

SES ANNUAL FORUM

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

Management Challenge

Talent Management/
Succession Planning

Group A

2008

Overview

- The 21st Century executive workforce is adaptable -can respond to changes in the mission quickly
- Effective 21st Century leadership guides the workforce through change and delivers results
- An integrated talent management model supports the development of an adaptable workforce
- Directive 1403.03 requires Component Heads to develop talent management and succession planning processes:
 - Sustain SES leadership capability through talent management and succession planning.
 - Understand competencies available in SES leaders.
 - Diagnose individual executive talent for development and assignment.

Overview

- Directive 1403.03 requires Component Heads to develop talent management and succession planning processes:
 - Identify where additional resources should be directed to fill gaps.
 - Identify Enterprise SES positions that require critical review and attention.
 - Manage positions using a comprehensive strategic planning process.
 - Support position (and compensation) by a common tier structure.

Overview

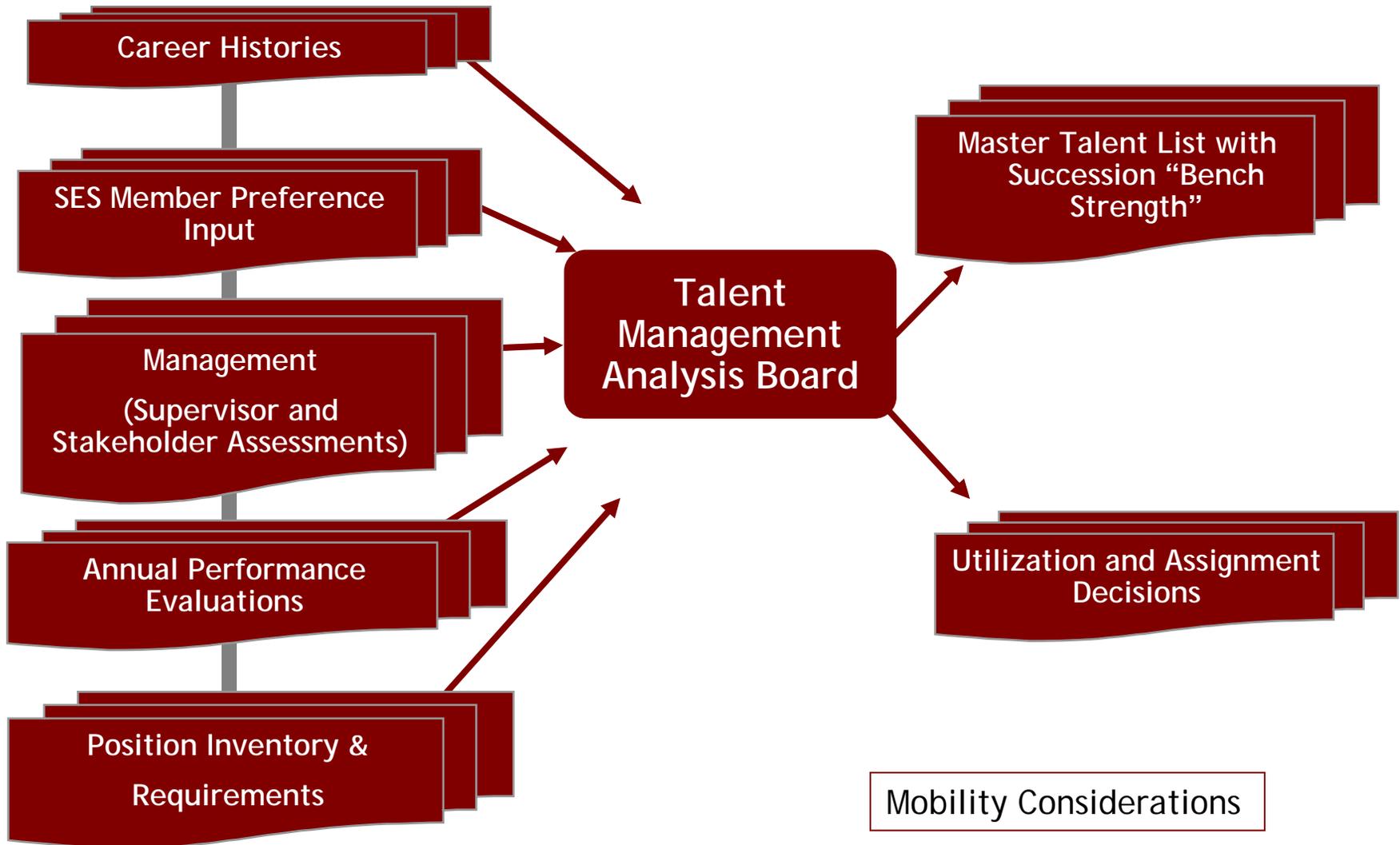
- The DEAB is responsible for ensuring continuity of the highest quality of SES leadership.
- Consider this...

What the Data Tells Us

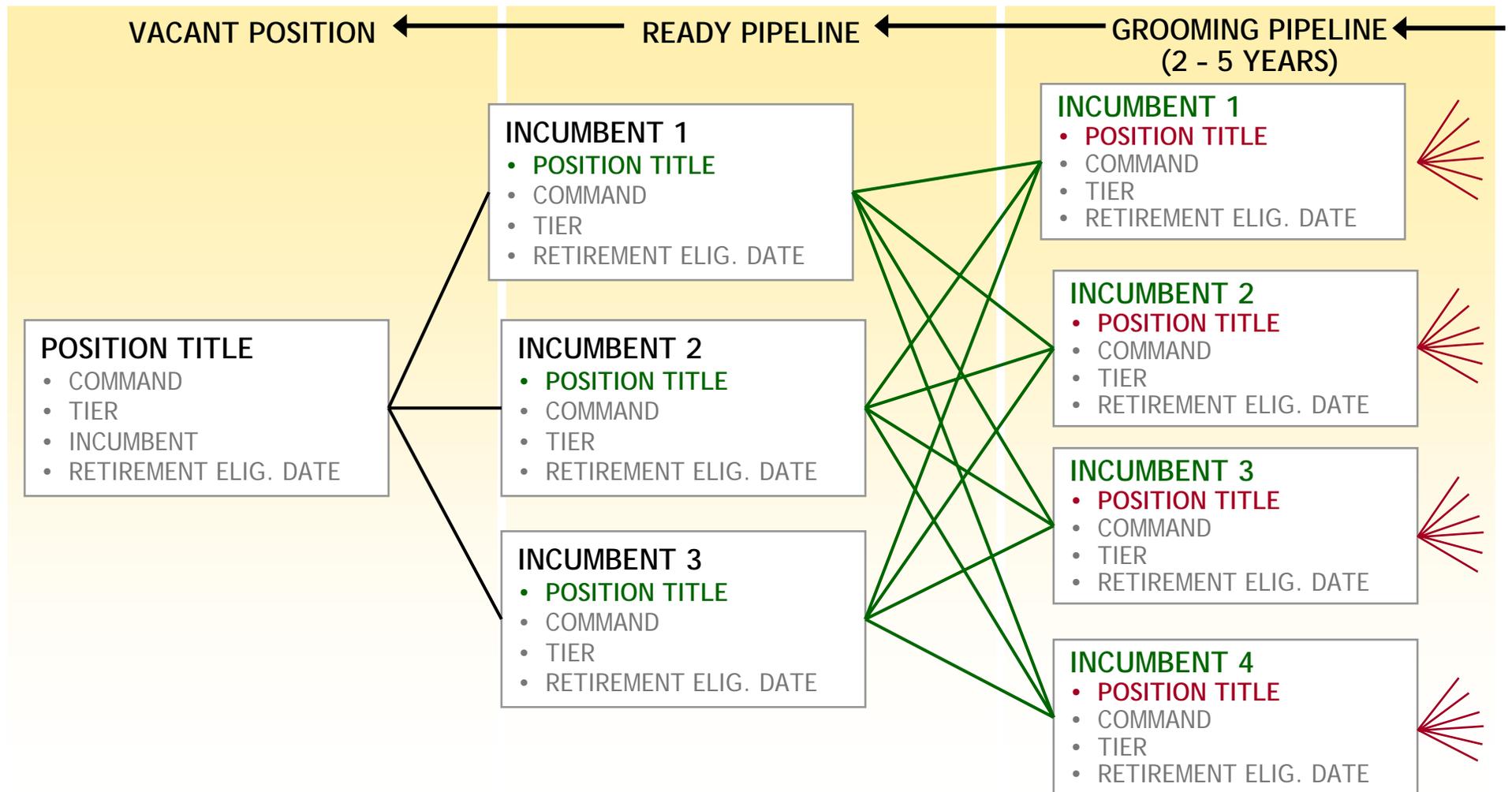
- The Department does not have an integrated talent management model or architecture at this time to support the requirement of the new Directive.
- Some Components have developed some aspects of a talent management model to meet their own requirements.
- To stimulate thinking and discussion, included for your consideration are: an example of the emerging Talent Management Framework of the Navy and an example of a Succession Planning model

Talent Management Framework Overview

The Navy's Framework



Succession Planning Process - An Example





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What the Data Tells Us

- Movement within the SES

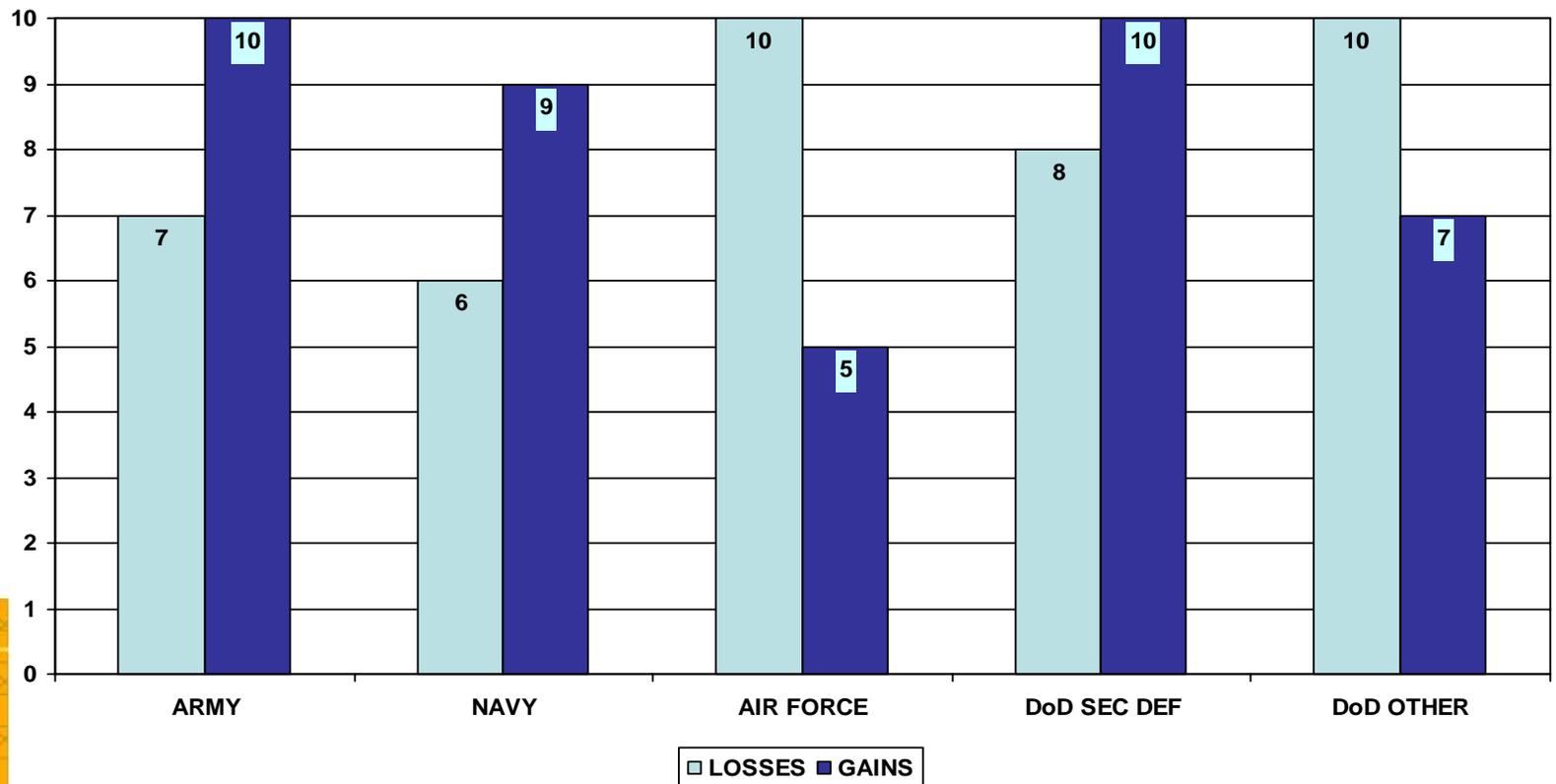


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What the Data Tells Us

FY2007 Movement by SES within DoD (41 SES Assignments)

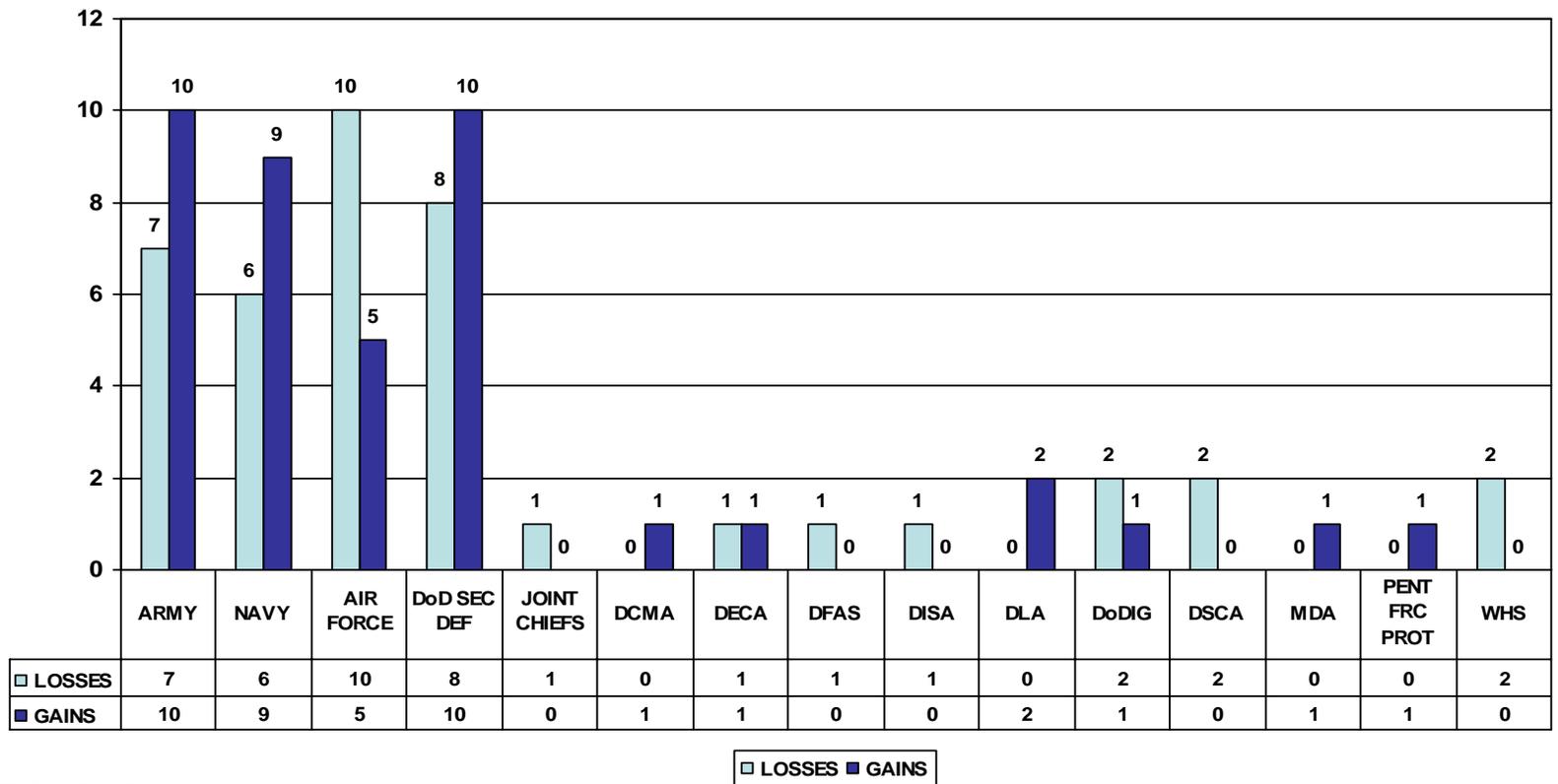


SES Employees who had a new
Assignment to an Agency in FY2007

9

What the Data Tells Us

FY2007 Movement by SES within DoD (41 SES Assignments)

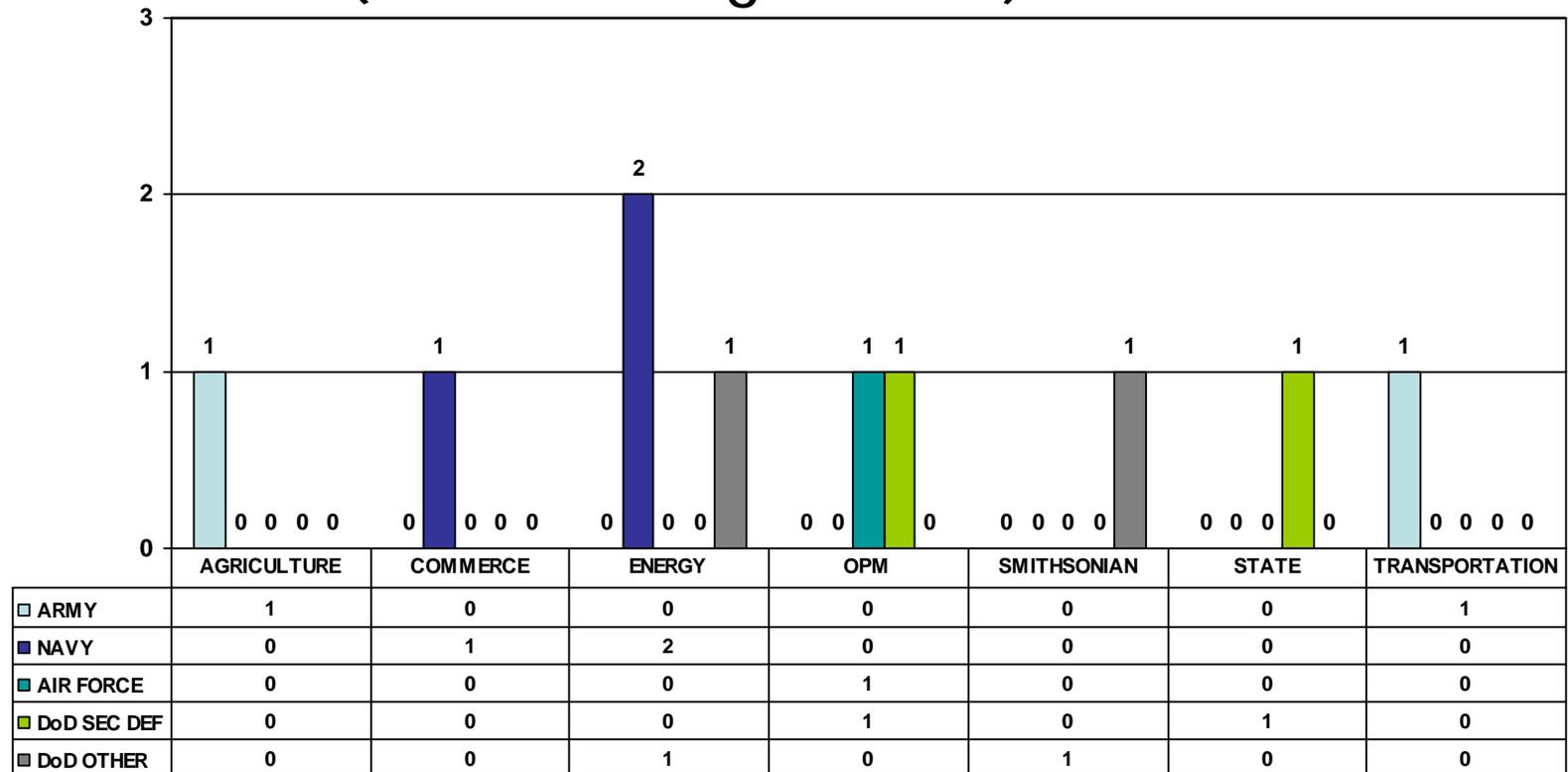


SES Employees who had a new Assignment to an Agency in FY2007

10

What the Data Tells Us

FY2007 SES from Other Federal Agencies (10 SES Assignments)

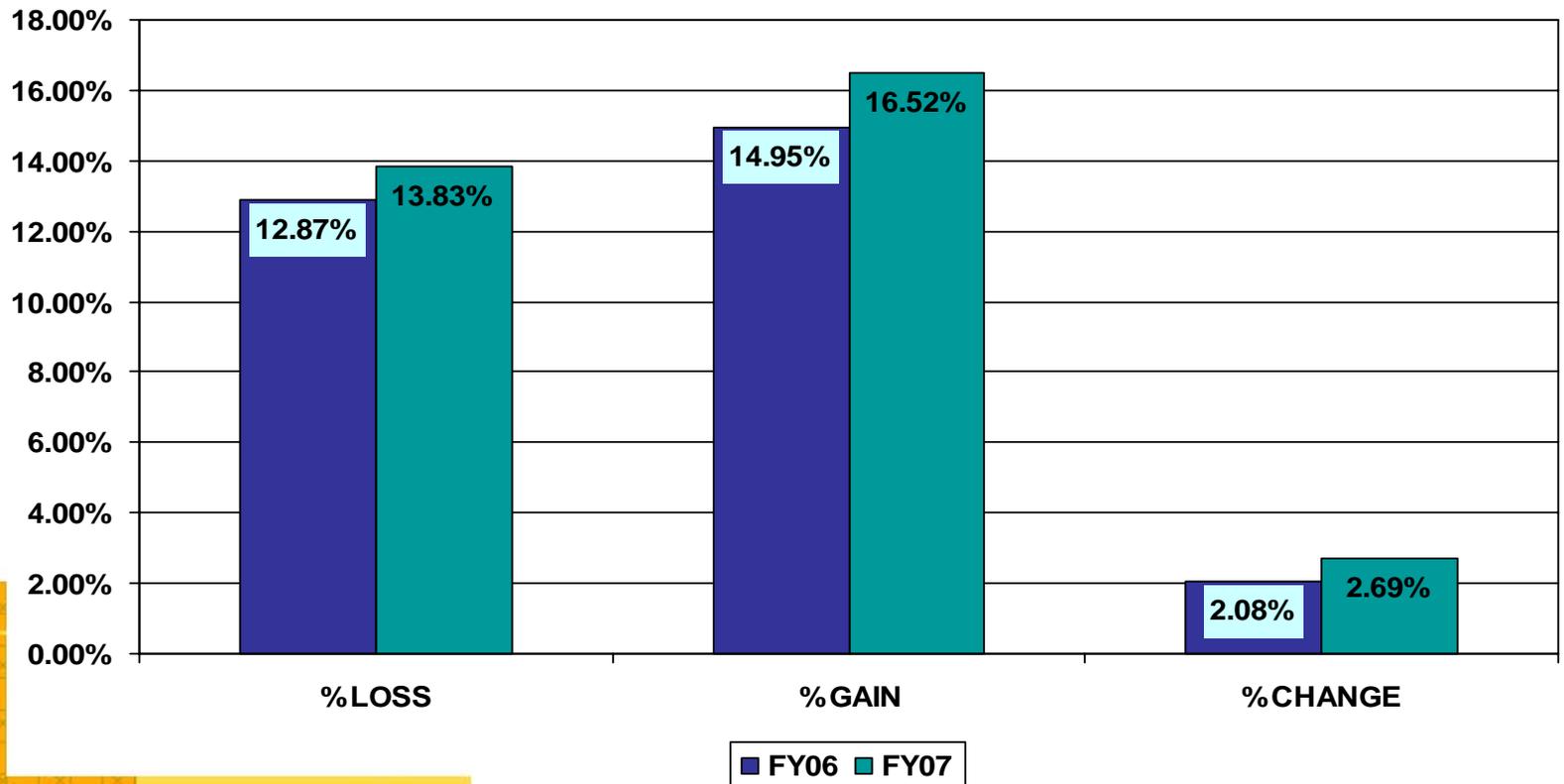


ARMY NAVY AIR FORCE DoD SEC DEF DoD OTHER

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

What the Data Tells Us

SES Percent Losses and Gains in FY06 and FY07



What do You Think About...

1. What factors should be considered when developing a talent management/succession planning model that will:
 - Sustain leadership capability in SES positions?
 - Identify competencies required of SES leaders?
 - Diagnose individual executive talent for development and assignment?
 - Identify where additional resources should be directed to fill gaps?
 - Ensure transparency, fairness, and equitability in processes and support merit principles?

Summary of Q1

1. Focus on strategic leadership skills/training.
2. Compensation/incentive:
 1. The bench
 2. Education
 3. Authority
3. Measurement system:
 1. Hard and soft metrics
 2. Transparent/equal



What do You Think About...

2. The DEAB is responsible for approving Enterprise SES positions and ensuring talent management and succession planning to sustain continuity of SES Enterprise Positions.
 - What do you think the criteria should be for identifying Enterprise SES Positions? Are they all Tier 3 positions?

Summary of Q2

1. Reluctance to give up control.
2. Following assignment service remaining.
3. Enterprise position as a development position or as a capstone position?

What do You Think About...

3. Should our succession planning model identify individuals by name for each SES position as shown in the example or should the model provide for a high quality and ready "pool?"
 - What issues need to be considered?
 - What approach do you recommend the Department take?

Summary of Q3

1. Individuals vs. Boarded lists:
 - Tier 1,2 3
 - Functional
 - Service limited today
 - Merit system principles vs cronyism
 2. Commander choice (line) vs Central Mgt
 - Personality conflicts
 - Authority of CC to form teams
 - Are we DoD assets?
 - Expertise vs Leadership/Administrators
 - Problem with synchronization
- Recommendation: Use a pool of ready candidates

What do You Think About...

4. How do you facilitate the visibility and sharing of talent across the Components/ government to develop joint, enterprise perspectives and a portfolio of experiences?
 - How do we ensure fairness and equitability in that process?
 - To what extent do processes have to be standardized?
 - What are the issues that must be addressed by Components? By the DEAB?

Summary of Q4

1. Return rights to home command.
2. Who is the selecting official for enterprise positions:
 1. The Board?
 2. The CMD?
3. How do individuals build their expertise/develop skills to be competitive for joint assignments?

Recommendations

1. Any model or approach must have filters and a draw:
 1. A qualifications filter including a career track designating whether individual is in a specialized area or has general experience.
 2. Filter for future potential
 3. Draw/attraction: What is the incentive?

Recommendations

2. All Tier 3 should not be enterprise and all enterprise should not be Tier 3.
 - Designations should be job/organization specific, not a quota system

Recommendations

3. Standard rules and processes governing the selection, development and personal concerns:
 1. Return rights
 2. PCS/travel
 3. Indoctrination (AF/Army 101)
 4. Insight into:
 - Timing, selection schedule to facilitate career, family and financial considerations

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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.