



PERSONNEL AND
READINESS

OFFICE OF THE UNDER SECRETARY OF DEFENSE

4000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-4000

APR 27 2012

MEMORANDUM FOR UNDER SECRETARY OF DEFENSE (INTELLIGENCE)
ASSISTANT SECRETARY OF THE ARMY
(MANPOWER AND RESERVE AFFAIRS)
ASSISTANT SECRETARY OF THE NAVY
(MANPOWER AND RESERVE AFFAIRS)
ASSISTANT SECRETARY OF THE AIR FORCE
(MANPOWER AND RESERVE AFFAIRS)
DIRECTOR, ADMINISTRATION AND MANAGEMENT

SUBJECT: Solicitation for Defense Civilian Emerging Leader Program Class of 2012

After careful review and feedback from the pilot program, it is evident the Defense Civilian Emerging Leader Program (DCELP) is a critical component of the Department of Defense's (DoD) strategy for developing and retaining diverse leadership talent. Therefore, I am pleased to open the call for nominations for the DCELP Class of 2012. The course of instruction will concentrate on developing emerging leaders in the Acquisition (AQ) and Financial Management (FM) career fields. I ask for your support in promoting this program and nominating a diverse cadre of future leaders.

Leadership development at the entry-level establishes a crucial baseline for further progression as leadership responsibilities increase. This program will provide an important pipeline of entry-level, high potential employees who are ready and capable with the leadership and technical skills required to help achieve the Department's complex mission. In alignment with the Lead Self and Lead Teams/Projects levels on the DoD Civilian Leader Development Continuum, DCELP provides developmental opportunities for our emerging leaders as they prepare for positions of increased responsibility.

DCELP is critical to achieve DoD's strategic goal to have world-class enterprise leaders. DCELP will develop leadership capabilities in concert with functional competencies, which will serve as a strategic baseline for continuing development throughout a leader's journey in the Department. While this program is required for DoD to comply with Section 1112 of the Fiscal Year (FY) 2010 National Defense Authorization Act, it also enables broader implementation of the Department's Civilian Leader Development Model as codified in DoD Instruction 1430.16, "*Growing Civilian Leaders*." The DCELP's curriculum can be found in the program description document attached.

Component nominees must be DoD civilian employees in permanent, full-time positions at the GS 7-11 or equivalent level. Targets are as follows:

<u>Component</u>	<u>Acquisition</u>	<u>*AQ/FM Paid for with AQ Funds</u>	<u>Financial Management</u>	<u>**Alternates</u>	<u>Total</u>
Department of the Army	18	4	7	4	29
Department of Navy	18	4	7	4	29
Department of the Air Force	18	4	7	4	29
Defense Agencies (WHS)	10	8	7	4	25
Intelligence Agencies	10	8	2	4	20
DCAA		12			12
Total	74	40	30	20	144

*Acquisition Financial Management positions are included in the 114 that will be paid by AQ.
 **Alternates are NOT included in the final numbers.

Nomination/application packages are due to the DCELP Program Office by July 16, 2012. Submit all packages as a PDF by e-mail to dcelp@cpms.osd.mil. Please see the attached DCELP Program Description for component details for the nomination/application process specifics. The nomination package and a program description are attached. DCELP will select up to 144 participants from those nominated. Each participant should have a mentor prior to the beginning of our DCELP Orientation in September 2012. All nominating organizations are responsible for the travel and per diem of their participants to include five sessions at our DoD Executive Management Training Center (EMTC) located in Southbridge, MA, and the Capstone (Graduation) Week Training in Washington, DC.

If you have any questions about this program, please contact Mr. Robert R. Swaney, Jr, DCELP Program Manager, who you may reach at (703) 696-9633 or e-mail to dcelp@cpms.osd.mil.


 Paige Hinkle-Bowles
 Deputy Assistant Secretary
 Civilian Personnel Policy

Attachments:
 As stated

cc:
 OSD/Acquisition Functional Community Manager
 OSD/Financial Management Functional Community Manager

Nomination/Application Package Defense Civilian Emerging Leader Program (DCELP)

Nomination/Application Package. Individuals must be nominated through their Component. All nominees are required to furnish a nomination/application package that includes the following items:

- A. DCELP Application Form
- B. Resume (three-page limit)
- C. Current SF-50, Notification of Personnel Action
- D. Statement of Interest
- E. Supervisor's Assessment

Program requirements. Upon selection, successful nominees will be enrolled into a competency-based leadership development program for emerging leaders that provides a comprehensive blueprint for professional development at the Lead Self and Lead Teams/Projects levels on the Department of Defense (DoD) Civilian Leadership Development model. This cohort program consists of five residential courses conducted by the Office of Personnel Management that focused on: Leadership Assessment, Leadership Skills for Non-Supervisors, Team Development I & II, Conflict Resolution and Effective Writing and Research in the Federal Government. The DoD/DCELP office will also include an on-line presentation of the DoD Acculturation Course, with concentration at the Mission and Culture of the Department. In addition, the DCELP Program Office will offer three additional courses of instruction to include; Leadership Theories/Principles, Effective Writing and Research in the DoD and Emotional Intelligence.

Participants should anticipate spending approximately 34 days in resident courses throughout the program. Pre-course work will be required (readings and exercises) prior to attending each course. Other assignments may be due between courses. Upon completion of the leadership courses, participants will submit a written capstone paper detailing his/her perceptions, knowledge gained and application back on the job from participation in the program. Further, the participants will complete a 6-10 page CAPSTONE Research paper on topics submitted by the OSD/Functional Community Managers and the Component Functional Community Managers. This CAPSTONE Research paper will encompass real world issues within their components.

Program completion is expected within 12-18 months. All classes will be held at the DoD Executive Management Training Center, Southbridge, MA. A CAPSTONE (graduation) week of activities will be held in Washington, DC.

The participant's Component/Agency is responsible for travel expenses and applicable per diem to and from the course location.

The OSD Functional Community Managers for the Acquisition and Financial Communities are responsible for the payment of courses of instruction to include tuition and course materials. With the exception of the Washington, DC CAPSTONE Week, all lodging will be paid by the DoD.

**Defense Civilian Emerging Leader Program (DCELP)
Application Form**

Name: _____
Prefix: Mr./Ms./Dr. First Name Middle Initial Last Name Suffix: Jr. /Sr.

Preferred first name: _____

Work e-mail address: _____

Work phone: _____ Work fax number: _____

Employing Component: Army Navy Air Force 4th Estate Intelligence

If Army, Navy, or Air Force, list major command: _____

If 4th Estate or Intelligence, list employing agency: _____

Job title: _____

Occupational Series (4-digit code)

Pay Plan/Pay Schedule: _____ Permanent Grade: _____

Date of last promotion: _____
If in a pay banding system, list equivalent GS grade level _____

To which community do you currently belong? Acquisition Financial Management

If Acquisition, which career field? _____

Are you certified in any Acquisition field(s)? Yes No

If Yes, in which field(s) and at what certification level (e.g., I, II, III): _____

If Financial Management, which career field? _____

Organizational Information

Organizational name and symbol: _____

Organizational mailing address: _____

Supervisor's Name and Title: _____

Supervisor's e-mail address: _____

I certify that all information contained in this application is true and accurate to the best of my knowledge.

Nominee's Signature

Date

PRIVACY ACT INFORMATION

Authority: The Government Employees Training Act of 1958 (USC, Title 5, 4101 to 4118), EO 9397, November 1943 (SSN).
Purpose and Use: Used in the administration of the Federal Training Program.
Disclosure: Personal information provided in this application package is given on a voluntary basis. Failure to provide this information, however, may result in ineligibility for participation in training programs.

Revised 2/02

Defense Civilian Emerging Leader Program (DCELP) Resume Template

Please be sure to include all of the following items:

Contact Information:

Name:

Work: Address, Phone, Fax, and E-mail (required)

Education:

School(s) (name and location)

Degree earned, graduation date

Major Field of study for each undergraduate and graduate degree

Non-degree studies:

School, location, major field of study, undergraduate/graduate credit hours earned

Experience/Work History:

Dates, title, grade, agency/company, location, and responsibilities/achievements. Focus on results.

Defense/Government Sponsored Training (to include leadership training):

School and course title, date (include sponsoring institution, e.g., Defense Systems Management College, Information Resources Management College, Office of Personnel Management Development Centers)

Skills/Accomplishments:

Skills, e.g., computer, languages; publications; certifications; licensure; clearances

Activities and Honors:

Community service, awards, professional memberships, hobbies

Attachment:

Current SF-50, Notification of Personnel Action

Defense Civilian Emerging Leader Program (DCELP) Statement of Interest

The Statement of Interest should not repeat information in the resume, information sheet, or Narrative Statement of Achievements. Rather, it should focus on why you should be selected as a participant in DCELP.

Address, in 500 words or less, the following:

- ❖ What you consider to be your major strengths and qualifications for the program?
- ❖ What contributions you will add/bring to the program?
- ❖ How will attending this program fit into your professional career development plan?
- ❖ What is your reason for requesting admission into DCELP?
- ❖ What will be the return on investment to your Component/organization and to the Department of Defense?

Defense Civilian Emerging Leader Program (DCELP)
Supervisor's Assessment of Nominee's Competency, Proficiencies and Leader Potential

(This part is to be completed by your immediate supervisor to assess your leadership potential)

Nominee's Name: _____

Current position: _____

Current Position level: _____

Please rate the nominee's proficiency in the following competencies: Competencies	Current Proficiency		
	Needs Development ¹	Satisfactory ²	Outstanding/ A Personal Strength ³
Interpersonal skills			
Integrity/Honesty			
Written Communication			
Oral Communication			
Continual Learning			
Public Service Motivation			
Leveraging Diversity			
Flexibility			
Resilience			
Computer Literacy			
Problem Solving			
Customer Service			
Technical Creditability			

¹ Applies the competencies in somewhat difficult situations; requires frequent guidance.

² Applies the competencies in difficult situations; requires only occasional guidance.

³ Applies the competencies in exceptionally difficult situations; serves as a key resource and advises others.

Mission Orientation			
Team Building			
Decisiveness			
Influencing/Negotiating			
DOD Mission and Culture			

Based on my personal experience and discussions with this nominee, knowledge of his/her current/past performance, and review of his/her application package, I think he/she has leadership potential to take on additional responsibility as a leader in the Department of Defense: _____ Yes _____ Not ready now

I endorse the candidate for the Defense Civilian Emerging Leader Program (DCELP).

Immediate Supervisor: _____

Title: _____

Signature: _____ Date: _____

Second Level Supervisor: _____

Title: _____

Signature: _____ Date: _____

To be completed by the Component:

Statement on anticipated return on investment (i.e., planned utilization and how DCELP will benefit the Component/agency and DOD):

DoD Component/Agency Official: _____

Title: _____

Signature: _____ Date: _____

DCELP Program Description

The Defense Civilian Personnel Advisory Service is receiving nominations for the Defense Civilian Emerging Leader Program (DCELP), which begins in September 2012. Nominations are due to the DCELP Program Manager not later than July 16, 2012. Application should be in the form of a PDF file and e-mailed to the DCELP E-mail address: DCELP@cpms.osd.mil. All individuals applying for this program must process their applications through their respective component agency as indicated on pages 7 and 8.

This cohort will develop emerging leaders in the Acquisition and Financial Management communities. Courses are held at the Department of Defense's (DoD) Executive Management Training Center (EMTC) in Southbridge, MA. The graduation ceremony will be held in Washington, D.C.

This cohort program consists of five residential courses focused on: Leadership Assessment, Team Building Seminar I & II, Leadership Skills for Non-Supervisors, Conflict Resolution and Effective Writing in the Federal Government. In addition, participants will complete the on-line course of DoD Acculturation Course (DoD Mission and Culture) prior to attending the September Orientation.

The DCELP Program Office will also offer the following courses of instruction: Leadership Theories and Principles, Effective writing in the DoD, and Emotional Intelligence. During our CAPSTONE (Graduation) Week of activities, the participants will also receive training on Diversity in the Workplace, Working across Generational Lines, the Radical LEAP Theory and Building Teams of Excellence by three noted speakers/trainers in these areas.

The tuition and course materials will be paid by the OSD Functional Community Manager's offices. The participant's Component/Agency is responsible for travel expenses and applicable per diem to and from the course locations. Please note, there is no lodging cost for DoD employees attending DCELP events at the EMTC; as such, per diem is for meals and incidentals only. DCELP CAPSTONE (Graduation) Week Activities will be held in the Washington, D.C. area; for that week, full per diem applies.

Tentative Course Dates

Course Title	PODs 1 & 2	PODs 3 & 4
2012 Orientation and Leadership Assessment 1 Program	9-14 September 2012	28 October – 2 November 2012
Team Development Seminar I&II	7-8 January 2013	28 January – 8 February 2013
Effective Writing in the Federal Government with DCELP Research Customization	24 February – 1 March 2013	18-22 March 2013
Leadership Skills for Non-Supervisors	1-5 April 2013	22-26 April 2013
Conflict Resolution	3-7 June 2013	24-28 June 2013
CAPSTONE Training and Graduation Week: Staff Ride to the US Capitol, the Pentagon and Arlington Cemetery. 3 Trainers covering topics of Diversity, Working Across Generational Lines, Silos of Excellence, and Extreme Leadership	19-23 August 2013	19-23 August 2013

NOTE: The POD (team) selections will be made by the DCELP Program Manager. Notification of POD selection will be made by the Program Manager DCELP prior to the Orientations scheduled for September and November.

**DCELP Program Description
OPM Leadership Education and
Development Certificate Program (LEAD)
&
Course Modules Offered by the DCELP Program Office**

The Office of Personnel Management LEAD Certificate Program provides a complete leadership development curriculum for current and aspiring government leaders. LEAD is designed to recognize the developmental efforts of government employees by providing official recognition of achievement. LEAD Certificates are issued for a specific level of leadership. For the purposes of the DoD Civilian Emerging Leader Program (DCELP) the selected courses of instructions are at the Lead Self and Lead Teams/Project level on the OPM LEAD Certificate continuum.

➤ **Leadership Assessment Program -- Level 1**

This intensive, five-day seminar will help you move into a leadership role or support you in the initial phase of your management career. You will complete personal assessment inventories and personality and temperament profiles, perform a case study analysis and participate in various problem-solving activities.

Thorough feedback and videotaped self-observation are integral aspects of the seminar. Assessment center specialist will help you identify your strengths and areas for improvement and provide you with confidential comprehensive guidance. You will leave with new insights to create a personal learning plan for continued leadership growth.

➤ **Team Development Seminar 1**

Government reform efforts have downsized and flattened organizations to manage work in new ways. This resulted in team-oriented workplaces and a move toward distributed, collaborative and shared leadership that empowers decision-making at all levels. This seminar will help you develop fundamental skills for effective team participation, as well as provide a deeper understanding of teams including the types, uses and interpersonal dynamics of teams. Participants learn how to be collaborative team members, and how to contribute to an effective team dynamic that will result in synergistic and interdependent teams throughout Government.

➤ **Team Development Seminar 2**

As Government evolves to meet the needs of the future, so must its leaders. The team leader role is particularly challenging because it carries with it the responsibility for completing work, but not the formal authority to ensure the work is done well and on time. This seminar focuses on the role of the team leader and the importance in developing and leading successful high-performing teams. Participants will learn practical leadership techniques, and explore ways of engaging, motivating and holding team members accountable. Team experiences will be analyzed in the context of modern, dynamic and complex Government systems.

➤ **Conflict Resolution Skills**

Uncomfortable, emotional and tense situations can wreak havoc in the workplace, escalating stress and undermining productivity. The strategies you will learn from this seminar can help you transform even the most difficult, disagreements into productive workplace discussions where all participants are heard and acknowledged, and a solution is found that is mutually acceptable to all. This practical seminar will help you work through difficult or uncomfortable situations instead of getting stuck in them. Using the Crucial Conversations® program by Vital Smarts, you will receive a certificate of completion for both this course and Crucial Conversations.

➤ **Effective Writing and Research in the Federal Government**

The ability to prepare clear, concise documents that advocate a position or advance a goal is an essential leadership skill in the Federal Government. Whether you have to produce budget justifications, testimony, performance plans or any number of other documents, each one requires a different style of writing and your success depends on your ability to use them appropriately. In this seminar, experts will teach you how to create a document from scratch. They will review and critique your work and make concrete suggestions for polishing and improving your skills once you return to the workplace. Effective Writing teaches you the important craft of writing different types of Federal documents targeted for specific audiences. Augmenting this course is a separate module on additional techniques for writing effectively within DoD.

➤ **Leadership Skills for Non-Supervisor/Non-Managers**

If you have the responsibility of leadership but are not in a position of formal authority, how can you influence others when the need arises? This intensive seminar is designed for individuals who are not currently in supervisory or managerial positions but currently hold key leadership roles in their organization or are interested in assuming such a role in the future. This seminar will help you develop informal leadership skills to influence positive organizational success without positional authority. Through hands-on, experiential exercises, assessments and frameworks/models, participants will create an integrated development plan that matches your organizations needs with individual achievement and success.

➤ **Leadership Principles/Theories**

If you are interested in some of the fundamentals behaviors of Leaders this is a course of instruction that will provide information that allows one to gain a better understanding as to why you, your leader and your subordinates behave the way they do. Several sessions will be held throughout the DCELP during which participants will have the opportunity to learn about traditional and emergent leadership practices. Additionally, participants will be exposed to the contributions to effective thinking regarding leadership opportunities. Primary focus will include a spectrum of approaches to leadership: followership, shared leadership, transformational leadership, emerging leadership, sustainability leadership. Learning Objectives: Upon successful completion of this course, students will: Apply followership, shared leadership, transformational, emerging, sustainability leadership theories and synthesize leadership theories and models as related to a course assignment.

➤ **Effective Writing in the DoD**

This course provides an overview of the Plain Language in Government Law, elements of clear and concise writing, and applications to common writing projects and briefings. Participants will gain skills in writing comprehensible, grammatically correct sentences, making logical connections and supporting ideas in paragraphs, and developing a straightforward style and tone. Participants will practice these skills by completing a series of interactive exercises and critiquing written examples. Participants will write a draft document and present a briefing on a topic they may be assigned in their own organizations.

➤ **Emotional Intelligence**

Leaders need to be able to identify and constructively deal with their own emotions, as well as understand the emotions of others and the context in which those emotions occur (Shuck & Herd, 2011). This module will focus on emotional intelligence (EI): “The ability to accurately identify and understand one’s own emotional reactions and those of others” (Muyia & Kacirek, 2009, p. 704) as it relates to leadership. EI is directly related to leadership in many ways (Goleman, 1995; Yukl, 2010). However, the emotional competence of Federal government leaders, as evidenced by pronounced interpersonal skills and conflict management competency gaps, is be problematic. The ability to acknowledge, manage and constructively use emotions are essential instruments in a leader’s tool kit.

During this session, participants will be exposed to EI and its impact on leadership. A presentation on EI will be followed by an interactive session to gauge each participant’s emotional competence and share lessons learned on how leaders can continually develop EI skills.

DCELP Program Requirements for Application Process

Nomination/Application Package. Individuals must be nominated through their Component. All nominees are required to furnish a nomination/application package that includes the following items:

- A. DCELP Application Form
- B. Resume (three-page limit)
- C. Current SF-50, Notification of Personnel Action
- D. Statement of Interest
- E. Supervisor's Assessment

Your components also have requirements when submitting nomination packages for consideration. They are as follows:

- ❖ **US ARMY** - The Primary POC's for the U.S. Army are Michelle White and Lisa Rycroft. Their e-mail addresses are Michelle.I.White@civ.mail.mil and Lisa.a.Rycroft@civ.mail.mil. Army-G3 will announce the DCELP program to the Army Career Program Managers/Functional Reps. Those Reps will then make the announcement to their careerists. The career program managers in Army will send out the solicitation to their careerists. They will accept the applications and make the selections.
- ❖ **US Navy** - The Primary POC's for all US Navy Nomination/Applications are: Mary Glotfelty and Katelyn Keegan. Please send all Nomination/Applications to: Mary.Glotfelty@navy.mil or Katelyn.Keegan@navy.mil at the DON Civilian Workforce Development.
- ❖ **USAF** - The POC for all USAF Application is Ms. Gina Banda - AFPC AFPC/DPIFDA virginia.banda.1@us.af.mil
 - The AF is requiring applicants to submit the following items:
 - Minimum of two years, and maximum of 10 years, time in civil service (DoD) as of 1 May 2012.
 - Employees who attended Squadron Officer School (SOS) in residence (as a civilian or military) are ineligible.
 - Bachelor's degree is highly desirable; and Strong, supervisory chain endorsement.
 - AF Form 4059 must be endorsed by the first GS-15 or O-6 in chain of command.Resume, (three-page limit).
 - Nominations are submitted using the Air Force Personnel Services website: https://gum-crm.csd.disa.mil/app/answers/detail/a_id/21409/p/1%2C2/c/549
 - Nominations are due to AFPC/DPIFDA by 1 May 2012.
 - Once selected by their development team, AFPC/DPIFDA will contact the employee to complete the remainder of the DoD DCELP application.
- ❖ The POC for all USAF Application questions is Ms. Gina Banda - AFPC AFPC/DPIFDA virginia.banda.1@us.af.mil

- ❖ **The 4th Estate (Defense Agencies, Field Activities, and OSD)** , The primary POC for the 4th Estate are Gary Richmond and Deborah Hanlon. Please forward nominations to them at Gary.Richmond@whs.mil and Deborah.Hanlon@whs.mil or to the WH Customer Service email center @ LDDCustomerSatisfactionCenter@whs.mil
- ❖ **The Intelligence Community:** The Primary POC for the Intelligence Community is Ms. Marilyn Hudson. Her e-mail address is: Marilyn.Hudson@osd.mil. DIA, NSA, and NGA applications should be sent to the Office of the Under Secretary for Intelligence, ATTN: Human Capital Management Office (Ms. M. Hudson). All other members of the Intelligence Community not assigned to a component or to the organizations mentioned above will submit their applications to the 4th Estate (see above).
- ❖ **FOR ACQUISITION Community:** The POC for the Acquisition Community is Mr. Louis Tutt. Louis.Tutt@dau.mil. Info Copy to the 4th Estate Director, Acquisition Career Management (DACM) and HUMINT, COUNTERINTELLIGENCE (HCI).
- ❖ **FOR THE FINANCIAL MANAGEMENT Community:** All applications will be courtesy copied to the OSD/Functional Manager office to Ms. Janet Mysliwicz, at Janet.Mysliwicz@osd.mil.