



APPEL Knowledge Services

Succession Planning & Knowledge Transfer Presentation

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The importance of Succession Planning at NASA

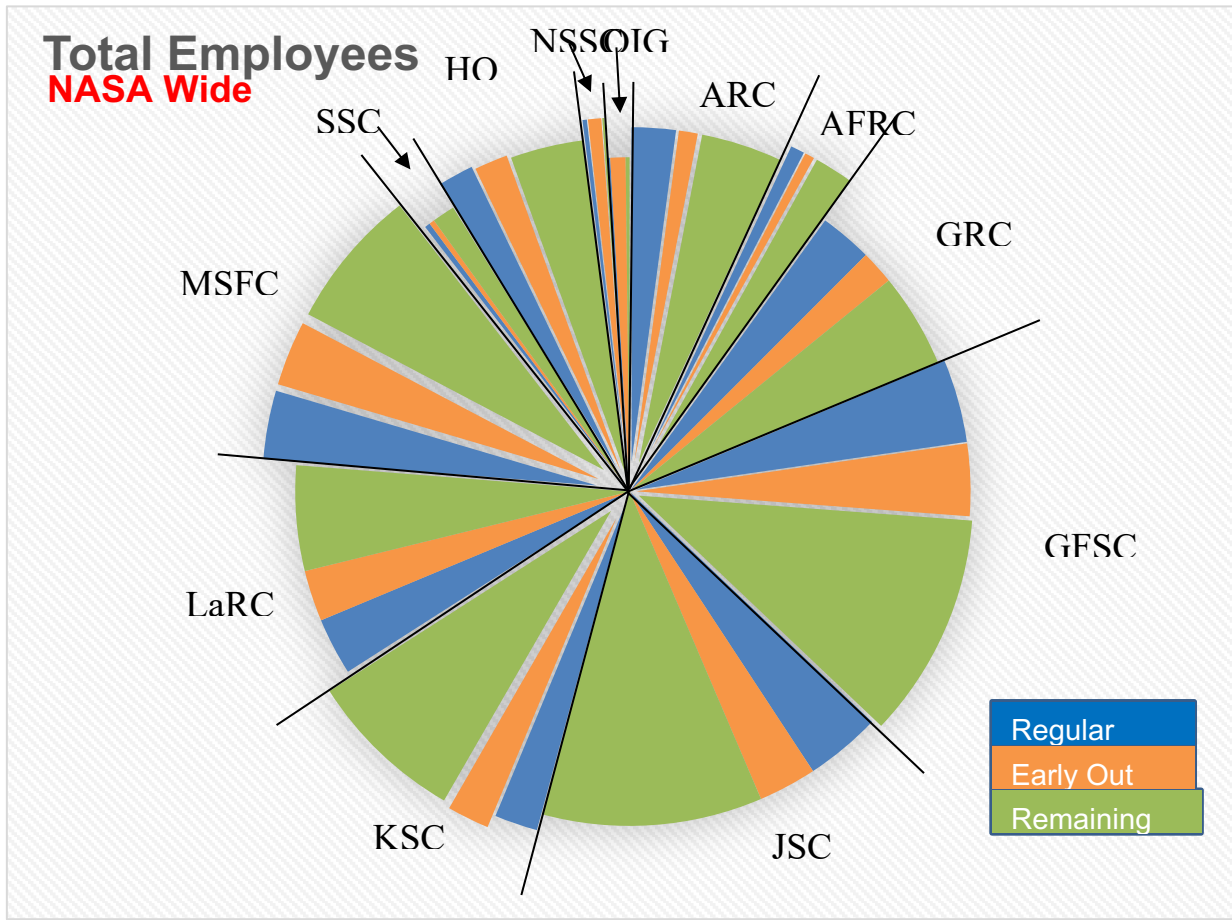
**41% of NASA's
Workforce is
Eligible to
Retire in 2020!**





2020 Retirement Eligibility – NASA Wide

A successful succession plan includes understanding the organization's long-term goals and objectives, identification of employee development needs, and determining relevant trends.



2020 Data

Civil Servants ~ 17,545

Regular Retires ~ 3,942

Early Outs ~ 3,205

Total Eligible ~ 7,147

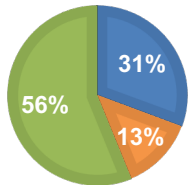
% Eligible ~ 41%



2020 Retirement Eligibility – by Center

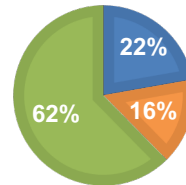
ARC

■ Regular Retire ■ Early Out ■ Remaining Workforce



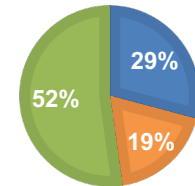
AFRC

■ Regular Retire ■ Early Out ■ Remaining Workforce



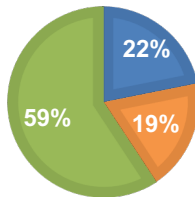
GRC

■ Regular Retire ■ Early Out ■ Remaining Workforce



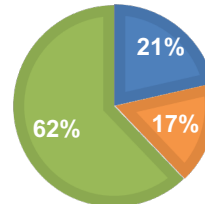
GSFC

■ Regular Retire ■ Early Out ■ Remaining Workforce



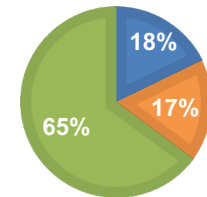
JSC

■ Regular Retire ■ Early Out ■ Remaining Workforce



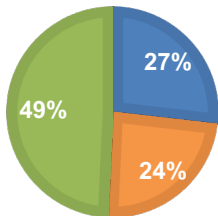
KSC

■ Regular Retire ■ Early Out ■ Remaining Workforce



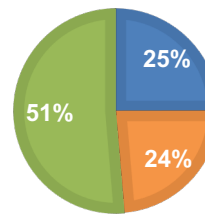
LARC

■ Regular Retire ■ Early Out ■ Remaining Workforce



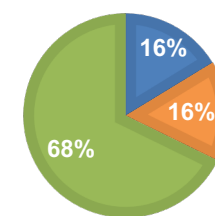
MSFC

■ Regular Retire ■ Early Out ■ Remaining Workforce



SSC

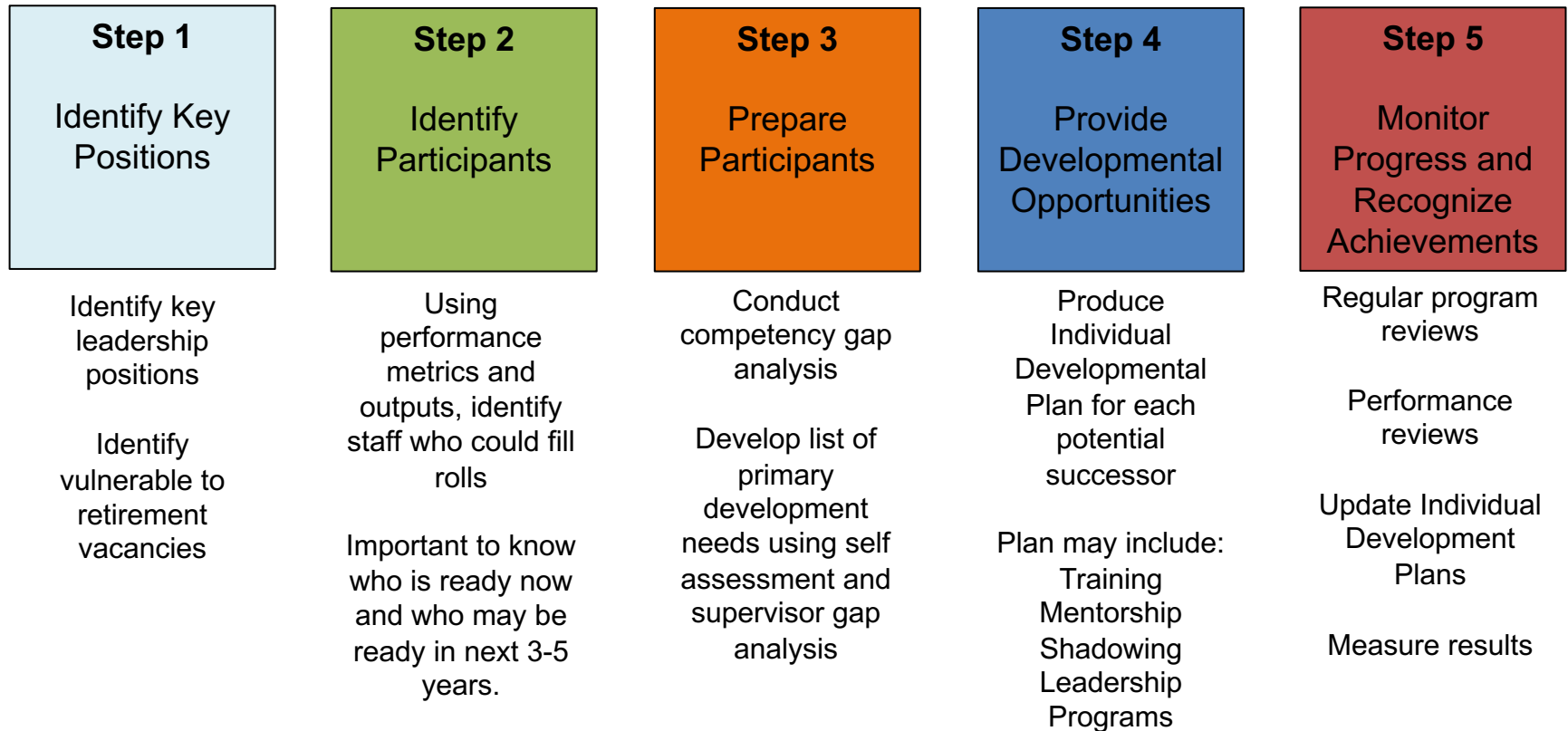
■ Regular Retire ■ Early Out ■ Remaining Workforce





What Is Succession Planning?

Succession planning is the process of identifying and tracking high-potential employees who will be able to fill top management positions when they become vacant. Best practices generally follow a 5-step process that ensures success!





APPEL KS – Supports Development Opportunities



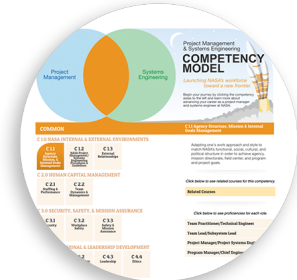
Training

- Courses
- Course Competencies



Career Development Framework

- Team Practitioners/Technical Engineers
- Team/Sub-system Leads
- Project Managers/Systems Engineers
- Program Managers/Chief Engineers



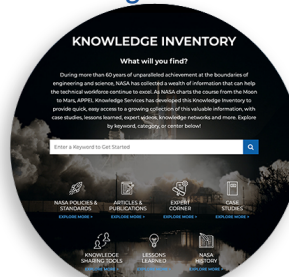
Competency Model

- Supports the professional development of NASA's technical workforce.



Leadership Development

- Mentoring • Coaching
- Rotational Assignments
- Peer-to-Peer Networking

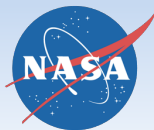


Knowledge Inventory

Policy • Articles/Publications
Case Studies • Lessons Learned
NASA History • VPMC • Forum Recordings



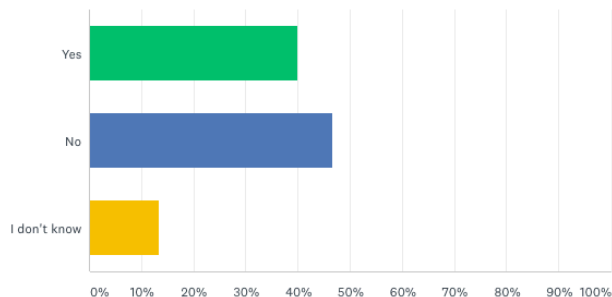
NASA FAC-P/PM Certification Program



Government Agency Succession Planning

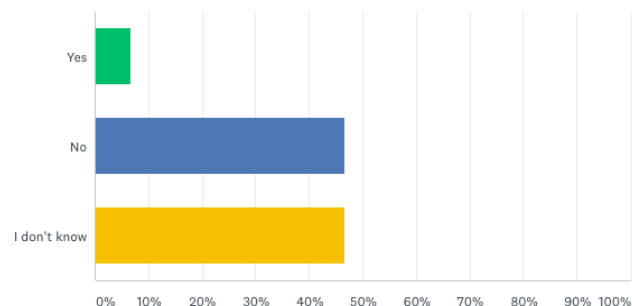
Does your Agency view succession planning as a critical issue that needs to be addressed?

Answered: 15 Skipped: 0



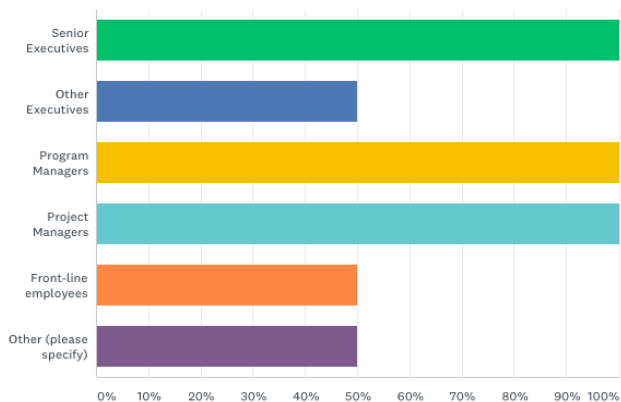
Does your Agency currently have a formal succession plan in place?

Answered: 15 Skipped: 0



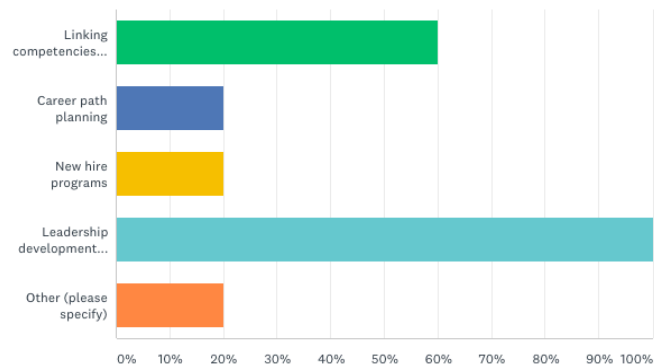
What job level does the succession plan involve? (Choose all that apply)

Answered: 2 Skipped: 13



Does your plan involve development strategies? (Choose all that apply)

Answered: 5 Skipped: 10





Benchmark Organizations with Succession Plans

Succession Plan Steps	United Airlines	NASA LaRC	Sandia Lab
Step 1: Identify Key Positions	<ul style="list-style-type: none">• Director/Sr. Director, Mgr./Sr. Mgr. and Supervisor/Sr. Supervisor.	<ul style="list-style-type: none">• SES Level	<ul style="list-style-type: none">• Formal leadership positions, not technical positions
Step 2: Identify Participants	<ul style="list-style-type: none">• Use talent review process for succession planning.		<ul style="list-style-type: none">• Talent reviews several times each year
Step 3: Prepare Participants	<ul style="list-style-type: none">• 9-box system to identify individual performance and potential to assess talent within organizations.• • 360 Review	<ul style="list-style-type: none">• 9-box system to identify individual performance and potential to assess talent within organizations.• 360 Review	<ul style="list-style-type: none">• 9-box system to identify individual performance and potential to assess talent within organizations.• 360 Review
Step 4: Provide Developmental Opportunities	<ul style="list-style-type: none">• Training, simulations, online learning. linked to competencies with curriculum.• • Rotation/details are encouraged and valued.	<ul style="list-style-type: none">• Training, Leadership programs (SESCDP, LASER, MLLP)• Stretch assignments	<ul style="list-style-type: none">• Shadowing
Step 5: Monitor Progress	<ul style="list-style-type: none">• IDP's, Regular Reviews	<ul style="list-style-type: none">• IDP's, reviews, self monitoring	<ul style="list-style-type: none">• Measure turnover, positions filled, time to fill position



Benefits of Well-Planned Succession Management Plans

A well-planned succession management program:

- Enhances employee engagement and motivation
- Ensures a qualified talent pool
- Builds a reputation as a good place to work
- Provides an organized, disciplined view of talent and talent management
- Enables sophisticated selection and development systems
- Provides greater confidence among stakeholders
- Offers clear career trajectories for employees



Questions?

Have Questions? Contact:

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