

**Organizations Growing Leaders:
The VBA Experience NAPA
HR Transitions Conference**

September 9, 2002

Human Capital Issues

- Succession Planning**
- Training**
- Leadership Development**

The Succession Pyramid

- How did we get there?
- Why did we need it?
- Who was for it?
- Who was not?

Imperatives for Succession

- Aging leadership team at all levels
- Workforce restructured into teams; managers' roles changed
- Severe problems with service delivery—work processes under heavy scrutiny
- No system to connect succession or development plans to changes in work and organization
- Articulated vision and values that called for new leadership

Challenge 2001-2002

- Intensive recruitment and hiring program meets C&P workforce planning requirements for veterans service representatives

LEAD

- National program developing members of the workforce with potential & desire to become first time supervisors
- Provides baseline for leadership succession training

Introduction to Leadership

- Management and leadership skills program for recently selected first time supervisors
- Affords centralized and systematic approach to management skills based on VBA leadership competencies

Division Leadership & Management Training

- National program for recently selected division level managers (managers of supervisors)

Assistant Director Development Program

- Recently developed with a team of leaders from all three lines of business: benefits, health, cemetery
- Team recognized need for organized and shared strategy for succession planning and leader development at the assistant/associate levels across VA

SES CDP

- OPM certified program conducted to meet first stage of VBA senior executive succession planning requirements

Common Elements for All Leadership Development Programs

- Individual and Team Action Learning Projects
- Formal Classroom Training
- Cross-Functional and Shadowing Assignments
- Mentoring
- Self-Development Activities

For More Information Contact:

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