

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

Developing **21st Century**
Senior Executive Service Leaders

Workshop – January 29, Arlington, Virginia

February 23, 2007

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On January 29, 2007, over 160 career SES met to advance the vision of the “Developing 21st Century Department of Defense Senior Executive Service Leaders” Concept Paper. This document captures the proceedings of that event. Its contents are outlined below.

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Executive Summary

PURPOSE

The Developing 21st Century Department of Defense Senior Executive Service Leaders Workshop was organized at the direction of the Under Secretary of Defense for Personnel and Readiness by representatives of the Office of the Deputy Under Secretary of Defense for Civilian Personnel Policy. The 1-day workshop aimed to update the SES community on progress of the Developing 21st Century Leaders Initiatives since the May 9, 2006, conference, gather feedback and new ideas around key topics across the SES career lifecycle, and capture the reactions of SES members to the Concept Paper, foundational principles, and proposed policy options of the Initiative. Input from conference participants will be used to shape and inform the Initiative, specifically as the Directive and Instruction are drafted and issued.

LOGISTICS

The workshop was held at the L. William Seidman Center in Arlington, Virginia, on January 29, 2007. The day began with opening remarks from Pat Bradshaw, Deputy Under Secretary of Defense for Civilian Personnel Policy, and a video address from the Honorable Gordon England, Deputy Secretary of Defense. The morning keynote address was delivered by Lieutenant General William M. Fraser III, Assistant to the Chairman of the Joint Chiefs of Staff, on behalf of Admiral Giambastiani, Vice Chairman of the Joint Chiefs of Staff.

The interactive, participant working sessions occurred in three stages: a morning opening and debriefing session, six lifecycle workshops, and an afternoon synthesis session. The morning sessions were facilitated by Dr. David Cooperrider of the Weatherhead School of Management at Case Western Reserve University and Johanne Lavoie, Senior Expert in the Global Organization and Leadership Practice at McKinsey & Company. Participants were introduced to the positive-questioning approach known as Appreciative Inquiry and were engaged around their personal vision of and commitment to 21st Century SES leadership through paired interviews. The interviews were followed by a debriefing session including small group discussions and presentations before

the full audience. Audience members submitted additional comments and feedback via wireless keyboards stationed throughout the room through a system called “Resolver.” At the close of the session, participants reported to their assigned career lifecycle workshops.

Each lifecycle workshop focused on one of the six stages of the SES career lifecycle – recruitment, selection, utilization, development, performance management, and sustainment/morale. The workshops were guided by professional facilitators from McKinsey & Company, and the input from participants was recorded by trained note takers. The workshops began with an overview of the topic area including results from the workshop pre-survey, examples of private sector “best practices,” and proposed policy options drawn from the SES Working Group sessions, briefings with the SES community, and discussions with DoD leadership. Participants shared their reactions to the presented information and brainstormed additional ideas. Small groups were tasked with turning the prioritized ideas from the brainstorming session into implementation-ready initiatives.

The 2-hour workshops were split by a formal luncheon, which included a keynote address from Warren Strickland, leader of the Global Organization Design Practice and Director of the Dallas Office at McKinsey & Company. Mr. Strickland was introduced by the Honorable Michael L. Dominguez, Principal Deputy Under Secretary of Defense for Personnel and Readiness. To close the day, each lifecycle workshop group prepared a brief presentation detailing the proposed initiatives from their planning sessions. Representatives from each group explained the proposals, and Resolver technology was used to capture the real-time reactions and additional suggestions from the audience. The closing remarks were delivered by Dr. David S. C. Chu, Under Secretary of Defense for Personnel and Readiness.

AGENDA

Time	Event	Speaker	Room Location
7:30 – 8:30 a.m.	Networking breakfast	Air Force Brass Quintet (8:10-8:30)	Auditorium Foyer Building C, 3rd Floor
8:30 – 8:40 a.m.	Presentation and retirement of colors National Anthem	Joint Armed Forces Color Guard MUS Yolanda Pelzer, USN, and the Air Force Brass Quintet	Auditorium Building C, 3rd Floor
8:45-8:55 a.m.	Welcome Opening remarks	Patricia S. Bradshaw, Deputy Under Secretary of Defense (Civilian Personnel Policy) Honorable Gordon England, Deputy Secretary of Defense	Auditorium Building C, 3rd Floor
8:55-9:25 a.m.	Keynote address	Lieutenant General William M. Fraser III, Assistant to the Chairman of the Joint Chiefs of Staff	Auditorium Building C, 3rd Floor
9:25-10:25 a.m.	Opening session	Dr. David Cooperrider, Case Western University	Auditorium Building C, 3rd Floor
10:25-10:35 a.m.	Break		Auditorium Foyer Building C, 3rd Floor
10:35-11:30 a.m.	Debriefing session	Dr. David Cooperrider, Case Western University	Auditorium Building C, 3rd Floor
11:30-12:15 p.m.	Lifecycle Workshop <i>Part I</i> Recruitment Selection Development Performance management	Facilitators Scott R. Rutherford Scott R. Rutherford Marty Pollock Johanne LaVoie	 A2074 Building A, 2nd Floor A 2062 Building A, 2nd Floor A2068 Building A, 2nd Floor B3080 Building B, 3rd Floor

Time	Event	Speaker	Room Location
	Sustainment/ morale	David Cooperrider	B3018 Building B, 3rd Floor
	Utilization	William Wolf	B3024 Building B, 3rd Floor
12:15-1:30 p.m.	Lunch	Introduction by Honorable Michael Dominguez, Principal Deputy Under Secretary of Defense (Personnel and Readiness)	Auditorium Building C, 3rd Floor
	Keynote address	Warren Strickland, Director, McKinsey & Company	
1:30-2:45 p.m.	Lifecycle workshop <i>Part II</i>	Facilitators	
	Recruitment	Scott R. Rutherford	A2074 Building A, 2nd Floor
	Selection	Scott R. Rutherford	A 2062 Building A, 2nd Floor
	Development	Marty Pollock	A2068 Building A, 2nd Floor
	Performance Management	Johanne LaVoie	B3080 Building B, 3rd Floor
	Sustainment/ morale	David Cooperrider	B3018 Building B, 3rd Floor
	Utilization	William Wolf	B3024 Building B, 3rd Floor
2:45 – 2:55 p.m.	Break		Auditorium Foyer Building C, 3rd Floor
2:55-4:55 p.m.	Synthesis session	Johanne Lavoie, Senior Expert, McKinsey & Company	Auditorium Building C, 3rd Floor
4:55-5:10 p.m.	Break		Auditorium Foyer Building C, 3rd Floor
5:10-5:25 p.m.	Closing remarks	Dr. David S. C. Chu, Under Secretary of Defense (Personnel and Readiness)	Auditorium Building C, 3rd Floor
5:25-7:00 pm	Cocktail reception		Auditorium Foyer Building C, 3rd Floor

ATTENDANCE

In total, 163 SES members from the Air Force, Army, Navy, Combatant Commands, 4th Estate, and OSD registered to attend.

Component	Number of participants
Air Force	28
Army	22
Navy	49
Combatant Commands	7
4th Estate	18
OSD	39
Total:	163

MAJOR THEMES

The 5 themes identified below represent those ideas that consistently emerged in the morning opening and debriefing sessions, lifecycle workshops, and the afternoon synthesis session. Themes specific to the stages of the SES career lifecycle are addressed in more detail in the Lifecycle Workshop Results section of this document.

Creation of strategic, deliberate development opportunities for SES executives

Career development was identified as a top priority in almost all lifecycle workshops. The need for systematic development of consistent quality, availability, and effectiveness was stressed, with consideration given to the role of formal training, mentorship, diverse job experiences, and self-development.

Open communication among SES and DoD leadership

Some participants still expressed confusion over the intention of the Developing 21st Century Leaders Initiative and called for a clear articulation of the vision and proposed changes.

Dedication of resources as an indicator of DoD commitment to new leadership expectations

Participants repeatedly suggested that a commitment of resources to support mobility, executive leadership development, meaningful performance management, and morale-building initiatives

would be necessary for progress.

Compensation levels, particularly in regards to the issue of pay compression with GS-15 civilians, was consistently noted as a top concern.

Inclusion of GS- or equivalent-focused initiatives

Across the lifecycle workshops, participants emphasized the importance of including GS-specific programs in order to develop a fully qualified, competitive applicant pool. Suggestions included articulating a clear career path from the GS ranks to the SES corps and offering development plans for high-potential GS candidates.

Reforms aimed at increasing transparency and consistency

Many participants felt certain career lifecycle stages, specifically selection and performance management, would benefit from reforms to increase transparency of the process and outcomes.

The inconsistency of tiering systems across the SES corps was addressed in several lifecycle workshops and the afternoon synthesis session. Participants were divided as to whether tiers should be standardized across the DoD or completely eliminated.

LIST OF PROPOSED INITIATIVES

The following list of initiatives includes the proposals presented by the 6 lifecycle workshop groups in the afternoon synthesis session.

I. RECRUITMENT

Simplify the application process

- Accept applications electronically (keep it simple)
- Eliminate the ECQs (as it is today)
- Eliminate the OPM review – DoD becomes certified to do the review
- Speed up the security clearance process (e.g., lower the delegation of interim clearance)

Address the pay compression to enhance the value proposition

- Clear pay differential between top GS-15 and lowest SES
- Benefits/cost of living

Define an overarching SES value proposition

- What is the value?
 - Core values: integrity, responsibility, accountability, leading in tough times, service to our country

- What is the process?
 - Establish a core group of SES to articulate the values
 - Look at the value proposition from multiple lenses

II. SELECTION

Create more meaningful attributes, criteria associated with positions (e.g., specific and in plain English)

- Distinguish SES, SL, and ST
- One size does not fit all
- Need a plan

Ensure broad communication and transparency of information

Create budget and support structures for PCS (similar to military side)

Define “bench” development principles and procedures (e.g., DoD-directed versus self-directed joint experiences , etc.), especially career development planning

III. UTILIZATION

Map out the career path to become an SES – identify the set of skills and trainings that are required

Create an SES exchange program

- Diversity of experiences
- Cross-functional/cross-organization
- External (non-DoD) experiences
- Show by example

Standardize compensation practices across DoD

Recognize the SES Corps as a (DoD) Enterprise Asset

- Master SES e-mail list
- Publicize retirement demographics on an aggregate basis

IV. DEVELOPMENT

Create a formal Mentorship Program

- Formal exchange program for assignments (pre- and post-SES)
- Mentor and/or coach program (pre- and post-SES)

Develop an Executive Learning Program

- Deliberate mentorship paired with individual development
- “Laps in the board room”
- In-transit training to new assignment, with a central tool to augment

Build a pilot program for “Enterprise-wide” position

- Create “Enterprise” positions, complete with a rotational program (12 months?)
- Choose a pilot number of positions (e.g., 50, with 10 from each component) and a location for the “pool” of these positions
- Establish rules for managing and sustaining this position
- Establish a standard training program to support

V. PERFORMANCE MANAGEMENT

Expanded incentives

- Provide incentives for corporate citizenship
- Component head acknowledges contributions (through medals, public recognition, etc.). Selection is made by peers
- More nonmonetary recognition
- Change in monetary incentives; “significant variable compensation”
- Increase pride and “trappings”

Consistent hierarchy

- All SES positions have been evaluated and weighed in terms of line, staff, specialist duties; scope and scale; impact/influence on mission
- Created Enterprise-wide hierarchy
- Categorization into 1/2/3-star-equivalent jobs

Metrics are meaningful, not artificial/warfighter-focused, but full spectrum of responsibilities acknowledged

- 360-degree evaluations for all senior executives (political and career)
- Improve communications between raters and rates

SUSTAINMENT/MORALE

Provide support for geographic mobility

Enhance recognition and compensation for SES at the executive level to attract top-level talent

Create formal structure for SES career development

Define a shared vision for change

2

Survey Overview

OBJECTIVES

A pre-survey was issued to gather accurate data on the opinions and experiences of workshop participants in regards to the career lifecycle of DoD SES executives.

METHODOLOGY AND PARTICIPATION

The survey was designed to address key aspects of the SES career lifecycle, including the effectiveness of current recruitment practices, the fairness of current selection protocol, the prioritization and quality of development programs, and the impact of sustainment efforts. In addition, broad statements were posed in order to measure the perception of the need for and intent of the Developing 21st Century Leaders initiative.

Participants were asked to rank their level of agreement with each statement on a five-step scale ranging from "strongly agree" to "strongly disagree." In total, 137 SES members completed the survey.

EXHIBIT 1a

Overall, career SES positions offer an attractive package of job experience

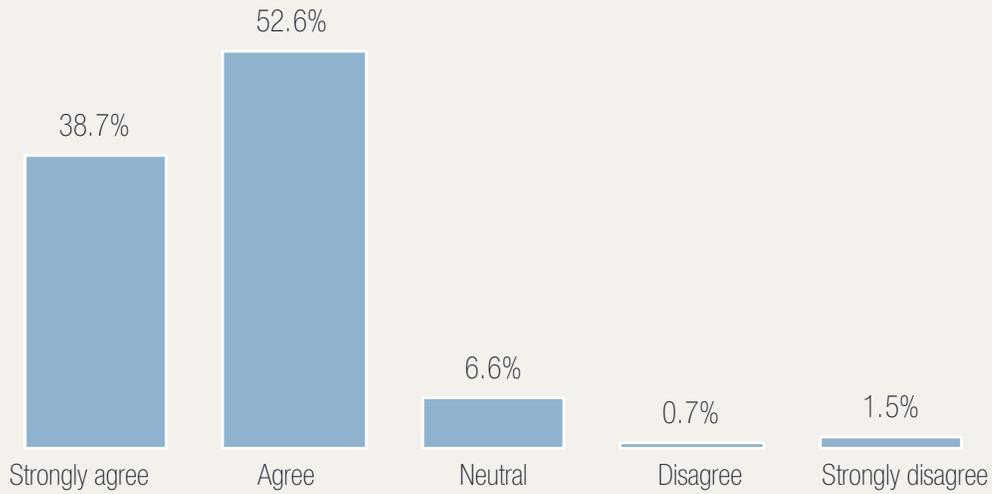


EXHIBIT 1b

Overall, career SES positions offer an attractive package of responsibility and impact

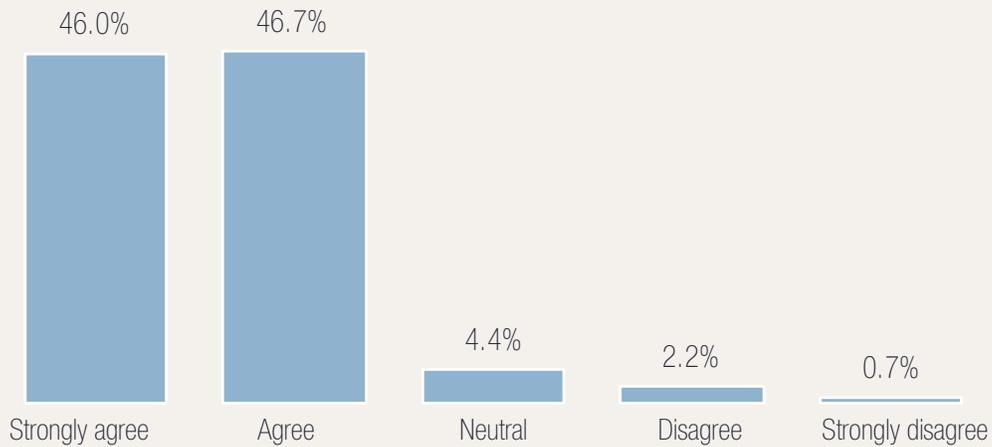


EXHIBIT 1c

Overall, career SES positions offer an attractive package of pay and benefits

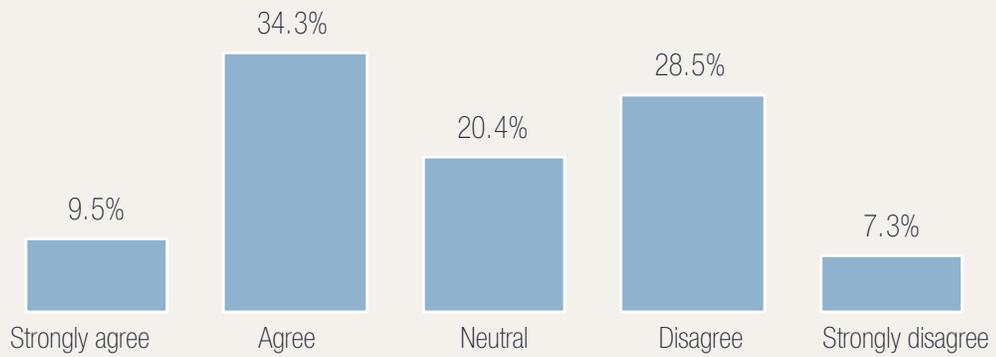


EXHIBIT 1d

Overall, career SES positions offer an attractive package of opportunities for service

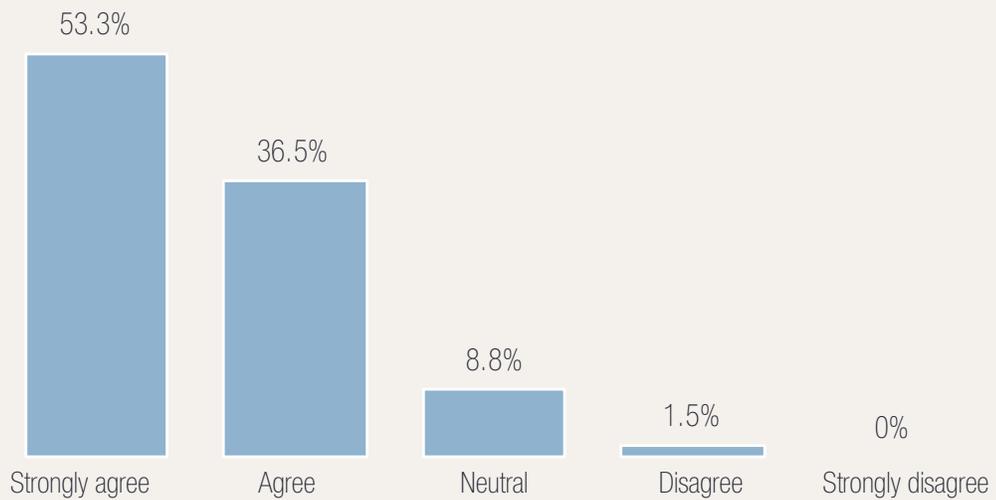


EXHIBIT 2

I believe my job compares favorably to those available in the private sector

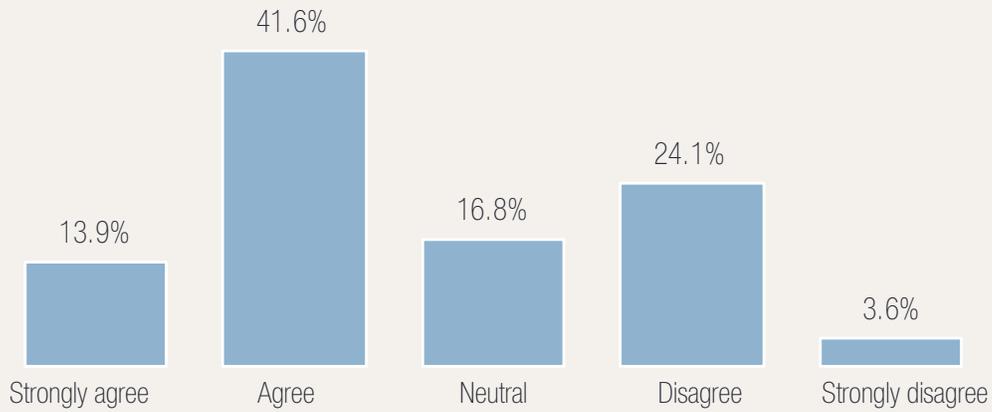


EXHIBIT 3

The level of diversity (e.g., gender, race, backgrounds) among SES executives at the DoD is appropriate

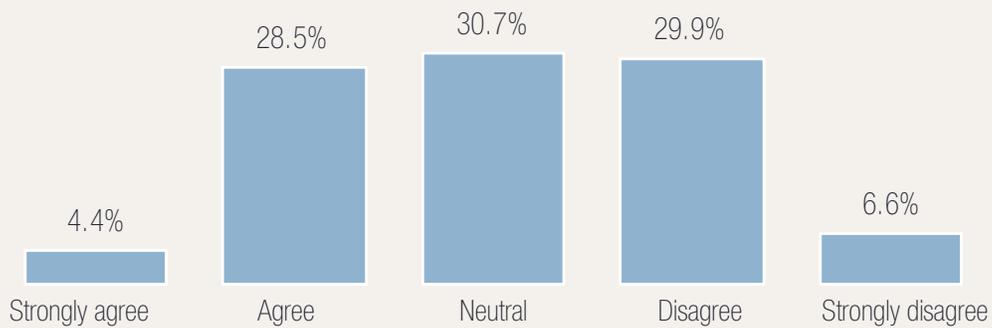


EXHIBIT 4

My Component is taking the appropriate steps to recruit candidates from across and beyond the DoD

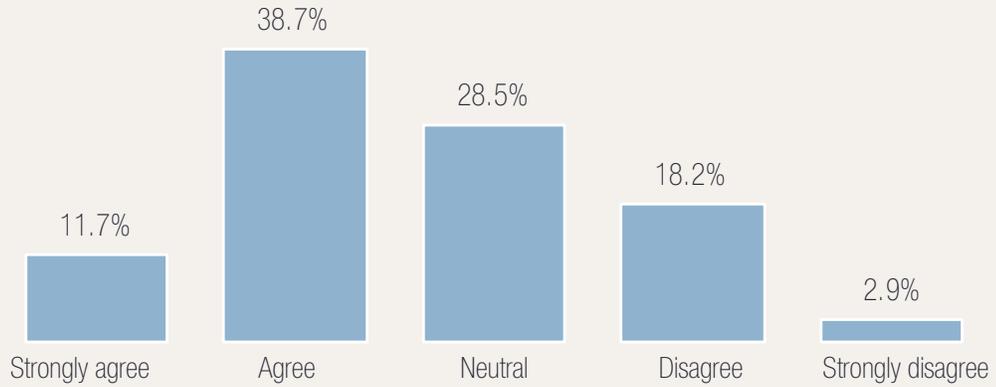


EXHIBIT 5

My Component is recruiting the best talent available

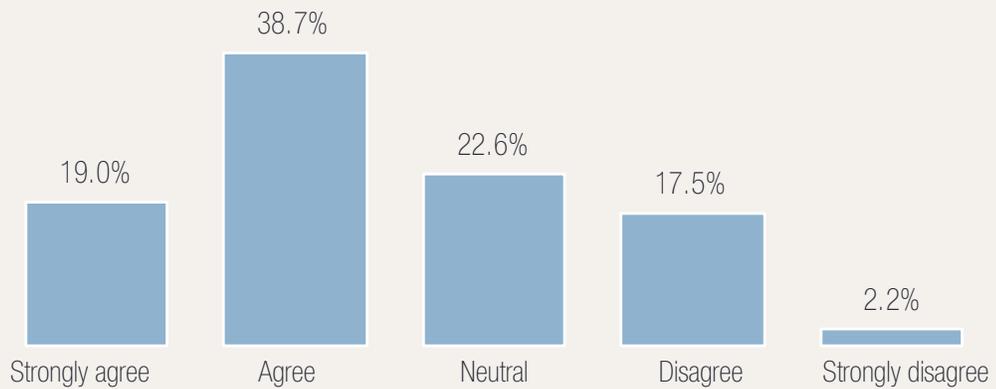


EXHIBIT 6

The most qualified applicants are selected for vacant career SES positions

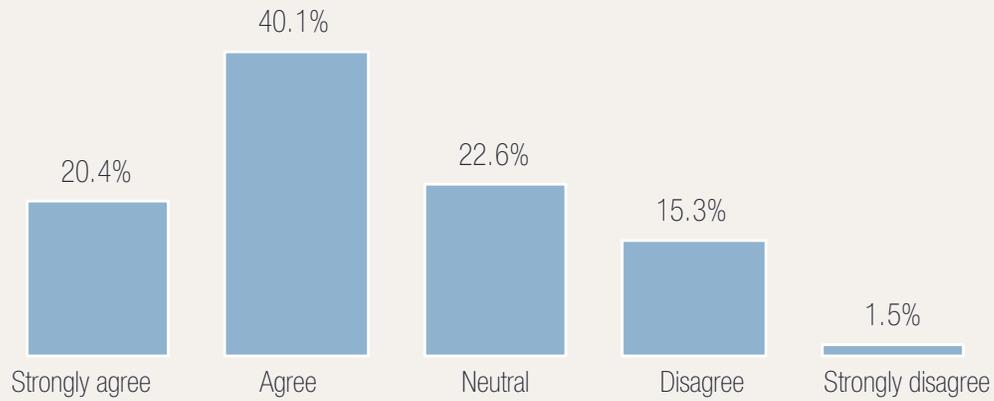


EXHIBIT 7

When filling a vacancy in the SES, my Component invests the right amount of time and resources to identify qualified applicants

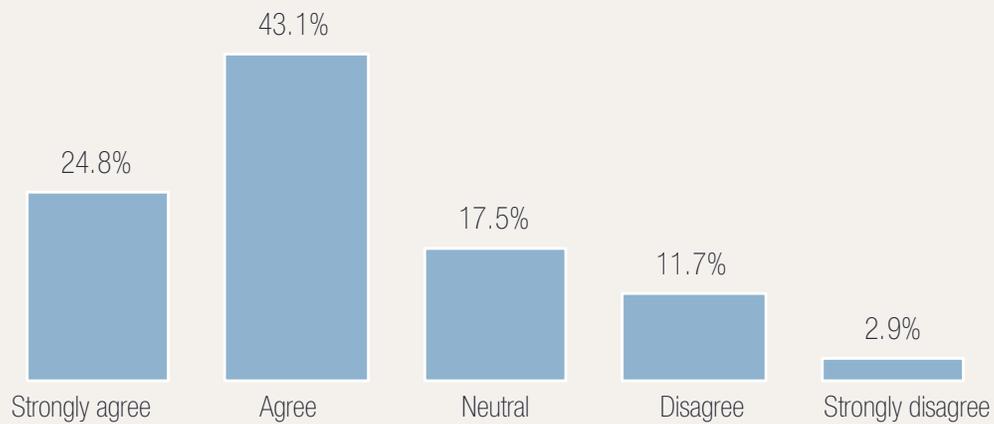


EXHIBIT 8

The management system for career SES executives operates as a meritocracy

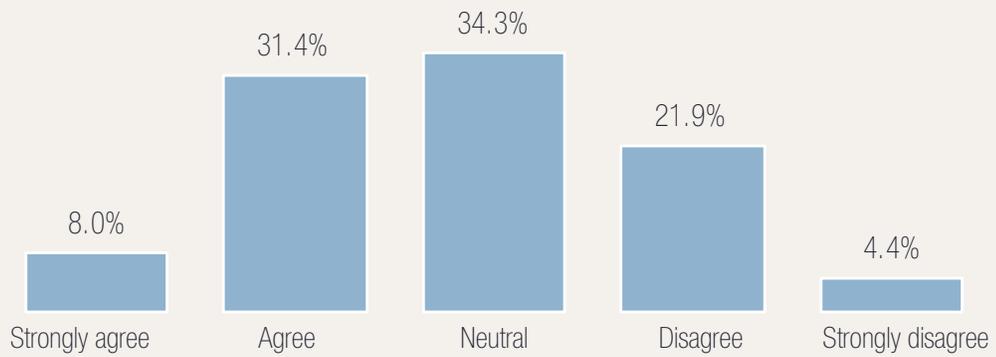


EXHIBIT 9

I have sufficient information about what SES positions are available to me

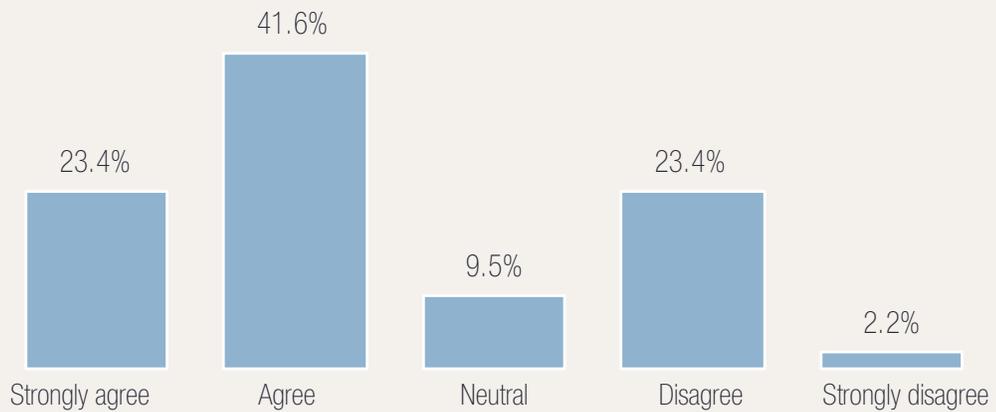


EXHIBIT 10

I am given the information and support I need to effectively plan my career

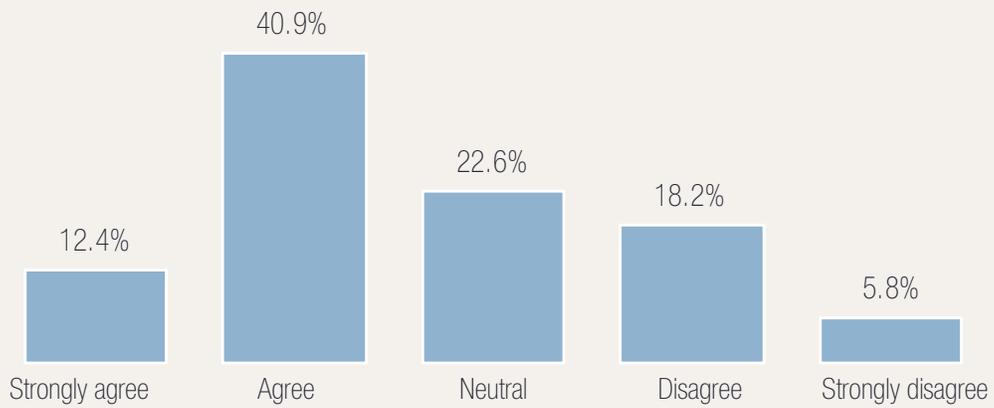


EXHIBIT 11

There is a common understanding among DoD career SES executives of what it means to be an effective leader

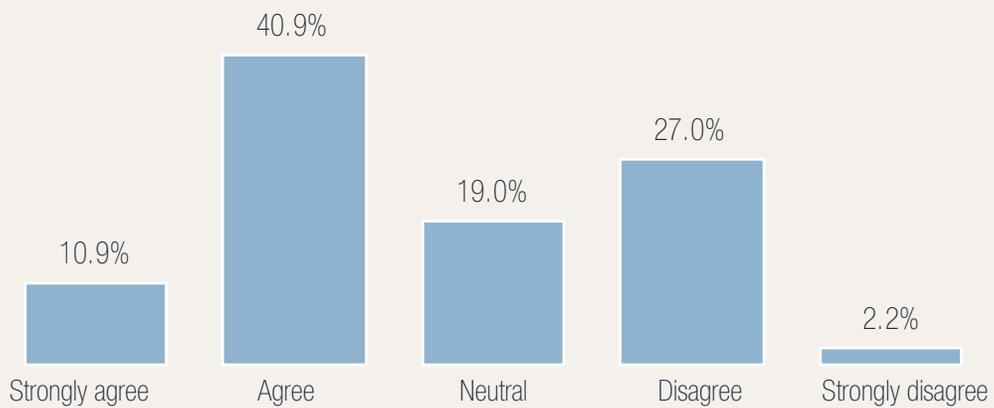


EXHIBIT 12

My peers in the SES consistently demonstrate the highest caliber of leadership

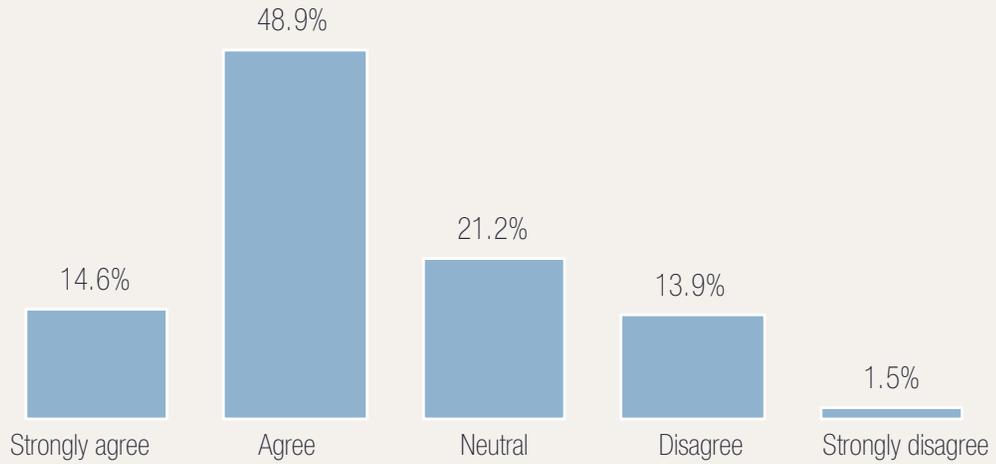


EXHIBIT 13

Since entering the SES, I have been deliberately developed as a senior leader

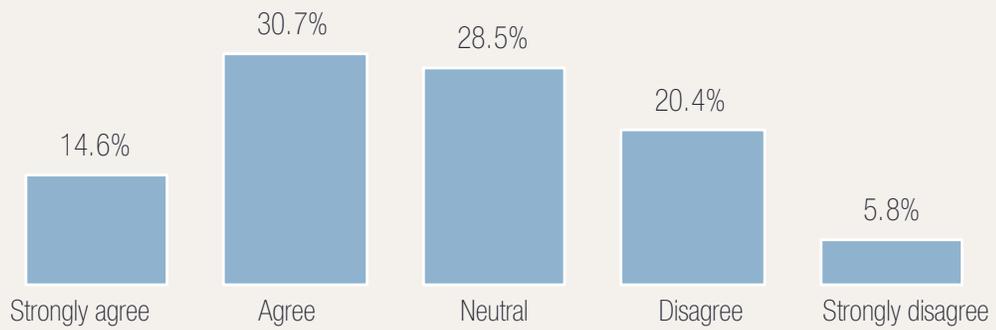


EXHIBIT 14

The training I have attended since entering the SES has helped develop me as a leader

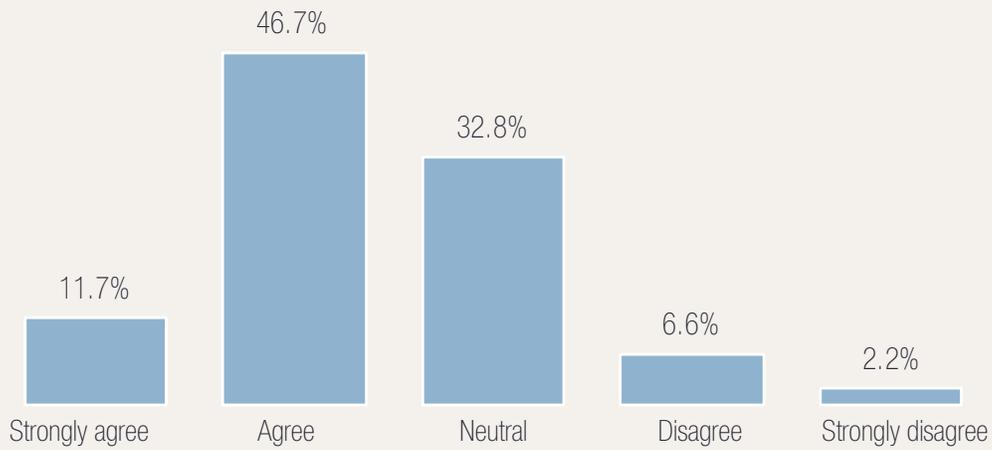


EXHIBIT 15

My personal development is a priority for my Component

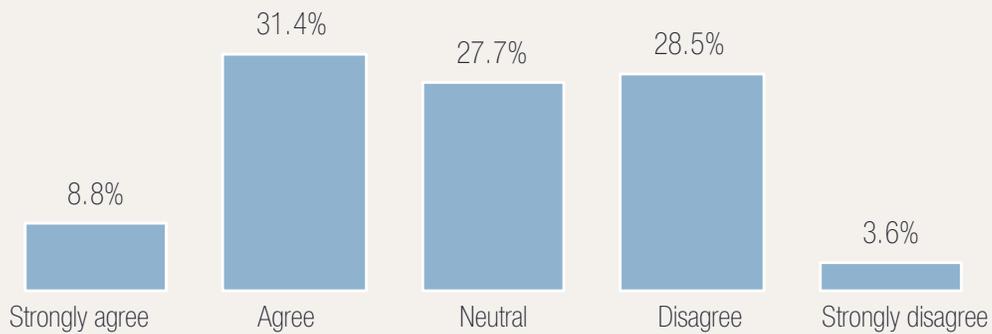


EXHIBIT 16

A variety of job experiences can make an executive more effective

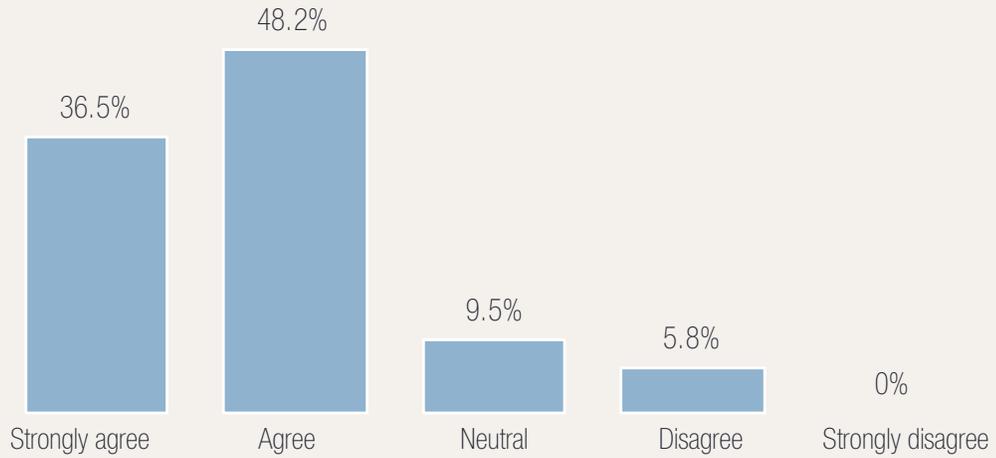


EXHIBIT 17

I have had access to appropriate opportunities across the DoD to grow as a leader

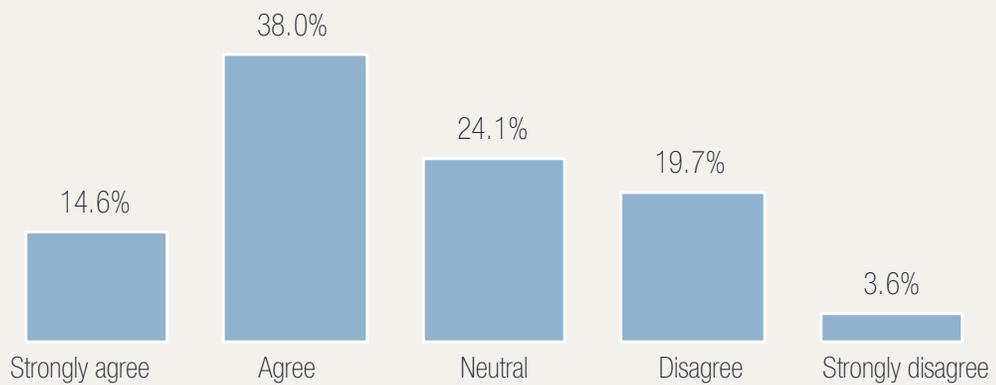


EXHIBIT 18

I receive the recognition I deserve

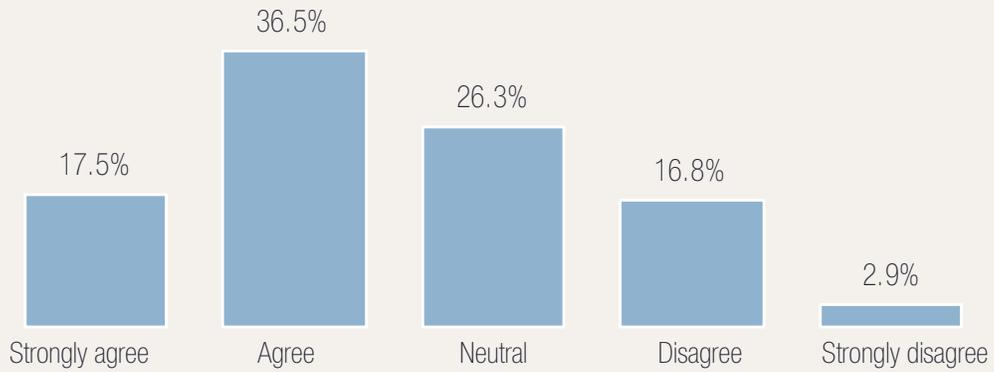


EXHIBIT 19

I perceive that other SES leaders receive the recognition they deserve

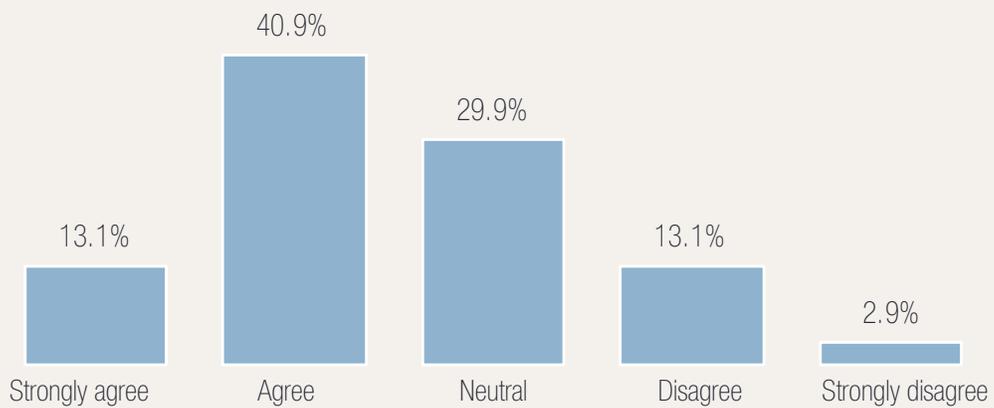


EXHIBIT 20

I received the appropriate level of transition support to ensure success during job rotations within and across Components

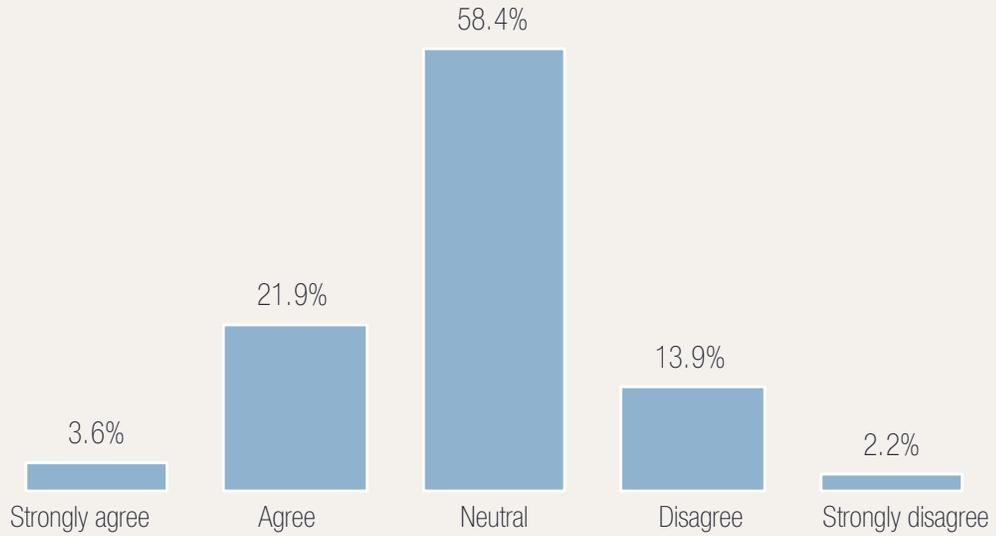


EXHIBIT 21

I believe that the Department provides an appropriate level of transition support to ensure success during job rotations within and across Components

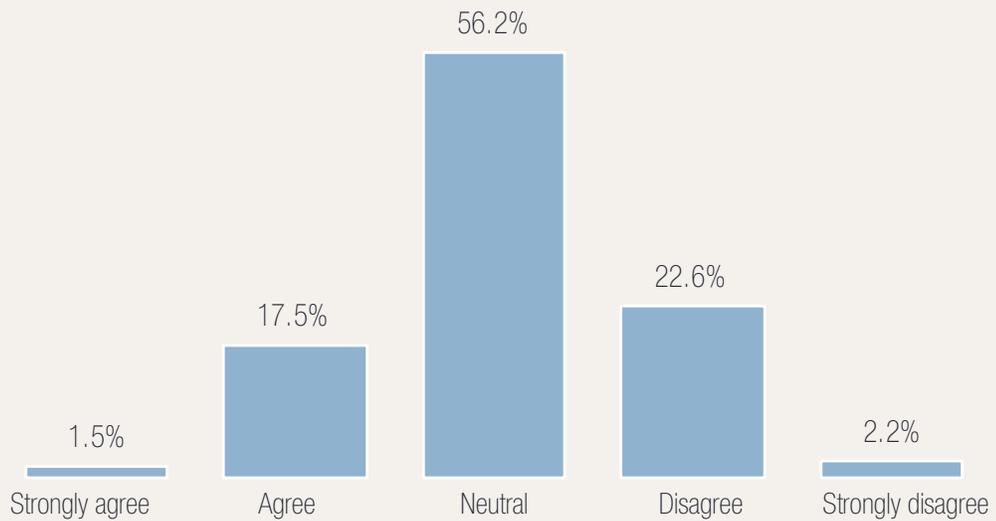


EXHIBIT 22

SES executives receive appropriate levels of support as they prepare for retirement

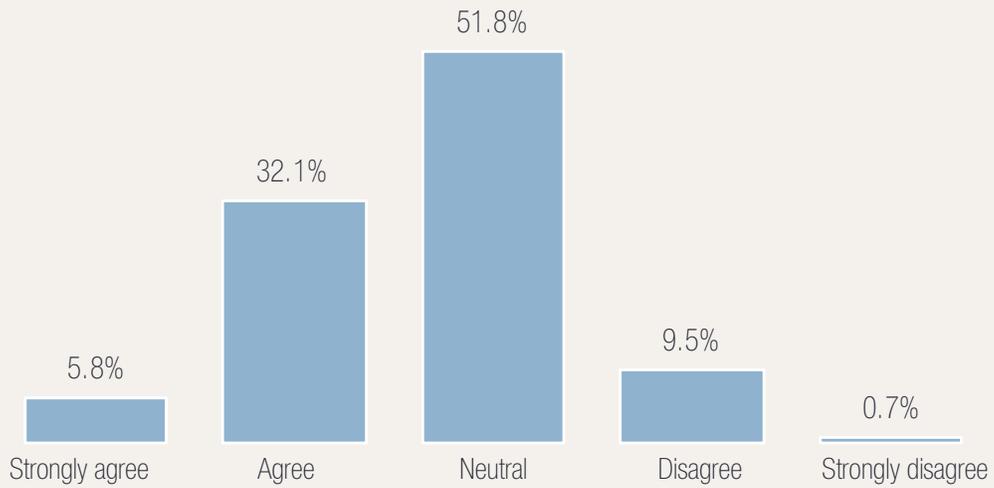


EXHIBIT 23

I would be interested in part-time work with the DoD after retirement

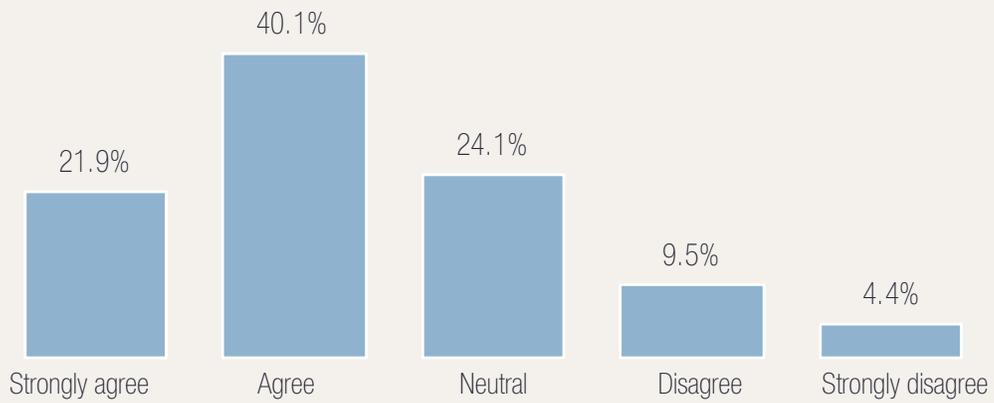


EXHIBIT 24

The current SES career reform initiatives across the DoD are being done in the best interest of the career SES executives

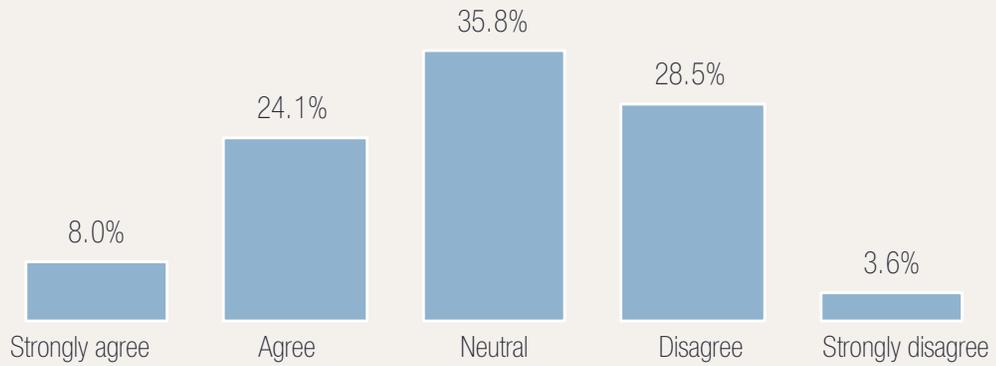


EXHIBIT 25

There is the potential for improvement in the way that career SES executives are identified, developed, and managed

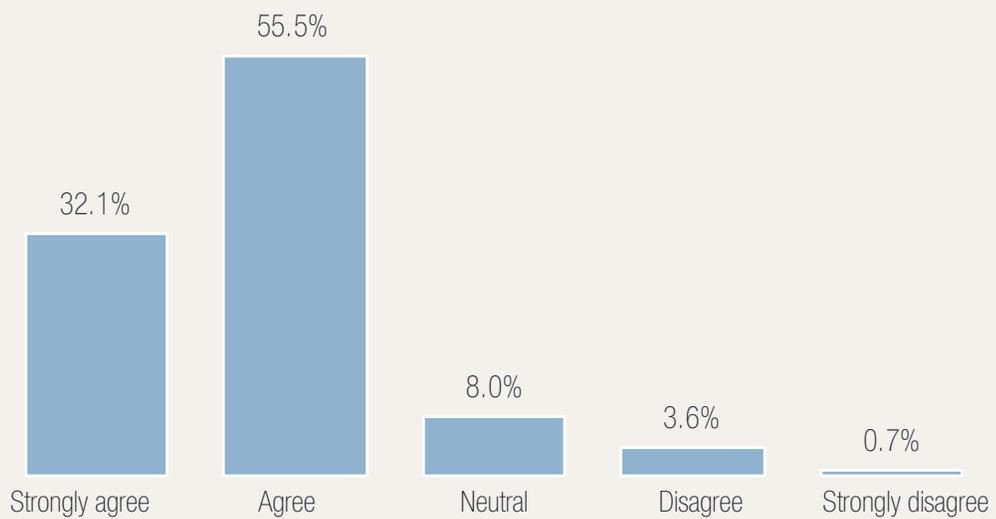
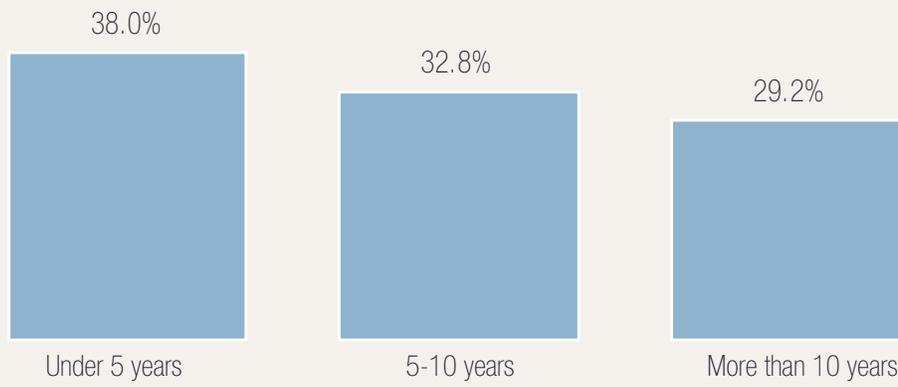


EXHIBIT 26

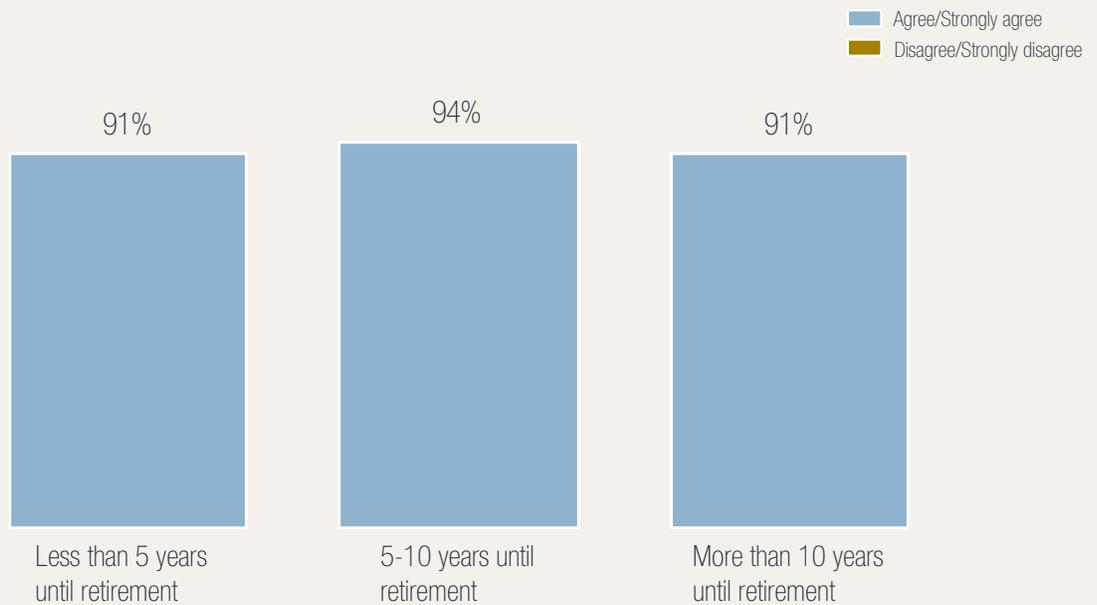
I am likely to retire from the SES in:



SELECT SURVEY QUESTIONS WERE ANALYZED ACCORDING TO THE RETIREMENT PLANS OF THE RESPONDENTS.

EXHIBIT 27

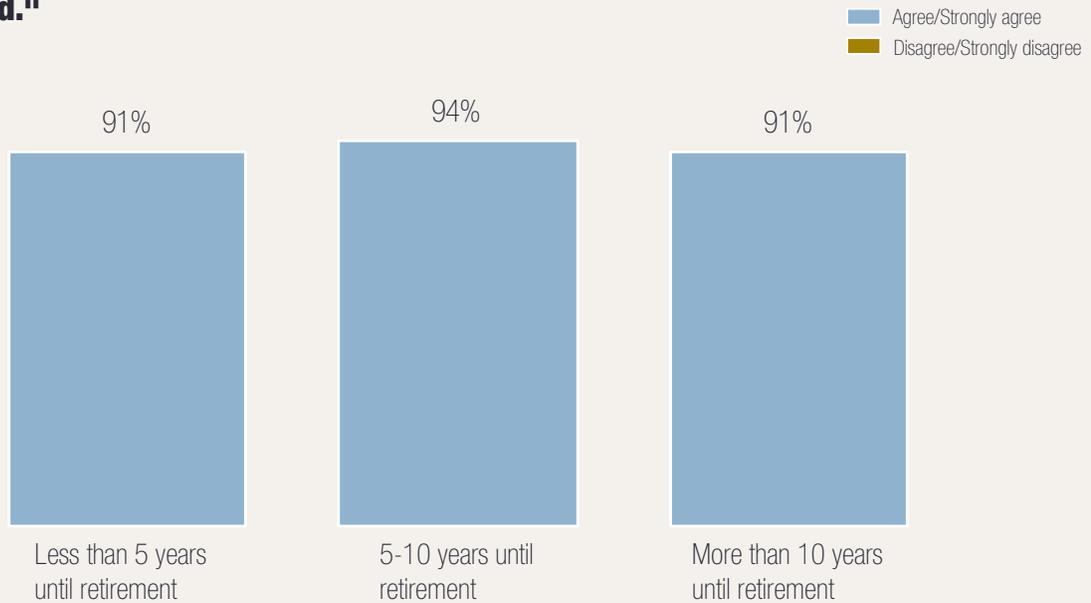
% Respondents who Agree or Strongly Agree with the Statement: "Overall, SES positions offer an attractive package of responsibility and impact."



Out of 137 respondents, representing a range of tenure levels and backgrounds, there was wide agreement with that the SES career offers an attractive package of job experience, as well as responsibility and impact.

EXHIBIT 28

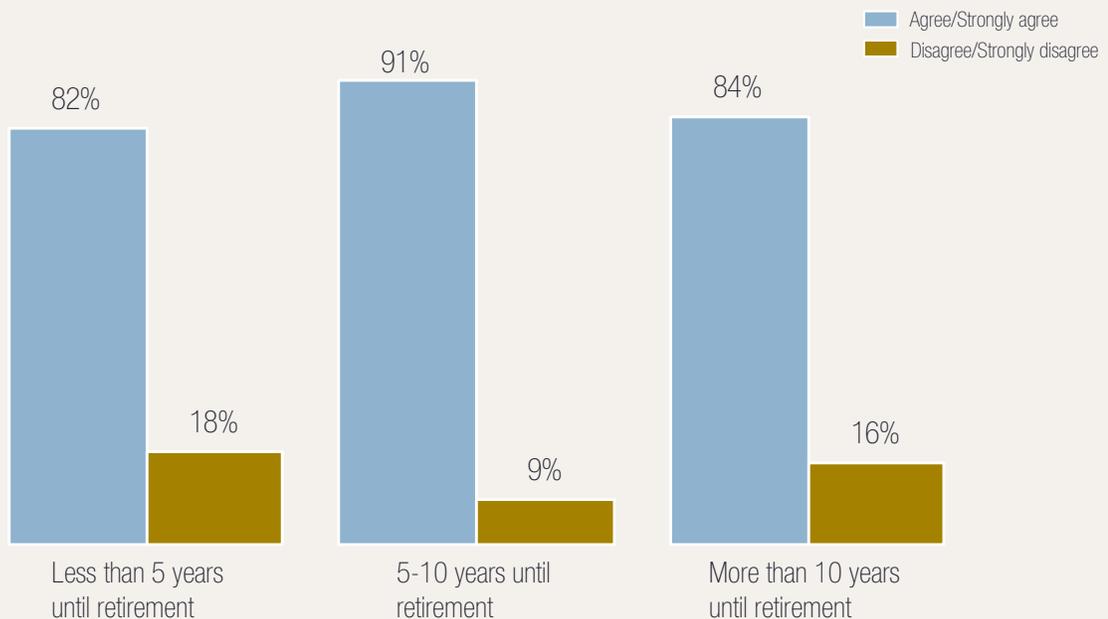
% Respondents who Agree or Strongly Agree with the Statement: "There is potential for improvement in the way that career SES executives are managed and developed."



In addition, there was strong agreement among all respondents that there was potential for improving the management and development of career SES, and to the notion that a variety of job experiences can improve the effectiveness of an executive.

EXHIBIT 29

% Respondents to the Statement: "A variety of job experiences can make an executive more effective."



Respondents expressed diverging opinions on how the SES career measured up against private sector opportunities and the attractiveness of the compensation and benefits that come with SES jobs.

EXHIBIT 30

% Respondents to the Statement: "I believe my job compares favorably to those available in the private sector."

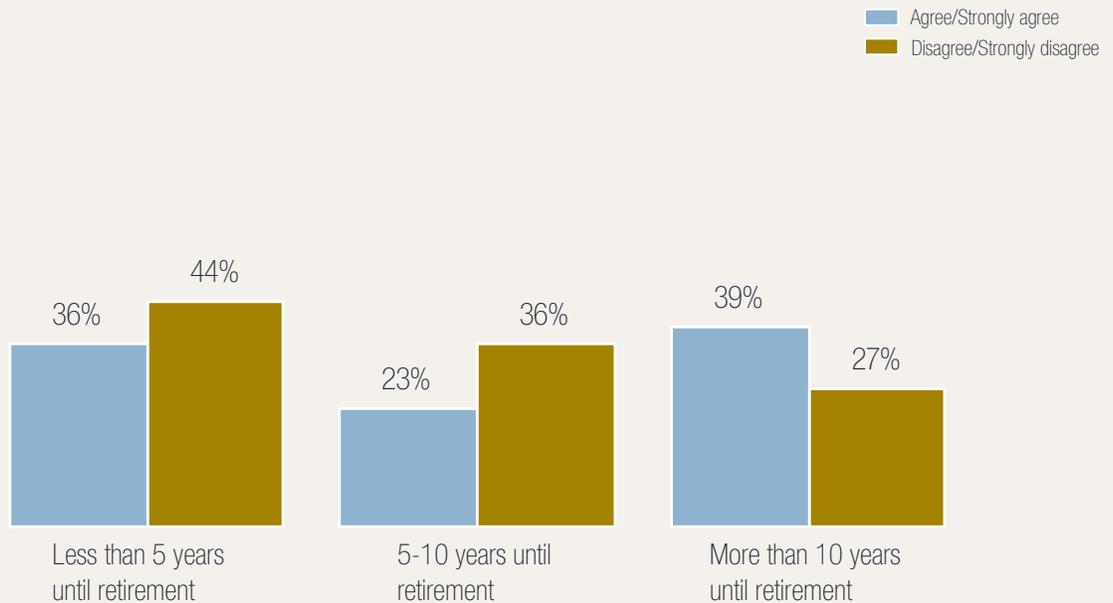
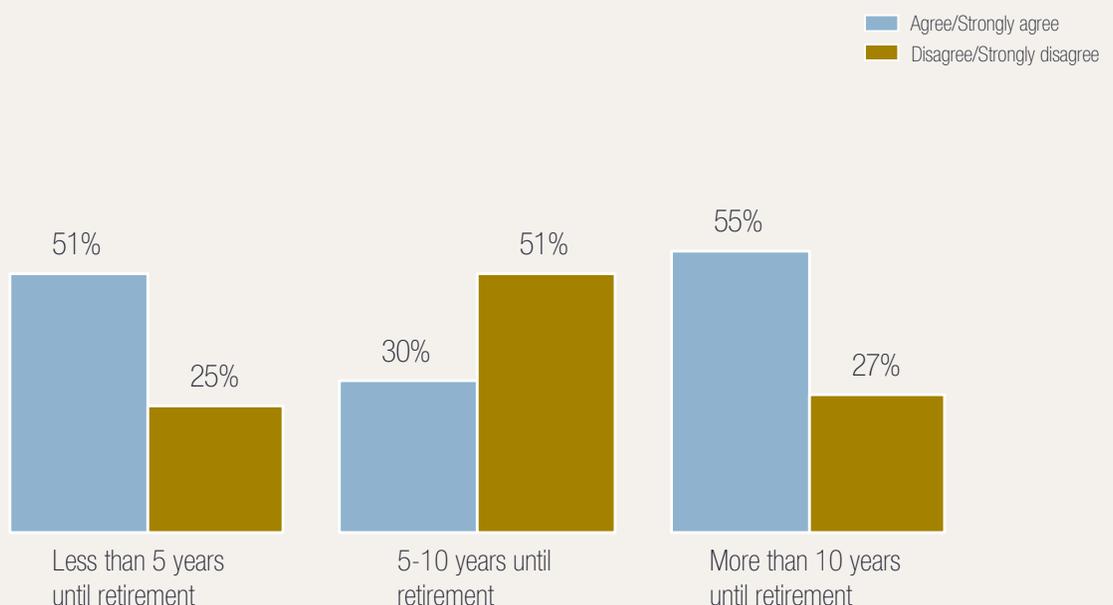


EXHIBIT 31

% Respondents to the Statement: "Career SES positions offer an attractive package of pay and benefits."



There were widest differences across tenure levels in opinions involving development and access to opportunities for executives at DoD. In particular, higher-tenured executives (less than 5 years until retirement) expressed the stronger agreement relative to their less-tenured colleagues that they had been given access to appropriate development opportunities and they had received opportunities across DoD to grow as leaders.

EXHIBIT 32

% Respondents to the Statement: "The Training I have been provided since entering the SES has helped me develop as a leader."

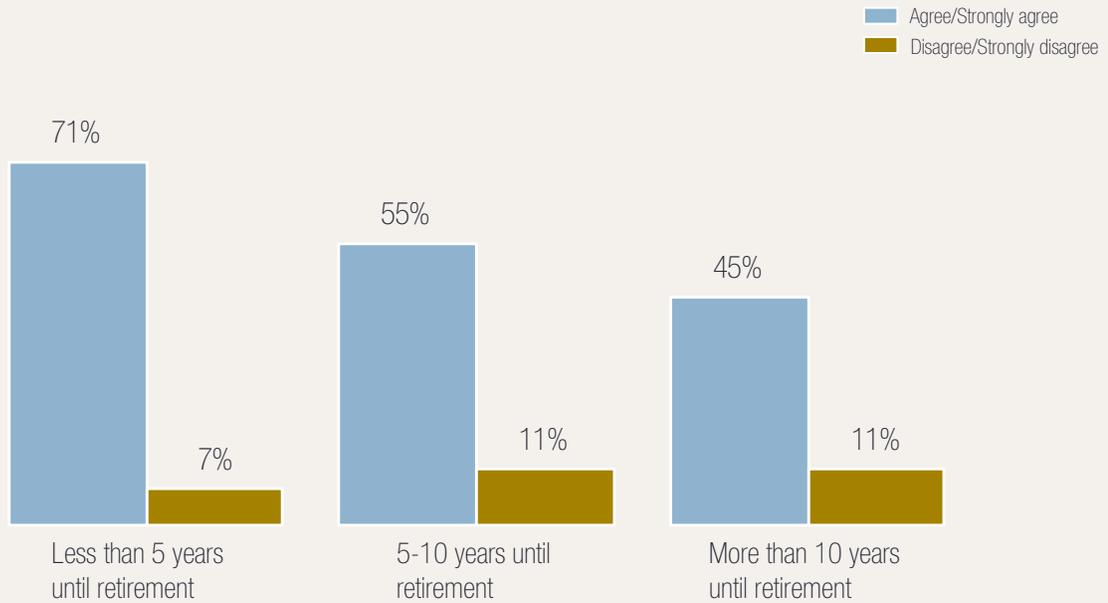
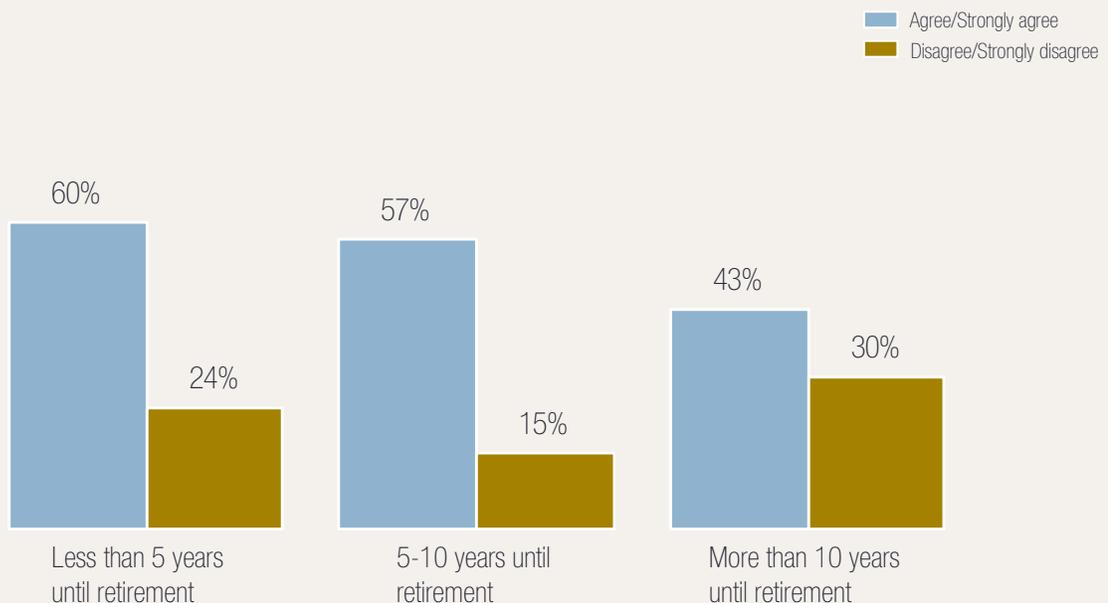


EXHIBIT 33

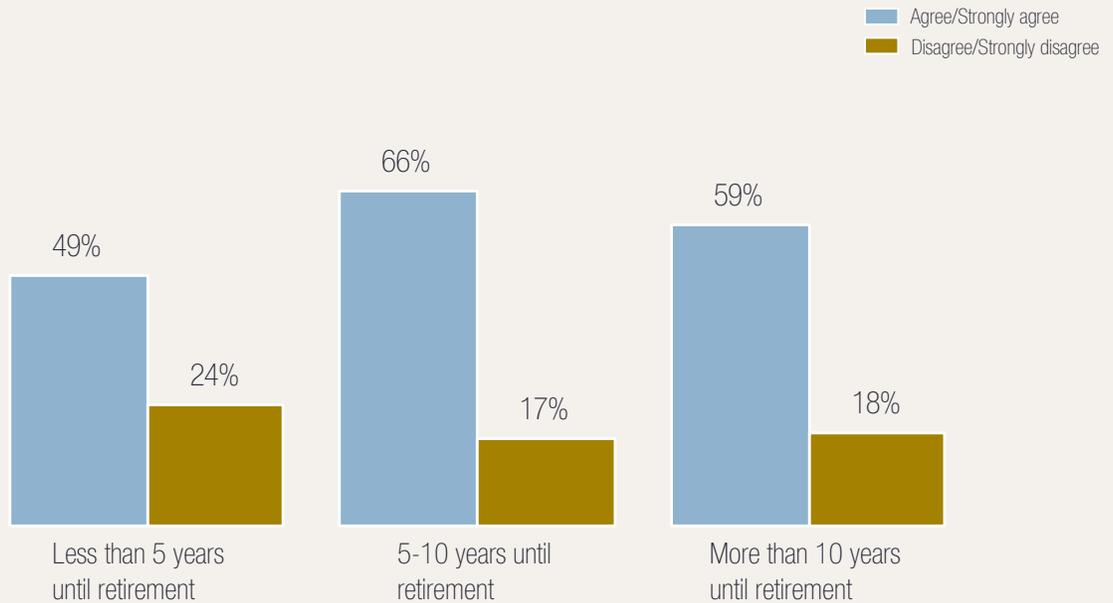
% Respondents to the Statement: "I have had access to appropriate opportunities across the DoD to grow as a leader."



In contrast, higher-tenured SES were most concerned with the fairness the SES management system, with under half of those respondents agreeing or strongly agreeing that the current system operated as a meritocracy, compared to 66% of those with 5-10 years until retirement and 59% of those with more than 10 years until retirement.

EXHIBIT 34

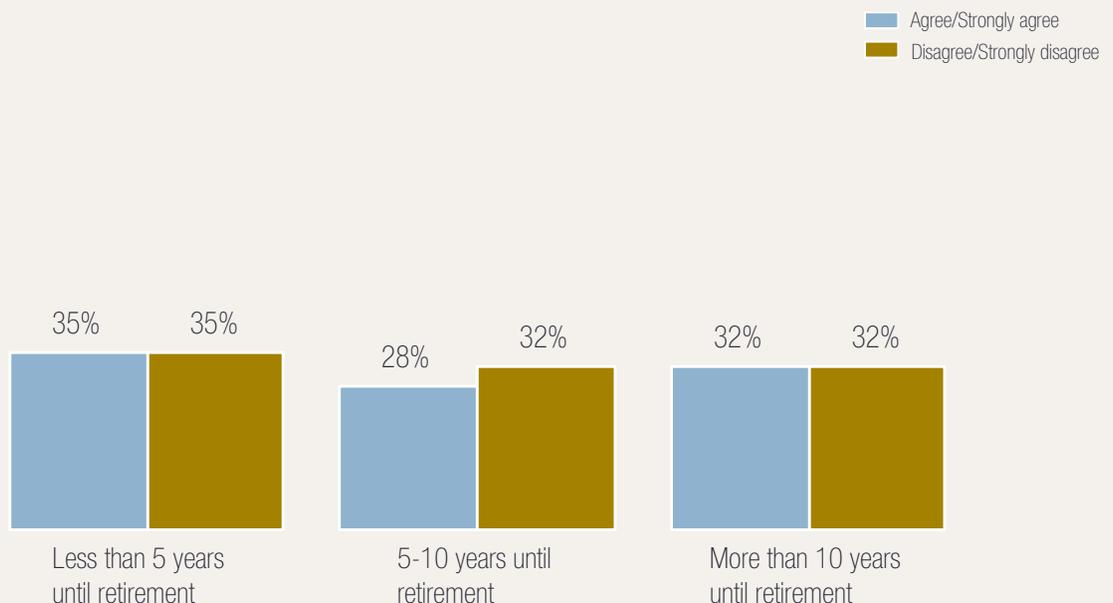
% Respondents to the Statement: "The management system for career SES executives operates as a meritocracy."



Finally, respondents of all tenures expressed diverging opinions on whether current SES career reforms were in their best interest.

EXHIBIT 35

% Respondents to the Statement: "The current SES career reform initiatives across the DoD are being done in the best interest of the career SES executives."



3

Workshop Results

OPENING/DEBRIEFING SESSION

The opening session was facilitated by Dr. David Cooperrider, professor of organizational behavior at the Weatherhead School of Management and creator of the appreciative inquiry approach to organizational development. Appreciative inquiry is a method of dialogue that focuses on an organization's existing strengths and seeks to build upon each individual's contribution to positive change. This approach was employed throughout the day to focus participants on opportunities to build on successes in the current SES career management system.

In the tradition of Appreciative Inquiry, participants were guided through a four-question paired-interview exercise during which they were asked to recall personal stories and concrete successes that could inform their contribution to the Developing 21st Century Leaders Initiative. Following paired interviews, participants returned to their tables and were assigned a debriefing activity associated with Questions 1 through 3. Volunteers were asked to share their conclusions with the larger group. To close the session, responses to Question 4 were solicited from the full group.

QUESTION 1

Question 1 asked participants to identify a "high point" in their SES career from which characteristics that define the most successful and effective SES executives could be extrapolated.

In the debriefing session, one participant recalled an experience during which she was part of a team responsible for retrieving a P-3 aircraft and its crew from China. Having the opportunity to make critical decisions, contributing to the success of a high-stakes mission, and having direct impact on the warfighter were cited by all SES members involved as reasons to perform at their best. A similar experience was offered by a Navy SES member who was able to advise the Chief of Naval Operations following the September 11 terrorist attacks and participate in the organizational transformation from a business-oriented strategy to a warfighter strategy. A final contributor shared the story of SES involvement in the improvement of NSPS following difficulty with its initial implementation. The challenge to realign the implementation strategy of NSPS was

issued by Deputy Secretary England, who indicated he would utilize the work of the group of SES members. SES representatives from across the Department accepted the task with passion, and were able to achieve success because they were empowered by senior leadership, focused on results, and engaged around a mission critical to the Department.

Audience members listed additional strengths of successful SES executives including:

- Build strong collaborative relationships
- Maintain creative tenacity
- Demonstrate line of sight to the DoD mission
- Provide continuity
- Develop specialized skills
- Offer forward-looking leadership competence
- Draw from diverse experiences
- Be dedicated to serving to our country

QUESTION 2

Question 2 asked participants to identify three strengths of the current SES talent management system that should be preserved regardless of future changes. The debriefing exercise tasked participants with creating a metaphor to illustrate the core strengths of the DoD system.

The first metaphor offered described the SES corps as a bridge providing continuity and connecting political and military leaders across the Department. The second metaphor likened SES executives to the “Star Wars” character Yoda and the Jedi Master because both SES members and Yoda encompass a diversity of experiences, continuity, and the honor of service to a greater mission. The final metaphor was a three-sided triangle with each side representing a current strength including opportunity to serve, continuity, and flexibility.

Audience members concurred with many of the characteristics identified in the metaphors and listed the following positive attributes of the current DoD SES management system.

- Flexibility
- Opportunity to serve
- Commitment to mission
- Cultural values
- Triad of leadership (career SES corps as complementary to military and political leadership)

QUESTION 3

Question 3 asked participants to describe the ideal state of the DoD SES experience 5 years into the future. To debrief, participants were directed to describe a conversation they could hold with an emerging leader about an SES career in 2012.

One participant described the following vision in presenting the conversation he would have with a University of Texas graduate:

- A career as a DoD SES is an opportunity to serve the country and contribute to the mission of national security. It is a chance to lead people, lead organizations, and truly make a difference. It is a career that provides systematic, integrated development opportunities such as training that is progressive and sequential, diverse job assignments around the country and world, and support for self-development including the option to take a sabbatical in order to bring back new skills and perspectives to benefit the DoD. As an SES member, you will benefit from initiatives developed by Components, but since expanded Department-wide to allow movement across the DoD and increased responsibility. You will also benefit from the expertise of your colleagues through mentorship relationships and will be expected to serve as a mentor to those that follow you.

In response to the young graduate's request for advice, the SES executive answered:

- Be not just a functional expert, but work to improve on overall managerial expertise. Aim to be flexible and adaptable. Seek out additional opportunities to grow.

At the close of the conversation, the young graduate concluded:

- The rewards that would come from leading others and serving my country would not be found at Fortune 500 companies. A career as a DoD SES executive would be different than any other.

The audience offered additional details to describe the SES experience in 2012 including:

- Robust leadership development
- 6-month industry tours
- Opportunity to serve the nation and make a difference
- Program of continuous learning and development
- Recognition of leadership, adaptability, and creating positive change
- Opportunity to lead while maintaining balance with life
- Succession planning, mentoring, mobility, breadth of experience before becoming an SES, challenge and empowerment, and ethical behavior
- Leadership interaction with all levels of workers
- Same protocol and respect as military GO/FO
- "Seat at the table" with senior political and military leadership
- Pay and benefits that are competitive with private industry
- Building relationships, requiring collaboration
- Top 100 Places to Work in the World; entrepreneurial; open to new ideas
- Wide variety of experiences – joint, interagency
- Ability to move easily to jobs elsewhere in government (State Department, Department of Energy, etc.)

QUESTION 4

Question 4 asked participants to identify the individual and collective actions that could be taken in the present to achieve the future vision of 21st Century DoD SES leadership. Resolver technology was used to capture the ideas from all participants.

Participants suggested the following:

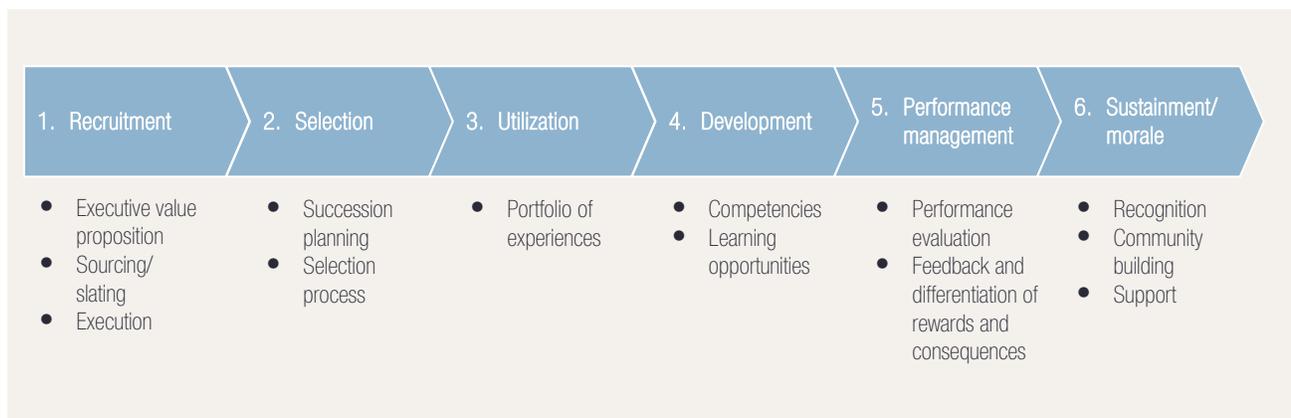
- Language of discussion – talking positively about SES change
- Investment in future leaders
- Network with each other to create solutions
- More networking opportunities
- Mentoring
- Communicate better to SES
- Communicate enthusiasm
- Internalize the change
- Start the conversation
- Agreeing on vision
- Systemic development process to create pool for the next SES
- Leadership training
- Communicate to our peers
- Become a better listener
- Leading by example
- Open communications . . . continuous, across organization
- Continue today's dialogue
- Working across components for career development
- Behave like true leaders
- Succession planning
- Training accountability
- Roadmap for growing SES. Exchange of information
- Collective commitment to change – measure progress
- Resolve pay compression of 15s
- Work together to create opportunities for SESs and pipeline for civilians
- Communicate
- Create development plans for your employees
- Key people to buy-in
- Be more flexible
- Establish a pool of mentors
- Align concepts and ideas
- Structured interview process
- Strong mentoring program

- Send a signal to workforce of the values we hold dear and that we will be fostering those qualities
- Internalize belief in need for improvement
- Collaboration across services
- Common standards and training developmental assignments between services and agencies
- Eliminate barriers, create incentives
- Enhanced esprit de corps
- Interaction of non-comfort zones
- Mentoring
- Do more to integrate military and civilian cultures
- Eschew cynicism
- Track careers
- Be open-minded
- Do unto my subordinates as I would have my superiors do unto me
- Direct people to certain jobs
- Cross-community training
- Enhance linkage to warfighter needs/plans for yourself and your organization.
- Look for opportunities to adopt successes from others
- Focus on positive
- Institute active succession planning
- Be excited with what we do
- Visibility of job opportunities across Components
- Give SES's position of authority
- Promote agility
- Share SES job announcements across DoD
- Be able to transfer SES between agencies for a temporary period to gain cross-service or agency experience
- Mandate rotations in career ladder fields
- Improved communication between SES
- Less emphasis on metrics
- Start respecting ourselves as SES leaders
- Emphasis on customer-driven performance outcomes
- Seek diversity
- Stretch goals
- Train co-ops, survey workforce attitudes, and take corrective actions
- Develop a leadership model that reflects the differences between civilian and military career paths, and leadership at the tactical, operational, and strategic levels
- Encourage job exchanges between Components; mentor good people to become great people by learning, mentoring, etc.
- Positive reinforcement

- Transparency in professional development processes
- Be open-minded
- Socialize the need for change with other SES members
- Be excited about what we do
- Be enthusiastic
- Develop a means for SESers to informally communicate concerning ideas, solving problems, sharing opportunities (e.g., a chat room with nonattribution)
- Break down “stovepipe” thinking
- Honest self-assessment
- Reach for change, but only where change is needed
- Choose to mentor
- Active recruitment
- Proactive support of SES development
- Development of guiding principles of what is an SES
- Communicate at all levels (college job fairs, potential SESers) about the benefits of SES
- Budget for professional development
- Encourage flexibility in approach, break down "not invented here"
- Critical feedback on the attributes unacceptable as a future leader
- Retired military?
- Organization leadership opportunities proportional to GOs-

LIFECYCLE WORKSHOP RESULTS

All workshops began with a facilitated presentation, which introduced the SES career lifecycle and provided background information. The presentations defined the topics within each of six lifecycle stages, established the objectives for the workshop session, provided relevant details about the current state at the DoD, explored “best practice” examples from the private sector, and outlined ideas from the SES Working Group, briefings, and interviews on proposed policy and procedural changes. Participants were asked to provide their reactions to the presentation and begin brainstorming additional ideas. The brainstormed ideas were prioritized by participants and subgroups were tasked with transforming the ideas into implementation-ready initiatives.



I. RECRUITMENT

1. Topics. To guide the workshop and facilitate discussion, participants were introduced to subtopics within recruitment. The topics and corresponding definitions are as follows:

- Executive value proposition
 - Communicates the aspects of an SES career that are most attractive and influential to candidates
 - Describes the unique opportunities and benefits offered to executives
- Sourcing/slating
 - Develops candidate pools considered for SES positions. Sources can be internal (GS or equivalent and current SES) or external (former military and private sector)
 - Develops diverse pool of candidates (gender, race, experience, education, and capabilities)
 - Slates internal candidates (nominated by their Components based on organizational-level career planning)
- Execution
 - Coordinates recruitment, communicates the value propositions to potential candidates, and engages current employees in the recruitment process
 - Establishes a set of expectations to all current SES members on their role in recruiting

2. Objectives. Participants were tasked with meeting several objectives for the recruitment workshop. Specifically, the group was asked to:

- Define what is valuable about a DoD SES career (i.e., the SES career value proposition)
- Identify rich sources of diverse, highly qualified candidates for SES recruiting. Specifically address the actions necessary to attract the best internal and external candidates to fill SES positions
- Articulate the role that current SES should play in recruiting internal and external candidates

3. Key issues/ideas discussed. The brainstorming session allowed workshop participants to react to the background information presented by the facilitator, share personal experiences and perceptions of the current state of recruitment, and offer ideas for policy and procedural improvements. The discussion covered the following areas:

- SES value proposition
 - Value proposition must consist of more than incentives if candidates from private sector are targeted for recruitment into the SES
 - Need to clearly demonstrate the value of joining the SES to those completely outside of the service. This requires formally identifying the core values of the SES value proposition and instituting a process to market it to potential candidates
 - Compensation inequity negatively affects the value proposition of an SES career
 - By 2013, top level GS-15s will make more than all SES – this is a huge problem for the morale of those internal to the system
 - New people coming in from the private sector make more than people who rise through the ranks

- Recruitment sources
 - It is rare that a truly “external” candidate with no ties to anyone in the Department is hired. Selected candidates are either from internal sources or external sources with military experience or other personal connections (e.g., familial ties)
 - The term “recruitment” may not accurately describe the process of identifying candidates for vacancies since so few people are pulled from the outside; more like “eyeball and pick”
 - Option to advertise externally exists, but is limited by low response rate
 - Under current SES mindset, “external hires” includes people from outside their specific Component
 - Must enrich the applicant pool. Need not groom candidates to the point that there is no competition for positions because successor seen as pre-decreed
 - Clear job announcements are paramount – must describe position in clear and compelling terms
 - If slating candidates for vacancies across the service organizations, then need a master plan to provide better continuity when moving across Components
 - Enrich the applicant pool by “push, not pull” mentality
 - Encourage more applications
 - Provide more transparency
 - Break down perception that the job is already filled
- Recruitment process
 - There are considerable recruiting differences between the Components. Air Force and Army are more centralized than Navy; Navy can be very discouraging to recruits because the process takes so long
 - The process is extremely obscure – no short answer for what people need to do to become an SES, what number to call, etc.
 - Should set a minimum standard for application process (length of time, required steps, etc.)
 - Expectation for current SES executives to recruit should be more deliberate, but should not be mandatory. Some people are more suited for recruiting than others based on personality
 - DoD is a confederation at best. Representatives selected to recruit candidates would have a difficult time telling a single story since there is so much variation in the SES experience from Component to Component
- Current cultivation of GS or equivalent candidates
 - Cultivation of candidates is not systematic or well defined – some GS-15s are cultivated, but there is no guarantee that they will make SES. Some programs in place are not working (e.g., participation in DLAMP does not correlate with selection to SES)
 - Problem with Candidate Development Program is that selection conveys expectation that participants will become SES, but some drop out and some are not selected. Should pitch CDP as making you “marketable” for SES, not a guarantee of selection
 - Perception that candidate development programs like the one NASA implements are a good idea – theory is to put people “into the pot” and then develop them

- “SES-pool” was an old AF program looking at developing GS-14s, etc., to become SES, but problem was that “people writing checks were the same people wanting to cash them 4 years later” – needed to institutionalize the process to withstand change
- It is fundamentally important to flush out the high-potential GS-13s and GS-14s and to put a cultivation process in place

4. Proposed initiatives. Participants worked together to prioritize the ideas from the brainstorming session. Small groups were tasked with transforming the prioritized ideas into implementation-ready initiatives to be shared in the afternoon synthesis session. The initiatives presented by the participants in the recruitment workshop include:

- Simplify the application process
 - Accept applications electronically (“keep it simple”)
 - Eliminate ECQs (as they are in their current form)
 - Eliminate the OPM review – DoD becomes certified to conduct the QRB process
- Speed up the security clearance process (e.g., lower the delegation of interim clearance)
- Address the pay compression to enhance the value proposition
 - Clear pay differential between top GS-15 and lowest SES
 - Benefits/cost-of-living subsidies should match those available to GS level, especially if SES community expected to be geographically mobile
- Define an overarching SES value proposition
 - What is the essence of being an SES executive?
 - Core values: integrity, responsibility, accountability, leading in tough times, service to our country
 - What is the process to define the value proposition?
 - Establish a core group of SES to articulate the values
- Look at value proposition through multiple lenses

5. Audience feedback. After each presentation, members of the audience were solicited for their feedback on how the proposed initiatives could be made stronger. Input from audience members was captured using Resolver technology. The following list represents the verbatim comments of audience members, categorized around common themes.

- Executive core qualifications (ECQs)
 - ECQs need to be reevaluated to add subsequent SES experiences
 - Be careful in eliminating ECQs – need an objective qualifications process
 - Disagree with eliminating ECQs. We believe writing them was a valuable experience
 - Keep ECQs
 - ECQs need to be reevaluated to add subsequent SES experiences. Better tailor ECQs and MTQs
 - Need to add diversity
 - Press to reduce bureaucracy within OPM to revise ECQ process and grant “credit” for professional experience. Make it easier to go into and out of career SES program from industry

- ECQs should add and further contribute to SES experience documentation. ECQs help establish standards. Technical quals only will not generate enterprise qualified individual applications
- Link ECQs to development for SES candidates and current SES
- ECQs are valuable in career development and planning--use smartly.
- Keep ECQs but eliminate the OPM QRB process; the QRB doesn't know our business and is not value-added
- How about eliminating the technical criteria unique to the advertised SES job and keeping the ECQs? SES selection is "flag" selection – entry into an executive corps for someone who should be capable of leading at many places within the enterprise; not just at this one job
- Don't throw out ECQs. Yes, it's hard, but do you really want someone who can't write ECQs and communicate clearly?
- Lower the disincentives to come in from the outside. Disagree with eliminating ECQs. No one likes to write them but it is a way to differentiate. Too much weight given to tech factors for general jobs. Agree with pay compression as an issue
- Keep ECQs but eliminate the agency evaluation factor write-ups
- Ensure SES selectees have true supervisory experience
- Recruitment process
 - Consider hiring bonuses. Treat like executives
 - The OPM review takes only 3 weeks, that's not what took my package 6 months to get approved
 - Consistent SES application processes – electronic for all!
 - Use USAJOBS.com more effectively
 - Announce vacancies across DOD to all SESs
 - Existing SES applicants screened by OSD early in process
 - Recruit open area of consideration, recruit from outside
 - Ensure diversity recruitment efforts are rigorous
- Value proposition
 - Establish an "image" of the SES and develop the dialogue to have with potential recruits
 - Value proposition includes ability to make a difference
 - Articulate value proposition via marketing
 - Being an SES has lost a lot of its prestige – somewhat by how they are valued by senior military leaders. Adding back prestige value might help compensate for lack of monetary incentives
 - Focus recruitment on an SES's increased ability to influence outcomes
 - Simplify the process to move between the services and OSD
- Pay compression
 - Strongly agree with the pay compression concern
 - Agree that pay compression problem must be addressed. Highest sense of urgency
 - Create significant pay and benefit distinction; create stronger SES recognition

- If we don't solve pay compression in the SES ranks, there will be no incentive for retirement-eligible SESs to stay
- Make pay for performance really work
- We resonate with the benefits and cost-of-living issue, but don't have a solution
- Unwillingness to allow SES members to be paid higher than Level 2 will make DoD an unattractive agency to work for
- Mobility
 - Mobility incentives need to be looked at
 - SES rotations (especially geographic moves) not perceived as uniformly a collaborative process between Component and SES employee
- Tiering
 - There should be standardized tiering in the Department to facilitate transferring between the Services and OSD
 - Tiers work against recruiting people to move. If it isn't a higher tier job, why move?
 - If there are only three bands for the entire non-senior exec workforce, how can we manage three tiers in the SES corps?
 - At most, two tiers
 - Common tier structure is necessary to facilitate movement across DoD
- Cultivation of GS candidates
 - ID talent pool with accelerated developmental opportunities (i.e., assignments, education, tng) combined with clear expectations and understanding
 - Mentor specific “shining stars”
 - Value the GS-15 contributions and careers equally or greater than retired military

II. SELECTION

1. Topics. To guide the workshop and facilitate discussion, participants were introduced to subtopics within selection. The topics and corresponding definitions are as follows:

- Succession planning
 - Identifies the qualified candidate “bench” for each position and makes a clear plan for developing that “bench”
 - Prepares for future selection decisions
- Selection process
 - Process of matching the best available candidates with each open position
 - Prepares for today’s selection decisions

2. Objectives. Participants were tasked with meeting several objectives for the selection workshop. Specifically, the group was asked to:

- Define the process and criteria by which high-potential Enterprise executive candidates of the next generation can be identified for advancement and accelerated career development
 - How to ensure that the right people are matched with the right opportunities?
 - How can the selection process be more effective and transparent?

- Identify the mindsets and behaviors that must change among aspiring executives, supervisors, and other stakeholders to support the Enterprise-wide executive development aspiration

3. Key issues/ideas discussed. The brainstorming session allowed workshop participants to react to the background information presented by the facilitator, share personal experiences and perceptions of the current state of selection, and offer ideas for policy and procedural improvements. The discussion covered the following areas:

The group began by identifying the characteristics of excellent career transitions. These were brainstormed as:

- Interest (matching skills with job requirements)
- Challenge/need
- Transparency
- Open communications
- Clear expectations/goals

In light of these guiding characteristics, the discussion turned to the selection process, the role of succession planning, and the conditions necessary to encourage and facilitate mobility of the SES corps.

- Current observations and improvement opportunities of the selection process
 - There is room for improvement in the clarity and transparency of selection criteria
 - Distinction between SES positions, SL positions and ST positions must be made explicit; could require a rebalancing of the executive corps and should inform selection criteria (e.g., emphasis on managerial versus technical skills)
- Current and future role of succession planning in SES selection:
 - Participants identified a tension between identifying and grooming a “bench” of candidates for top-level positions as opposed to evaluating candidates solely on merit-based principles
 - Expressed concern that succession planning might limit mobility by biasing the candidate pool and eroding confidence in merit-based principles
 - Felt strongly that current SES executives should have the opportunity to apply and compete for positions prior to inclusion of external (non-SES) candidates
 - This sentiment was particularly strong around the discussion of senior-level SES positions
 - Raised concern that the decentralized structure of the Department particularly in regards to the 4th Estate would make consistent, coordinated succession planning difficult. Need some way to either unify all SES across the DoD or standardize management of 4th Estate SES
- Mobility
 - In situations in which selection decisions lead to a Permanent Change of Station (PCS), changes to policy and procedure are necessary
 - Currently, there is a disincentive for Components to hire new people outside of their organization/office/command because there is no PCS budget as provided in the military

- Similar disincentive for people to move due to absence of spousal/family support and limited transitional development/training
- One workshop participant noted that in some instances in the Navy, Flag Officers have been replaced with SES members because the lack of an SES support structure makes SES employment “cheaper”
- Cross-agency experience should be prioritized starting at the GS-12 level
 - Reference made to Intelligence branch for which Congress mandates agency “tours” for GS-9 to GS-15 and again before selection into senior civilian positions

4. Proposed initiatives. Participants worked together to prioritize the ideas from the brainstorming session. Small groups were tasked with transforming the prioritized ideas into implementation-ready initiatives to be shared in the afternoon synthesis session. The initiatives presented by the participants in the selection workshop include:

- Clearly define and publicize selection criteria/meaningful attributes for SES positions
 - Criteria should distinguish SES roles from SL and ST positions. Consider base lining to reconfirm distinction
 - Selection criteria must be clearly outlined for Enterprise positions
 - “Feeder positions” for these Enterprise positions should be designated to allow for creation of minimum selection criteria
 - Succession planning should be informed largely by career “dream sheets” created by each SES. Must ensure that succession planning is based on objective criteria to prevent favoritism
- Ensure broad communication and transparency of information
 - “Push, not pull” approach to advertising position vacancies and developmental opportunities (e.g., e-mail SES community with vacancies across DoD)
 - Articulate the key factors that differentiate successful candidates from unsuccessful candidates (e.g., conduct trend analysis based on decisions of selection boards)
- Create budget and support structures for PCS (similar to military side)
 - Provide PCS funding aside from existing operating budgets so that commands/offices that receive SES members are not penalized
 - Offer “in-transit” training based on military model
 - Create 10 percent floating billets to cover SES while in training or on new assignments
 - Activate family support structures (e.g., spousal employment assistance)
 - Eliminate billet rejustification process so that vacancies can be filled immediately
- Prioritize career development planning
 - Define principles and procedures guiding the development of the “bench” of candidates (e.g., should joint experiences be self-directed or DoD-directed?)
 - Capitalize on existing, successful career development programs

5. Audience feedback. After each presentation, members of the audience were solicited for their feedback on how the proposed initiatives could be made stronger. Input from audience members was captured using Resolver technology. The following list represents the verbatim comments of audience members, categorized around common themes.

- Selection process
 - Need to make Component review of the selectee a priority; it shouldn't take 6 to 12 months to finalize a selection
 - Teach non-SES employees the "how to" on applications
 - Hold central selection boards
 - OPM already has a subscriber list for all SES positions, with automatic e-mail capability
 - There needs to be a more structured interview process to select the best candidate
 - Services should have a plan on backfills so the justification process does not hold up backfills, miss opportunity for overlap
 - These are institutional-impact positions, more broadly than hiring org . . .need more corporate views outside the hiring org. Good to have military too on selection panel
 - Eliminate the OPM QRB process for first-time SES
 - Should have a structured feedback process for non-selectees so they know in what areas they need to improve
 - Make common portions of the selection process where possible
 - Having all jobs visible to everyone will greatly increase probability of getting best "fit" for the job
 - Pushing the job announcements to the members of the SES is a great idea
 - Brief senior leadership frequently on selection patterns toward diversity
 - Department should own SES positions and establish standard ground rules
 - Disagree with a central selection board; takes control away from the Components
 - Offer training on how to prepare an SES application
 - Must simplify the process for existing SES members to "compete" for vacant positions. It is irrational and a big disincentive to ask existing SES members to fill out the same application process as if they were competing for new entry to SES
 - Need every SES vacancy sent to every existing SES
 - Share information ASAP
 - Create a repository of resumes of execs willing to move to cut down on recruitment timelines
 - Require external component representatives on selection panels
 - Resource commitment is essential. Pre-qualify candidates for SES and then promote when a vacancy occurs
 - Maybe we should take some control away from the local selecting officials and move to a more central selection process. These are flag selections – not warrant officer selections
 - Accession and retirement demographics – get the word out. Is tiering of SES putting grades back into the SES program? What about interchangeable leadership opportunities with military impact on career force when we select SES from the outside . . . such as retired military . . . all males?
- Selection criteria
 - Consider some centralized review of technical qualifications for positions to ensure relevancy of those qualifications to an SES position and consistency among SES positions

- Select for potential in addition to existing qualifications
- Generalist, "Enterprise," positions need to get identified
- Need to revisit the relative importance of technical qualifications and executive core qualifications
- PCS support/funding
 - Make relocation support (for SES) an entitlement vice optional to the command to provide and encourage broadening the SES community. Centrally fund and manage so that it is not confused in compensation discussions during performance review, bonus consideration, and base pay discussions
 - Disagree with having 10 percent slot of billets
 - Positive reinforcement needed
 - Agree with setting up the PCS infrastructure
 - Encourage movement between agencies at GS-14/15 level to gain broad perspective rather than forced moves at SES level
 - Support structure for spouse employment
 - Goal can't be motion for motion's sake
 - Move package must be standardized and financed, and support structure (including availability of government housing when necessary) is a critical component
 - Paying for PCS is an acceptable cost of doing business . . . but need to control the relocation program expenses
 - The SES member should be given the option to "select in" to an Enterprise system. You can't just change all the rules in mid-career without allowing for self-selection. The rewards need to be worth the pain
 - Need to put resources behind SES mobility and a plan/need that mobility addresses
 - Don't make mobility mandatory (should not be penalized for keeping roots)
 - Field assignment attributes and mobility are different than Washington DC opportunities and need to be addressed and considered
 - Resource mobility and training centrally
- Career development
 - Developmental framework is critical for credibility and acceptability of candidates across Component lines
 - Budget for executive development
 - Develop a standard curriculum for SES training
 - Need a strategy DoD-wide, Enterprise-wide approach to SES for core or entire group
 - Monitor OSD PA&E and Comptroller to ensure they don't cut Service programs funding for Civilian Leader Development just because there is a "spike" in the funding levels as compared with previous years
 - Have services clearly define what they want the SES corps to do. It certainly is not the same across all services
 - Establish a Tour in Industry program
 - Develop a DOD SES candidate development program

- Succession planning
 - Need some form of succession planning that is transparent.
- Other comments
 - We look forward to seeing results from this workshop
 - Are retired military strategically smart?
 - Leadership needs to be willing to make the investment and dedicate the resources for these ideas to come to fruition
 - Pay incentive not sufficient for people to make decisions on what they will do for their career decisions
 - Civilians can't move easily into military jobs, so why [should] military move easily into civilian positions?

III. UTILIZATION

1. Topics. To guide the workshop and facilitate discussion, participants were introduced to the subtopics within utilization: valuing a portfolio of experiences – the mix of experiences and exposure that provides greater perspectives, broadens skill sets, builds an extensive network, and increases the ability to perform in a complex and joint environment.

2. Objectives. Participants were tasked with meeting several objectives for the recruitment workshop. Specifically, the group was asked to:

- Define the types of experience and exposure that SES executives need to fully contribute to the DoD's strategic mission
 - How might these types of experiences vary for different SES positions?
 - How might these types of experiences be different for the next generation of SES leaders?
- Define the policies and procedures that must change/be in place to create broader experiences and exposure for SES executives?

3. Key issues/ideas discussed. The brainstorming session allowed workshop participants to react to the background information presented by the facilitator, share personal experiences and perceptions of the current state of utilization, and offer ideas for policy and procedural improvements. The discussion covered the areas outlined below.

The primary focus of the utilization workshop was the role of continuity and mobility in SES careers. There were a variety of opinions on the role of mobility for the SES corps, which often provides consistency and maintains responsibility for long-range planning while military and political leadership transition. Some felt that mobility was better suited for less senior civilian positions, while others suggested the most senior-level positions could be mobile if those below them were consistent. A recommendation to reconsider the frequency in turnover of military positions was made, given that the "leadership set" comprises both military and civilian. Finally, it was offered that innovation, not continuity, may be needed in many cases. No consensus was reached on how best to balance continuity with personal development and innovation.

The discussion turned to how best to define and achieve the right mindset in the SES community.

Participants suggested the following:

- Need to get people out of their personal comfort zone so they do not become too complacent in their jobs
 - One participant was told “this is the way we do things here – we have tried your idea already, and it didn’t work”
- Find the balance between continuity and getting people out. Need to maintain the passion in our jobs
- Must address the vastly different cultures across the different departments and branches if mobility is expected
 - Right now, you might not even bother to look at available Navy jobs if you are currently an Army SES because you expect the cultures are so different that they would not consider you
 - If SES executives are general managers, they should be able to be successful in any of the services, but must lower the wall to allow this to happen
 - Functional experts might not be able to move among Components, and it would not make sense for them to do so
 - Some models for Component exchanges currently exist for GS-level civilians (e.g., Army and Air Force exchange)
- Mobility would be easier if administrative requirements were consistent. Part of the difficulty with new assignments now is that there is a whole new set of administrative requirements to learn. Having common standards about how work gets done would make people more effective in their new positions
- Must address risks associated with mobility, including the negative perception created when SES members apply but are not selected for positions outside of their “parent” Component.

Participants discussed the role of term limits in facilitating mobility:

- Term limits currently exist for SES positions in the Combatant Commands (typically a 3- to 5-year limit)
- Term limits will be meaningless if the philosophical management approach that supports the idea is not in place
- Limits should be flexible to address the need for continuity
- Term limits may be the only way change is made since it is too easy to stay in the same organization

4. Proposed initiatives. Participants worked together to prioritize the ideas from the brainstorming session. Small groups were tasked with transforming the prioritized ideas into implementation-ready initiatives to be shared in the afternoon synthesis session. The initiatives presented by the participants in the utilization workshop include:

- Map out the career path to become an SES
 - Identify and publicize the set of skills and training that is required to become an SES member
 - Make diversity of experiences an expectation (e.g., cross-functional, cross-organizational), but allow for variation since “one size does not fit all”

- Create a standard DoD-wide means to quantify having met these requirements before becoming an SES member
- Create an SES exchange program
 - Encourage diversity of experiences across geographic, functional, command areas within and outside of DoD (e.g., private industry)
 - Provide the opportunity for SES members to leave current Component for a definite period of time with a clear path to return
 - Role model and incentivize desired behavior
- Standardize compensation practices across DoD to encourage mobility across the Department
- Communicate with SES Corps as (DoD) Enterprise assets
 - Publicize position vacancies across the DoD to the SES community through a master e-mail list
 - Publicize retirement projections so that people can plan around future opportunities
 - 5. Audience feedback. After each presentation, members of the audience were solicited for their feedback on how the proposed initiatives could be made stronger. Input from audience members was captured using Resolver technology. The following list represents the verbatim comments of audience members, categorized around common themes.
- SES exchange/mobility
 - SES exchange program – include industry
 - Agree with making it easier to rotate to other agencies and return, if desired
 - Address “specialist” versus “generalist” requirements across Enterprise positions
 - Adding other agencies – most work this fairly
 - Need broader range
 - Perhaps what is being suggested is a true DOD SES Corp. Great idea
 - Focus on interagency assignments is important for the future
 - Guarantees to return to services reinforce Service affiliation vice DoD enterprise asset
 - Develop people for the Enterprise
 - Consider term limits for key and critical positions
 - Address ethics rules impact of external (read private sector) exchange programs
 - Creation of DoD SES is good idea (there isn’t one today). Not physically possible to move from one agency to another today. Need to be able to opt in or out of DoD-wide distribution of job opportunities
 - Exchanging SES across services needs to address “culture” issues, we can’t even address this issue across the air, sub, and surface warrior cultures in the Navy
 - Exchange program with industry should be considered, especially for locations where SESs are limited
 - Identify categories or bands within which SES skill sets can move easily and expedite transfer processes within those bands
 - Assess utilization/talent of current SES corps for potential placement in new/vacant positions – as way of emphasizing core competencies and values

- Need to make it easier to move to Department of State, USAID, etc.
- Drive movement through valuing and incentivizing right behavior
- Remember that SES positions are different; remain open to the differences and the needs of each position
- Do a survey like Strong-Holland, to assess SES interests
- Finding the right balance between service and Component utilization and enterprise results is key to success; too much Enterprise emphasis will disincentivize services to improve utilization of their executives
- Sometimes we have to be allowed to do our work, without the turmoil of new and ever-changing systems
- Diversity of experience should include different levels within DoD hierarchy
- Exchange program has to have a finite timeline. At least 1 year, but not more than 2
- Diversity of experience should include some knowledge of “customer base” for particular position – e.g., contracts people should have experience with the side of the house that uses contracts and needs support from contracts
- Tap into markets to get personnel that want to work part time: retired military; second career
- Map of career path to SES
 - Send a signal we value those qualities and base selection on those values
 - Every executive should have a thoughtful career development plan
 - Disagree with mapping, but support the key competencies they will have to demonstrate in self-directed and competitive fashion
 - Need to better define career paths. There are multiple ways to progress to the SES
 - Map the process for identifying key jobs that lead to an SES position
 - Ensure it is clear what the organization values from its SES
- Standardized compensation
 - Part of standardizing compensation practices should include rationalizing tiers within and across Components – right now they are based largely on what incumbents were being paid at the time the tiers were established, rather than consistent levels of complexity
 - Be careful about standardizing compensation practices
 - Prestige of execs varies greatly from service to service – significant status differences in perks, protocol, and status should be consistent across the Enterprise
 - Bonuses should be consistent across tiers
- SES as Enterprise asset
 - Unclear what recognizing SES Corps as a DOD Enterprise asset means? Is this applied only to a limited number of positions?
 - My Space-like capability for information exchange across DOD. How about IM-like capability?
- Other comments
 - Address need for parity with military
 - Centrally fund training to include salary so that orgs can afford to send people to school

- Where is the SES mentorship program?
- Sabbaticals should be possible vice a fantasy
- Establish talent pool of Pay Band 3, “high-potential” SES candidates. Accelerate their educational, developmental assignment, and self-development opportunities to build the bench

IV. DEVELOPMENT

1. Topics. To guide the workshop and facilitate discussion, participants were introduced to subtopics within development. The topics and corresponding definitions are as follows:

- Competencies
 - The expectations for the qualities and behaviors demonstrated by executive leaders
 - Competencies tailored to the context (e.g., mission objectives, values) of the organization
- Learning opportunities
 - The formal and informal avenues for acquiring knowledge and skills, including but not limited to training and mentorship

2. Objectives. Participants were tasked with meeting several objectives for the recruitment workshop. Specifically, the group was asked to:

- Define the qualities (competencies) of an exceptional SES executive leader
 - How does “Enterprise” executive leadership differ from current executive leadership expectations?
- Catalog the knowledge, skills, and experiences required by SES executives at critical leadership transitions
- Identify the optimal learning approach for SES
 - What types of instruction/learning would be most effective, exciting, and engaging?
- Define changes required to policies, procedures, and systems to support a learning-focused organization

3. Key issues/ideas discussed. The brainstorming session allowed workshop participants to react to the background information presented by the facilitator, share personal experiences and perceptions of the current state of development, and offer ideas for policy and procedural improvements. The discussion covered the following areas:

The participants of the Development workshop began by giving their initial reactions to the set-up of the workshop. Development, they suggested, should be the first phase in the SES career lifecycle because development should occur prior to becoming an SES and while working as an SES. The definition of “learning” should be broad and inclusive of training and mentorship, as well as self-development and diversifying job experiences. Finally, it was noted that differences between the developmental approach and the execution of Components should not be underestimated. These “pockets of poverty” across the DoD mean that not all SES members have access to quality development.

The participants were asked to review the current DoD Leader Development Framework as supplied by the Joint Leadership Development Division within the Civilian Personnel Management Service. They suggested that the proposed model captured only “foundational” competencies and needed additional layers including:

- Risk management
- Adaptive learning
- Public communications
- Actual/demonstrated management
- Layers of complexity/context
- Tact
- Diplomacy
- Maturity

Overall, participants encouraged emphasis on competencies that force an integration of the military, political, and career SES leadership. They also felt that there should be tiers to the framework, with one tier addressing the “pipeline” into the SES and one tier focused on the continuing development of SES.

As the discussion moved from reactions to the Leader Development Framework to learning opportunities for the SES community, the importance of a GS-focused approach was stressed. In competition with former military, GS personnel are often less competitive for SES positions. This reality should be addressed by creating a developmental pipeline and clearly defining the career path from GS to SES. One participant noted that GS personnel are beginning to recognize the need to pursue Joint/multi-service/Combatant Command positions in order to springboard their careers.

Ideas on SES development fell into four main categories: mobility, mentorship, career pathing, and training/learning.

- Mobility
 - Value rotational experience (i.e., make it a discriminator for advancement). Mandatory rotation to another service/joint assignment after SES selection
 - Establish voluntary rotations (job trades) across services/CoComs for career SES
 - Tour in industry as a developmental assignment or longer sabbatical with return rights
 - Planned SES rotations with DoD support (monetary and otherwise)
 - Integrate with private industry
 - 6- to 12-month SES rotational tours with other service/OSD at defined periods (e.g. 2, 5, 9 years)
 - Use temporary assignments (~1 year) to other organizations to broaden experience base
 - Interagency assignments to complement DoD duties
- Mentorship
 - Develop formal mentorship program, with shadow two levels up
 - Assign senior SES to junior SES and rate mentoring success

- Assign professional coach to new SES
- A way for employees to have a mentor or advisor to help them develop
- Shadow assignments with recognized senior leaders across the government
- Career pathing
 - Developmental pipeline for new SES through Joint jobs to senior service jobs
 - Identify SES career paths (some idea where the next job/location will be)
 - Select for potential, not just past experience
 - Develop common “core” executive development for SES executives
 - Build Leader Development Model (assignments, education, self-development)
 - Define SES career milestones
 - Compel agencies to bring in a certain percentage of their SES from outside of the agency
 - Emphasize supervisory experience (progressive and over time)
 - SES roadmap (entry, joint, interagency, OSD)
 - 2-tier competency model (entry, sustained)
 - Tailor SES development based on strengths
- Training/learning
 - Formal executive learning program, driven by tailored competency model
 - SES standard training conducted in hub areas
 - Informal educational training required on recurring basis
 - SES conference on sharing joint/service emerging mission requirements
 - Offer training in “informal” settings (i.e., online, virtual) to learn at own pace
 - Upon selection, initial training and evaluating and developing “corporate” vision and strategic issues
 - Mandatory indoctrination training (small group every 2 months, legal advice, protocols, rights, etc.)

4. Proposed initiatives. Participants worked together to prioritize the ideas from the brainstorming session. Small groups were tasked with transforming the prioritized ideas into implementation-ready initiatives to be shared in the afternoon synthesis session. The initiatives presented by the participants in the development workshop include:

- Build a pilot program for “Enterprise-wide” positions
 - Create “Enterprise” positions, complete with developmental assignments/rotational program (12 months?)
 - Each Component designates a pilot number of positions (e.g., 50, with 10 from each Component) and a location for the “pool” of these positions
 - Establish rules for managing and sustaining this position
 - Establish a standard training program to support SES executives in these positions
- Develop an Executive Learning Program
 - Offer skills assessments on incoming and current SES to systematically target developmental needs/opportunities
 - Formal training should be offered “in transit” to a new assignment

- Deliberate mentorship paired with individual development is key
- New SES should be able to shadow the person whose job they will be filling before taking the position
- Create a formal Mentorship Program
 - Formal exchange program for assignments (pre- and post-SES)
 - Mentor and/or coach program (pre- and post-SES)

5. Audience feedback. After each presentation, members of the audience were solicited for their feedback on how the proposed initiatives could be made stronger. Input from audience members was captured using Resolver technology. The following list represents the verbatim comments of audience members, categorized around common themes.

- Formal training
 - Take advantage of military GO schools and models . . . don't recreate the wheel
 - SES are very different, and come with varying technical backgrounds. We need to ensure that scarce training hours are also devoted to helping them maintain tech credentials where applicable
 - Leverage Navy's Executive Learning Program
 - Deliberate development = credibility = improved utilization
 - Maybe establish civilian EA positions for insight into senior leadership
 - Central funding for exec development
 - USAF already has good SES development model – build upon it
 - Reward self-development
 - Formalize SES training/continuing education requirements
 - A roadblock to transit training is the fact that we fill vacancies, we don't promote like the military
 - Rebalance slots between GO and SES. Military get priority for training
 - USAF model might not be what is required for DoD
 - Annual "executive development" requirement (e.g., 40 hrs of professional development) – and incentivize it
 - Resource civilian development on par with military development
 - Take advantage of ad hoc assignments for development – like working on BRAC or filling in for a person who is on a detail
 - Follow the Air Force model in other services and OSD to give new SESs the same type of training as new General/Flag Officers
 - Establish informal "virtual" training that can be taken anywhere at any time
 - Require all DOD components to establish IDPs for each SES (incorporating the standard requirements for all DOD SES plus organizational requirements)
 - Many companies have leadership classes that they offer and are willing to have DOD personnel attend. We should figure out a way to take advantage of it
 - Train the trainer
 - Mandatory indoctrination training for all new SESers

- Don't automatically assume military training schools are the best – what about MBAs?
- Quarterly meeting of new SESers with a seasoned SES to discuss problems they may be facing and strategies to address them
- Development – training, developmental assignments, mentoring
- APEX should have some type of follow-on course that would be required every 2 years
- Should be an opportunity for SESs to self-identify/propose training and experiences to enhance their development. The current process for selecting SESs for development opportunities is unclear
- Mentorship/coaching
 - Mentoring and coaching are great ideas . . . and should be performed by people who have insights into the actual selection processes or succession planning
 - Mentorships are very hard to do, must be very committed. You can assign someone a coach, you can't assign a mentor . . . Extreme danger in making the wrong people coaches. Development today is via your current sequence of assignments . . . how do we want this to change?
 - Mandatory transition between vacating SES and incoming SES
 - Use recently retired execs as mentors and coaches
 - Select mentors with developmental talent
- Leadership competencies
 - Common competency model
 - Understanding individual's talents and strengths should be part of development
 - Strongly urge DoD to conduct focus groups of non-SES (GS-13) to see what they think they need – we may not have all the answers!
 - Development dynamic will change as we evolve from CSRS- to FERS-centric people
 - Identify what corporate activities are critical to perpetuating and refreshing our people and deliberately incentivize and develop the SES to take an active role
 - Executive continuing education for executives based upon skill gaps or targeted positions
 - Train and assess performance against the same requirements
 - Distinguish more carefully between qualifications and performance evaluation
- Portfolio of experiences
 - Is important to have developmental focus at feeder level, must have the breadth of experience before entering SES
 - No mandatory rotation assignment for SES; be mindful of personal, home demands of two-person working families
 - Incentivize PCS by providing training en route to the next assignment
 - "Laps in industry boardroom" – both ways
 - Doing a pilot for Enterprise-wide position rather than "Big Bang" theory for deployment is essential
 - Offer a mix of short-term, 3-month to 1-year assignments to broaden and energize
 - OSD used to offer a number of developmental assignments in various USD orgs and defense agencies and services didn't want to send – seen as a tax. Centrally fund?

- Mix of short-term and longer-term development assignments – 3 months to 1 year
- Rotation cannot involve starting over. To incentivize movement across Components and across organizations within a Component, there needs to be a constant "coach" or equity stakeholder in the individual's progress. This is what the GOMO organizations do for those DoD execs who wear uniforms. Maybe whichever component "minted" an SES needs to retain development "ownership" through the person's career and multiple job assignments
- GS focus
 - Establish a talent pool of high-potential GS-14/15s with emphasis on accelerated education, developmental assignments, and self-development opportunities to "build the bench" for SES
 - Ensure a DLAMP-type feeder program is consistently and adequately funded
 - Need to revamp DLAMP to really help build an executive pipeline and provide promotion opportunity
 - Mentors/coaches help ID the next generation of SESs and help them "break out"
 - Identify specific training opportunities that potential SES candidates need to have to increase their chances of being selected (i.e., Federal Executive Institute; Executive Development Seminars offered by Syracuse University and Harvard; Service Schools, etc.)
- Other comments
 - Get cross-services review of written application and experiences against the job criteria and offer developmental suggestions based on that review
 - Need a more formal look at the roadblocks
 - Development for diversity component as well
 - Need to clearly define differences between tiers so can set up Executive Learning Program to meet education needs for each tier
 - Need to identify what the future SES really looks like before you begin a development program . . . need to ID the end before you ID the means
 - Make proper management of civilians (including SES) a mandatory rating element for military supervisors. Where was the SES flag for this workshop?
 - 360 for development purposes, not performance ratings
 - Need to ensure military supervisors and political appointee supervisors are properly "trained" in completing SES evaluations

V. PERFORMANCE MANAGEMENT

1. Topics. To guide the workshop and facilitate discussion, participants were introduced to subtopics within performance management. The topics and corresponding definitions are as follows:

- Performance evaluation
 - The formal process and assessment tools used to measure performance against expectations

- Feedback and differentiation of rewards and consequences
 - The ways in which performance evaluation results are communicated and used to inform development, compensation, and career planning

2. Objectives. Participants were tasked with meeting several objectives for the performance management workshop. Specifically, the group was asked to:

- Define how to improve feedback on performance and growth as an Enterprise executive
 - What inputs and processes are necessary to ensure performance reviews are candid, objective, accurate, and complete?
 - What roles should leaders, peers, and subordinates play in providing feedback on performance?
- Identify ways to better link assessments of progress with career development planning
- Generate ideas to better link recognition, rewards, and consequences with job performance and leadership potential
 - Do the “rewards” – both financial and nonfinancial – accurately reflect distinctive performance?
 - What about the “consequences” of poor performance?

3. Key issues/ideas discussed. The brainstorming session allowed workshop participants to react to the background information presented by the facilitator, share personal experiences and perceptions of the current state of performance management, and offer ideas for policy and procedural improvements. The discussion covered the following areas:

The session began with a discussion around the meaning and role of performance management. Participants noted that performance management should:

- Set strategic goals that link the contributions of SES members to the mission and objectives of the DoD (e.g., supporting the warfighter)
- Be flexible; change to adapt to new circumstances
- Place less emphasis on rigid metrics; allow room for judgment
 - “Subjectivity is not bad – it’s not all counting cabbages or widgets”
 - “In the scientific community, it feels like an SES would be a university president and an ST would be a Nobel Prize winner. We need to evaluate our STs in a more subjective way – if you want to be a world-class DoD, we need to have more flexible ways to evaluate”
 - Rate individuals primarily based on the performance of their organization, as opposed to solely on their personal performance
 - Include candid, effective feedback to guide development
 - In small groups, participants addressed the challenges of the current system including:
- Absence of candid feedback and lack of training to teach supervisors how to provide effective feedback
- Tendency to take shortcuts in the performance review process
- “Many people write our own performance appraisal and then someone just signs off”
- Wage compression

- Irrelevant, mandated criteria
- Inconsistency across the DoD on which performance/leadership attributes to use in reviews
- Debate over whether compensation should correspond to tiers

Each group reported their top ideas for guiding performance management as follows:

- Group 1 ideas:
 - Long-term, not just immediate, goals
 - Metrics that are meaningful
 - Reassess SES positions to ensure all contribute to mission objectives
- Group 2 ideas:
 - Eliminate the forced distribution rankings
 - Include 360-degree feedback as part of the review process (capture customer input)
 - Include corporate citizenship as part of job rating
 - Improve communication between reviewer and reviewee (require verbal communication)
 - Integrate developmental goals into performance review results
- Group 3 ideas:
 - Provide workshops on goal setting and performance plans
 - Offer training on giving effective feedback
 - Correct inconsistent definitions and tiering

4. Proposed initiatives. Participants worked together to prioritize the ideas from the brainstorming session. Small groups were tasked with transforming the prioritized ideas into implementation-ready initiatives to be shared in the afternoon synthesis session. The initiatives presented by the participants in the performance management workshop include:

- Expanded incentives
 - Provide incentives for corporate citizenship
 - Component head acknowledges (through medals, public recognition, etc.) contributions. Selection is made by peers
 - More nonmonetary recognition
 - Change in monetary incentives; “significant variable compensation”
 - Increase pride and “trappings”
- Consistent hierarchy
 - All SES positions have been evaluated and weighed in terms of line, staff, specialist duties; scope and scale; impact/influence on mission
 - Create Enterprise-wide hierarchy
 - Categorization into 1/2/3-star equivalent jobs
- Metrics are meaningful, not artificial/warfighter-focused, but full spectrum of responsibilities acknowledged
- 60-degree evaluations for all senior executives (political and career)
 - Input will come from subordinates, supervisors, and customers
 - Anonymous input – only person who gets all of it will be person rated

- Supervisor will see aggregated 360s for all supervisees
- Output will be used to create a development plan for executive, written in conjunction with supervisor
- Executive coach may be provided based on development plans (may be expensive)
- Should begin to happen at GS-14 and GS-15 levels
- Improve communications between raters and ratees
 - Expectations should be well understood between rater and ratee
 - Comprehensive training provided on how to give productive feedback
 - Feedback needs to be one-on-one and direct; should require verbal communication throughout
 - Automation not a substitute for direct feedback
 - 5. Audience feedback. After each presentation, members of the audience were solicited for their feedback on how the proposed initiatives could be made stronger. Input from audience members was captured using Resolver technology. The following list represents the verbatim comments of audience members, categorized around common themes.
- Metrics for performance review
 - Alignment: use strategic plans to drive SES performance plans
 - Metrics used must be drivers to achieve strategic plans. Evaluations need to be based on key metrics that do drive actionable results
 - Should share objectives or measures among services
 - Need to develop a federated approach to ensure consistency and standardization to a certain level at OSD, but allow Components flexibility to adapt to unique mission
 - Common structure is important for a common language and facilitates management across Components
 - Make the objectives and metrics focus on mission contributions and results rather than on how well specific preordained actions are performed
 - Metrics for STs should emphasize world-class scientific credentials and breakthrough technological contributions to the warfighter. These differ significantly from standard SES executive management type metrics
 - 1/2/3- and 4-star SES positions should be considered
 - Get “real” about SMART-Q objectives
 - Recognize that some SES products – like ideas – don't lend themselves to metrics
 - Metric are key; hard to define meaningfully but worth the try
 - There is a non sequitur between SES behavioral competencies and the nitty gritty metrics we're presently under – needs to be fixed
 - Are we too metric-focused?
 - Performance metrics should be based on strategic results . . . this cannot always be quantified in annual metrics
 - Need stronger org plan than the DSD top few priorities to drive real program measurement
 - SES are SES largely due to complexity and scope of work – often intangible results requiring judgment to assess

- Metrics need to be flexible
- The first prerequisite for an effective performance management system is a solid organizational strategic plan that defines what the boss wants the organization to achieve. That plan should drive everybody's work, time, attention – including the bosses'. We don't do that well in DoD
- Good idea to define what the SES corps is not delivering so we can define where we need to be
- Tiering
 - Differentiation is important
 - Some positions have a harder time tying to performance management; must take on that challenge and deal with it more
 - Bonuses should not be tied to tiers. They should be tied to contribution
 - Eliminate tiers
 - Yes re tier elimination
 - Tiers are hurting our flexibility to move
 - Get rid of tier structure
 - There should be standardized tiering in the Department to facilitate transferring between the services and OSD
 - Tiers work against recruiting people to move. If it isn't a higher-tier job, why move?
- Feedback
 - 360 good idea but ensure it is defined properly
 - Need to ensure feedback on PRBs – will foster consistency in rating and reward
 - Involve SES in evaluations of Flag and General Officers and political appointees. True 360 review for all
 - Address performance feedback from senior (political) leadership; currently lacking
 - Computer-based feedback is okay, but the "system" should require face-to-face interaction.
 - Train military on how to rate civilians
 - Military raters need to understand the civilian SES rating and evaluation system . . . training is essential
 - 360-degree and leadership preference surveys provide invaluable insights to individual leadership and communication styles – should institutionalize across Department
 - Must require verbal communication (not via email or electronic system) . . . “talk to me”
 - Flag evaluations should include SES input
 - Need feedback from evaluation board reviews
- Rewards
 - Focus on incentivizing high performers; identify them; celebrate them
 - Delegate approval of medals to a lower level to facilitate nonmonetary recognition
 - Use nonmonetary awards more often
 - If we have incentives, publicize them!
 - Without the money, there is no love . . .

- Civilian personnel that are put in harm’s way (OIF/OEF) should be compensated accordingly
- Need to explain the payout system so everyone understands the rules and reasons for ratings provided. Getting \$3 in my check is not good enough . . . why \$3 vice \$25,000?

VI. SUSTAINMENT/MORALE

1. Topics. To guide the workshop and facilitate discussion, participants were introduced to subtopics within sustainment. The topics and corresponding definitions are as follows:

- Recognition
 - Formal (e.g., ceremonies, awards) and informal (e.g., cultural) acknowledgement of accomplishments and contributions
- Community building
 - DoD-wide networks and organizations connecting SES in communities of professional and personal interest
- Support
 - Policies to facilitate ease of transition between positions and geographic locations, as well as into retirement
 - Programs that help SES and their families successfully meet the challenges that are inherent in the job

2. Objectives. Participants were tasked with meeting several objectives for the sustainment/morale workshop. Specifically, the group was asked to:

- Identify ways to better acknowledge the stature and accomplishments of SES positions
 - What noncompensation forms of recognition should be used to celebrate exceptional executive leadership?
- Define how SES executives can be better connected to their cohorts in similar positions, functional areas, and locations
- Define changes to policies, procedures, and resourcing necessary to support SES executives that want broader Enterprise-wide experiences

3. Key issues/ideas discussed. The brainstorming session allowed workshop participants to react to the background information presented by the facilitator, share personal experiences and perceptions of the current state of sustainment, and offer ideas for policy and procedural improvements. The discussion covered the following areas:

Participants brainstormed around six initial focus areas within the topic of sustainment. These included: 1) need for support; 2) recognition and compensation; 3) defining the SES career path; 4) development of a shared vision for change; 5) transparency and communication; and 6) empowerment and recognition of SES authority. Of the six initial focus areas, participants selected four ideas to explore in detail.

- Idea 1. Increased support (e.g., for mobility)
 - Objective/goal: provide geographic mobility support comparable to GO/FO for members and their families

- Specific initiatives:
 - Provide financial support during relocation
 - Offset all costs (housing, etc.)
 - Spouse employment support
 - Military housing
 - Sponsorship (e.g., to help navigate new schools; have children in new location write letters to transferring children)
 - Career development/support
 - Training en route, to prepare for the skills required at the next position
 - Follow-on assignment/career planning (“make sure that you know what’s going to happen next, how you’re going to get back”)
 - Consideration of family life-stage
- Related issues:
 - Strong political support/endorsement and reliance
 - Quality of life (e.g., parking, comprehensive list)
 - Use incentives rather than directives in order to push people toward mobility, job opportunities
- Idea 2. Better recognition/compensation
 - Objective/goal: enhance recognition and compensation for SES executive-level to attract top-tier talent
 - Specific initiatives:
 - Clear salary bands so that the individual knows what to expect for certain jobs (according to the group, the Navy already does this)
 - Transparency in protocols
 - Make pay levels commensurate with responsibilities
 - Reimbursement for professional society memberships
 - Equal support: SES = GO
 - Locality pay
 - Related issues brought up but not fleshed out:
 - Local programs/policies can be really good, but are not shared across offices/locations
 - How do incentives work for different people, e.g., do young members need a different mix/types of compensation than older SESers?
 - Need to take advantage of compensation/incentive programs that are already developed
 - sometimes there are programs out there that just don’t get rolled out in a timely fashion
 - Pay-for-performance programs sometimes compare apples to oranges – “I’m an Army guy, but I get compared to Navy guys!”
- Idea 3. Career pathing
 - Objective/goal: create formal structure for SES career path

- Specific issues/initiatives:
 - Develop proactive professional development/succession planning
 - Currently, have to find the time and have the initiative to create own program – this should be easier for people
 - Enable transparent progression
 - Make it clear what opportunities exist, and where each new opportunity/position might lead in terms of overall career – enable people to make long-term decisions
 - Ways to identify and develop (“groom”) high-potential candidates
 - Build something like the GE model for leadership development in order to cultivate potential leaders and incentivize people to want leadership positions
 - Continuous learning for SES, centrally managed and funded
 - Train with industry, other additional professional development/training opportunities
- Related issues brought up but not fleshed out:
 - Build visibility of SES opportunities DoD-wide
 - Create an SES awareness program to recruit within the organization
 - “I want to feel like there’s a career path . . . incentives to move to new departments, a clear understanding of how my skills apply . . . and elimination of disincentives to join other orgs”
- Idea 4. Development of shared vision for change
 - Objective/goal: develop shared vision for change
 - Specific issues/initiatives:
 - Craft/communicate a cohesive message for overall organization – “What is the Vision for SES?” – in order to build unity of purpose
 - Build transparency in leadership decisions (e.g., establish SES Advisory Panel to consult with department leadership on various issues)
 - Define the current problem (e.g., talent management for leaders?), and then incentivize toward solution; ensure the context is communicated clearly
 - Spell out: where are we trying to get, and what will the environment around us look like then?
 - Perform gap analysis – how far are we from there in terms of necessary capabilities versus current capabilities?
 - Give us a read-ahead on the path that we’re taking to close the gap (e.g., give context and/or homework assignments before major get-togethers like today)
 - Make this a time-sensitive priority (getting together once a year probably isn’t enough)
 - Bottom line – members of this organization will work their hearts out for leadership as long as they know what they’re working toward and what they are supposed to do – leadership should give clear and straightforward communication

- Other ideas
 - More transparent communication
 - Empowerment and recognition of authority
 - Give managers more (clear) direct authority over things like the hiring process and ability to recognize/reward employees
 - Align administrative authority with mission responsibility

4. Proposed initiatives. Participants worked together to prioritize the ideas from the brainstorming session. Small groups were tasked with transforming the prioritized ideas into implementation-ready initiatives to be shared in the afternoon synthesis session. The initiatives presented by the participants in the sustainment workshop include:

- Provide support for geographic mobility
- Enhance recognition and compensation for SES at the executive level to attract top-level talent
- Create formal structure for SES career development
- Define a shared vision for change

5. Audience feedback. After each presentation, members of the audience were solicited for their feedback on how the proposed initiatives could be made stronger. Input from audience members was captured using Resolver technology. The following list represents the verbatim comments of audience members, categorized around common themes.

- Career development
 - Make it easier to get sabbaticals
 - APEX should be mandatory as a first step in SES development
 - Look at DoD/academic/industry exchange programs
 - Create a small wedge of SES billets for each component that would allow sabbaticals, training with industry or other government organizations, and rotations
 - Sabbaticals to private sector; compensate at the private sector rate
- Community building
 - Morale/cooperative environment – opportunities for at least occasional social functions that cut across organizational lines – to promote understanding and camaraderie rather than the sometimes practical existing situation where some members of the SES have adversarial relationships based on Component/organizational positions – let SES community learn to listen to each other more
 - Hold regular regional SES forums – on leadership, strategic, or mission issues; idea is to share and learn across SES corps
- Recognition and compensation
 - Celebrate success! Communicate accomplishments and recognize high performers in a public way
 - SES value is largely defined by how GOs/senior military in charge view SESs and their role in strategic decision making. This is an area that needs work so SESs are viewed as GO equals rather than threats

- Stationery for all SES
- Make sure that subordinates do not make more than superiors
- Consider using retention bonuses
- Pay compression with 15s
- Mobility and support
 - If you move me, why stop at PCS; give me BAH
 - Don't make mobility mandatory – can negatively impact morale
 - Mobility is not geographic
 - Regarding geographic mobility, need to rethink the model and consider mobile (location TBD) SES jobs
 - My spouse is an SES – if directed to be "mobile," what activity would have two SES vacancies for us?
 - Must be careful with mobility . . . "one size does not fit all" and every position should not be mobile. If the military rotate and the civilian leaders do, then where is the corporate knowledge?
 - What do I do if I am willing to move, but want to have a say in where and what? Feeling is we are just waiting for an ax to fall
 - Need to provide a mobility package that recognizes the need for spouse employment support (most families are dual-income)
 - Can we make geographic mobility an enhancer to performance rather than a must?
 - Mobility needs to be attractive. Dual-income families are a norm . . . and costs of moving continue to accelerate
- Shared vision/communication/transparency
 - Key is the info that has gone on with work groups is not getting out to the SES community at large. Much of this is being done in a vacuum – perception is what was OSD's goals and objectives for today's session
 - What is it we're trying to incentivize?
 - Create a database of job descriptions and skills required for each SES position
 - Piling on – but I also share the perception that the SES "problem" we are trying to address has not been clearly defined
 - What is our evidence that the SES corps today is not meeting the challenge? Are we sure we are broken?
 - Shared vision is essential. Not at all clear what improvements are being sought with this effort. Where do we want to go with this?
 - How about a strategy to keep top talent?
 - Vision needs to show value of SES
 - SES positions are leadership positions. We have not yet articulated what are the leadership traits/qualities we want to see so we can build development/sustainment strategies
 - SES are part of the total force . . . why are we getting lip service?
 - It starts with a leadership statement concerning the value of the career SES corps, and a steady reinforcement of that value as part of the senior leadership team

- Concur all on shared vision. We need one that is worthy of the collective talent pool
- Give us insights into DoD and congressional concerns regarding the effectiveness of the SES so we can effectively be a part of the process. What is the problem you are trying to solve? This has not been socialization of DoD objectives since they have not been revealed
- Communicate issues – pay, opportunities, etc. – to SES corps; many within my department don't know what tier they are in or how the performance boards work
- What is the purpose of SESs . . . continuity/depth or breadth? Should SESs be focused in D.C. in policy jobs or in field leadership positions? The expectation of the SES corps is unclear
- What were we trying to achieve?
- Other comments
 - Talent pool of future SES
 - I want to see Dr. Chu do the Microsoft dance at the next SES conference
 - Sustainment is critical in this day of competition with industry and officer retirement to industry
 - Tiers and performance bonuses were singularly demoralizing
 - Need common standards for SES protocol in the new tier system
 - Senior-level positions (ST/SLs) could be very positively sustained if ST positions were also identified as 1/2/3-star/tier positions
 - Enterprise SES positions, maybe 10 percent of all SES positions
 - Gather data on the SES corps, e.g., surveys of SES, GOs, politicals, GS-15s. Use data to make decisions on SES programs, policies, etc.
 - Ask the GS-13s, 14s, and 15s (YA-3) what would sustain them and plan accordingly
 - SES are not GOs – each of us brings a different perspective to the situation, don't try to make us a GO. Consider home issues of SES when determining path ahead

CLOSING SYNTHESIS SESSION

In addition to the audience feedback collected after each lifecycle workshop presentation, audience members were asked two concluding questions. The questions and the responses from the audience as captured by Resolver are as follows:

Question 1: What are the most promising ideas you have heard today? What should we focus on?

- Career development
- No mandatory mobility moves
- Pay, pay, pay
- Pay compression
- SES career development – has to start early
- The incentive package
- Recognize SES corps as a strategic enabler and a DoD Enterprise asset

- Systemic development program for feeder system
- Having access to an executive coach
- Creating a clear path for career development of SES
- Pay compression to alter external message
- Eliminating tiers
- Establish virtual training (SES can do at their own pace)
- Executive development ideas
- Statement of the value proposition of the SES in the context of the DoD leadership team
- Eliminate tiers
- Defining career path for SES (competency-driven), with ability to do individual gap analysis
- Make career rotation voluntary for those who wish to make sacrifices to enter "Enterprise" roles
- Meaningful incentives to recruit and sustain. Show me respect and \$\$\$\$\$
- Strategy for SES core
- Focus on defining common image of the future
- No forced moves
- Opportunities to continue to grow and have meaningful experiences
- Locality pay for SES
- First focus should be an agreed-upon vision for what talents/behaviors a DOD SESer should exhibit
- Sustainment/morale – are the SESs core to DOD or second to the military
- Diversify in talent and experiences
- A reasonable and understandable performance management system
- You aren't going to change us – focus on the future by mapping the career path
- What was the goal of today's session?
- Eliminate tiers
- What are the objectives senior leadership has for the SES core
- Understanding balance among SES, political, military influences. What role do we see for SES?
- Pay compression
- Recognize SES corps as valued asset
- Career development processes
- SES development utilization output seemed to be weak – perhaps we need to relook at that area
- Top three: utilization, recruitment, and sustainment/morale
- Identify critical SES positions (in each org/Component) and begin planning for succession – today
- Pay compression
- Deliberate development, resourced and managed to produce specific competencies in the career SES corps
- Resources for PCS, pay, bonuses, etc. Need to commit the necessary resources

- "Continuing" executive development and education
- Do it the AF way!
- Articulate the problem DoD wishes to solve in a clear and tractable form. Not been done yet
- Belief in the mission
- Get breadth and depth of experience before getting to SES position
- Consistency in performance management and compensation practices across DoD
- I think we should focus on sustainment first. Today's experience reaffirms for me the quality of the SES we already have
- Colored SES stationery
- Articulate vision of SES Corps by top political leadership.
- Work on GS-15 pay spread. Leadership needs to figure out what they want to resource and size their appetite accordingly Lay out the mission objective and let us go figure it out. Where is this SES "change" objective rank among all other objectives?
- Clearly articulate the "shared vision" – what problem are we addressing and what steps are we taking to resolve focus on the compensation package?
- Consistent criteria for "tiering" – recognizing that not all jobs are the same; so we can have some measure of comparability across Components that will facilitate movement
- Clarify mobility expectations and programs
- Emphasis on continued development as meaningful stakeholders in the DoD enterprise
- What is the real problem we are trying to fix? SES are already qualified
- Career pathing and identifying the high performers across the DOD
- Feedback key . . . must know what is expected, what is valued
- Non-DLAMP, formal SES program
- Remove impediments for rotational assignments in the civilian corps: PCS/BAH costs, lack of formal training, family transition support, etc.
- Build a bench of Pay Band 3.
- Sustainment and morale for current SES is key
- Funding commitment – enough money to do the training and development needed to succeed
- Need to get a handle on evaluating performance for different categories, e.g., SES/ST/SLs. Without this, system will fail
- Revamp DLAMP to provide an SES talent pool
- Consistency in goals and communications framework
- DOD SES corps . . . are going to do it or aren't we?
- Enhancing SES stature through pay differential, emphasizing diversity required for selection
- Shared vision that can be easily understood and clearly articulated
- Need to ensure we have collective commitment to change and the requisite resources to drive action
- SES join a service for a specific reason – what's wrong with maintaining institutional knowledge?

- Workforce will adapt to a strong clear signal of what is desired from senior leader positions
- Performance feedback
- Establish career paths/docks that are self-directed to grow talent at the GS-14 and GS-15 levels
- A process for establishing a coach or equity stakeholder in an SES members success as that member moves within the organization and across Components; a GOMO for SES
- Address erosion of the compensation benefits to sustain the best and the brightest for the SES corps
- Nothing stood out as "most promising" – more a feeling of "so what?" – need to define the problem and requirements for what the SES should be
- OSD must lead by example – commitment to follow the same rules prescribed for the Components
- OSD/Joint staff should establish fundamental standards, advocate for funds, facilitate "cross-over" concepts, ID "Enterprise positions," and exercise oversight – not "control"
- Put money behind the ideas identify the Enterprise jobs and requirements; deal with the pay compression
- Moving like the military isn't the best approach – what about all the "prep" work the staff has to go thru to get the military up to speed (i.e., a lot "make work")
- Help us understand what we are "fixing" – problem statement still isn't clear
- Absolutely need to develop a new SES indoctrination program with quarterly follow-on sessions. If you don't enable the SES to perform the way DOD desires in their first year, you've lost them
- We should define the value to the org of varied experience; we should also recognize it where it exists. Not everyone needs to be told to rotate. Where are the homesteaders?
- Compensation should be significantly higher than GS-15 Step 10 given that responsibilities, accountability, and expectations are significantly greater
- 360 reviews to help develop
- Develop GS-15s and below as future SESers
- SES commitment to mission/patriotism is high – morale about being an SES is low
- Must resource if we are serious about meaningful change
- If we're not prepared to commit major resources to reform, we might as well give up and go for the beer
- Change and leadership are respectively needed
- Getting senior leadership to see that fair compensation matters . . . should not have different artificially expected caps on SES positions...do it the same in all services and OSD . . . not the case based on this year's compensation actions by DSDDoD says we're one of the three legs on the stool, but there isn't a shared vision of our role or value. Some services treat an SES like an O6+, maybe
- Pay compression fix should be first priority
- Need to ensure political appointees are also qualified (not just getting the job as a favor)
- We have nothing to fear but fear itself – hah!

- Corporate citizenship is important – what have you done lately to advance the SES corps and its ability to contribute?
- Improve pay and focus on career development without forced mobility
- Pursue consistency in tiering, protocol between services
- Rotations worthwhile if done correctly...can be dangerous if handled wrong
- Reduce number of SESs in OSD and turn them over to the services to use to rotate people into OSD
- Did we come here today with a defined end-state with the objective to be to tell us how to get there, or did we come here today to define the end-state???
- Focus needs to be on the generation SES that will replace most of us. How will they be rapidly trained to take our place?
- Careful in identifying "potential GS-13s/14s/15s
- Having been in PFP and market-based pay for 8 years, you will have growing pains . . . until all accept the change in the culture!
- To make the SES corps truly a high-performing organization, resources must be dedicated to initiatives such as training (e.g., War College) and rotations. Without these, it is difficult to have a formal SES development program. But I recognize that this is unlikely to happen
- Eliminate tiering
- Define the SES leader of the future – reconcile problem statement
- Disseminate timely career development opportunities for SESs and senior GSs
- Where is the data that supports the need for radical change in the SES corps?
- Training (real training) as an interim step before moving into or between SES positions
- Creating a framework that supports these ideas (such as sharing SES vacancies) would be helpful from the OSD level but a DOD program for control/management is not . . . if that is the goal, then will there be an OSD program for control of GOFO
- Encourage others. Spread optimism. Certainly there are opportunities for improvement, but I thoroughly enjoy my job
- Nothing is broken
- Annual, even semi-annual, feedback isn't often enough. I've instituted quarterly feedback for all my direct reports . . . even if there's not much in job performance to discuss, at least it's some "quiet time" where we can come with no interruptions

Question 2: What can we start doing tomorrow that will make the biggest contribution toward achieving the vision of 21st Century SES Leaders?

- Disseminate DoD-wide the SES vacancies
- Take action on some things we discussed today . . . will be wasteful to do nothing out of this day's effort
- Tell us what's wrong with us today that needs to be fixed
- Identify the "shared vision"
- Develop and publish SES corps management policy and stop doing management decisions in secrecy

- Establish a comprehensive communications plan for the end-state vision and mission
- Tell us the DoD vision and the problem we are trying to solve so we can help with full knowledge of the need
- Clearly define the vision
- Define the vision
- A mentor for every new SES
- Share the draft instruction
- Provide leadership training to our journeyman workforce
- Reduce number of SES's in OSD and give them to the services. The services will use them to develop leaders and rotate them through OSD
- Identify the bench and manage it
- Embrace/articulate the need for a 21st century SES corps
- Centralized info push of educational opportunities for SES
- Focus on career development without forced mobility
- Develop an indoctrination program for new SESers
- Mentor tomorrow's leaders today
- Paid membership in professional societies tied to a job description
- Provide all new SES with information on all the SES resources available to them. As things change make sure all SESs are aware of the changes. An SES newsletter might be good
- Share info on executive coaching sources
- Authorize sabbaticals to industry
- Understand that a manager is what you do, while a leader is what you are
- Identify cadre of potential SES from GS-14s and GS-15s and start planning to develop them
- Resolve pay compression of GS-15s
- Show the bench the money
- Lead enthusiastically
- I can become a career ASD level in many cabinet agencies, but not DoD . . . share the wealth between career and NC
- Have leadership of various communities define "up and coming" and start to mentor/develop
- Write the strategic plan
- Stop studying and begin action
- Send out info about this activity to other SESs and senior leaders in my organization
- Provide centralized vacancy announcements and training opportunities
- Hold SES accountable to the training opportunities already provided – how have they rolled out the knowledge gained?
- OSD take ownership, pick three things to change and implement – the Nike approach –Just Do It
- Step 1: define the term "vision for 21st century SES leader"
- Join the SEA
- Relate what we learned with our SES colleagues

- Just do it
- Establish a joint board to create consistent approaches to all SESers
- Need to develop a human capital plan for the next generation of SES that will replace most of us. How will they be rapidly trained/prepared to take over for us? They won't have 30 years of experience
- Begin the seminars for internal development for development of new SES eligibles
- Give frequent and timely feedback on lessons learned from SES selections
- Master e-mail group
- Permit us to take training
- Continue to market the career opportunities within our grasp . . . Succession Planning, Tuition Assistance, Executive Development and Leadership Education and Advancement Plan for all levels
- Send distribution of SES bonuses
- Aim high!
- Pay parity with senior private industry execs
- Use GE model for identifying and developing future leaders
- Enable us networking opportunities like today throughout the year
- Interaction of non-comfort zones – diversity
- Pick somebody tomorrow and tell them what it takes to be SES

