and management is based on years of real-world experience. ICF Consulting's innovative job analysis tools enable us to identify the knowledge, skills, and abilities required at each level of the organization; our assessment tools help determine an individual's readiness to succeed at the next level. From there, we create a learning strategy—identifying from the vast array of available training interventions and developmental opportunities, those that have the greatest impact, provide the greatest value, and make the most sense for the individual.



### Featured Projects

#### U.S. Federal Aviation Administration

##### *Aircraft Certification Service (AIR) Succession Planning System*

Caliber, an ICF Consulting Company, conducted nationwide interviews to identify managerial competencies. We identified potential training and development opportunities, and collected input in succession planning system design. Our staff administered and analyzed a nationwide survey to determine critical competencies for the targeted positions. Caliber experts reviewed and cataloged effective training and development opportunities. We presented a succession planning system that included eligibility and minimum qualifications of participating employees, a detailed plan for supervisory recommendations, assessment center exercises, guidelines for selection of candidates, candidate feedback collection techniques, training courses and development activities, and performance evaluation methods for both individual employees and programs.

#### U.S. Army Research Institute (ARI)

##### *Analysis of Performance of Non-Commissioned Officers for Succession Planning*

Caliber conducted research to develop new predictors of leadership performance. Our human capital strategy experts consulted on the research and design, collected critical incidents, developed test items, supervised data collections, and refined instrumentation. We then developed predictor measures of leader knowledge, prioritization skills, and self-improvement. Through a concurrent validation study, our staff demonstrated the incremental validity of the new measures. The end result was that Caliber enhanced ARI's succession planning through:

- Situational judgment test with demonstrated incremental validity over cognitive ability tests to assess abilities of potential leaders
- Test of leadership self-efficacy with demonstrated incremental validity over cognitive ability tests
- Report describing predictors of Army leadership performance

## Featured Project (continued)

### Substance Abuse and Mental Health Services Administration (SAMHSA), U.S. Department of Health and Human Services (HHS)

#### *Succession Planning Strategy for SAMHSA*

A recent analysis of SAMHSA's workforce revealed that a significant number of senior leaders are eligible for retirement over the next several years. As a result, SAMHSA is undertaking a detailed workforce analysis and developing a detailed succession strategy to prepare for the loss of essential expertise and to ensure that the agency has the ability to fill key positions. While SAMHSA is a small agency, its purview covers a broad spectrum of program areas. As a result, it requires a broad range of highly technical competencies. Therefore, a key challenge is to devise succession planning strategies that leverage limited staff resources and take advantage of federal human resources flexibilities to fill very specialized needs.

To support these efforts, ICF Consulting is conducting the following activities:

- Reviewing SAMHSA's current workforce planning and development activities in light of the key success factors for succession planning to identify key vulnerabilities
- Interviewing key staff to identify key competencies that will be needed to support
- Studying SAMHSA's future program initiatives
- Benchmarking other organizations to identify best practices for succession planning
- Developing recommendations for filling gaps in SAMHSA's succession planning activities, including innovative approaches to recruitment, retention, and knowledge management
- Developing a detailed succession strategy document, including milestones and key activities

### U.S. National Security Agency (NSA)

#### *Selection of Future Leaders through Leadership Development Program.*

Caliber was hired by the NSA to review the leadership development program and selection system. We trained senior leaders on structured behavioral interviewing. Our experts advised on process implementation. Our support helped the NSA use a valid and fair selection procedure to choose future leaders.

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## About Caliber and ICF Consulting

With the addition of the more than 300 employees of Caliber Associates, ICF Consulting now offers the services of an established leader in human services and human resource issues. Caliber provides full life-cycle program consulting and support in research and evaluation, communications, training and technical assistance, and information technology. Together, ICF Consulting and Caliber have expanded capabilities to assist both civilian and national security organizations to develop more effective and innovative human resource, education, and social service programs.

ICF Consulting is a leading management, technology, and policy consulting firm. Drawing upon extensive industry knowledge, distinguished professionals, and innovative analytics, the firm develops solutions to complex defense, homeland security, social program, energy, environment, and transportation issues. ICF Consulting's approach to these issues is strengthened by its expertise in information technology, organizational improvement, research and evaluation, program management, and communications. Since 1969, ICF Consulting has been serving major corporations, government at all levels, and multinational institutions. More than 1,500 employees serve these clients in the Americas, Asia, and Europe.

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