



Empowering Our  
Greatest Asset

# Walking the Talk: Developing DoD's Leaders

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*July 2011*



**2011 Worldwide Human  
Resources Conference**

Department of Defense

## Session Outline

- Setting the Stage: Developing Talent
- DoD Leadership Expectations
- Current & Emerging Initiatives
- Closing Thoughts

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# DoD Lifecycle Framework

## Mission and Organizational Goals



Metrics and Evaluation

Benchmarking

Job Profiles      Corporate Values      Leadership Competencies      Core Competencies      Functional Competencies

## Competency Management

Onboarding      Curriculum Development & Design      Certification Programs      Developmental Assignments      Feedback

## Learning and Development

IT Systems and Strategy      HR Policies      Process Governance      Investment Strategy

## Supporting Infrastructure

## Pipeline\*\*\* Civilian Leader Requirements

DoD Instruction 1430.16, “Growing Civilian Leaders” was published in November 2009

A diverse cadre of highly capable, high-performing, and results-oriented civilian leaders shall be developed and sustained to lead effectively in increasingly complex environments, ensure continuity of leadership, and maintain a learning organization that drives transformation and continuous improvement across the enterprise.

*Excerpt from DoD I 1430.16*

*<http://www.dtic.mil/whs/directives/corres/pdf/143016p.pdf>*

# The Learning Organization...

... *“is about building learning and knowledge-creating capacity in individuals and enabling effective dissemination of this knowledge throughout the organization”*

## Key tenets:

- Learning at individual, group and organization levels
- Structure
- Strategy
- Shared Vision
- Knowledge Management

Source: Thomas, K. & Allen, S. (2006). The learning organisation: A meta-analysis of themes in literature. *The Learning Organization*, 13(2), pp. 125-139.

The CPP/CPMS LL&D is responsible for the DoD policies, systems and programs that support the deliberate learning and development of highly competent civilian employees who are well prepared to lead and excel in a joint, total force environment.

## Policy Guidance Includes:

- **Quadrennial Defense Review**
- **P&R Strategic Plan**
- **DoD Instruction 1430.16, “Growing Civilian Leaders”**
- **DoD Directive 1403.03, “Career Life Cycle Management of DoD Executives”**
- **DoD Instruction 1400.25, Volume 410 “Civilian Employee Development” (in coordination)**
- **DoD Instruction 1400.25, Volume 412, “Civilian Leader Development” (in development)**



# Functions & Current Priorities

- Defense Senior Leader Development Program (DSLDP)
- DSLDP – SES Candidate Development (*in design*)
- Executive Leader Development Program (ELDP)
- Defense Civilian Emerging Leader Program (2010 NDAA § 1112 – DCELP)

## Leader Development Programs

- Managerial & Supervisory Training
  - Leader Competency Model
- Civilian Expeditionary Workforce Training
- Civilian Workforce Development Policies
  - Constitution Day & Citizenship Day
  - Academic Quality

## Civilian Education & Professional Development

OSD Leadership Functional Community Manager  
Civilian Leader Academy

- Interagency NSP
- Training, Education & Development
- National Security Strategy
- Partnership with OUSD (Policy)

## National Security Professional Development

## Executive Management Training Center & CPMS Training Support Office

- EMTC Southbridge, MA (conference center & hotel)
- Courses & programs@EMTC
- CPMS Workforce Development
  - Mentoring
- Orientation & Action Officer Courses
- Knowledge Management & Learning Architecture

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# DoD Civilian Leader Development Framework

## Leading Change

This core competency involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent to this competency is the ability to establish an organizational vision and to implement it continuously in a dynamic and highly ambiguous environment. Balances change with continuity and addresses resistance.

This core competency involves a broad point of view of the DoD mission and an understanding of the individual or organizational responsibilities in relation to the larger DoD strategic priorities. The perspective is shaped by experience and education and characterized by a strategic, top-level focus on broad requirements, joint experiences, fusion of information, collaboration and vertical and horizontal integration of information.

## Influencing Coalitions

This core competency involves the ability to influence coalitions internally and externally, including other Federal agencies, State and local governments, nonprofit organizations, foreign governments, or other international organizations to achieve organizational goals.

## Enterprise-Wide Perspective

This core competency involves a broad point of view of the DoD mission and an understanding of the individual or organizational responsibilities in relation to the larger DoD strategic priorities. The perspective is shaped by experience and education and characterized by a strategic, top-level focus on broad requirements, joint experiences, fusion of information, collaboration and vertical and horizontal integration of information.

### Joint Perspective

- Mission Orientation
- DoD Mission and Culture
- DoD Corporate Perspective
- National Defense Integration
- Global Perspective

### National Security

- National Security Foundation
- National Security Environment
- National Security Strategy

- Creativity and Innovation
- External Awareness
- Strategic Thinking
- Vision
- Flexibility
- Resilience

- Political Savvy
- Influencing/Negotiating
- Partnering

- Joint Perspective
- Mission Orientation
- DoD Mission and Culture
- DoD Corporate Perspective
- National Defense Integration
- Global Perspective
- National Security
- National Security Foundation
- National Security Environment
- National Security Strategy

These competencies are essential for success in each of the core competencies.

- Integrity/Honesty
- Oral Communication
- Public Service Motivation
- Continual Learning

# DoD Civilian Leader Development Continuum



*Deliberate development through progressive learning opportunities (education, training, self-development, assignments) that broaden experience and increase responsibility.*

Flexibility  
Resilience  
Continual Learning  
Service Motivation  
Computer Literacy

Integrity/Honesty  
Customer Service  
Problem Solving  
Technical Credibility

Interpersonal Skills  
Oral Communication  
Written Communication  
Mission Orientation

Human Capital Management  
Leveraging Diversity  
Conflict Management  
Developing Others  
DoD Corporate Perspective  
National Security Foundation

Technology Management  
Financial Management  
Creativity and Innovation  
Partnering  
Entrepreneurship  
National Defense Integration  
National Security Environment

Vision  
External Awareness  
Strategic Thinking  
Political Savvy  
Global Perspective  
National Security Strategy

Lead Organizations/  
Programs

Lead People

Lead Teams/  
Projects

Lead Self

Lead the  
Institution

**Resilience** in the face  
of uncertainty and complexity

**Charting a path**  
for success

**Making an impact**  
without causing  
unnecessary waves

A **Vision** for what can be

A **Balanced** perspective

Time for **Reflection**  
and personal growth

**Active  
pursuit** of  
strategies and goals

**Lasting contributions**  
that benefit DoD



# Foundational Competencies



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# Current and Emerging Initiatives

- Leader Development Programs
- Managerial & Supervisory Training
- DoD Acculturation Course
- Assessments
- Civilian Leader Academy
- Leadership & Education Communities

# Alignment of Leader Development Programs w/Continuum



Lead the Institution



Lead Organizations/  
Programs



Lead People



Lead Teams/  
Projects

Lead Self

# Leader Development Programs Comparison



<b>Eligibility</b>	GS 14-15 or equivalent Supervisor, degree, high potential	GS 12-14 or equivalent O-4 (O-3 promotable), high potential	GS 7-11 or equivalent in DoD Select individuals in the private sector
<b>Program Length</b>	2-year cohort program	10 month program (Sep-Jun)	3-year cohort program <u>Pilot:</u> 12-18 month cohort program
<b>Program Elements</b>	<ul style="list-style-type: none"> <li>▪ Senior-Level professional military education (PME)</li> <li>▪ Defense leadership seminars focusing on joint, interagency and multinational environments</li> <li>▪ Experiential individual development</li> <li>▪ Exposure to private industry, academia, thought leaders</li> <li>▪ Progress reviews by talent development executives</li> <li>▪ Structured assessment for graduation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Orientation</li> <li>▪ Core curriculum</li> <li>▪ Monthly deployments throughout DoD operating areas for training with Service members</li> <li>▪ Seminars and briefs on defense issues and international perspectives</li> <li>▪ Gettysburg staff ride</li> <li>▪ Individual staff study</li> <li>▪ Formal outbrief and graduation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Leader development at entry level</li> <li>▪ Acculturation to DoD</li> <li>▪ Immersion in technical and functional competence</li> <li>▪ Partnering opportunities with Military counterparts</li> <li>▪ Six-part leadership certificate program</li> <li>▪ Assignment of a mentor</li> <li>▪ Structured talent management</li> </ul>
<b>Next Class</b>	Class of 2012 solicitation announced (nominations due September 9, 2011)	Class of 2012 solicitation announced (nominations due June 15, 2011)	Pilot class being developed with Acquisition, Finance and H.R.
<b>Program History</b>	Program launched 2008 (first cohort in 2009)	Program launched 1985	Pilot to begin in 2 <sup>nd</sup> quarter CY2011 (nominations due June 17, 2011)



# Managerial & Supervisory Training

- **Required by 2010 NDAA and 5 CFR Part 41**
- **DoD added training topics to what law requires**
  - **New Supervisors**  
(<2 years as a first-time supervisor leading civilians)  
May 15-27 and June 5-17 Pilots; FY2011 Launch  
This training is linked to completion of probationary period
  - **New Managers**  
(<2 years as a manager, supervising other supervisors and/or someone who formulates and effects management policies)  
FY2012 Pilot and Launch
  - **Refresher training (Seasoned supervisors & managers)**  
(>2 years) and as a **refresher** training every 3 years \*\*\*  
Supervisors: November 13-18 2011 Pilot; FY2012 Launch  
Executives: September 2011 Pilot; FY2012 Launch  
Managers: Pilot and Launch TBD
- **Blended learning approach (online and residence)**

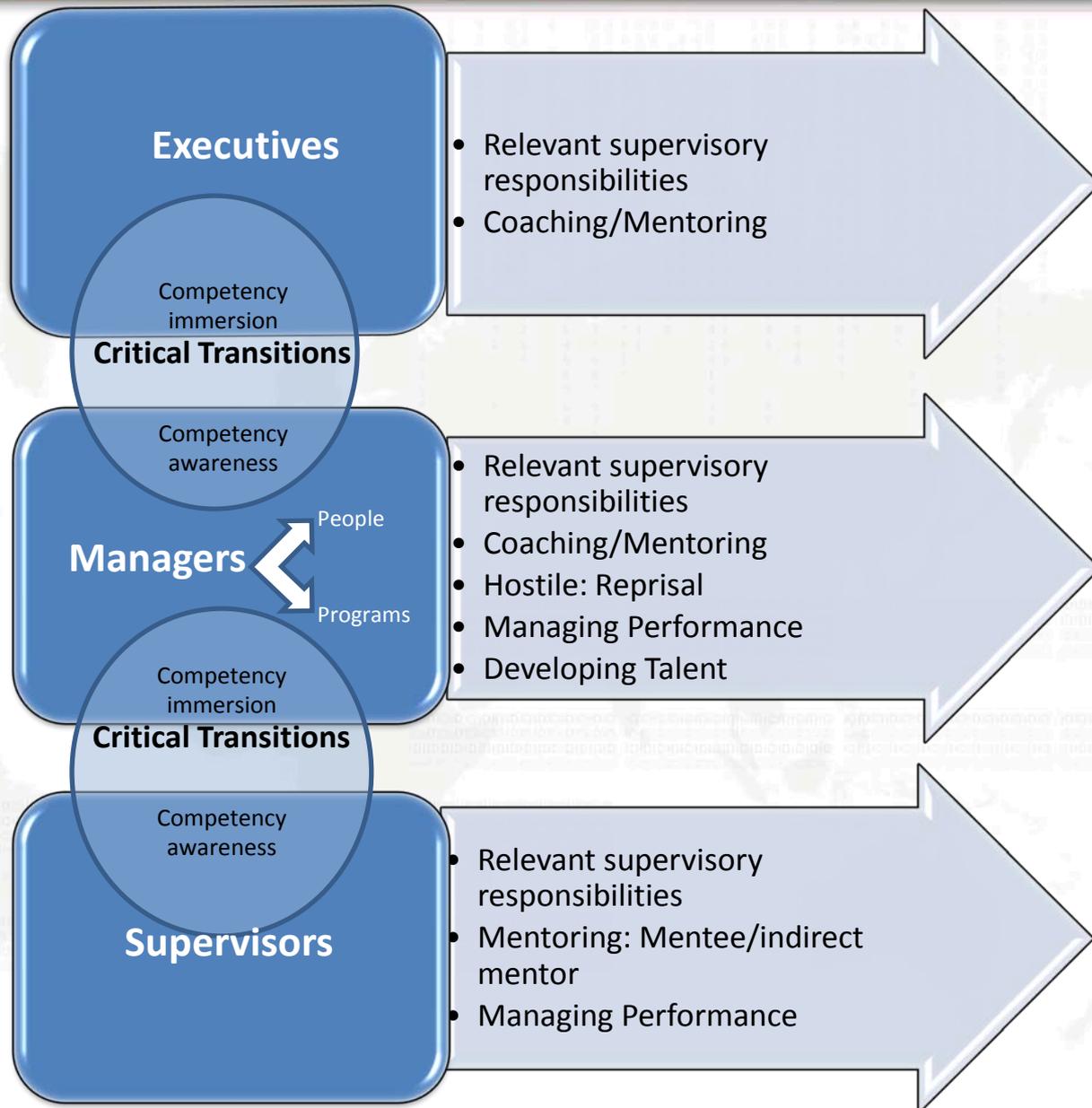
# Training Categories



# Developing Talent: Supervisory Roles

- **Ensure a productive civilian workforce.**
- Identify **needs of the civilian employees.**
- Identify **current and potential future mission requirements.**
- **Document** the identified needs and appropriate opportunities (e.g., IDPs).
- **Monitor** to ensure civilian employees are provided appropriate opportunities.
- Identify, advocate for, and allocate available **resources.**
- **Evaluate** the effects: **return on investment.**
- **Make adjustments** based on evaluations.

- Updates Impacting Supervision
- Interpersonal Skills
  - Communicating up & down
  - Motivation
  - Strategic Thinking
  - Critical Thinking
  - Political Savvy
- Team Building – internal focus
- Partnering – external focus
- Accountability
- Influencing/Negotiating
- Conflict Management
- EEO/EO
- Managing Performance
- Merit System Principles
- Prohibited Personnel Practices
- Hiring Authorities/Flexibilities
- Mentoring: direct & indirect
- Foster a fair work environment
- Business Acumen



## Supervisors

### New:

One week residence

Next: Dec 4-8, 2011

2012 sessions to be held in January, March, May, July, October, December

### Refresher:

One week residence

Pilot: Nov 13-18, 2011

2012 sessions to be held in January, March, May, July, October

## Managers

### New:

1 week or less residence

Pilot: Aug 26-31, 2012

Session: Dec 9-14, 2012

### Refresher:

1 week or less residence

Pilot: Oct 14-19, 2012

# DoD Acculturation Course

- Indoctrinates employees to DoD
- Available via two-day course and (soon) online
- Course components:
  - The Constitution
    - Relevance to DoD
    - Public service
    - Ethics
  - Orientation to DoD
    - History
    - Mission
    - Organization
    - Budget
    - Acquisition
  - DoD Culture and Core Values
    - Enterprise & Interagency Relationships
    - National Security
    - Working in a Secure Environment
  - Becoming a DoD Leader
  - Future Challenges & Issues Facing DoD

## Supervisor Assessments

- **Four assessments are being developed via contract through OPM:**
  1. **Development: Is supervision for me?** (for those possibly aspiring to supervision)
  2. **Development: new supervisors** (will be part of new supervisor curriculum, once ready)
  3. **Development: seasoned supervisors** (will be part of refresher/sustainment training, once ready)
  4. **Selection: into supervisory positions**
- **The first three assessments shown above are 180 degree**
- **Assessments will be developed over the next several months**

# Defense Civilian Leader Academy



# Academy Design Framework

## Needs Analysis

- **Through Fall 2011**
- Critical success factors
- Organization, structure, resources

## Incremental Phase-in

- **Fall 2011/Spring 2012**
- Integrate existing programs and courses under development
- Leverage Federal interagency and intra-DoD resources

## Long-Term Plans

- Premier provider of cutting-edge learning
- Holistic approach for developing talent
- Optimizes expertise, knowledge sharing and best practices

# Community Initiatives

## Leadership

- Over 100,000 civilians
- **Priorities**
- Building a cohesive, cost effective and contemporary approach to leader development throughout DoD
- Synthesis with functional communities to promote leadership focus in workforce planning and competency models
- Evaluating programs

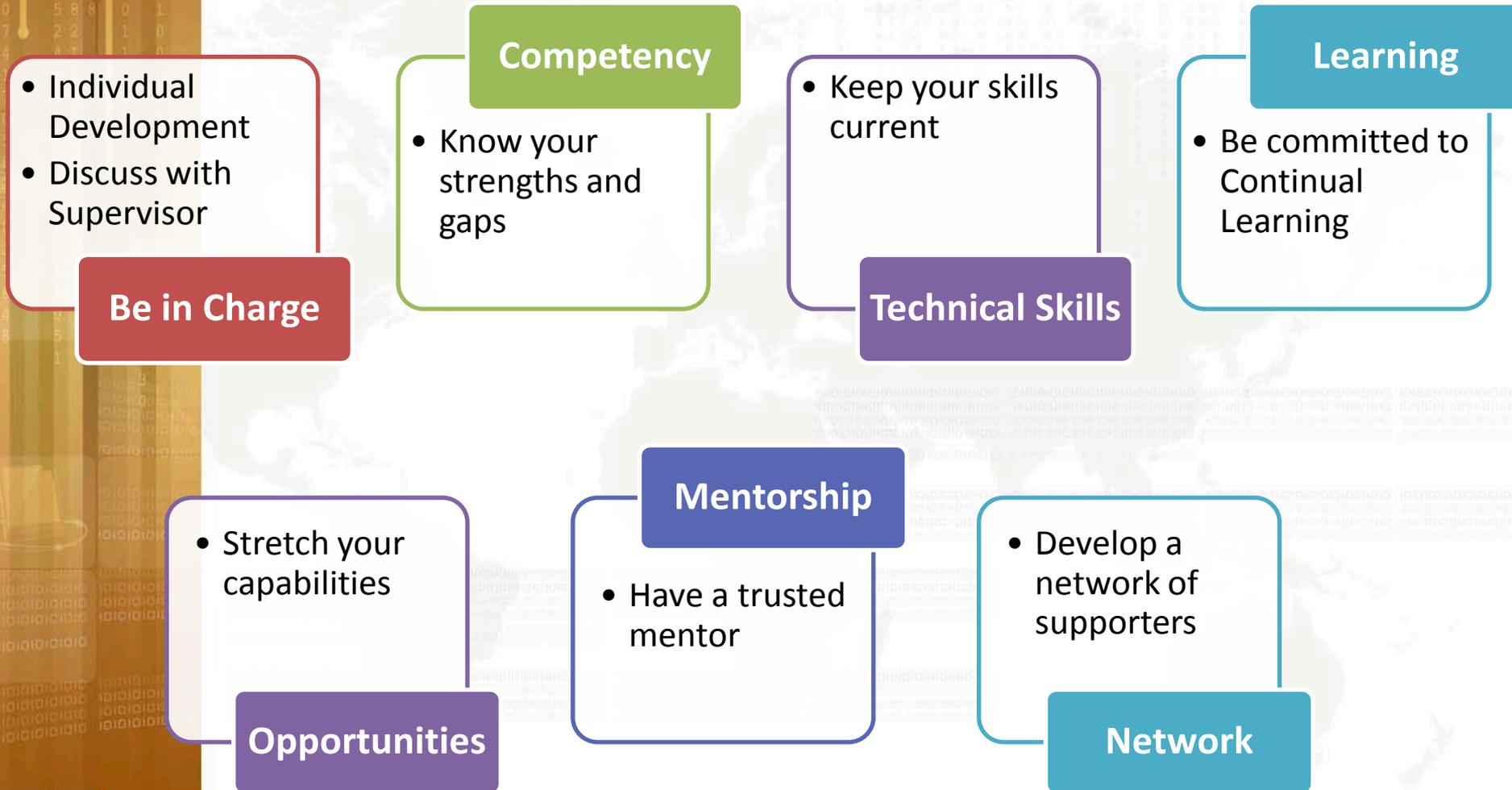
## Education

- Over 36,000 civilians
- Over two dozen academic institutions
- Environmental scan will be conducted
- **Areas of Focus**
- Is there an interest in a formal community?
- What needs s/b addressed corporately?
- Developmental issues?
- Consistency?

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# Key Messages: What You Can Do



# Questions

