



UNDER SECRETARY OF DEFENSE  
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WASHINGTON, D.C. 20301-4000

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PERSONNEL AND  
READINESS

MEMORANDUM FOR SECRETARY OF THE ARMY  
SECRETARY OF THE NAVY  
SECRETARY OF THE AIR FORCE  
DIRECTOR OF ADMINISTRATION AND MANAGEMENT  
DEPUTY UNDER SECRETARY OF THE ARMY

SUBJECT: Senior Executive Service and Senior Professional Allocations – Department of Defense Enterprise Float

The purpose of this memorandum is to institute a Department of Defense (DoD) Enterprise Float to fill temporary requirements for Senior Executive Service (SES) and Senior Professional (SLs and STs) positions. A Float Allocation is a “borrowed” resource allocation from the total SES and SL/ST allocations authorized for the Department by the U.S. Office of Personnel Management (OPM).

To ensure maximum utilization of SES and SL/ST positions, I authorize the establishment of and recruitment for up to 110 percent of SES and 106 percent SL/ST of the total allocations authorized for the Department. This over allocation is referred to as an “Enterprise Float.” The Enterprise Float is a temporary and supplementary source of allocations to be used for the specific purposes authorized by this memorandum, and may be periodically adjusted based upon factors such as resource execution rates and usage. This Enterprise Float Allocation supersedes any Component float allocation systems.

The Enterprise Float allocation for each addressee is shown on the attached chart. As indicated, addressees are authorized to use up to 5 percent of their SES and 2 percent of their SL and ST allocations to support emergent mission requirements, and up to 4 percent of their SES and 3 percent of their SL and ST allocations to promote career broadening opportunities for the acquisition of Enterprise, Joint and/or National Security Perspective competencies and promote mobility of SES across the Department of Defense and inter-agency. The remaining 1 percent of each allocation will be retained by the Under Secretary of Defense for Personnel and Readiness to support the Department’s high priority, unanticipated or unexpected out-of-cycle requirement, including those of the Combatant Commands. The attached chart identifies the proposed Enterprise Float for FY 2009 for the Department, the Military Departments and the Office of the Secretary of Defense/Defense Agencies. Also attached is implementation guidance on the use of the Enterprise Float.

Notwithstanding this Enterprise Float, I expect that you will continue to make every effort to fill SES and SL/ST positions within 45 days of the close of a vacancy announcement. The Department's goal is to execute at least 98 percent of our resource allocations. Currently, we are executing about 88 percent of our allocations. Timely and responsive recruitment is a key factor in attracting the most capable executive and senior professional talent for the Department and meeting mission requirements. Further, you are to continue to ensure a systematic approach to anticipating executive needs and relating executive personnel requirements to your program priorities.

I appreciate your support in ensuring the Department's ability to recruit, develop and retain the most talented executive and senior professional cadre to meet the 21<sup>st</sup> century mission demands. My point of contact for this policy is Elizabeth Triantafilidis, Civilian Personnel Management Service, 703-696-8798.



Michael L. Dominguez  
Acting Under Secretary of Defense  
(Personnel and Readiness)

## **Operating Guidance for the Department of Defense Enterprise Float**

### **1. Executive Resources Planning**

#### 1.1. Policy. It is the Department's policy to:

- a. Develop and implement a continuing program for staffing executive and senior professional positions with the most capable cadre available.
- b. Strategically plan for senior executive (SES) and senior professional (SL/ST) workforce requirements for the next ten years and determine the appropriate size force based upon changes in mission, shifts in external influences, workforce requirements, planned and projected streamlining initiatives, strength of the leadership team (General/Flag Officers, SES and political leadership), demographics and trends.
- c. Make maximum use of SES and SL/ST allocations.
- d. Ensure recruitment of qualified personnel from appropriate sources with selection and advancement determined solely on the basis of relative ability, knowledge and skills, after fair consideration and competition as may be necessary to assure that all receive equal consideration.

### 2. Enterprise Float

2.1. Definition: An Enterprise Float Allocation is a "borrowed" resource allocation from the total SES and SL/ST positions authorized for the Department by the OPM.

2.2 Purpose: An Enterprise Float is a supplementary and temporary source of allocations to be used only to support the following types of requirements for career members of the SES and SL/STs:

- 2.2.1 Career broadening opportunities to develop/enhance acquisition of Enterprise, Joint, National Security perspective competencies
- 2.2.2 Mobility of SES across the Department of Defense and inter-agency

2.2.3 Emergent, unexpected and critical mission requirements.

2.2. Allocation Ceilings: The Under Secretary of Defense for Personnel and Readiness will determine the Enterprise Float allocations annually. Ceiling determinations will consider execution rates, fill times, and other pertinent factors.

2.2.1. Allocation ceilings will be distributed to the Heads of the Military Departments and to the Director of Administration and Management for the Office of the Secretary of Defense and the Defense Agencies.

2.2.2. The Under Secretary of Defense for Personnel and Readiness retain an allocation for the Department's emergent, unexpected and critical mission requirements, including for the Combatant Commands.

2.2.3. Allocation ceilings will be determined for each of the following two categories: (1) Career Broadening/Mobility Opportunities to develop/enhance the acquisition of Enterprise, Joint and National Security Perspective competencies and Emergent, and (2) unexpected mission requirements.

2.2.4. Unused Enterprise Float allocations must be returned to the Deputy Under Secretary of Defense for Personnel and Readiness.

2.3. Use of Enterprise Float Allocation. The Enterprise Float Allocations may be used as follows:

2.3.1. Generally, Enterprise Float allocations are used for a period of up to three years.

2.3.2. They can support an individual on a covered opportunity, a backfill requirement for an individual on a qualifying assignment or detail, and or to create a temporary position for an individual returning from a covered assignment pending permanent allocation or assignment.

2.3.3. They can support an emergent or unexpected critical mission requirement pending an organizational restructuring or realignment of executive or senior professional positions or pending a Biennial Request.

- 2.3.4. Allocations may be used to make permanent, temporary and or limited term appointments. Requirements that are permanent and enduring also should be submitted for consideration during the OPM Biennial process.
- 2.3.5. The Enterprise Float is not intended to support enduring requirements indefinitely.

2.4. Requests for Use of Under Secretary of Defense for Personnel and Readiness Enterprise Float.

- 2.4.1. If Components need additional Enterprise Float allocations, a fully justified request may be made to use the Under Secretary of Defense for Personnel and Readiness Enterprise Float.
- 2.4.2. Requests will be reviewed and decided as they are received.

**3. Biennial Requests**

- 3.1. Each Component will first consider managing its unexpected executive and senior professional resource requirements from within Component resources.
- 3.2. Components have the opportunity during even-number calendar years, to examine your SES and SL/ST needs, and if required, submit a written request for a specific number of position authorizations for each of the two succeeding fiscal years (Biennial Requests) in accordance with Section 3133 of title 5, United States Code.

**4. Monitor and Control**

- 4.1. The Deputy Under Secretary of Defense for Civilian Personnel Policy will develop and maintain a system to monitor the use of the Enterprise Float Allocations.
- 4.2. Components will report SES and SL/ST allocation usage, including the Enterprise Float allocation usage, on the first of every month to the Deputy Under Secretary of Defense for Civilian Personnel Policy.
- 4.3. Components will be evaluated on their fill rate, time to fill for new positions, retention rates, closing of gaps in Enterprise/National Security/Joint Perspective competencies, increases in career broadening assignments including across the Department and Interagency, and program results.

## SES Resource Accounting

Component	SES Permanent Allocations Authorized	SES Temporary Allocations Approved by OPM	With a 5% float for emergent requirements	With a 4% float for career broadening	With a 1% float for OSD to be distributed by OSD
Department of Defense <i>(to be completed by CPP)</i>	1387	11	69 positions  (1525)  Total 10% Float = 138	55 positions	14 positions (Includes float for CoCom emergent requirements)
Army	291	0	15	12	
Air Force	165	2	8	7	
OSD, Defense Agencies and others <sup>2</sup>	566	2	29	23	
Navy	324	0	17	13	

<sup>1</sup> The chart does not reflect the 41 CoCom allocations

<sup>2</sup> These include the Sec Def Reserve of 28; Sec Def Development Reserve of 4; USD(P&R) Reserve of 25; USD(P&R) Development Reserve of 6.

## SL Resource Accounting

Component	SL Allocations Authorized	3% float for emergent requirements	2% float for career broadening	1% float for USD(P&R)
Department of Defense <i>(to be completed by CPP)</i>	47 <sup>3</sup>	1	1	
Army	3	0		
Air Force	20	0	1	
OSD, Defense Agencies and others	16	1		
Navy	7	0		

<sup>3</sup> Chart does not reflect 1 CoCom allocation

ST Resources

Component	ST Allocations Authorized	3% float for emergent requirements	2% float for career broadening	1% float for USD(P&R)
Department of Defense <i>(to be completed by CPP)</i>	143	4	3	1
Army	46	1	1	
Air Force	38	1	1	
OSD, Defense Agencies and other	18	1		
Navy	41	1	1	