UNDER SECRETARY OF DEFENSE
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PERSONNEL AND
READINESS

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
DEPUTY CHIEF MANAGEMENT OFFICER
COMMANDERS OF THE COMBATANT COMMANDS
ASSISTANT SECRETARIES OF DEFENSE
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
DIRECTOR, OPERATIONAL TEST AND EVALUATION
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE
ASSISTANTS TO THE SECRETARY OF DEFENSE
DIRECTOR, ADMINISTRATION AND MANAGEMENT
DIRECTOR, PROGRAM ANALYSIS AND EVALUATION
DIRECTOR, NET ASSESSMENT
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DoD FIELD ACTIVITIES
DEPUTY UNDER SECRETARY OF THE ARMY

SUBJECT: Joint Experience Requirements for Career Senior Executive Service Leaders

References: (a) DoDD 1403.03 The Career Lifecycle Management of the Senior Executive Service (SES) Leaders within the Department of Defense.
(b) Executive Order 13434, "National Security Professional Development," dated May 17, 2007

This memorandum provides guidance for implementing three Department of Defense unique competencies as pre requisites for entry into and assignment within Senior Executive Service (SES) positions and for SES continuing development, including those designated as National Security Professional Development (NSPD) SES positions. These competencies are Joint Perspective, Enterprise Perspective and National Security Perspective. The definitions are in attachment 1.

DoD Directive 1403.03 (Reference (a)) requires SES leaders to possess the background, ability and skill to lead across organizational and functional boundaries as

well as across the broad national security spectrum. Executive Order 13434, "National Security Professional Development (Reference (b)) requires proficiency in national security matters. These mandates arose from pivotal events in our Nation's history, including globalization and the aftermath of September 11, 2001. These pivotal events created conditions that demanded civilian leaders operate more jointly in concert with international, interagency and non governmental national security partners. The Department's 21st Century SES leader initiative and now NSPD recognize that the Department must reorient its leadership capabilities to meet the complex challenges in the years ahead.

To this end, the Department completed a validation study to determine the prerequisite entry and developmental requirements for success in a DoD career SES position. The Office of Personnel Management validated the three competencies of Joint Perspective, Enterprise Perspective and National Security Perspective. A copy of the study is on the SES website: www.cpms@osd.mil/ses/pm/.

The Department will use a phased approach to the implementation, which will require demonstration of the three DoD unique competencies as pre requisites for entry into and assignment to NSPD Designated SES positions, Enterprise SES positions and Tier 2 and 3 SES positions by January 1, 2012. These competencies will be desirable selection factors and assignment considerations for Tier 1 positions until such time as an adequate pipeline is developed. Until full implementation in 2012 for the listed positions, the three unique competencies will be used as desirable selection factors and assignment considerations.

For NSPD and Enterprise Positions, incumbents must begin receiving the appropriate qualifying education, experiences and opportunities within 30 days of their designation into an NSPD position or entry into an Enterprise SES Position. However, even today, it should be a rare circumstance when an executive selected for a Tier 3 position does not have the qualifying experience.

To help evaluate the substance and context of an individual's qualifying experience, training and education, we will be developing proficiency levels and benchmark descriptors for each of the three competency areas. Until then, Component Heads may use the definitions in DoD Directive 1403.02 (Reference (a) and Attachment 1 to this memorandum to help determine the appropriate developmental and qualifying experiences and to evaluate the substance and context of these experiences. We do not intend to develop a list of positions in the Department that provide qualifying experiences. Rather, we believe that many positions, opportunities, education and experience within and across the Department can develop these competencies.

Component Heads also will ensure that the implementation of the DoD competencies, first as desirable factors, and then as a requirement for entry, follow the merit staffing

procedures established to implement 5 CFR 317.501 (recruitment and selection for the initial career SES appointment). We are working with your Components to establish appropriate implementing guidance, guidance for your Executive Review Boards, and waiver processes for SES incumbents.

I appreciate your support of this critical milestone on our 21st Century SES transformation journey. This milestone will ensure a prized civilian executive cadre who are drawn from the best of America's diverse population; who exhibit the highest levels of leadership, integrity, and character; who are motivated and have a desire to serve; and who are fully prepared to serve our global joint/interagency requirements, wherever they may be.

for David S. C. Chu

Attachment:
As stated

ATTACHMENT 1

DOD UNIQUE COMPETENCIES

1. COMPETENCY DEFINITIONS

a. Core Competency: Enterprise Perspective: This core competency involves a broad point of view of the DoD mission and an understanding of individual or organizational responsibilities in relation to the larger DoD strategic priorities. The perspective is shaped by experience and education and characterized by a strategic, top-level focus on broad requirements, joint experiences, fusion of information, collaboration, and vertical and horizontal integration of information (defined in DoDD 1403.03, Reference (g)).

b. Sub-competency: Joint Perspective: Has an in-depth understanding of how the Department of Defense operates and how Services, DoD Components, stakeholders, InterAgency partners, and customers integrate toward mission accomplishment. Applies joint doctrine when planning, coordinating, and communicating the organization's policies and processes. Considers interoperability in communications, logistics, and information sharing so that systems are integrated across organizational lines. Reviews and applies concepts from applicable studies, laws, regulations, and policies, plans, programs, systems, criteria, and standards related to joint capabilities, operations, or programs. Experience in more than one DoD Component, e.g., Army, Navy, Defense Agency, is considered qualifying for developing this perspective. However, the quality, substance and context of the experience must be evaluated to determine whether the acceptable level of proficiency has been developed.

c. Sub-competency: National Security: Understands the role of military leaders, armed forces and Inter Agency in the development of national security and foreign policies; classical methods of maintaining peace; military-civilian relations in the developed and less developed states; the impact of rapid technological change and weaponry in international politics; and the role of the military in the shaping of war and peace.