Notice U.S. DEPARTMENT OF TRANSPORTATION
FEDERAL AVIATION ADMINISTRATION
Air Traffic Organization Policy

N JO 3410.26

Effective Date:
07/24/2009

Cancellation Date:
07/24/2010

SUBJ: Technical Operations Succession Planning Program

1. Purpose. The Technical Operations Succession Planning Program (TOSPP) is a process to identify and provide additional training and experience for current first level managers.

2. Audience. Technical Operations first level managers in the Service Areas and field.

3. Where Can I Find This Notice. You can find this notice on the Directives Management Information System (DMIS) website: http://dmis.faa.gov.

4. Background. The intent of the Technical Operations Succession Planning Program is to provide additional training and experience for up to three employees in each Service Area who have consistently demonstrated leadership abilities. These employees may have up to two years to complete the program based on available training and other opportunities. There are two versions of this program. This version is intended for current first level managers in the Technical Operations Service Areas, and Notice N JO 3410.27, Headquarters Technical Operations Succession Planning Program, is intended for current first level managers in headquarters Technical Operations.

5. Implementation. The TOSPP will be implemented on August 1, 2009.

6. Definitions.

a. Succession Planning Board (SPB). A Succession Planning Board will be set up for each Technical Operations Service Area. This board shall be comprised of the Service Area Director, designated members of the executive staff, Manager of Engineering Services, and Manager of Technical Services. The SPB has oversight responsibility for the Succession Planning Program within their respective Service Areas.

b. TOSPP Service Area Program Manager. Responsibility will reside in the Program Operations Group (POG). The TOSPP Service Area Program Manager will receive copies of each participant's Training and Development Action Plan (TDAP) (see Appendix 4, Sample Training and Development Action Plan, for example) and will monitor individual progress.

c. TOSPP National Program Manager. Responsible for preserving the consistency and continuity of the TOSPP across the Service Areas.

d. Service Area Management Team. Responsible for preserving the consistency and continuity of the TOSPP within each Service Area.

e. Sponsor. This is the participant's reporting official. Sponsors support participants throughout the program.

f. Mentor. Selected participants are mandated to identify a mentor. Mentors are expected to work closely with the participants to establish a realistic TDAP, to be available for consultation, and to provide guidance throughout the program.

7. Authority To Change This Notice. The TOSPP process will be reviewed by the Vice President of Technical Operations for any changes needed to efficiently manage the program. The Vice President of Technical Operations reserves the authority to approve changes, modifications, etc., to the TOSPP. This notice is valid for one year and will be updated and reissued on an annual basis.

8. Eligibility. To be eligible, nominees must be permanently assigned to a supervisory position as a first level manager within the Technical Operations Service Areas with a minimum 12 month experience as a first level manager.

9. Selection Process. Service Area POG's will issue a memo to managers that will introduce the TOSPP and provide specific nomination criteria. The Service Area program manager will collect applications, review for eligibility and package completeness, consolidate applications, and forward list of eligible candidates to the SPB. The application/nomination period is July 1-30 each year.

a. All candidates must be:

(1) Self-nominated (Use Appendix 1, Technical Operations Succession Planning Program Nomination Form).

(2) Endorsed by their group or district manager. This endorsement shall be in the form of a letter or memorandum to the TOSPP Service Area Program Manager. Applicants must submit their complete package to the TOSPP Service Area Program Manager by the established deadline to be considered. Applications without an endorsement will not be considered. Note that groups and districts may submit at their discretion, none, one, or multiple candidates depending on their ability to support the program.

(3) Mobile and available to enter into detail positions outside of current commuting area. Note that upon completion of the TOSPP program, selectees will be expected to bid for positions outside of the current commuting area.

b. Candidates must also submit a resume including, but not limited to: education, awards, honors and special accomplishments such as publications, membership in professional societies, leadership activities, performance awards, work experience, other job related qualifications such as training, certifications and licenses, and references. The resume shall be limited to a maximum of six single sided pages.

c. Upon receiving the list of eligible candidates, the Service Area SPB will meet to review and select participants for the upcoming cycle. The selection shall be based upon criteria submitted in Appendix 1 such as, but not limited to, demonstrated managerial dimensions and professional accomplishment. The Service Area SPB may interview all, some, or none of the TOSPP applicants. The SPB will provide feedback to the sponsors for their respective candidates. The endorsing sponsors will notify the selected candidates of their selection by September 1.

10. Roles and Responsibilities.

a. Succession Planning Board:

(1) Review candidates and select program participants. At their discretion, the SPB may elect to interview all, some, or none of the candidates to aid in the selection process.

(2) The SPB shall be responsible for notifying sponsors of the selections and non-selectees. Feedback shall be provided to the sponsors for their respective candidates.

(3) The SPB shall allow schedule semi-annual Technical Operations Succession Planning Program reviews as an agenda item at the Service Area executive session. The program review will:

(a) Be presented by the TOSPP Service Area Program Manager.

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

(c) Recommend any changes to the SPB and forward to National TOSPP Program Manager.

(4) Receive debriefings from TOSPP participants after completion of their program.

(5) Each SPB shall monitor and review each participant's progress. At the SPB's and TOSPP National Program Manager's discretion, a participant may be removed from the program for failure to comply with the roles and responsibilities of the program. Removal from the program shall be considered on a case-by-case basis for indiscretions such as, but not limited to, failure to comply with the FAA Travel Policy or failure to submit program documentation.

b. TOSPP Service Area Program Managers:

(l) Monitor participants progress on a quarterly basis.

(2) Provide a consolidated report as part of a program review to the SPB members on a quarterly basis.

(3) Maintain administrative and fiscal oversight/coordination for the program. The TOSPP Service Area Program Manager shall also maintain a file for each participant with program documentation such as TDAP's, feedback reports, and travel vouchers.

(4) Requests for information regarding the program shall be directed to the TOSPP National Program Manager.

c. TOSPP National Program Manager:

(1) Maintain administrative and fiscal oversight/coordination for the program.

(2) Work with TOSPP Service Area Program Managers. One designated TOSPP Service Area Program Manager shall track program expenditures and provide quarterly REGIS reports.

(3) Recommend program changes to the Vice President of Technical Operations.

d. Service Area Management Team:

(1) Active support by the Service Area Management Team is crucial to the overall success of this program. The Service Area Management Team shall encourage participant's development by creating challenging learning opportunities and experiences.

(2) Work with the participant's sponsors to insure availability for developmental opportunities. Participants will be given priority consideration for details or temporary promotions that meet their TDAP and development goals.

(3) The host of each developmental assignment/detail shall provide written feedback to participants after each developmental assignment is completed (see Appendix 2, Report of TOSPP Assignment). Send copies of Appendix 2 to mentor, sponsor, and TOSPP Service Area Program Manager. If applicable, schedule a one-on-one debriefing session with participant.

e. Sponsor:

(1) Support the participant's availability for developmental opportunities.

(2) Assist the mentor with development of the TDAP.

(3) Assist the mentor with networking with other organizations for cross- training opportunities.

f. Mentor:

(1) Assist with development of the TDAP and revise as needed. Mentor should also provide a perspective of organizational requirements and the skills the selectee should focus on.

(2) Network with other organizations for cross-training opportunities.

(3) Conduct quarterly progress reviews with participant.

g. Participants:

(1) Identify a mentor.

(2) Develop a detailed TDAP with "benchmarks" (see Appendix 4, Sample Training and Development Action Plan). Benchmarks should include dates for progress reviews/briefings. A copy of the completed TDAP should be forwarded through the mentor to the TOSPP Service Area Program Manager and TOSPP National Program Manager by January 15, 2010. Activities identified in the plan may include:

(a) Shadow assignments.

(b) Special assignments (such as management evaluations, investigations, program reviews, etc).

(c) Details to headquarters.

(d) Details to other service units or lines of business (LOB).

(e) Formal training (CMEL).

(f) Outside agency/seminar training.

(g) Correspondence courses/reading resources.

(3) Coordinate with managers on temporary assignment preferences. Participants will be given priority consideration for details or temporary promotions that meet their TDAP and development goals.

(4) Submit written progress reports (see Appendix 3, Participant Comment Form) on any activity in the TDAP to mentor, sponsor, TOSPP Service Area Program Manager (including copies of travel vouchers) and sponsor's supervisor. Progress reports will include knowledge and skills gained in the following managerial dimensions:

(a) Achieving results.

(b) Leading people.

(c) Building relationships.

(d) Leading change.

(5) Participants will manage their program budget and coordinate with TOSPP Service Area Program Manager.

(6) Participants will provide an annual briefing to the Service Area SPB at the SPB's request. Such briefing may consist of an oral briefing or Power Point presentation; however, the format is at the SPB's discretion.

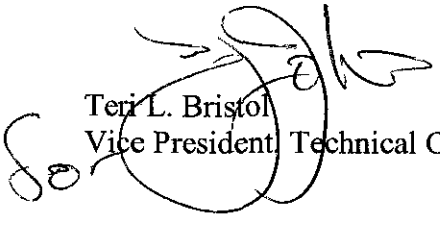
11. TOSPP Completion. Program duration will be up to two years for each participant. Participation is subject to continued eligibility and SPB recommendations (for example, if a participant is selected into a higher pay band, they will no longer be eligible to participate in the program). The time frame will vary based on the number of opportunities available for the participant to successfully complete their TDAP. Completion of the program is intended to enhance the qualifications for selection to key positions and does not guarantee a promotion or selection to any future position.

a. The TOSPP Service Area Program Manager will schedule a debriefing session with the appropriate managers within two weeks of the completion of the program. The National Program Manager and SPB will review any participant's recommendations for program improvement as made available during the end of program Power Point Presentation completed by the candidate.

b. Withdrawals or re-entry into the TOSPP will be addressed on a case-by-case basis.

12. Fiscal Requirements. The TOSPP Service Area Program Manager will maintain records to include tracking and monitoring the costs associated with the program and all other associated files.

13. Distribution. This notice is distributed electronically to the Technical Operations Service Areas and to all Technical Operations SSC managers.



Teri L. Bristol
Vice President, Technical Operations Services

APPENDIX 1. TECHNICAL OPERATIONS SUCCESSION PLANNING PROGRAM NOMINATION FORM

Employee Name **Location**

Briefly describe your reason for applying for this program.

What are your career goals?

On plain bond paper (maximum of one page per competency), cite accomplishments or work examples that demonstrate the following managerial dimensions:

1. Achieving Results
2. Leading People
3. Building Relationships
4. Leading Change

Candidates must also submit a resume including, but not limited to: education, awards, honors and special accomplishments such as publications, membership in professional societies, leadership activities, performance awards, work experience, other job related qualifications such as training, certifications and licenses, and references. The resume shall be limited to a maximum of six single sided pages.

As a reminder, the nomination package must include a supervisory endorsement. Applications without a supervisory endorsement will not be considered.

APPENDIX 2. REPORT OF TOSPP ASSIGNMENT

TOSPP Participant _____ **Date of Assignment**_____

Mentor Name and Position _____

Description of Assignment _____

Applicable Manager's Name and Position _____

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

What did the participant 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:

Manager's Signature:_____ **Date:** _____

APPENDIX 3. PARTICIPANT COMMENT FORM

TOSPP Participant _____ **Date of Assignment**_____

Mentor Name and Position _____

Description of Assignment _____

Applicable Manager's 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 4. SAMPLE TRAINING AND DEVELOPMENT ACTION PLAN

TRAINING AND DEVELOPMENT ACTION PLAN
for
APPLICANT'S NAME
(Mentor: Manager Name)

Time Frame	Detail/Assignment and Target Dimensions	Tuition Cost	Total Cost	Completed (X)
2nd Quarter FY-XX: January thru March				
1/15 – 1/20	**Required Training: CMEL TOSPP Orientation, Managerial Coaching and Mentoring**		$1500	
2/2 – 2/6	Attend SA District Manager's Meeting		$1400	
	(eLMS) Leading Change from the Frontline			
	Self-Development Reading – Critical Thinking by Alec Fisher		$30	
3rd Quarter FY-XX: April thru June				
4/8 – 5/5	Detail as District Manager		$3000	
	(eLMS) Customers, Conflict and Confrontation			
	Self-Development Reading – When Stuff Happens by Jeanne Sawyer		$40	
4th Quarter FY-XX: July thru September				
8/20 – 8/24	Attend Leadership Summit – Wash. DC		$1500	
	Online CMEL Training (eLMS)			
	Self-Development Reading – Leadership on the Line by Martin Linsky and Ronald Hiefetz		$30	
Total spent in FY-XX			**$7,500**	

Required Training identified in **bold** is specific to TOSPP

APPENDIX 4. SAMPLE TRAINING AND DEVELOPMENT ACTION PLAN, CONTINUED

TRAINING AND DEVELOPMENT ACTION PLAN
for
APPLICANT'S NAME
(Mentor: Manager Name)

Time Frame	Detail/Assignment and Target Dimensions	Tuition Cost	Total Cost	Completed (X)
1st Quarter FY-XX: October thru December				
10/3 – 11/7	**Required Training Tier II – CMEL Conduct and Discipline**			
11/15 – 12/1	Detail to Service Area – Engineering Services		$1750	
	Online CMEL Training (eLMS)			
2nd Quarter FY-XX: January thru March				
1/14 – 1/9	Training – Planning the Organization's Future			
1/22 – 3/5	Detail as District Manager (shadow assignment)		$1500	
	Self-Development – CMEL Lending Library			
3th Quarter FY-XX: April thru June				
4/27 – 5/10	Detail to HQ		$3000	
	Online CMEL Training (eLMS)			
	Self-Development – CMEL Lending Library			
4th Quarter FY-XX: July thru September				
8/19 – 8/23	Attend Leadership Summit – Wash. DC		$1250	
	Online CMEL Training (eLMS)			
Total spent in FY-XX			**$7500**	
Total Anticipated Cost (for 2 years in program)			**$15,000**	

Required Training identified in **bold** is specific to TOSPP