



Attracting and Retaining DoD Leaders in the 21st Century

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April 27-28, 2010

**DoD Executive Management Training Center
Southbridge, Massachusetts
April 26-29, 2010**

Session Objectives

- Recognize strategies for recruiting and retaining leaders for the Department.
- Discuss lessons learned from DoD agencies for recruitment and retention.
- Provide an understanding of some of the programs available for recruiting leaders for the Department.

DoD Enterprise Civilian Recruitment Strategies



What Is In My Toolkit?

Hiring Authorities

- Flexibility
- Expediting the hiring process
- Direct Hire Authorities
- Schedule A

Student Programs

- STEP/SCEP
- Summer Hire Program
- Workforce Recruitment Program (WRP)

Building a Career

- Federal Career Intern Program
- Hiring Heroes Program
- Veterans Employment Initiative

Innovative Recruitment Programs and Strategies

STAR Program

Student Training and Academic Recruitment Program

- DoD on-Campus student representatives
- Building a talent pool for a diverse workforce
- Targeted recruitment campaigns

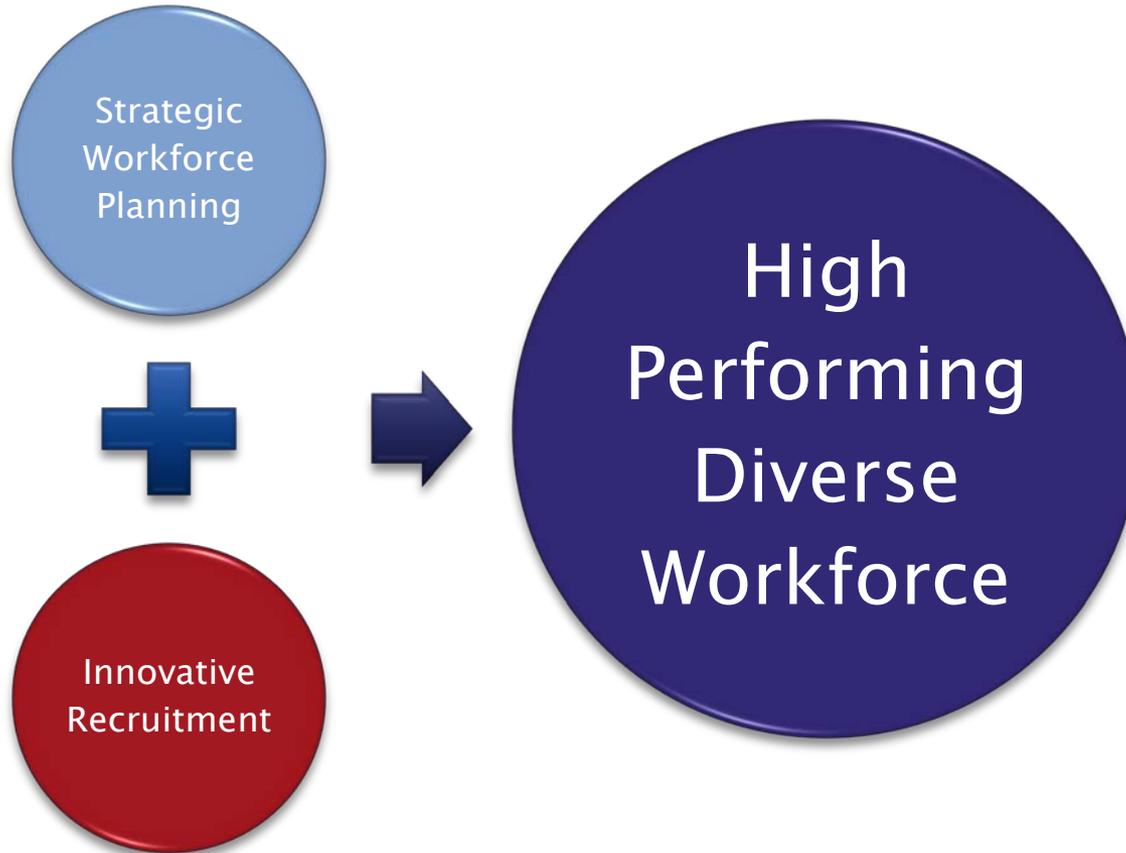
Veterans Outreach

- Careers Fairs and Resume-writing workshops
- Assist wounded, ill and injured service members transition to civilian careers
- Target market – President's Initiative
- Expand outreach to people with disabilities

Pipeline Programs

- DoD Centralized Intern Program
- SMART (Science, Mathematics, and Research for Transformation) Program
- DoD Component-Specific Programs

Recruiting for a 21st Century Workforce



National Security Education Program (NSEP)

NSEP came into existence with passage of...

David L. Boren National Security Education Act of 1991

Our Mission is to:

Develop and sustain a flow of U.S. citizen professionals with expertise in critical languages and cultures.

NSEP Objectives:

- Develop proficiencies in languages and cultures critical to national security
- Strengthen U.S. economic competitiveness
- Enhance international cooperation and security

NSEP carries out its mission by:

- Funding U.S. students in exchange for a commitment to work in a national security-related position in the federal government
- Providing grants to U.S. institutions of higher education to build programs of advanced language study in critical languages.

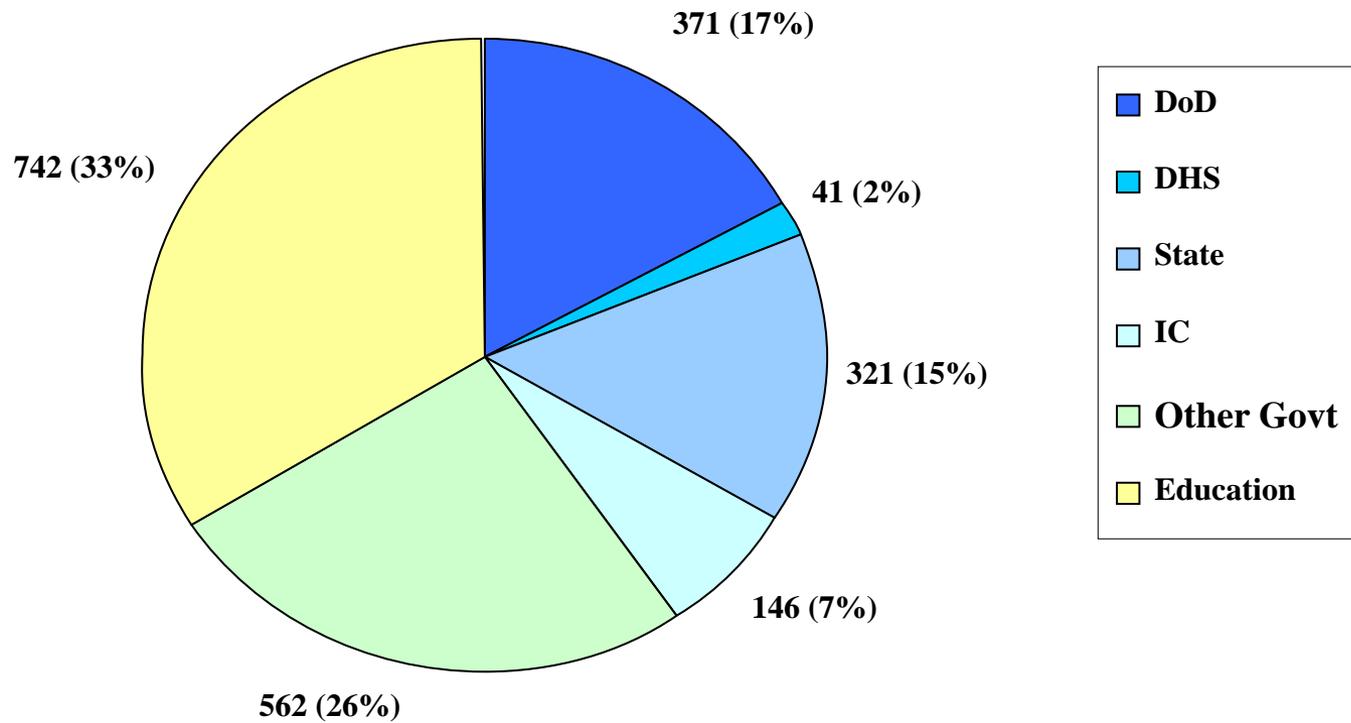
**BOREN
SCHOLARS &
FELLOWS**

**THE
LANGUAGE
FLAGSHIP**

**ENGLISH FOR
HERITAGE
LANGUAGE
SPEAKERS**

- More than 1400 NSEP award recipients have contributed to U.S. national security through work for the Departments of Defense, State, Intelligence Community as well as other federal organizations (e.g. Depts. of Commerce, Energy, Treasury).
- Award recipients may be appointed to Federal Government positions under the Schedule A Excepted Service Appointing Authority – 5 CFR 213.3102 (r).
- Secretary of Defense, Secretary of Homeland Security, Secretary of State or the head of a Federal Agency or office with national security responsibilities may:
 - Appoint NSEP award recipients to positions in the Excepted Service – NDAA FY2010, Section 1101, para (k(1)); and
 - Non-competitively convert an incumbent to a career or career conditional appointment upon satisfactory completion of two years of substantially continuous service by an individual appointed to an excepted service position – NDAA FY2010, Section 1101, para (k(2)).

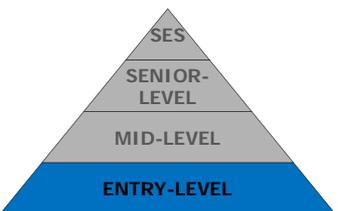
NSEP Service: Positions Held by Award Recipients



NDAAs Section 1112 DoD Civilian Leadership Program Model

- **Requirement:** Establish a program of leadership recruitment and development for DOD civilian employees
 - Eligibility
 - Open to DoD employees and appropriate individuals in the private sector
 - Participation may not exceed 5000 individuals in a fiscal year
 - Three year limitation on period of participation
 - Competitive Entry - Conducted at least twice a year based on academic merit, work experience, and demonstrated leadership skills
 - Program Positions - Allocated by the Secretary of Defense to each component
 - Assignments - Participants assigned based upon skills and qualifications
 - Initial Compensation - Based on qualifications and market conditions
 - Education and Training - Opportunities to be provided for leader development
 - Personnel Decisions - In accordance with merit-based principles
 - Consideration - Outstanding performers shall be afforded priority consideration for selection into senior management, functional, and technical workforce

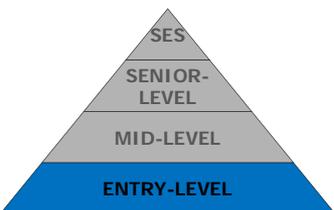
- **Lead Organization:** Civilian Personnel Management Service



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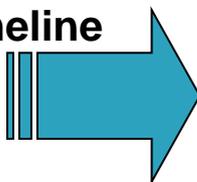
Requirement: Establish leadership recruitment and development program for DOD civilians

Criteria	Recruitment	Assessment & Selection	Development	Final Placement	Success Factors
Framework	<ul style="list-style-type: none"> • Mission critical occupations • Entry level • Cohort structure for admissions 	<ul style="list-style-type: none"> • Rigorous process • Structured interviews • Leadership assessment 	<ul style="list-style-type: none"> • Robust leader curriculum • Broad array of developmental assignments • Technical competence 	<ul style="list-style-type: none"> • Upon successful completion, non-competitive appointment 	<ul style="list-style-type: none"> • Deliberate development • Attractive recruitment • Retention • Bench strength
Next Steps	<ul style="list-style-type: none"> • Initial focus on Acquisition & Financial Management • Leverage proven models, especially PMF 	<ul style="list-style-type: none"> • Develop assessment tools • Consider cost efficiencies • Leverage PMF application & selection process 	<ul style="list-style-type: none"> • Build program for emerging leaders • Include DoD acculturation • Link to DoD civilian leader develop model 	<ul style="list-style-type: none"> • Identify landing spots • Determine suitable opportunities given competence and experience 	<ul style="list-style-type: none"> • Pipeline readiness • Progressive leadership • National security exposure



Develop program
Initial program pilot

Timeline



Now through September 2010
Beginning in October 2010

Next Steps

- What are your recommendations for recruiting and retaining a multi-generational, diverse set of leaders?
- What programs have you used to successfully recruit leaders?
- How will you use the information you received today to improve your recruitment and retention efforts?

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