

OVERVIEW OF THE CASE STUDIES

The 15 case studies that follow, as well as the shorter articles that accompany them, were selected from the 35 public-sector organizations we interviewed. Our initial selection was based on several criteria. We were looking for case studies that would:

- Illustrate a variety of approaches to building the leadership pipeline
- Include examples from local, state, and federal government; from organizations of varying size; and from different parts of the US
- Offer both high-end and low-cost solutions
- Produce demonstrable results¹

While the selection process was at times difficult, the ultimate deciding factor was that we felt excited about what the agency or jurisdiction was doing. In short, we chose these case studies because **they offer practical, effective and sometimes innovative solutions that can help jurisdictions and agencies at all levels of government to build the next generation of leaders.**

An additional factor in choosing some case studies is that **they raise important issues that organizations should consider as they develop their talent-management strategy.** For example, the case study that compares two approaches to developing candidates for the federal government's Senior Executive Service raises a critical issue that local and state governments must also consider: What are the costs and benefits of an internal program for developing leaders (for example, a department-level program for its own employees) vs. a program offered at a higher level, such as a statewide program that draws participants from many departments?

Organized around the Integrated Approach to Building the Leadership Pipeline—the model that we developed based on our data analysis and that we discussed on page 1 — the following chart will help readers find the cases that will be most useful to them. It indicates which practices (the rows labeled at the left of the chart) are featured in each case study. Thus, a reader interested in finding out more about action learning, assessment centers, or program evaluation can immediately identify the most relevant case studies and sidebars.

One point bears repeating: the chart reflects only the tactics that are described in the case study. When there is no bullet, it doesn't necessarily mean that the organization doesn't use this method or practice, only that it isn't described in the case. A double asterisk (**) indicates a particularly noteworthy example.

¹ This is the one criterion we overruled in two cases—the Florida City-Manager Internship and the US Office of Personnel Management's Candidate Development Program—where a new practice or approach was sufficiently interesting that we decided to include it, even though it had been implemented fairly recently.

	Cal-ICMA	Florida Cities	Plano, Texas	Roseville, California	Anaheim, California	Virginia Beach, Virginia Police Department	Pennsylvania Management Associates	New York State Office of General Services	South Carolina CPM	Michigan Department of Human Services	Mississippi CPM Project Publication	Hawaii Individual Action Plan	US Government Accountability Office	Developing SES Candidates	US Coast Guard
Workforce Planning								•							•
Competency Model			•					•	•	•			•	•	•
Succession Planning				•	•			•							
Recruit, Select, Hire, On-Board															
Assessment for selection			•					•		**				•	
External/entry-level		•											•		
External/middle-senior level							**							**	
Interns		•													
On-boarding						•							**		
Train & Develop															
Assessment for Development/Assessment Center	•		•	**		•			•	•				•	**
Individual Development Plans								**		•			•	•	
Formal Leadership Development Program(s)			•			•	•	**	**		•	•	•	**	•
Training for Managers and Supervisors					•	•		•		•					
Job Rotations/Developmental assistants		**					**			•			•	•	•
Action Learning or other application projects			•			•	•			**	•	•		**	
Coaching	•		**			•				•			•	**	
Mentoring										•				•	
Promotion & Career Mobility	**	•					•	**		•			•	•	•
Relationship-building	**				**										
Retention				•									•		
Knowledge Management								•							
Program Evaluation	•			•	•	**			**	**			•	•	

LOCAL GOVERNMENT CASE STUDIES