Test Case Problem

Business Unit:
Criminal Investigation

Problem Description:
The majority of IRS leaders are eligible to retire within the next five years. Traditional IRS leaders have worked their way through the organization after mastering both technical and leadership competencies, which generally takes approximately 20 years. This traditional approach has resulted in the organization's need to develop initiatives to resolve the impending IRS leadership gap.

The Human Capital Office has been charged with the development and implementation of solutions to identify, attract, develop, and promote new leaders.

You have been selected to partner with the Human Capital Office to develop an accelerated leadership readiness program to address the impending IRS leadership gap. How would you assess when both leadership and technical competencies have been met?

Desired Outcomes:
- Develop a new pipeline of executives in concert with traditional programs and career paths
- Develop high potential managers who can be placed into management positions based on organizational need
- Promote the best leaders, as opposed to the best technicians
- Attract, develop, and retain high potential individuals who aspire to be senior leaders in an abbreviated time frame
- Provide a bridge for skills that minimize the need to "touch every base."
- Ensure that individuals continue to join the FLRP program which focuses on building leadership skills for future leaders who already possess technical experience.

History/Background on Problem:
The majority of IRS leaders are eligible to retire within the next five years. Advancement within the Internal Revenue Service (IRS) is generally slow, with an average of 20 years of tenure before individuals become a front-line manager. It then typically takes 10 or more years for a high potential leader to move from the Frontline Leadership Readiness Program to the Candidate Development Program. In addition, career paths for high-potential candidates are unclear and ad hoc.