

SES ANNUAL FORUM

DoD **21st**
Century
Leadership
Senior Executive
Service

Administration of the DEAB

2008

Overview

- The Defense Executive Advisory Board (DEAB) is being established.
- The DEAB will:
 - Ensure continuity of the highest caliber of SES leadership.
 - Define the core precepts for the lifecycle management decisions.
 - Recommend a list of Enterprise SES positions for the Deputy Secretary of Defense.
 - Validate the processes used for selecting individuals for Enterprise SES positions.
 - Analyze trends in career selections and assignments to inform policy decisions and ensure compliance with DoD Directive 1403.03.

Overview

- The Deputy Secretary of Defense will establish and appoint members to the DEAB.
- Members will represent SES leaders, G/FOs from across the Components.



What do You Think About...

1. You have a chance to influence how the DEAB can become an effective, value-added element of the senior executive transformation process.

Considering the role of the DEAB:

- What issues must the DEAB address immediately? Over the long term?
- How does the DEAB ensure visibility and portability of executive talent across Components?
- What role should the DEAB play in recruitment, selection, talent management, succession planning, performance management, development, and sustainment of the executive corps?

Summary of Q1

1. Establish a charter:
 1. Create and implement change management, communication strategy.
 2. Define precepts (span of control & authority).
 3. Establish metrics/evaluation.
 4. Identify resource mechanisms.
2. Create an SES Database (skills, competencies, etc.):
 1. Total population & Enterprise positions
3. Incentivize individuals & Components

What do You Think About...

2. The DEAB is responsible for developing core precepts to guide lifecycle decisions.
 - Precepts are a set of core principles that ensure DoD's needs are weighed as heavily as Component needs regarding lifecycle decisions.
 - Precepts support the selection of executives who are "Corporate Executives." The "enterprise" has an equity stake in SES - just as it does in General/Flag Officer selections.
 - Executive resources are "enterprise" assets allocated to the Components to provide executive leadership.
 - What precepts do you suggest?

Summary of Q2

1. DoD values:
 1. Breadth & depth of experience.
interagency/component/military experiences
 2. What defines experience?
2. Transparency:
 1. Role of OSD/military
departments/agency/activity
3. Develop individuals prior to becoming executives.

Recommendations

1. Establish & share the DEAB charter.
2. Ongoing communication/transparency:
 1. What has happened to date?, What are we trying to fix?, What is going to happen?, How will people be selected?, How will the program be administered/operationalized?, What are the resource mechanisms?
3. Focus on the people:
 1. Deliberate career development of enterprise 'competencies', build bench strength
 2. Incentivize
 3. Support system to ensure success - what happens if the individual is not a good fit for the enterprise position.