



Civilian Leader Development Strategies and Programs

Steve Harris & Bob Swaney

April 27-28, 2010

**DoD Executive Management Training Center
Southbridge, Massachusetts
April 26-29, 2010**

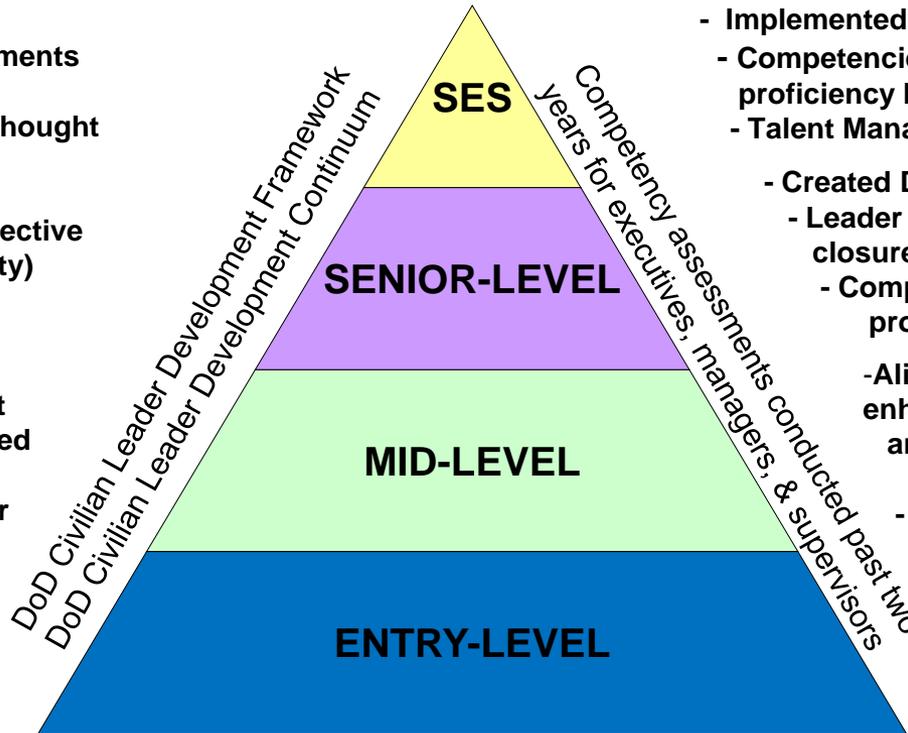
Session Objectives

- Recognize the need and why it is beneficial to provide civilian leader development training and opportunities.
- Increase advocacy for DoD leader development programs within the Military Services and Defense Agencies.
- Obtain support for soliciting participants for next year's and future year's leader development programs.

DoD Leadership Development Programs: Current State of Play

DoD Programs in Place Influenced By:

- New Mission Requirements
- Literature Research/Thought Leaders
- Enterprise-wide Perspective (Joint, National Security)
- Best Practices from:
 - Private Industry
 - Federal Government
 - DoD Lessons Learned
- Voice of the Customer



What DoD is Doing or Planning

- Implemented SES Leader Development Framework
- Competencies identified and validated with proficiency benchmarks
- Talent Management System in place
- Created DSLDP : Enterprise competencies focus
 - Leader competencies assessed; gap closure strategy to be implemented in FY10
 - Comprehensive managerial training program to be developed in FY10
- Aligned ELDP: Hands-on immersion training to enhance capabilities to include leading in an array of challenging environments
- Comprehensive supervisory training program to be developed in FY10
- NDAA, Section 1112 DoD Civilian Leadership Program – created framework
- Some Component programs exist – need corporate and consistent approach
- Talent Management pilots in the Components
- Focus developing fundamental competencies in FY10

Goal 1: World Class Enterprise Leaders

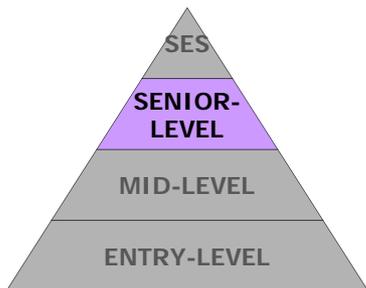
DoD Civilian Human Capital Strategic Plan 2006-2010

Acronyms:

- SES – Senior Executive Service
- DSLDP – Defense Senior Leader Development Program
- ELDP – Executive Leader Development Program

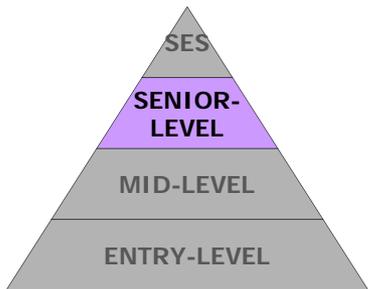
Defense Senior Leader Development Program (DSLDP)

- **Mission:** To provide structured learning opportunities to enable the deliberate development of a diverse cadre of senior civilian leaders with the Enterprise-wide Perspective and competencies needed to lead organizations, programs and people, and achieve results in the Joint, interagency, and multi-national environments.
- **Desired Outcomes:** DSLDP will provide –
 - A key feeder group for Senior Executive Service and equivalent positions across the DoD enterprise
 - A hands-on approach to understanding, experiencing, and resolving issues and challenges facing today's leaders across the national security arena
 - Unparalleled opportunities for development, formal education and training
- **How is it accomplished:** 2-year cohort program
 - Senior-Level Professional Military Education;
 - Defense-focused Leadership Seminars;
 - Experiential Individual Development;
 - Progress reviews by Talent Development Executives; and
 - Structured assessment and learning portfolio for program completion & graduation



Defense Senior Leader Development Program (DSLDP)

- **Eligibility:** GS-14/15/equivalent; supervisor; degree; high potential
- **Size:** 35 for the Class of 2009 (initial cohort); 30 for the Class of 2010 (second cohort) underway; Class of 2011 solicitation allows up to 100 participants
- **Evaluation:** Since this is a new program, all elements of the program are evaluated to look for continuous improvements and validate DSLDP's contribution to DoD mission success
- **Achievements:** Deputy Secretary Lynn endorsed DSLDP as the premier development program for senior DoD civilian leaders
- **Website:** http://www.cpms.osd.mil/lpdd/DSLDP/DSLDP_Program.aspx

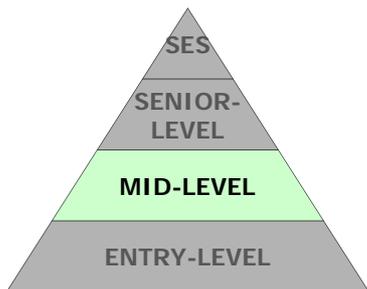


Defense Senior Leader Development Program (DSLDP)



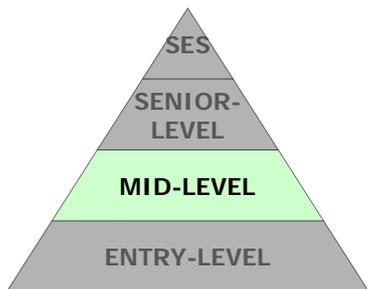
Executive Leader Development Program (ELDP)

- **Mission:** Provide experiential training with the warfighter, through hands-on immersion training, to leverage the capabilities required of our future Enterprise civilians to effectively lead.
- **Desired Outcomes:** ELDP will develop leaders who –
 - Offer enterprise-wide perspectives as a result of experiential training with our warfighters
 - Are prepared for a broader range of leadership in the “joint environment”
 - Have an appreciation for the complexities and challenges that our warfighters face in supporting the mission of the Department of Defense
 - Work across the DoD and the Federal Government as a global talent ready to support the men and women in uniform
- **How it is accomplished:** 10 Month Training Program
 - Monthly training deployments to military installations worldwide and Combatant Commands;
 - Georgetown Seminar Study/international perspective on Political and Economic elements of power; and
 - Training with coalition and forward deployed forces



Executive Leader Development Program (ELDP)

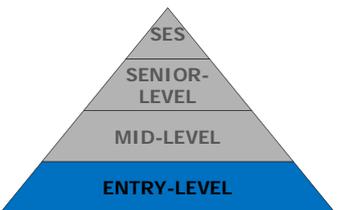
- **Eligibility:** GS-12/13/14/equiv; O-4 (O-3 promotable)
- **Size:** 54-60 participants selected for each annual cohort
- **Achievements:**
 - An enduring success story for the Department (currently in its 24th year of training)
 - Over 1500 graduates as of 2010
 - Highlighted in 2010 Quadrennial Defense Review as an important training program for developing civilians to lead in an array of challenging environments
- **Evaluation:** Evaluated annually with guidance for training provided by SECDEF, DEPSECDEF, USD(P&R), ODUSD(CPP), and with support of the Joint Staff, J-7 to ensure that the intent of the National Security Strategy, National Defense Strategy, and Joint Doctrine is met.
- **Website:** http://www.cpms.osd.mil/lpdd/eldp_index.aspx



Executive Leader Development Program (ELDP)



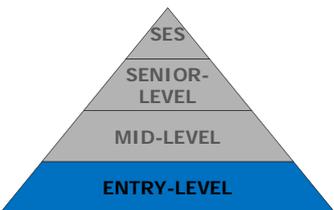
- **Requirement:** Establish a program of leadership recruitment and development for DOD civilian employees
 - Eligibility
 - Open to DoD employees and appropriate individuals in the private sector
 - Participation may not exceed 5000 individuals in a fiscal year
 - Three year limitation on period of participation
 - Competitive Entry - Conducted at least twice a year based on academic merit, work experience, and demonstrated leadership skills
 - Program Positions - Allocated by the Secretary of Defense to each component
 - Assignments - Participants assigned based upon skills and qualifications
 - Initial Compensation - Based on qualifications and market conditions
 - Education and Training - Opportunities to be provided for leader development
 - Personnel Decisions - In accordance with merit-based principles
 - Consideration - Outstanding performers shall be afforded priority consideration for selection into senior management, functional, and technical workforce
- **Lead Organization:** Civilian Personnel Management Service



NDAAs Section 1112 DoD Civilian Leadership Program Model

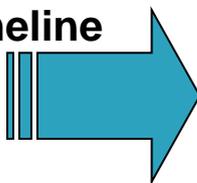
Requirement: Establish leadership recruitment and development program for DOD civilians

Criteria	Recruitment	Assessment & Selection	Development	Final Placement	Success Factors
Framework	<ul style="list-style-type: none"> • Mission critical occupations • Entry level • Cohort structure for admissions 	<ul style="list-style-type: none"> • Rigorous process • Structured interviews • Leadership assessment 	<ul style="list-style-type: none"> • Robust leader curriculum • Broad array of developmental assignments • Technical competence 	<ul style="list-style-type: none"> • Upon successful completion, non-competitive appointment 	<ul style="list-style-type: none"> • Deliberate development • Attractive recruitment • Retention • Bench strength
Next Steps	<ul style="list-style-type: none"> • Initial focus on Acquisition & Financial Management • Leverage proven models, especially PMF 	<ul style="list-style-type: none"> • Develop assessment tools • Consider cost efficiencies • Leverage PMF application & selection process 	<ul style="list-style-type: none"> • Build program for emerging leaders • Include DoD acculturation • Link to DoD civilian leader develop model 	<ul style="list-style-type: none"> • Identify landing spots • Determine suitable opportunities given competence and experience 	<ul style="list-style-type: none"> • Pipeline readiness • Progressive leadership • National security exposure



Develop program
Initial program pilot

Timeline



Now through September 2010
Beginning in October 2010

Next Steps

- What are your recommendations for assisting organizations with integrating the use of leader development programs into their succession planning strategies?
- How can we use leader development program to recruit a multi-generational, diverse set of leaders?
- What programs have you used to successfully develop your future leaders?
- How will you use the information you received today to improve your leader development efforts?

Thank You

Steven E. Harris, Chief, Leader Development Programs

steven.harris@cpms.osd.mil or 703-696-9634

http://www.cpms.osd.mil/lpdd/DSLDP/DSLDP_Program.aspx

Robert R. Swaney, Jr., Deputy ELDP Program Manager

robert.swaney@cpms.osd.mil or 703-696-9633

http://www.cpms.osd.mil/lpdd/eldp_index.aspx

Please remember to fill out the evaluation form located in your program and drop it off at the back of the room or at the registration desk

Presentations will be posted on the Summit website at the conclusion the of event