



Selecting Candidates for Executive Development

Working for America

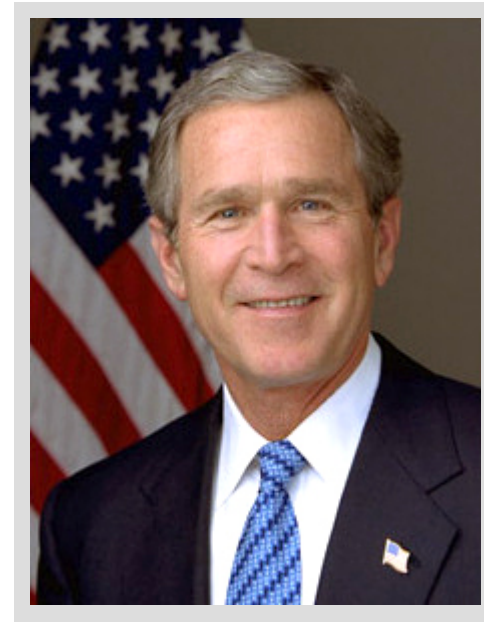
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Message from the President

“... You shouldn't be leading an organization if you don't see the world as a better place.”

**George W. Bush
Constitution Hall
January 9, 2004**



Message from the Director



“The Federal Government needs new talent, new energy, and new creativity to do the work of the 21st century.”

Kay Coles James



Leadership Succession Planning: The Issue

- The Federal Government is facing a Human Capital challenge - many Federal supervisors and managers are currently, or soon will be, retirement eligible
- The pending shortage of qualified leaders is a Governmentwide challenge
- The Federal Government must ensure a continued supply of highly qualified supervisors, managers, and executives to backfill critical positions





Leadership Succession Planning: The Challenges

- Establishing and maintaining key stakeholder involvement
- Determining the size and scope of the program
- Establishing eligibility requirements
- Determining timelines and required resources
- Maintaining focus on procedural fairness
- Using multiple methods to evaluate candidates
- Minimizing “clinical” judgment in deciding who is selected



1998 Leadership Competency Model: The Five Executive Core Qualifications*

Leading Change

Vision
External Awareness
Creativity & Innovation
Strategic Thinking
Continual Learning
Resilience
Flexibility
Service Motivation

Business Acumen
Financial Management
Human Resource Management
Technology Management

Results Driven

Accountability
Problem Solving
Decisiveness
Customer Service
Entrepreneurship
Technical Credibility

Building Coalitions/ Communications

Oral Communication
Written Communication
Influencing/Negotiating
Partnering
Political Savvy
Interpersonal Skills

Leading People

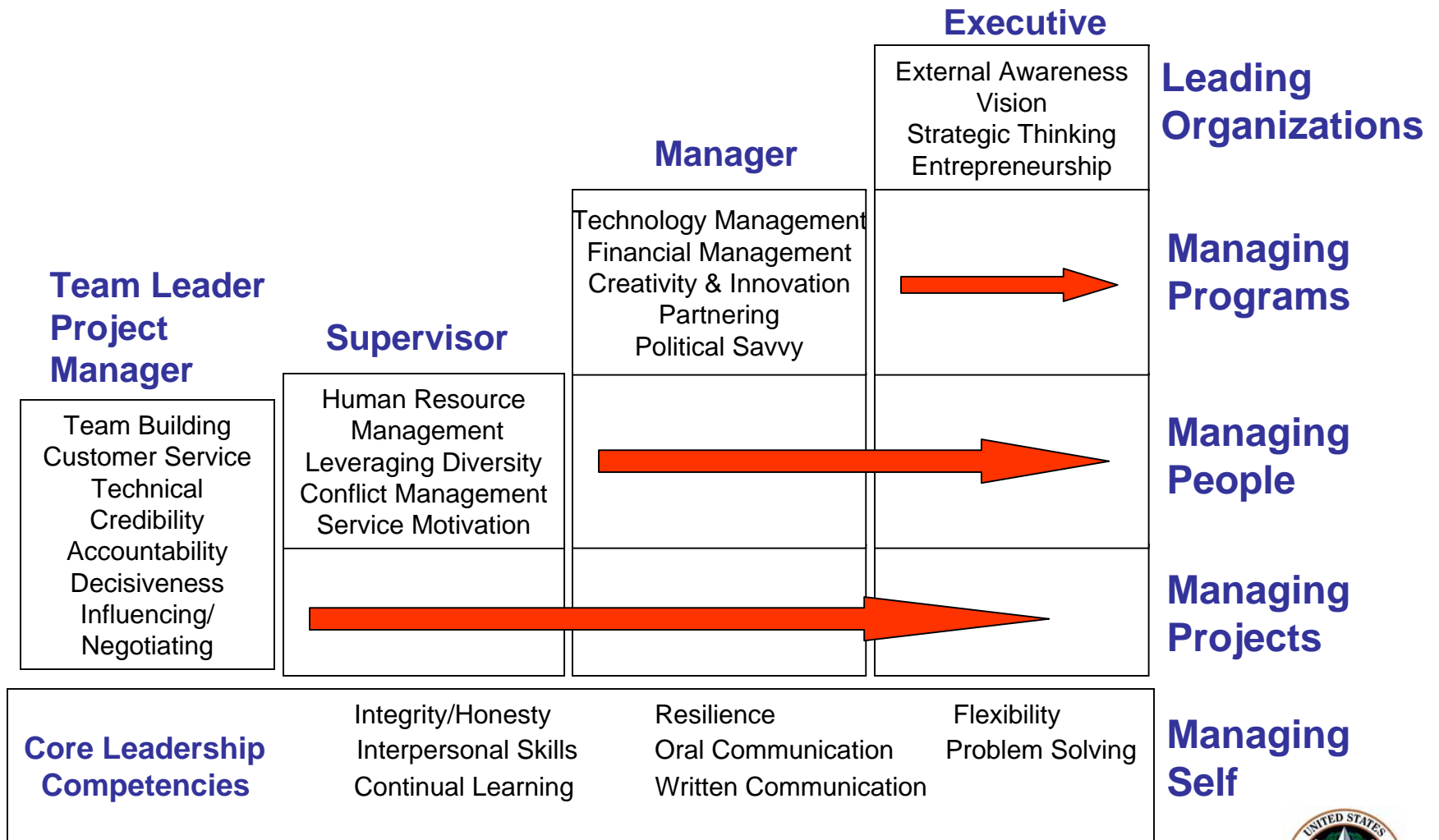
Conflict Management
Leveraging Diversity
Team Building
Integrity/Honesty

*High-Performance Leaders – A Competency Model, U.S. OPM, 1999

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The Leadership Journey: Focusing Your Learning For Job and Organizational Success



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Design of Selection System to Identify High Potential Leaders

- Multiple hurdle approach
- Candidate application materials' prescreen
- Leadership assessment center
- Structured interview
- Agency specific considerations or requirements
- Final decision





Leadership Assessment Center

- Designed to simulate a day in the life of a Federal manager/executive
- Asks participant to assume role as Director in a fictitious Federal Agency for the duration of the assessment
- Includes four inter-related exercises
- Meets Agency-specific requirements by mixing, matching or tailoring the exercises
- Evaluates candidate behavior using multiple raters
- Includes option of a structured interview and/or other tools as part of the assessment day or as “stand alone” assessments



Structured Interview

- Candidates respond to standardized job-related questions
- Questions focus on past behavior
- Evaluators rate interview responses using anchored rating scales





Several Case Studies

- Common set of objectives
 - Identify high potential leaders
 - Achieve key stakeholder buy-in
 - Implement an efficient process
 - Optimize procedural fairness
 - Make the best possible candidate selections
 - Combine multiple sources of information





Case Study – Agency 1

- Agency is an Independent Agency
- Candidate Development Program used for transition from upper-management to executive service
- All candidates were internal to Agency
- Multiple sources of information were used
- Senior executives made final selection decisions
- A few surprises encountered and lessons learned





Case Study – Agency 2

- Agency is a Cabinet-level Department
- Candidate Development Program used for transition from upper-management to executive service
- Most candidates were internal to Agency
- Multiple sources of information were used
- Senior executives made final selection decisions
- A few surprises encountered and lessons learned





Case Study – Agency 3

- Agency is a Cabinet-level Department
- Candidate Development Program used for transition from upper-management to executive service
- All candidates were internal to Agency
- Multiple sources of information were used
- Senior executives made final selection decisions
- A few surprises encountered and lessons learned





Key Lessons: Identify the Candidate Pool

- Decide on the size and scope of the project
- Establish eligibility requirements
- Determine timelines and required resources
- Provide necessary training (for example, interview panels and assessment scoring)
- Develop an employee communication plan
- Coordinate the phases of the selection process





Key Lessons: Facilitate Feedback

- Ensure that candidates get timely notification regarding their status at each phase of the selection process
- Determine, in advance, whether to publish a list of people who are successful at each phase
- Work with all stakeholders to determine the quality, format, and timing of feedback





Key Lessons: Manage the Process

- Take steps, in advance, to create a record keeping system for the program (include Equal Employment Opportunity information)
- Continue to seek active involvement from key stakeholders so that interest/commitment remains high
- Maintain confidentiality of all information related to applicants' performance in the program





Key Lessons: Manage the Process

- Involve a selection expert (validity and Equal Employment Opportunity implications)
- Integrate the support systems
 - Selection into the program
 - Opportunities for development
 - Management of performance
 - Compensation/promotion of candidates





Thoughts for the Future

- Consider re-assessment at completion of development program
- Consider the relative importance of assessment of leadership potential versus current leadership effectiveness
- View leadership development as one process, not various detached programs





Contact Information

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