



DEPUTY SECRETARY OF DEFENSE
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OCT 9 2009

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
DEPUTY CHIEF MANAGEMENT OFFICER
COMMANDERS OF THE COMBATANT COMMANDS
ASSISTANT SECRETARIES OF DEFENSE
GENERAL COUNSEL OF THE DEPARTMENT OF
DEFENSE
DIRECTOR, OPERATIONAL TEST AND EVALUATION
DIRECTOR, COST ASSESSMENT AND PROGRAM
EVALUATION
INSPECTOR GENERAL OF THE DEPARTMENT OF
DEFENSE
ASSISTANTS TO THE SECRETARY OF DEFENSE
DIRECTOR, ADMINISTRATION AND MANAGEMENT
DIRECTOR, NET ASSESSMENT
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Executive Support for the Defense Senior Leader Development Program
(DSLDP), Class of 2010

Growing civilian leadership talent is a critical responsibility of the Department of Defense (DoD) and must be viewed as a top priority. Established to support this imperative, DSLDP is DoD's premier development program for senior civilian leaders. DSLDP focuses on building the critical, mission-related competencies for 21st century leaders. DSLDP provides leaders with the opportunities to understand and experience the issues and challenges facing the Department from an Enterprise-wide perspective. I fully endorse this program, its mission and objectives in developing civilians who are ready to fill critical leadership roles in support of our complex mission.

On March 6, 2009, the Principal Deputy Under Secretary of Defense for Personnel and Readiness, announced the call for nominations for the DSLDP Class of 2010. In that memorandum, support from each Component was requested at the highest level and to the fullest extent to support DSLDP as a primary vehicle for developing the leadership talent of those key civilians who will lead DoD into the future. The DSLDP Class of 2010 will begin in February, 2010.



OSD 09780-09



This memorandum requests support from each Component's Senior Executive Service (SES) officials, General Officers (GOs) and Flag Officers (FOs) to support the incoming DSLDP Class of 2010, by participating as board members for the Selection Board and serving as Talent Development Executives (TDEs). Roles and responsibilities for each of these critical positions are attached. Additional information on the DSLDP is provided at http://www.cpms.osd.mil/lpdd/DSLDP/DSLDP_Program.aspx.

In support of the DSLDP Class of 2010, I request that each Component (Army, Navy, Air Force, Fourth Estate and Intelligence) select three SES/GO/FO executives to serve on the Selection Board and another three SES/GO/FO executives to serve as TDEs. Please provide your nominees and their contact information to Mr. David Rude, Chief, Leader & Professional Development Division (LPDD) at 703-696-9637 or via e-mail to david.rude@cpms.osd.mil no later than October 30, 2009. The first meeting of the Selection Board is scheduled for November 5, 2009 from 1000-1200 hrs in the Pentagon Conference Center.

Thank you for your support to DSLDP and to the development of our future Defense leaders.

A handwritten signature in black ink, appearing to read "W. R. Rude". The signature is written in a cursive, flowing style.

Attachments:
As stated

DSLDP Class of 2010

DoD Executive Selection Board Requirements

What is the Defense Senior Leader Development Program (DSLDP)?

DSLDP is the Department of Defense (DoD) program to develop senior civilian leaders to excel in the 21st Century joint, interagency, and multi-national environments. Designed to support continuity of leadership, one of the Department's top transformational priorities, DSLDP is future-focused and the senior-level component of the Department's succession planning strategy. DSLDP will focus on building the competencies to develop world-class senior civilian leaders with the enterprise-wide perspective and the critical skills needed to lead organizations and achieve results in the national security environment today and well into the future.

Purpose

Establishing clear, consistent criteria and a rigorous selection process will help ensure that those who enter the program have the requisite experience, competencies, and motivation to excel in more responsible, broader Enterprise leadership positions. By selecting the best and brightest for development for top senior Enterprise leadership positions, DoD will reap the greatest return on its investment.

Nondisclosure Agreement

During the screening process, Board members will have access to confidential information on nominees, including, but not limited to, personal information, education and employment histories, as well as assessment tool results. This information, as well as all discussions and voting outcomes conducted in closed meetings must remain confidential both during, and upon completion of, the process. Members of the Board must ensure all documents are kept close-hold and no unauthorized person obtains access to such documents. Each Board member will sign a Nondisclosure Agreement (Attachment 1). If a Board member receives administrative support from a staff member in conducting the screening process, the Board member will ensure that staff member also signs and complies with the Nondisclosure Agreement.

Overall Screening Process

The Board's primary responsibility is two-fold:

- (1) to screen DSLDP nominees in order to make a recommendation of final selectees to the Principal Deputy Under Secretary of Defense for Personnel and Readiness (PDUSD (P&R)) for ratification, and
- (2) to approve the slate of all who are recommended for selection to DSLDP to a PME school (both primary and alternate).

Leader development within the Department is competency-based, as designated in the DoD Leader Development Framework and Continuum. Those selected for DSLDP will find that the focus and core of their development will build and strengthen the competencies at the Lead Organizations/Programs and Lead the Institution levels. In like manner, those entering DSLDP are expected to already possess sufficient proficiency in each of the competencies at lower levels of the Continuum, to include the Fundamental/Core Competencies.

Prior to being forwarded to the Board, the nominees are competitively screened by their Component. Components were provided benchmarks that noted expected levels of proficiency in the competencies. Nominees were to have met those benchmarks, and have no evidence of major gaps in those competencies.

Nominations from the Components are presented for review and consideration. The DSLDP selection process is intended to be rigorous. Only those with the skills, motivation and commitment to take on more senior-level responsibility across the Enterprise (return on investment for the Department) should be selected for this prestigious program. The Executive Selection Board member's job is to decide which of the nominees become the Class of 2010.

The overall DoD screening process includes the following steps:

- Pre-screening by the DSLDP Program Management Office (PMO).
- DoD Board members individually review nominee applications, assess ECQ write-ups against provided, established benchmarks, and begin to separate nominees into the categories: Approve, Unsure, Don't Approve.
- OPM administration of a competency-based assessment – while the nominations are being reviewed, all nominees will undergo a formal, hands-on assessment center exercise that mirrors the “look and feel” of a day in the life of a typical senior leader.
- The DSLDP Office prepares a matrix of the results of the assessment center exercise and provides it to the Board.
- Board members consider assessment center exercise results and determine if this additional information alters their determination of nominees by category.
- Each Board member signs and submits recommendations via a secure portal.
- The DSLDP Office creates matrix displaying each member's recommendations.
- DoD Board meets in person to review the results, and finalize their recommendations for the Class of 2010; members also identify feedback to be provided to the non-selectees.
- The DSLDP (PMO) prepares memo for Board Chair to forward recommendation to the (PDUSD (P&R)) for ratification

Board Guidelines and Procedures

A Chair and a Vice Chair are selected according to Seniority. The Board Chairperson will oversee all Board proceedings. For consistency between Boards, the Vice Chair will become the Chair the following year. Upon convening, the Board will agree on the process they will use to break tie votes, or finalize whether someone is included.

Members will adhere to these guidelines:

- Recuse themselves from review of any individual in their direct line of supervision.
- Determinations will be based on each individual's skills, experience, leader potential and assessment scores as documented in the nominee's package or summary data. Members must refrain from basing determinations on assumptions, or outside or personal knowledge of the nominees.
- Ensure that all determinations are based on Merit System Principles, not prohibited factors, race or ethnic background, color, sex, age, disability, religious beliefs, marital or family status, political affiliation, sexual orientation, or labor organization affiliation or activity.
- Board member notes and deliberations are confidential and must be protected from disclosure, except to proper authorities.
- Members are free to discuss the board process without revealing any confidential information.

DSLDP CLASS OF 2010 EXECUTIVE SELECTION BOARD TIMELINE

Date(s)	Event
Oct 1-12	Nominees notified of OPM Assessment Center schedule and appointments
Oct 26-30	OPM Assessment Center exercises conducted for each nominee
Nov 5	Initial meeting of Executive Selection Board
Nov 13	Suspense for receipt of OPM Assessment Center results
Nov 16, 23 or 30	Final meeting of Executive Selection Board (to be determined)
Dec 1	Suspense for Executive Selection Board recommendations to PDUSD (P&R)
Dec 11	PDUSD (P&R) ratifications for Class of 2010
Dec 15	Components and participants advised of program admission
Jan 2010	Selectees prepare for Orientation (pre-work, pre-survey, 360 Feedback)
Feb 2010	DSLDP Class of 2010 Orientation

DSLDP Class of 2010 Talent Development Executive (TDE)

Why Executive Level Involvement in DSLDP?

- A proven best practice
- Strong correlation between leader-led development and positive ROI
- Growing the next generation of leaders is:
 - A top DoD transformational priority
 - A critical responsibility for each current leader
- Executives facilitate cultivating the deliberate development of future leaders
- Executives model desired leadership competencies
- Ultimate Goal: ensure DSLDP graduates possess the critical competency-based proficiencies and capabilities to succeed in the Enterprise-spanning environment

Talent Development Executive Roles

- Interacting with participants
 - Reviewing strengths & competency needs
 - Proposing developmental objectives and related activities
 - Determining participant progress (two formal reviews)
 - Determining participant readiness for program completion
 - Providing executive-level expertise & guidance
- Advocating individual development opportunities
 - Identifying Enterprise-focused experiential activities (rotational assignment, action learning project, task force)
 - Recommending participants suitable for specific activities
- Consulting with DSLDP Program Manager and Components on participant issues requiring attention

Process Guidelines

- TDEs will be paired in groups of two
- Each pair of TDEs will oversee 7 to 8 participants
- Pairings will consider factors such as:
 - Geography (proximity to each other & to participants)
 - Functional alignment with participants
 - Component alignment with participants
 - TDE's own preference
- Primary TDEs are the normal interfaces with participants, DSLDP & other stakeholders

- Alternates become involved when a primary TDE indicates he or she can no longer serve in this capacity
- Recommendation: hold meetings as needed with the TDEs as a group
 - Example: preparing for a major milestone, such as a formal progress review or structured interview