

SES ANNUAL FORUM

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

Management Challenge

Diversity in the SES Corp

Recruitment and Selection Life Cycle

Group A

2008

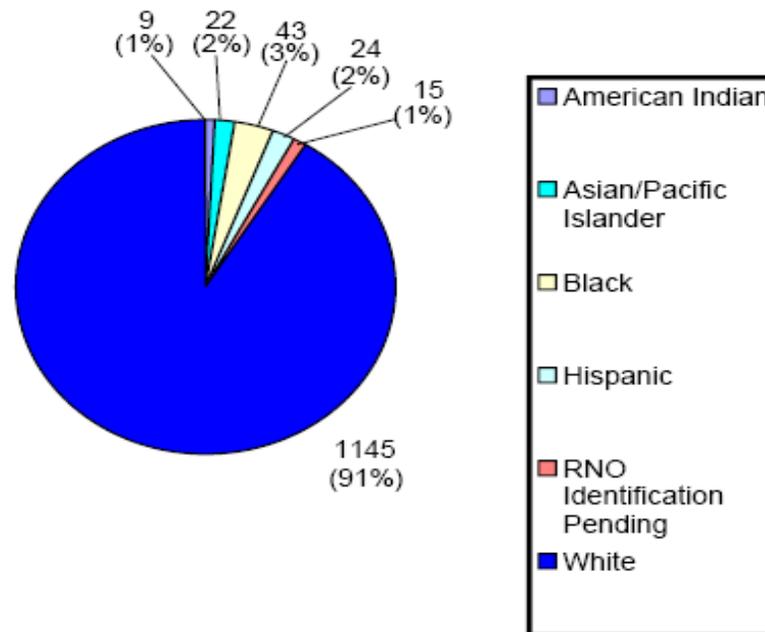
Overview

- A diverse workforce is a mission imperative – more than a policy compliance issue or ethical consideration.
- We need to get more energy into achieving diversity at the senior levels.
- Consider this...

What the Data Tells Us

The largest minority representation is among Blacks - 3% (43/1258)

**Race/National Origin
Executive Service and Executive Pay**

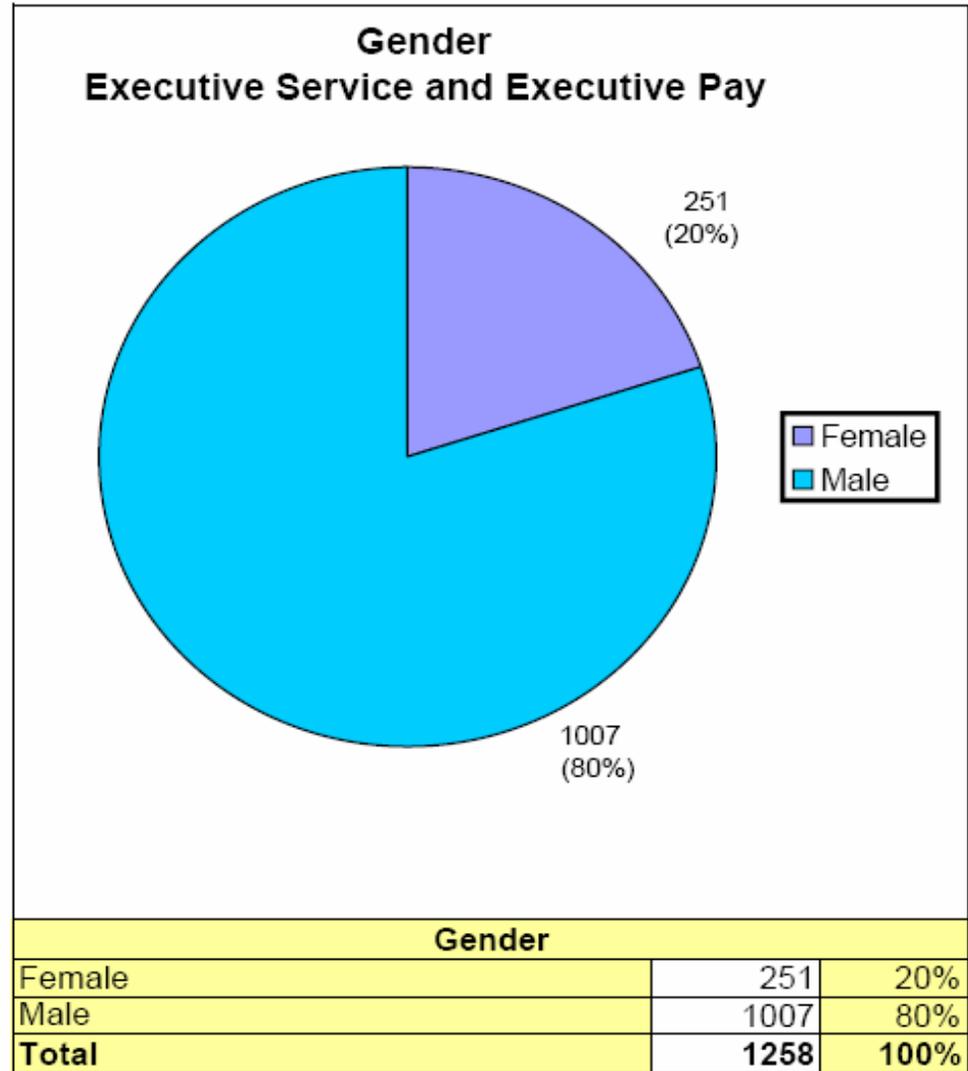


Race and National Origin Designation

American Indian	9	1%
Asian/Pacific Islander	22	2%
Black	43	3%
Hispanic	24	2%
RNO Identification Pending	15	1%
White	1145	91%
Total	1258	100%

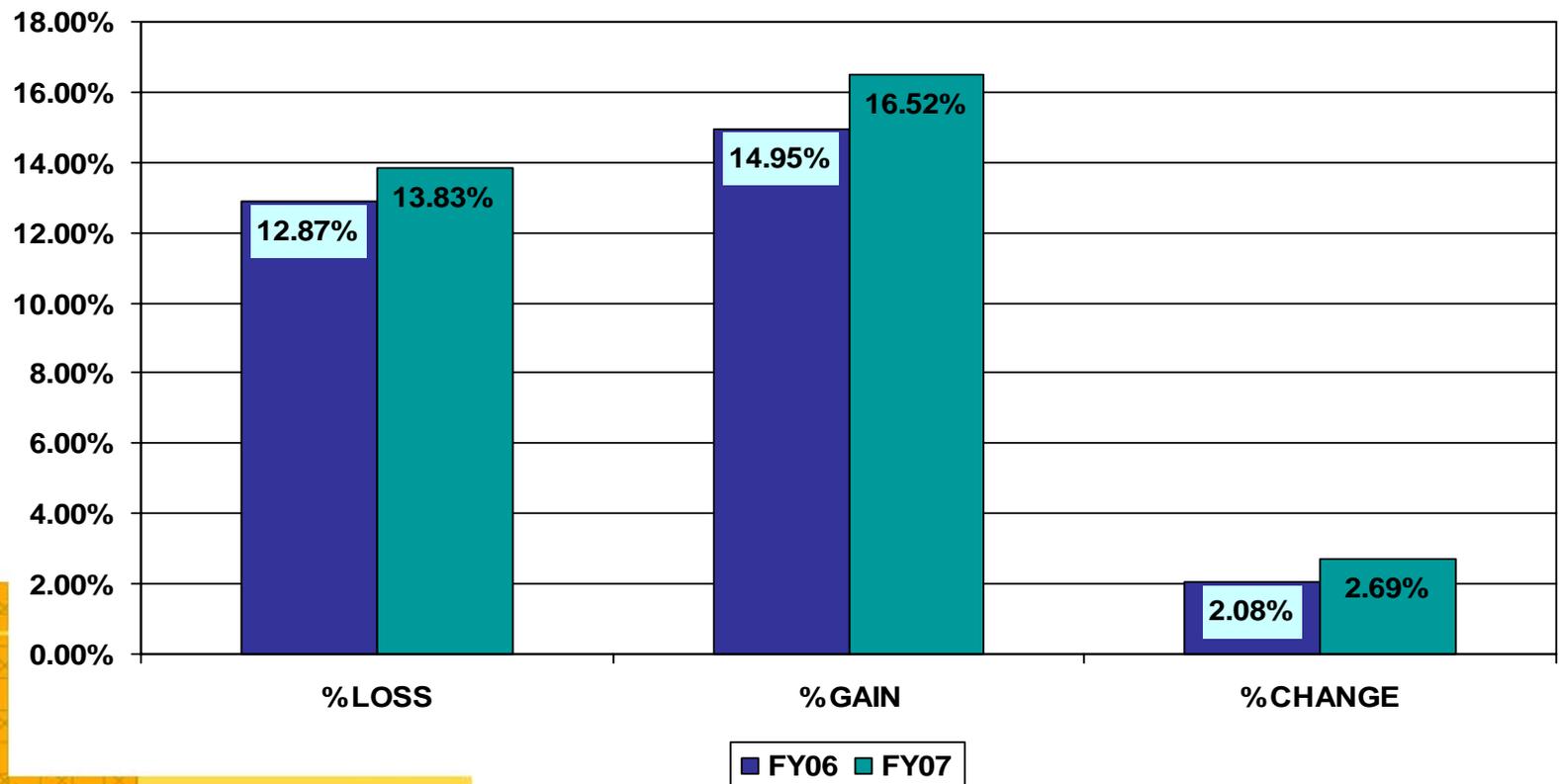
What the Data Tells Us

- 8% of SES Corps is diverse
- 20% are women



What the Data Tells Us

SES Percent Losses and Gains in FY06 and FY07



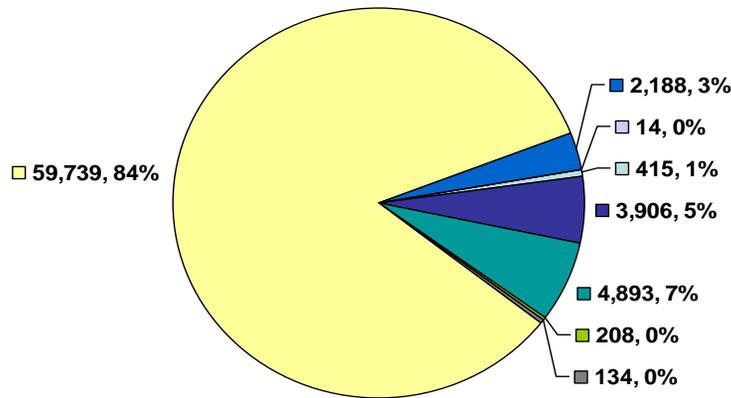
What the Data Tells Us

- Pipeline FY2005 - FY2007 Diversity

What the Data Tells Us

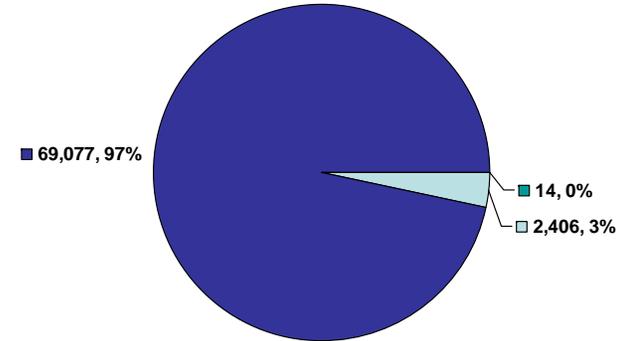
Pipeline FY2007 Demographics

Pipeline: Total Employees 71,497 as of 9/30/2007

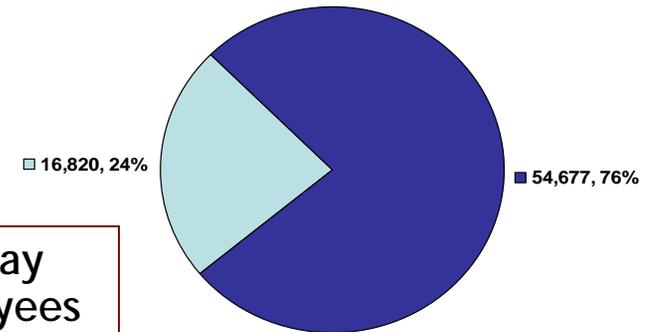


A/AN
 Asian
 Black/AA
 Multiracial
 NH/PI
 White
 Unspecified
 Unknown

Pipeline includes all employees in GS type pay plans Grades 14 and above as well as employees whose basic pay is \geq GS14 Step 1



H/L
 Not H/L
 Unknown



F
 M



What the Data Tells Us

- Age and retirement eligibility
 - FY 2007 Pipeline and SES

What the Data Tells Us

FY2007 Pipeline & SES Retirement Eligibility and Age

PIPELINE DATA				
Eligible to Retire	Avg. Age	Avg. Years to Retirement	Count	%
N	49.09	10.52	58,892	82.4%
Y	61.26	-3.79	12,605	17.6%
Total	51.24	7.99	71,497	100%

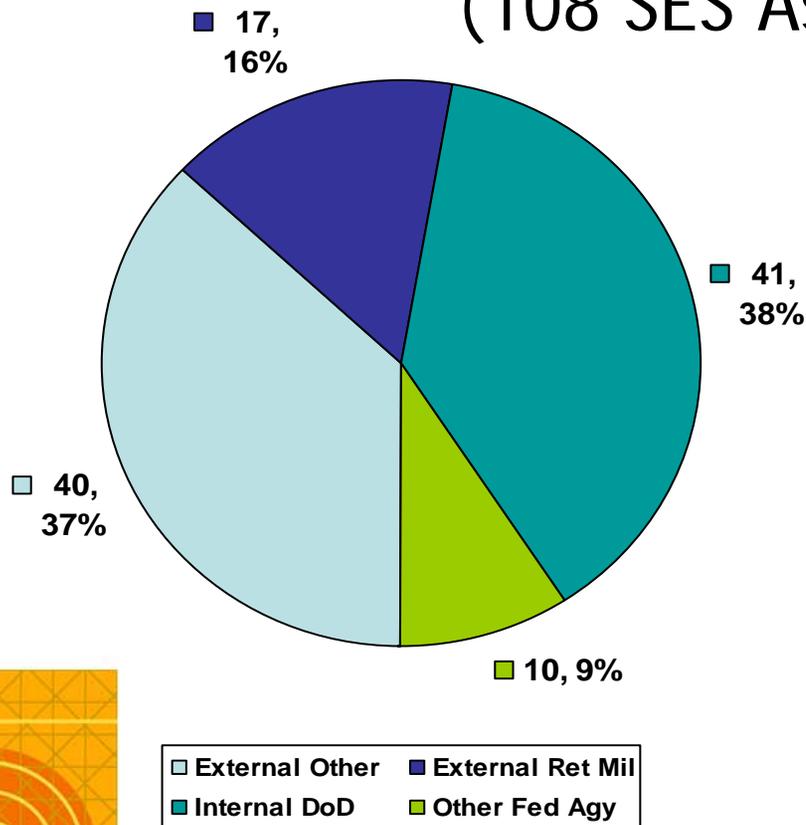
SES DATA				
Eligible to Retire	Avg. Age	Avg. Years to Retirement	Count	%
N	51.7	8.19	943	74.6%
Y	61.78	-4.11	321	25.4%
Total	54.24	5.07	1,264	100%

What the Data Tells Us

- **FY2007 Pipeline & SES Retirement Eligibility and Age**
 - 17.6% of Pipeline Employees are eligible to retire. Currently staying an average of 3.79 years past retirement eligibility.
 - 82.4% of Pipeline Employees are not eligible to retire and have on the average 10.52 years until they are eligible.
 - 25.4% of the SES Employees are eligible to retire. They are currently staying on an average of 4.11 years past retirement eligibility.
 - 74.6% of SES Employees are not eligible to retire and have on the average 8.19 years until they are eligible.

What the Data Tells Us

SES Sources of Selection FY2007 (108 SES Assignments)

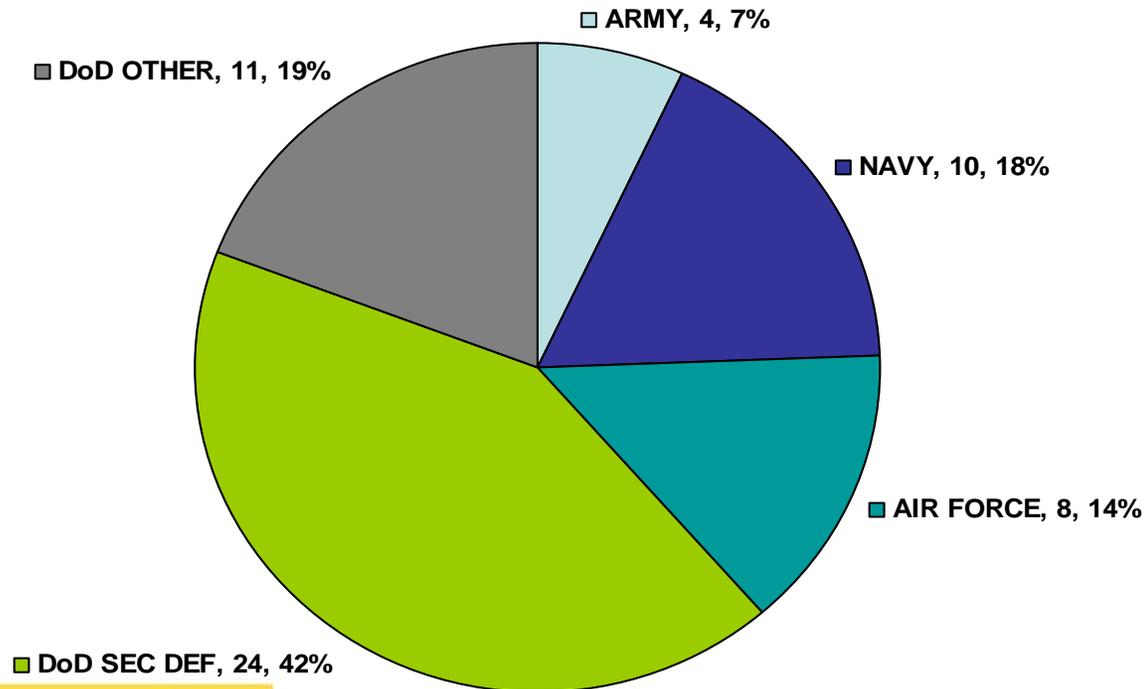


- 53% of SES selections were made from external sources:
 - 16% Retired Military
 - 37% Other
- 38% of the selections were from within DoD
- 9% of the selections were from other Federal Agencies

SES Employees who had a new Assignment to an Agency in FY2007

What the Data Tells Us

FY2007 External Sources - Assignment by Component (57 SES Assignment)



SES Employees who had a new Assignment
to an Agency in FY2007



What do You Think About...

1. Potential Legislation is in the making to promote greater diversity in the SES and recruit larger numbers of women, ethnic minorities and persons with disabilities.
 - The DEAB wants to take a leadership role. What do you believe is needed at the DoD and Federal level to promote and ensure diversity in the SES?

What do You Think About...

1. Continued:

- As the largest Federal agency, what can DoD do to serve as a “lighthouse” for all of the Federal Government?
- How does DoD attract and select an executive cadre that is representative of the United States?
 - Why is the DoD SES corps not more diverse?
 - Are there incentives/disincentives to entering SES that may impact upon workforce diversity?
 - What can/should SES leaders do to build a diverse workforce?

Summary of Q1

1. SES diversity is dependent on programs and practices throughout the DoD that support diversity at all civilian levels
2. Clearer goals and communication throughout DoD to support the process
3. Individually, mentoring and education for SES ranks is key



What do You Think About...

2. How do we make meaningful short- and long-term progress in our diversity and recruitment strategy? How should the DEAB ensure that meaningful progress is being made?
 - Considering our current diversity profile, sources and patterns of selection and low turnover rate, what must we change to see short- and long-term results?

Summary of Q2

1. Establish a formal SES Candidate Development Program that leverages independent efforts throughout DoD
2. DEAB has oversight responsibilities with command levels to insure enterprise wide lens.

Discussion

- DoD is largest agency for civilian hires
 - 650,000 personnel
 - No civilian career progression defined
- Disincentives
 - Pay compression
 - Lack of a clear succession plan
 - Lack of mentoring
 - 2 income families can include 2 high income careers - DoD doesn't have a program for spousal relocation for civilians

Discussion

- Recruiting beyond DoD candidate pools:
 - Looking outside DoD to proven non-governmental leaders.
 - Training for managers and leaders on options available to hire.
- Barriers to diversity in SES positions/ community:
 - Approximately 1000 total SES hires:
 - 166 retired military into SES positions
 - 160 of these hires were white males
 - Applicant flow doesn't provide candidates.
 - Geographic variations in the candidate pools.

Discussion

- SES candidate development and hires:
 - Need development programs similar to military.
 - SESs not trained to solve diversity or address it institutionally.
 - SES candidate development programs for civilians appear to be effective in addressing diversity improvement; DLAMP is not certified as an SES candidate development program.
 - Institutional processes and tools to identify candidate pool.
 - Civilian agencies that excel in diversity use SES candidate development programs for SES selections - rigidly use the program.
 - Make hiring offers to minority officers leaving the service at the 6 to 10 year mark.
 - Intern programs make a big dent in diversity.
 - No agency is making the goal for disabled employees.



Suggested Deliverables

- Create legislation to require every branch agency to establish an SES candidate development program addressing diversity.
- Develop a pipeline strategy to address diversity.



Suggested Deliverables

- Establish:
 - A DoD entry intern program to focus on improving diversity - discussion of central vice distributed
 - A resource a fellows program to focus on improving diversity
 - SES candidate development program
 - Oversight of diversity - DEAB have a more active role
 - A policy framework for selection that allows selecting official to establish diversity as a consideration in selection
 - A framework to collect data on certificates so that we can develop some sense of the actual candidates



Suggested Deliverables

- Establish:
 - A framework to collect data on certificates so that we can develop some sense of the actual candidates
 - An SES executive head hunting program to identify and hire outside at the executive level
 - Incentive/reward programs for individuals and organizations that meet diversity goals
 - Career broadening opportunities with other federal agencies to bring other agencies talents in recruiting and sustaining diversity to DoD
 - SES diversity goals with the same sense of urgency as the military recruiting goals

Suggested Deliverables

- Refine the definition of diversity and the way the data is collected
- Diversity training - put a policy in place that all new SESs attend mandatory diversity training
- Closing DEOMI was a loss to DoD - relook relevant role in recruiting and training
- Learn from the best practices of others and leverage their expertise
- Hire wounded warriors
- Suggest changes to the highly qualified expert hiring processes to include hiring diverse candidates as mentors to others and examples of minority executives to create images of success

SES ANNUAL FORUM

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

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.