

# SES ANNUAL FORUM

DoD **21<sup>st</sup>**  
Century  
Leadership  
**Senior Executive  
Service**

## Management Challenge

Diversity in the SES Corp

*Recruitment and Selection Life Cycle*

*Group B*

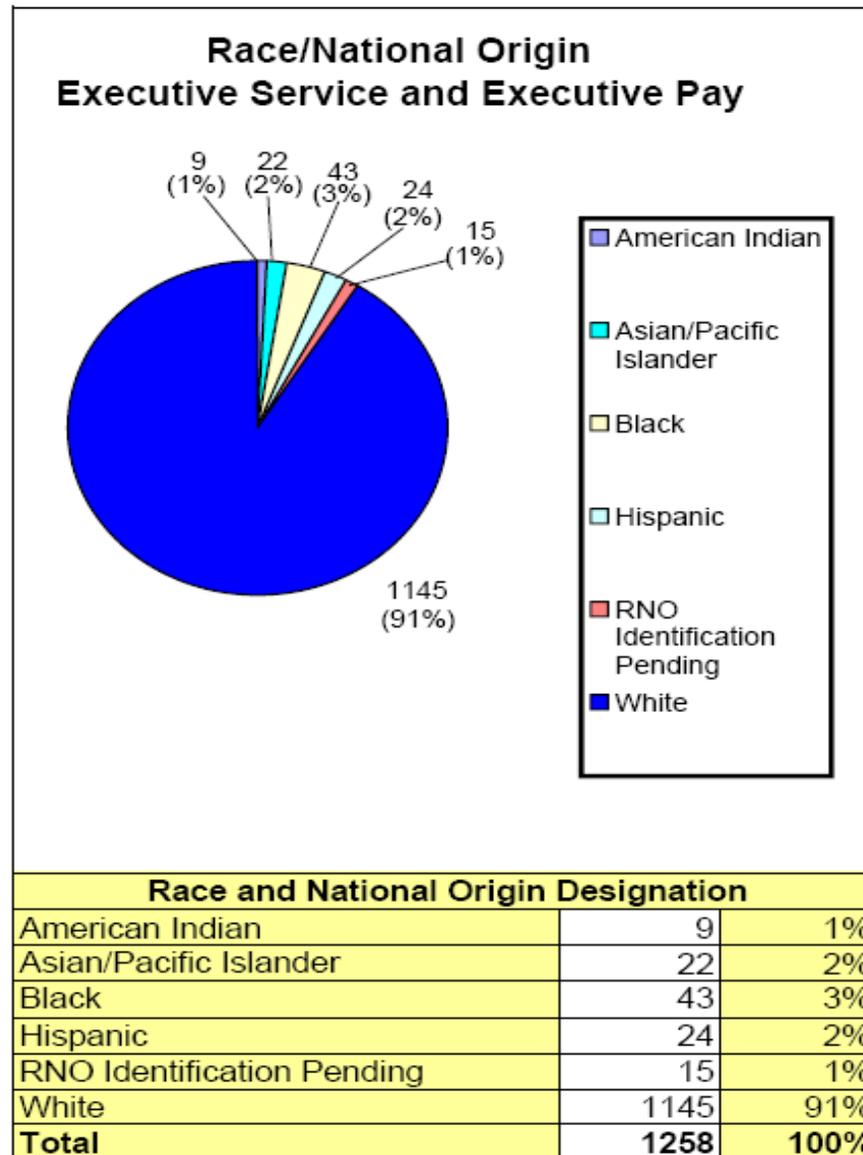
# 2008

# 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...

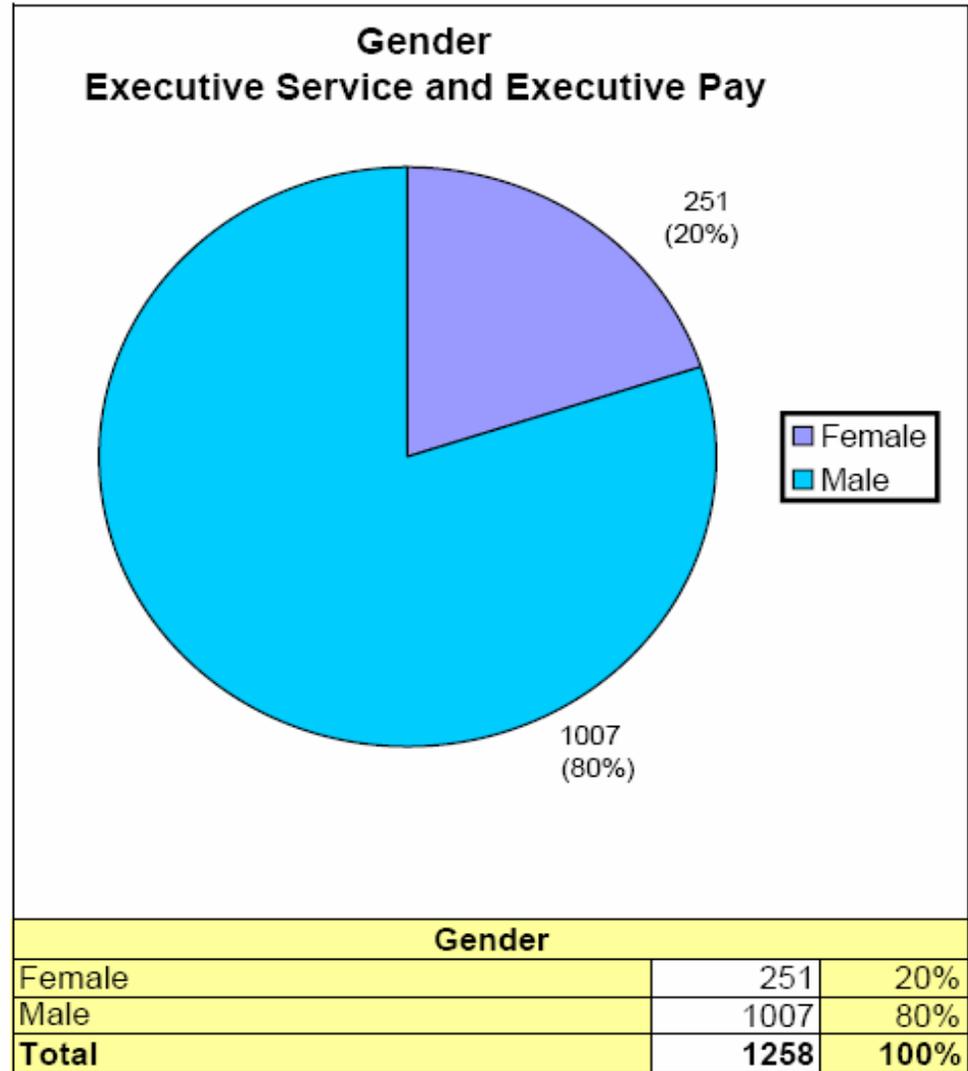
# What the Data Tells Us

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



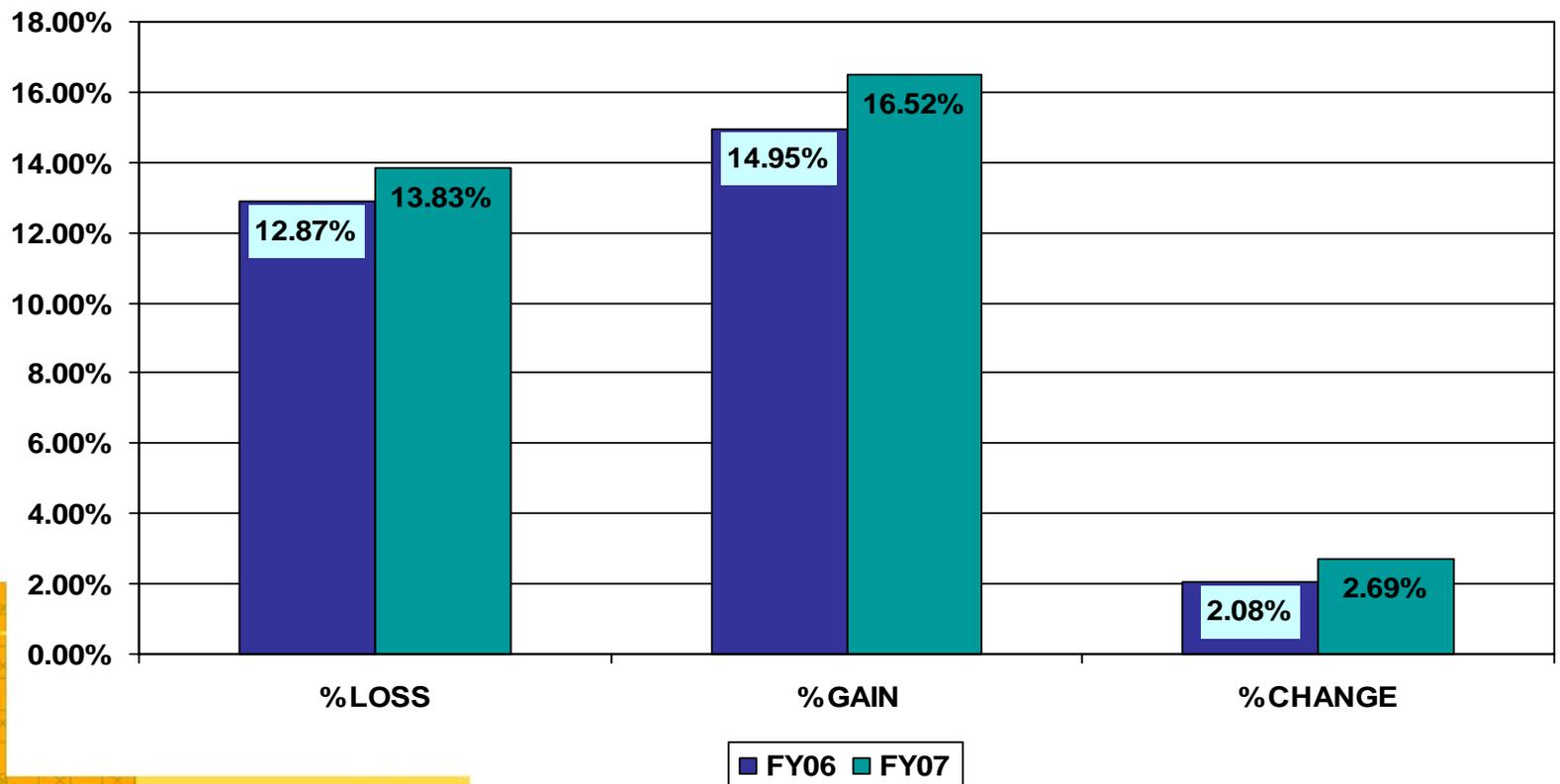
# What the Data Tells Us

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



# What the Data Tells Us

## SES Percent Losses and Gains in FY06 and FY07





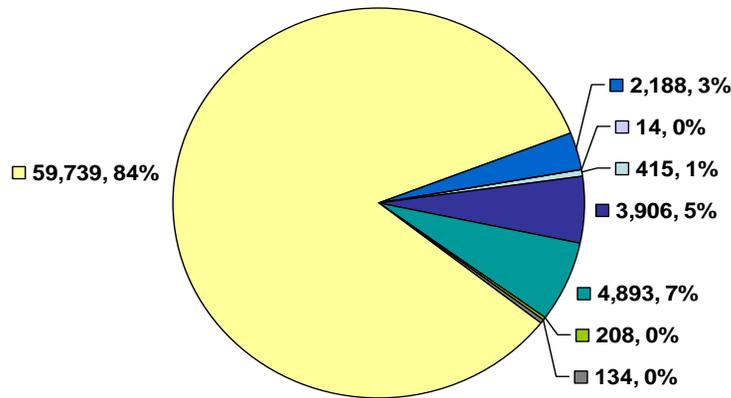
# What the Data Tells Us

- Pipeline FY2005 - FY2007 Diversity

# What the Data Tells Us

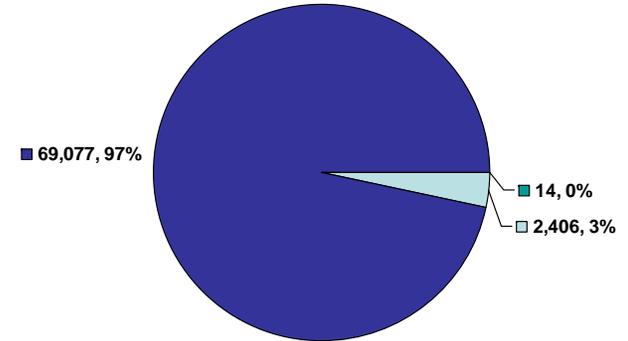
## Pipeline FY2007 Demographics

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

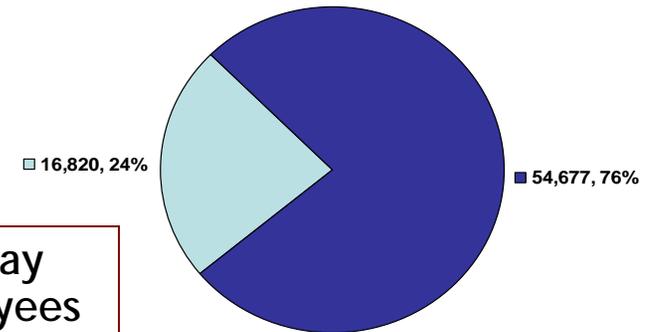


A/AN 
  Asian 
  Black/AA 
  Multiracial 
  NH/PI 
  White 
  Unspecified 
  Unknown

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%
<b>Total</b>	<b>51.24</b>	<b>7.99</b>	<b>71,497</b>	<b>100%</b>

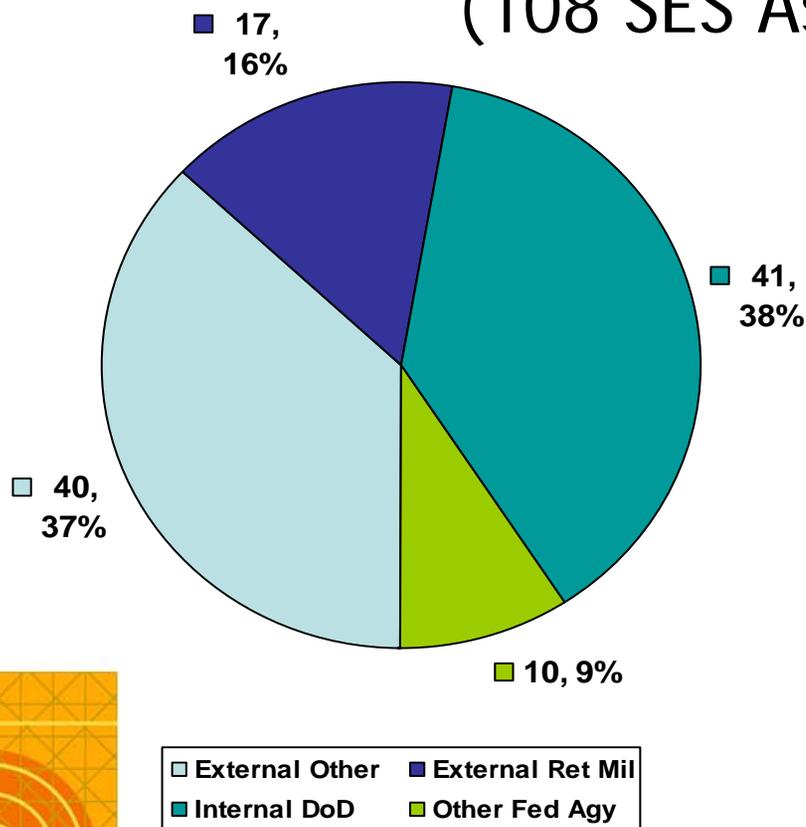
SES DATA				
Eligible to Retire	Avg. Age	Avg. Years to Retirement	Count	%
N	51.7	8.19	943	74.6%
Y	61.78	-4.11	321	25.4%
<b>Total</b>	<b>54.24</b>	<b>5.07</b>	<b>1,264</b>	<b>100%</b>

# 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)

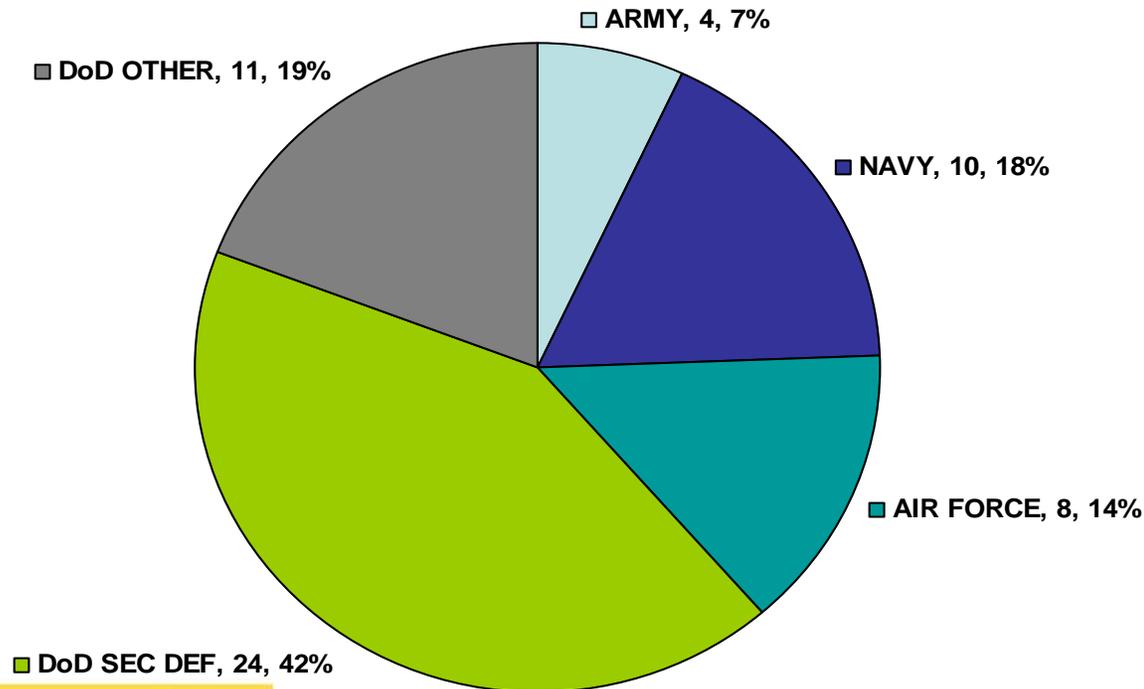


- 53% of SES selections were made from external sources:
  - 16% Retired Military
  - 37% Other
- 38% of the selections were from within DoD
- 9% of the selections were from other Federal Agencies

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?

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## Recruitment:

Universities  
Civil Service  
Professional Org  
Marketing/PR

Private Sector  
Other Gvt Agencies  
Funding

## Development Programs:

Mentoring  
Courses

Intern Development Programs

## Diversity:

Ethnic  
Disability

Gender

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# Summary of Q1

# 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

## Ad hock development seminars:

- Targeted towards minorities/gender

- Possible Role Models

## Selection Process:

- Gallup Testing

- Timelines

- Recruitment - Targeted - HBCU and others

- Streamline guidelines

- Structured Interviews/Behavioral

- Applications - simplification

- Non traditional sources

## Leadership Development:

- Focus on Cultural Awareness

- Funding to support programs

- Public Engagement

- Performance Goals

- Disability Sensitivity Training

- Responsibility for Succession

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## 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.