

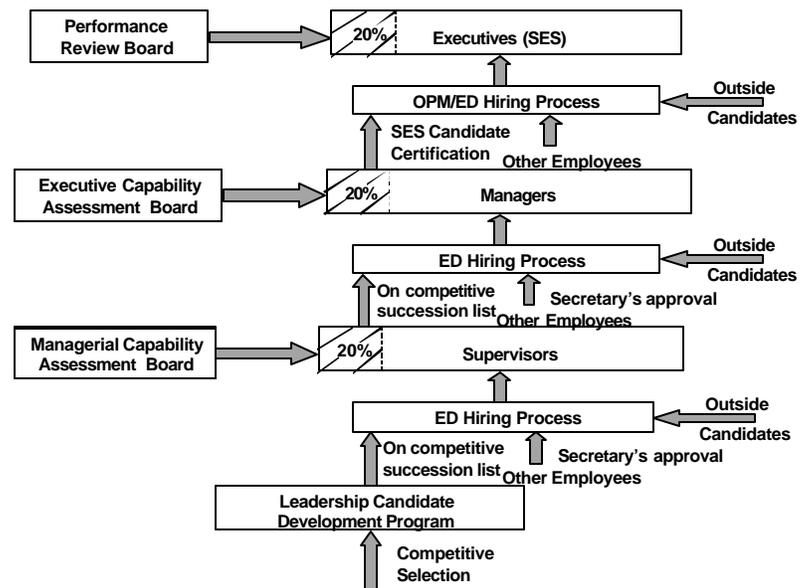
Leadership and Succession Planning Model

The President's vision of *No Child Left Behind* requires a revitalization of the Department of Education, carried out by leaders who focus on results, collaborate with grantees and other stakeholders, cooperate internally, continually strive for excellence and hold themselves accountable for their individual progress.

The proposed approach to creating a solid foundation of high-performing leadership includes:

- Building an in-depth leadership team, rather than simply developing capable individuals.
- Aligning the development and succession of leadership with the Department's new strategic goals and values.
- Centrally managing the utilization of top career SES leaders. As members of a central cadre under the Secretary's direction, SES members will be considered general managers and, within reason, interchangeable among assignments.

Leadership Succession Model



- Centrally managing the identification and development of talent for competitive succession through supporting levels of management, from first-line supervisor through executive.
- Rigorously assessing annually the leadership performance of all executives, managers and supervisors against key competencies essential for the attainment of the Department's new vision. For each group, the assessment will be performed by a board selected from leaders at the next higher level.
- As a result of this assessment, the boards will identify the top 20 percent at each level with the highest potential for success at the next level. We will place these individuals on a competitive succession roster that will be revised annually.
- Once identified, the individual's first and second line supervisors, in conjunction with the individual and with assessment board concurrence, will create the employee's yearly



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development plan. The plan, valid until the next assessment cycle, will include challenging assignments, rotation among units, formal training, mentoring by a higher-level leader and coaching.

- When managerial vacancies at the next higher level occur during the succeeding year, and after the position is posted, the selecting official will be given the competitive selection roster of high-potential leaders, as well as a slate of qualified internal and external candidates. In filling any vacancy, the selecting official can choose any candidate from the roster without further requirements. If the selecting official wishes to choose an internal candidate not on the high potential list, the Secretary's approval will be necessary.

The result will be a productive leadership culture: one that provides opportunities for movement, development, and challenging assignments, in which an individual can demonstrate high levels of performance and ability and can make productive contributions to the Department's education goals.

