



# **Increasing Value of Workforce Development Programs**

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# Session Objectives

## 1. Facilitate Discussion...

- What is a Workforce Development Program?
  - What Do We Mean by Value?
  - How Can We Measure Value?
  - How Can We Increase Value?
  - Example: Increasing External Value of DSLDP\*
  - Example: Increasing Internal Value of DSLDP\*
- \* Defense Senior Leader Development Program

## 2. Propose Next Steps

## 3. Promote Networking



# Workforce Development Program Value Model

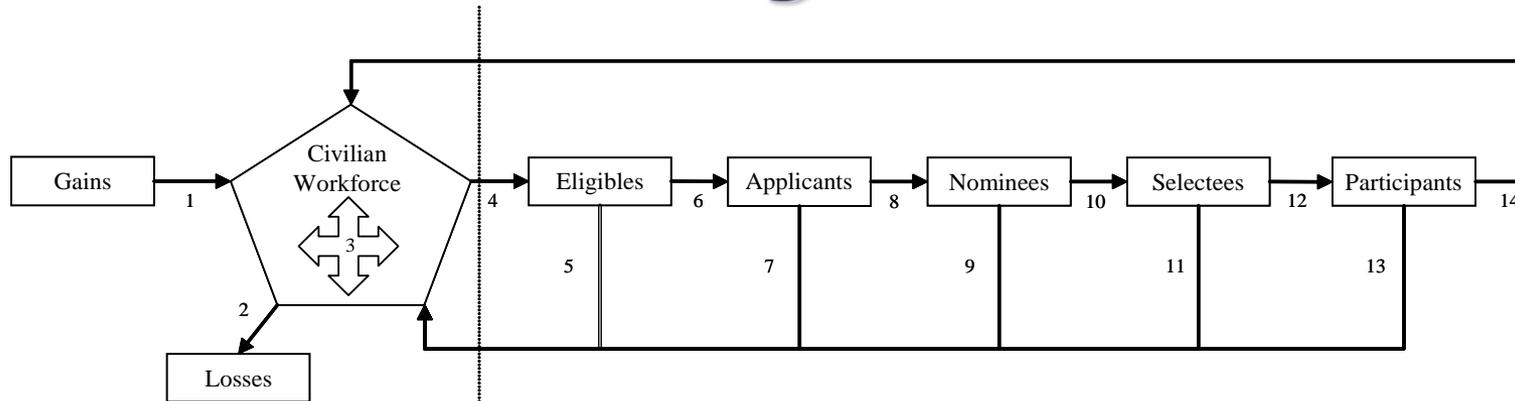


Fig. 1. Workforce Analysis, Succession Planning, and Workforce Development Program Definition, Planning, and Resourcing

Fig. 2. Workforce Development Program Execution

Evaluation Goal 1--Determine the extent to which the program requirements, resources, definition, and content are optimal.

Evaluation Goal 2--Determine the extent to which the defined program is effective and efficient in meeting given program requirements with available resources.

1—Gains from other Federal agencies and the private sector.

2—Losses to other Federal agencies and the private sector.

3—Movements of employees within the civilian workforce, both vertically and horizontally within the Department of Defense.

4—Employees who meet program eligibility requirements.

5—Eligible employees who do not apply for admission.

6—Eligible employees who apply for admission.

7—Applicants who are not nominated for admission.

8—Applicants who are nominated for admission.

9—Nominees who are not selected for admission.

10—Nominees who are selected for admission.

11—Selectees who do not participate in the program.

12—Selectees who participate in the program.

13—Participants who do not complete the program.

14—Participants who complete the program.



# Example: DSLDP

- Competency-based approach to the development of senior civilian leaders for higher responsibilities
  - Lead Organizations
  - Lead Programs
- Focus on “Enterprise-wide Perspective” (Joint, Interagency, and Multinational Environments)
  - Joint Perspective
  - National Security
- External Value: Increasing Leader Bench Strength
- Internal Value: Improving Program Results



# Assessing External Value of DSLDP

- Workforce Analysis (SES & DoD Internal Pipeline)
  - Forecast leader strengths, separations & requirements
  - DoD Civilian Personnel Data System (DCPDS) data
- Leader Development Framework & Continuum
  - Executive Core Qualifications (ECQs)
  - Enterprise-wide (Joint Perspective & National Security)
  - DoD Leader Competency Assessment Survey data
- Improving Leader Bench Strength Forecasts
  - DoD Status of Forces Survey data
  - Federal Human Capital Survey data
  - HumRRO Prototype Model, by Targeted Competency
  - DCPDS Pilot Test Model, by Targeted Competency



# Bench Strength Forecast by Targeted Competency

Competency/Level		2009		2011		2013	
		N	Bench Strength	N	Bench Strength	N	Bench Strength
Joint Perspective	SES	78	266	302	59	514	28
	GS -14/15	20,748		17,818		14,392	
National Security	SES	78	293	302	65	514	31
	GS -14/15	22,854		19,630		15,934	
Strategic Thinking	SES	78	249	302			26
	GS -14/15	19,422		16,610			
Political Savvy	SES	78	253	302			27
	GS -14/15	19,734		16,912			
Vision	SES	78	249	302			26
	GS -14/15	19,422		16,610			

By the end of 2009, there are projected to be about 266 GS-14/15 and equivalents with the requisite proficiency level on Joint Perspective to replace every SES member projected to retire. (Source: HumRRO)



# Proposed Measures of Separation Intentions

1. Are you considering leaving your current organization within the next five years, and if so, when?
  - A. No, I am not considering leaving my current organization
  - B. Yes, within one year
  - C. Yes, between one and two years
  - D. Yes, between two and three years
  - E. Yes, between three and four years
  - F. Yes, between four and five years
  
2. If yes, why are you thinking about leaving?
  - A. To retire
  - B. To take another job within the Department of Defense
  - C. To take another job within the Federal Government
  - D. To take another job outside the Federal Government
  - E. Other

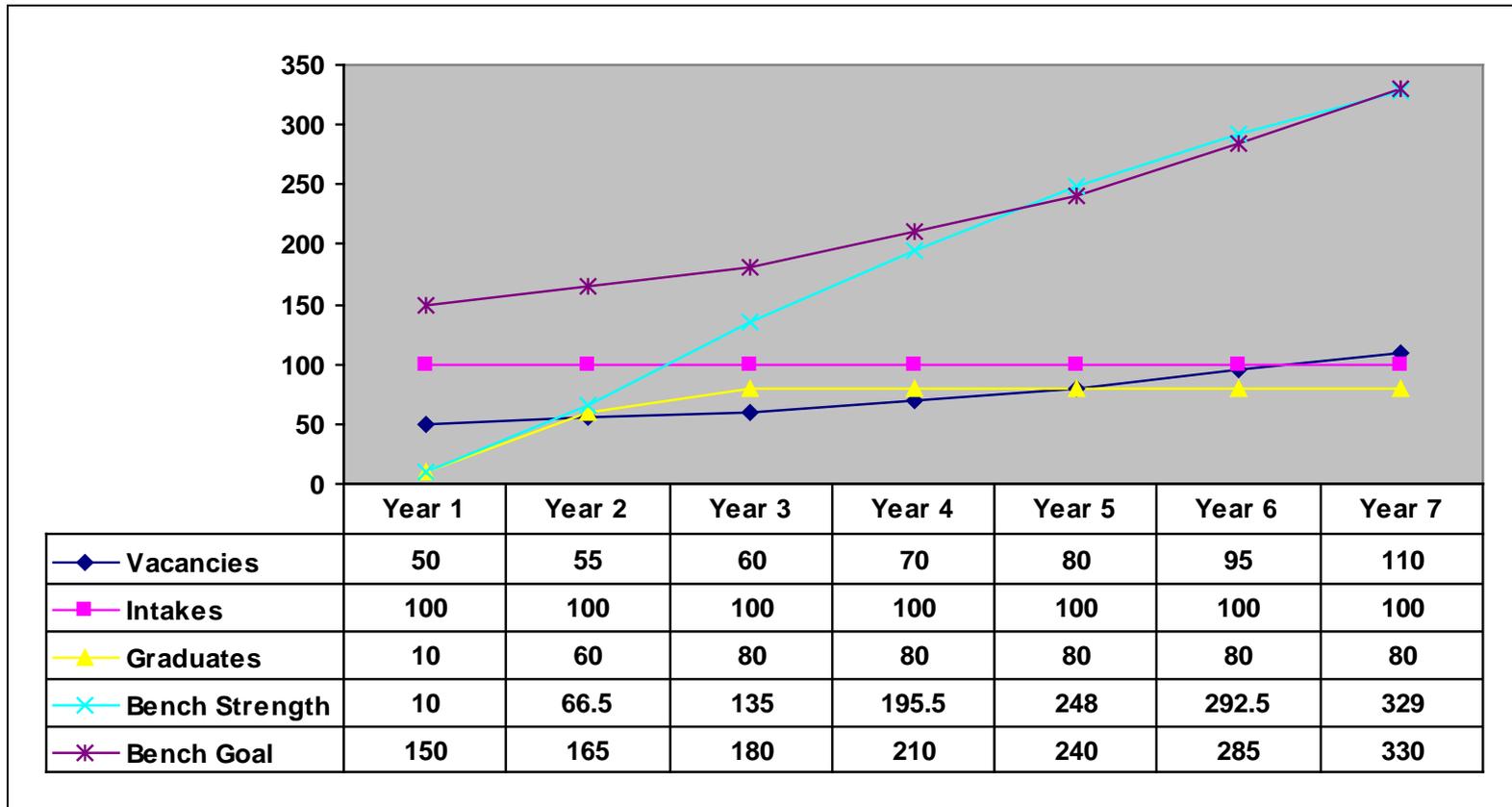


# DCPDS Pilot Test

- Measure Competency Gaps (Supervisors)
  - Current proficiency level of employee
  - Required proficiency level of position
- Measure Separation Intentions (Subordinates)
  - Leaving your current organization within 5 years?
  - If so, when and why?
- Forecast Leader Bench Strengths & Separations
  - For SES and DoD Internal Pipeline (GS-14/15/EQ)
  - By Target Competency & Groups of Competencies
- Set DoD leader bench goals & review effectiveness, efficiency & external ROI of DSLDP in meeting goals

# DSLDP Bench Strength Goal Success Forecast

Bench Goal  $\geq 3$  \* Vacancies; Grad%=10-50-20-(20)



# Assessing Internal Value of DSLDP

Goal: Continuous improvements in...

- Solicitation/nomination/application/selection processes
- Representativeness/diversity of program participants
- Identifying leadership strengths/developmental needs
- Targeting and closing leadership competency gaps
- Enhancing enablers/eliminating barriers to success
- IDPs, Action Learning, and other program elements
- Career advancement/success of program graduates
- Effectiveness, efficiency & internal ROI given current program requirements, resources, definition & content

# Tools for Assessing the Internal Value of DSLDP

- OPM Assessment Center
- Applicant Survey
- 360 Degree Leadership Developmental Needs Assessments
- Pre-DSLDP & Post-DSLDP Surveys
- Portfolio Assessments (e.g., "CCAR")
- Stakeholder Interviews
- Interim Surveys (1 & 2)
- Supervisor Survey
- Action Learning Stakeholder Survey/Interviews

# Next Steps

- Suggestions:
  - Incorporate gains/promotions in leader strengths and requirements, not just losses from the DoD workforce
  - Evaluate DCPDS pilot test and institutionalize method
  - Evaluate DSLDP value (ROI) and make improvements
  - Apply method to other workforce development programs (other than Leadership Functional Community Manager (FCM) programs, such as Information Technology FCM and Non-Acquisition Logistics FCM programs)
- Others:

# Thank You

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