

SES ANNUAL FORUM

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

Management Challenge Plenary

2008

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Senior Executive Service

Administration of the DEAB

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Takeaways

- Establish & communicate a charter
 - Define 'enterprise' and the enterprise positions
 - Define span of control, authority and responsibility
- Processes and administration of the DEAB and the enterprise positions must be transparent to all stakeholders
- Establish framework for executive career paths
 - Develop people prior to becoming an executive
 - Prepare executives to fill enterprise positions
- Implement OSD pilot for enterprise positions

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?

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~~Development~~
Broadening

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Takeaways

- DoD's Philosophy must recognize and balance the value of different types of positions and not dictate absolutes.
- Developmental assignments in themselves are not the goal; succession planning needs to drive the assignment. The goal should not be to return to the "same job." There may be value in returning to the parent organization and/or the Component in an expanded capacity but this is not the only requirement.
- We must:
 - Identify the life-cycle manager for the Enterprise SES
 - Define and manage expectations regarding SES career
 - Establish "broadening" positions (1-3 yrs), communicate the opportunity throughout DoD and create motivation/incentives; self selection is the preferred method
 - Facilitate individual goal setting within a system that includes corporate guidance and monitoring/mentoring by higher level raters
 - Resource it properly (can't be unfunded mandate)

Recommendations

1. Establish a centralized framework to manage development of SES cadre for now and the future:
 1. Managed by career SES executives with representation across components (Expanded role for DEAB?).
 2. Cascades through components for execution.
 3. Articulated at top level (Directive 1404.03) and consistently applied.
 4. Resolve the issues of “ownership” of the positions chosen as broadening assignments.
2. Ensure that expectations and results are communicated consistently across Department:
 1. Manage careers of individuals in terms of Department wide framework for executive development and succession planning to meet component and enterprise requirements.

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Talent Management and Succession Planning Group A

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Group A Takeaways

- Emphasize strategic leadership skills.
- Provide compensation/incentives.
- Establish a common measurement system to assess individuals' leadership competencies and potential.
- Determine whether or not Enterprise positions are developmental or a capstone position.
- Recognize two comparable leadership career tracks: functional and general management.

Recommendations

- Create talent pools designated by functional and general management career track.
- Enterprise mgt positions reside at all Tiers. Meet org/job needs, not a quota.
- Standardize transparent rules and processes governing selection/development/management and personal concerns.
- Establish incentives to inspire to become SES and to grow within the SES ranks including Enterprise positions.

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Talent Management and Succession Planning Group B

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Takeaways

- Requires accurate information and analysis.
- Requires informational structure to effectively manage data.
- Calls for a model that addresses developmental needs of up and comers and leverages strengths of leaders/institutional knowledge holders:
 - Avoid creating complex, disruptive, bureaucratic system.
- Talent management model must be consistent and transparent.

Recommendations

- **What talent are we going to centrally manage?**
 - Enterprise Positions
- **What are the enterprise positions?**
 - All Tier 3 (except special requirements) and joint/other Tier 2 with broad enterprise spanning responsibilities
- **How do we manage?**
 - Create common management tools (e.g. database)
 - Manpower and Personnel for management/succession planning
 - Metrics (based on progress against goals)
 - Leverage best practices (e.g. Navy, Air Force)
- **Senior Leader Career Road Map**
 - Career Tracks (Tier 1-3)
- **How do we transition?**
 - Transparent, inclusive, user friendly system
 - Consistency across the enterprise

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Recruitment and Diversity Group A

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Group A Takeaways

- We need to define and educate ourselves within DoD on what we want to achieve as a “Culture”. Includes diversity goals related to three areas: Recruiting, Advancement, and Retention.
- Influence proposed legislation to require establishment of formal SES candidate development programs that address diversity.
- SES diversity is dependent on implementing diversity strategies at all grade levels (ex. SES candidate pools, Intern programs)

Group A Takeaways

- Challenges to address:
 - Pay compression
 - Pipeline
 - Lack of a clear succession plan
 - Lack of mentoring
 - Competition from the private sector for SES leaders and lack of awareness within the Federal sector that DoD is a large civilian employer
 - Enterprise-wide automated tools and solutions to recruit SES and track applicant diversity data
 - Education at the senior level on what is required and what is available

Recommendations

1. Strengthen DEAB from advisory to an oversight board that creates and has funding to implement a Strategic Plan and Communication for Diversity:
 - Focused goals
 - Examples of best practices
 - Pipeline strategy (e.g. DoD's wounded warriors)
 - Marketing component to position us as the employer of choice
2. Establish a formal SES Candidate Development Program that creates an enterprise-wide effort throughout DoD.
 - Policy to ensure enrichment of applicant pool.
 - Funds data collection on certificates so that we can develop some sense of the actual candidates

Recommendations

- Leverage existing best practices from other agencies and within DoD such as:
 - Air Force
 - Intel Comm. (IC)
 - Social Security Administration
 - DON
 - USDA
 - OPM

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Recruitment and Diversity Group B

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Group B Takeaways

1. Funding:

- Ensure appropriate funding is allocated to support initiatives.
- Establish and invest in an Outreach Program for SES and Civilian recruiting.
- Improve education focused on disabilities and fund structure to support employees.

2. Simplify/Streamline Application/Hiring Process:

- Remove OPM from Approval Process.
- Drastically decrease time-to-offer.

Group B Takeaways

3. Marketing/PR

- Target Information and recruitment to include Leadership Focus.
- Target Information and Recruitment at markets that provide diversity and needed skills.
- Required SES Outreach.
- Mandate minimum 4-week Open-All-Source Advertising for SES Vacancies.

4. Invigorate/Accelerate Current Programs:

- Intern, Coaching, PMP, Mentoring, Summer Hires
- Enable Ease of SES Movement between Agencies
- Establish Early Identification Process/Program

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Performance Management Group A

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Group A Takeaways

1. Sense of “equitability” is missing across DoD as enterprise. Until everyone feels that the financial reward of a 3 matches the discussed value, ratings higher than a 3 will continue to be the norm.
2. Accountability is key: understanding and feeling the benefits of maintaining vs. the consequence of not maintaining.
3. Education and appropriate communication (about what 3 means, how to distinguish performance, transparency of results) are critical.

Recommendations

1. Compensate 3's appropriately to reward the "valued performer" concept. (Minimum pay for 3 should be equal to the cost of living increase.) Reconsider rewards system so that the financial incentive to give everyone higher ratings is eliminated.
2. Consider "equitability" across SES AND level 15's, due to pay compression issues.
3. Provide more guidance about 4 and 5 that is "descriptive" rather than "prescriptive."

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Performance Management Group B

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Group B Takeaways

- No monetary incentive for band 3 NSPS/GS 15 employees to become SES.
- Until pay compression issues are resolved other initiative such as re-tiering, moving to the bell curve rating model and rotation will not be achievable.
- Too many appraisal systems in DoD - military and civilian. They need to be simplified.

Recommendations

1. Conduct training for SES and GOs similar to PEO NSPS training.
2. Fix SES compensation system first: change the law to increase SES pay caps so it's well above the rest of the workforce so that ratings don't need to be inflated in order to compensate executives higher than GS 15's and achieve some parity with other federal executives and industry executives.
3. Form an independent benchmarking review panel (similar to Defense Science Board) that reviews each organization across common functions and links to executive compensation.