

INFORMATION PAPER

SUBJECT: The 2008 DoD Civilian Leader Development Competency Assessment

BACKGROUND: The DoD Civilian Leader Development Competency Assessment tool was developed in collaboration with the Office of Personnel Management (OPM) Center for Talent Services. The assessment tool is based on the DoD Leadership Competency Framework and Continuum which identifies the competencies that are critical for DoD leaders in the 21st century from aspiring leader to senior executive. The framework and continuum were validated in March 2008 and released by the PDUSD (P&R) for Department-wide implementation in May 2008.

DISCUSSION: In collaboration with OPM, the Joint Leader Development Division (JLDD) conducted a competency gap assessment using the DoD Civilian Leader Competency Assessment Tool in August 2008. OPM administered the on-line tool to a stratified random sample of over 8,500 DoD employees, GS 9-15 and equivalent supervisors and managers and all Senior Executive Service Members. Two versions of the tool were administered. In the employee tool, respondents were asked to provide self assessments of their proficiency in the 31 DoD specific competencies and six OPM performance management competencies. In the supervisor version, respondents were asked to assess the employee's proficiency level and to identify the required proficiency level for the employee's position for those same DoD and OPM competencies.

Initial analyses of the data showed that varying competencies gaps exist at all leadership levels within DoD and that different competency gaps exist in each DoD Component. Competency gaps were calculated by comparing the supervisor's rating of his/her subordinate's proficiency level on each competency to the required level of proficiency for the position. A gap was defined as greater than 25 percent of the desired level of proficiency for each competency.

The results of DoD competency gap analyses are still under review. Additional work is required to officially set DoD required proficiency levels and confirm competency gaps. The results indicate that the assessment, which provided baseline data on DoD leader's competency strengths and areas for improvement, reinforces the need for developmental opportunities across the continuum and affirms the need for an overarching Department-wide gap closure strategy. On January 29, 2009, JLDD conducted a DoD focus group of Component subject

matter experts to continue the process for determining required proficiency levels and strategize a Department-wide gap closure plan.

RECOMMENDATION: None; for Information Purposes Only