



**PILOT PROGRAM FOR THE
RECRUITMENT OF SENIOR EXECUTIVES SERVICE POSITIONS
LOCATED IN THE COMBATANT COMMANDS**

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INTRODUCTION

The purpose of the pilot program is to test the concept of a centrally operated recruitment and assignment program for career Department of Defense (DoD) Senior Executive Service (SES) positions located in the Combatant Commands (CoCOMs). Currently, the recruitment, assignment, and other human resource activities for these career SES positions are accomplished by each CoCOM executive agent.

During the most recent biennial review of career SES positions, 10 new positions were approved for the CoCOMs. Those positions are unfilled, and thus provide an ideal test bed for a new approach to the management of CoCOM career SES positions. The pilot will include position classification, recruitment, and selection. The pilot does not revise performance management practices for the positions, including coverage by Executive Agent Performance Review Boards. It does not change servicing payroll offices or any other aspects of financial management for the positions.

BACKGROUND

The CoCOMs lead and support the U.S. Armed Forces and its strategic partners in the DoD national security mission. They serve and address these security challenges in a multi-Service, interagency, multinational, and global environment—the new joint environment—where speed, agility, and precision of action are critical to a strong, sound, and effective warfighting capability. SES positions at the CoCOMs require leaders who:

Are competent in leadership, management, communication, and strategic thinking with an understanding of the enterprise perspective and matters in the new joint environment.

Understand the operational environment and are comfortable working in remote regions of the world, dealing with local communities, adapting to foreign languages and cultures, working with networks, operating alongside or within the United Nations organizations, federal agencies, and working alongside nongovernmental organizations to further U.S. and partner interests through personal engagement, persuasion, and quiet influence.

These characteristics represent the tenets of the SES corps.

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PILOT PROGRAM

The Department of Defense will conduct a pilot program for the deliberate recruitment and selection of career DoD SES positions assigned to the CoCOMs. The pilot will also identify career SES positions that require a DoD enterprise-wide perspective and competency in matters related to the new joint environment. To ensure that the right talent is selected for these career SES positions, the Chairman of the Joint Chiefs of Staff, the Under Secretary of Defense for Personnel and Readiness (USD(P&R)), as well as other appropriate senior officials will be involved in the identification and selection of talent for this subset of career SES positions.

Because these positions operate in a joint environment and require an enterprise perspective, they will be centrally recruited and hired. The pilot will provide a single authority, the Defense Logistics Agency (DLA), for the recruitment and selection of highly-qualified candidates for positions in the CoCOMs. The executive agent for the respective CoCOMs then will continue to sustain and maintain SES members under their purview. The concept of operations detailing a streamlined recruitment and selection process is attached (Attachment 1). Positions included in the pilot program will be the 10 new positions approved by USD(P&R) in July 2006 as a result of the Office of Personnel Management (OPM) Biennial Process and the USD(P&R) internal review of DoD SES allocations within P&R.

The goals of the pilot are to:

- Recruit candidates with the competencies needed to operate in the new joint environment and with an enterprise-wide perspective.

- Streamline the recruitment and selection process resulting in a reduction in time to fill, increased talent pool for positions, and high levels of satisfaction among the combatant commanders, candidates for employment, and selecting officials.

- Improve the application process as one means of motivating top talent to apply for career SES positions.

- Centralize the process resulting in less intensive, resource-driven processes. Additional background information about DoD efforts to develop 21st century SES leaders is attached (Attachment 2).

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**RESPONSIBILITIES FOR THE SUCCESSFUL OPERATION OF THE
PILOT PROGRAM**

Combatant Commander or designee shall:

Validate requirements of career SES positions, determine whether the career SES position has significant enterprise-wide impact, identify appropriate competencies, and recommend sources of selection in coordination with the Joint Staff (or designee) and the USD(P&R) (or designee).

Develop and provide position descriptions for career SES allocations.

Provide a representative to serve on rating and or interview panels, as required.

Serve as the interviewing and selecting official, positions requiring significant joint, enterprise-wide perspective will require the coordination of the Vice Chairman of the Joint Chiefs of Staff and the USD(P&R).

Vice Chairman Joint Chiefs of Staff or J-1, or their designee shall:

- a. Validate requirements of career SES positions, determine whether the career SES position has significant enterprise-wide impact, identify appropriate competencies, and recommend sources of selection in coordination with the combatant commander (or designee) and the USD(P&R) (or designee).
- b. Serve in an advisory role during the pilot program and assist in the development of guiding principles for the pilot program.
- c. Assist in the development of appropriate metrics and milestones for oversight and management of the pilot program
- d. Provide a representative to serve on rating and or interview panels, as required.
- e. Concurrence, in coordination with the USD(P&R), of the selection of career SES candidates to positions requiring significant joint, enterprise-wide perspective.

USD(P&R) or designee shall:

Validate requirements of career SES positions, determine whether the career SES position has significant enterprise-wide and new joint environment impact, identify appropriate competencies, and recommend sources of selection in coordination with the Vice Chairman Joint Chiefs of Staff or J-1 (or their designee) and the combatant commander (or designee).

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Serve in an advisory role during the pilot program and assist in the development of guiding principles and assessment measures for the pilot.

Assist in the development of appropriate metrics and milestones for oversight and management of the pilot program.

Provide a representative to serve on rating and or interview panels, as required.

Along with the Vice Chairman Joint Chiefs of Staff, coordinate the selection of career SES candidates to positions requiring significant joint, enterprise-wide perspective.

The Executive Agent shall:

Resource career SES positions under their purview in the same manner as provided for before the conduct of this pilot program.

Sustain and maintain the career SES positions in the CoCOMs by providing human resource services, such as appointment and in-processing, advice, and assistance.

Provide a representative to serve on rating and/or interview panels, as required.

Serve in an advisory role for purposes of the program evaluation.

The Human Resources Director (J-1), DLA, shall:

As a strategic business partner, provide quality and timely advice, guidance, and service to the combatant commanders, Vice Chairman Joint Chiefs of Staff or J-1, and the USD(P&R) (or their designees) on matters related to the filling of career SES positions covered by the pilot program.

Operate and manage the pilot program for career SES positions covered by the pilot program.

Assist in the validation of requirements of career SES positions, determine whether the career SES position has significant enterprise-wide and new joint environment impact, and identify appropriate competencies and sources of recruitment for the requisite talent.

Implement, track, and report progress periodically on metrics that are designed to measure the effectiveness of the pilot program.

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SUCCESS INDICATORS

DLA, in collaboration with Defense Manpower Data Center (DMDC), will track and report progress, periodically, to the Deputy Under Secretary of Defense for Civilian Personnel Policy (DUSD(CPP)), on metrics that are intended to measure the effectiveness of the pilot program.

Indicator:	Source of Data to Measure Success:
1. The DLA average fill time rate for hiring career SES is met.	DLA fill time rate.
2. The applicant pool is comprised of candidates with competencies in leadership, management, joint matters, and an enterprise-wide perspective.	DMDC will revise the OPM Manager Satisfaction Survey (MSS) and DLA will provide it to CoCOM selecting officials.
3. The applicant pool is diverse in gender and racial/ethnicity mix.	DLA will collect applicant information.
4. Selection officials report the referrals meet the criteria outlined in Success Indicator 2, they are trained, educated, experienced and viewed as distinguished talent, and the applicant pool meets or exceeds their expectations.	DMDC will add items to the MSS to allow selection officials the opportunity to compare the DLA-generated applicant pool to previous executive agent-generated applicant pools.
5. The expectations of selection officials regarding the responsive service of DLA are exceeded.	This information will be collected on the MSS.
6. The selecting official will confirm, in two placement follow-up surveys (90 and 365 days), the selected candidate is of top quality and is able to act responsibly, with sound judgment, and with urgency and unmatched competency.	DLA follow-up placement surveys.
7. The candidates, both applying and selected, believe the application process is efficient.	This information will be collected on the APSS.

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Attachment 1

CONCEPT OF OPERATIONS

I. STAKEHOLDERS

Combatant Commands (CoCOMs)
Joint Staff
Under Secretary of Defense for Personnel and Readiness (USD(P&R))
CoCOM Executive Agents
Defense Logistics Agency (DLA) (Joint Service Provider)
Senior Executive Service (SES) Members

II. INITIAL RECRUITMENT PROCESS

Each of the following steps will be followed in recruiting talent for the CoCOMs.

Strategic Conversation

The joint nature of the positions to be filled requires development of a broad and well-qualified pool of applicants. To obtain the best talent possible, USD(P&R) or designee, the combatant commander or designee, and the J-1 or Vice Chairman or their designees will validate the position requirements and decide on the following:

Strategic focus of the position, including enterprise-wide impact of the position,
Appropriate series of the position,
Options and methodology for filling the positions; and,
Competencies (knowledge, skills, and abilities (KSA)) for the position.

2. Recruitment Process

It is understood that recruitment of top talent for the CoCOMs must be sufficiently broad to attract the right skills and expeditious to assure competitiveness. Top talent will ensure the readiness, preparedness, and performance of the CoCOMs to carry out their mission. Unless otherwise

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requested by the combatant commander and/or the USD(P&R), all positions will be advertised to “All Sources” (External Reach). Concurrently, the Joint Staff will solicit reassignment applications from all SES members in the Department of Defense (Invitation to Serve) and from heads of components with SES candidate development programs (Nomination Slate).

All applications will be reviewed and evaluated, and a slate of highly-qualified candidates will be provided to the CoCOMs for interview. The membership of any rating panels must ensure diversity so that a varied viewpoint is considered in the identification of top talent for the Department. The following are details of the process.

a. Identification of Competencies (KSAs)

DLA will work with the CoCOMs, Joint Staff, and the USD(P&R) to identify KSAs and desirable quality ranking factors to attract and hire top talent for the positions. Competencies will ensure a new kind of civilian leader who understands the operational environment and is comfortable working in remote regions of the world, dealing with local communities, adapting to foreign languages and cultures, working with networks, operating alongside or within the United Nations organizations, and working alongside nongovernmental organizations to further U.S. and partner interests through personal engagement and persuasion. Candidates for positions requiring significant joint, enterprise-wide perspective will be evaluated on the following desirable quality ranking factors.

Enterprise-Wide Capability. Demonstrates a strategic and top-level focus on broad requirements, fusion of information, collaborative partnerships, and vertical and horizontal integration of information affecting a large, diverse organization.

Joint Perspective Capability. Demonstrates a broad perspective on national security issues, resulting from an array of experiences acquired in multiple organizational (multi-Service, interagency, multinational), educational, or business settings having a national security focus or interest. Experience is characterized by broad networks of operations, collaborative partnerships, and linked and synchronized systems of information.

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b. Solicitation for Reassignment Candidates

Invitation to Serve. All eligible DoD SES members will be invited to apply for vacant positions. The Vice Chairman of the Joint Staff, J-1, or their designee will draft and coordinate with DLA a memorandum inviting DoD career SES members to apply. SES members will be referred to a DLA Web site that will provide copies of job descriptions, background information of the CoCOMs, and instructions for submitting a resume.

Nomination Slate. Components will be invited to submit a listing of career SES members in developmental programs who are deemed eligible and ready to advance. DLA will draft a memorandum for heads of components to be released by the Vice Chairman of the Joint Chiefs of Staff or the J-1 to solicit a slate of candidates in career SES development programs.

Resumes and Statements. Resumes and statements of interest will be submitted to DLA by e-mail. A simplified resume format will remove the burden of writing long applications. The statement of interest describes the reasons the SES member believes he or she is a good candidate for the vacancy.

Review Panels. Subject matter experts and stakeholders review panels will be formed, as necessary, by DLA to review candidate qualifications.

c. Competitive Announcement (External Reach)

DLA will prepare a visually appealing, plain English SES vacancy announcement that will attract top executive talent. CoCOMs will review it for adequacy.

To the extent practical, open continuous announcements will be used to facilitate an expeditious hiring process.

Announcements will be open to all qualified U.S. citizens.

DLA will advertise the positions, proactively targeted top executive talent via a number of venues, including OPM USA Jobs Web site on Defense Link, and other means to be determined jointly by DLA, DUSD(CPP), and CoCOMs. (Paid advertisement will be at the expense of the CoCOM.)

DLA will screen applications for basic eligibility and convene rating panels of subject matter experts and stakeholders to determine the highly-qualified candidates.

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d. Rating Panels

DLA will organize separate panels for each CoCOM or combined CoCOM panels, as appropriate, to determine highly-qualified candidates.

Panels generally will evaluate all applicants (reassignment and competitive) for all vacancies for the CoCOM. The decision to have a combined rating panel will be discussed during the strategic conversation (II.1. above) with DLA and other stakeholders.

Panel members may include representatives from the CoCOMs, Joint Staff, USD(P&R), executive agent, and/or other appropriate sources with DLA providing technical support.

Panels will evaluate applicants and prepare two referral lists (reassignment and competitive) for each vacancy.

Referral lists will be issued to the combatant commander.

Selection Process

a. Interviews. CoCOMs will interview candidates to identify the top candidates.

- (1) CoCOMs, in coordination with DLA, will determine who will conduct interviews and how interviews will be conducted. This includes making a determination as to whether an interview panel is appropriate and recommended.
- (2) For positions with significant enterprise-wide perspective and knowledge of joint matters, this determination will be made in consultation with the Vice Chairman of the Joint Chiefs of Staff or J-1 and the USD(P&R) or their designees.
- (3) If an interview panel is convened, membership will vary with each position. Panel membership must ensure diversity of gender, race and ethnicity, experience and perspective so that a varied viewpoint is considered in the identification of top talent for the Department. Panel members will make recommendations to the combatant commander.

b. Selections. Selections will be documented and returned to DLA.

The combatant commander will make the selection of a candidate when a position does not require significant enterprise-wide perspective and knowledge of joint matters. Positions with a significant enterprise-wide perspective and knowledge of joint matters will require the concurrence of the Vice Chairman of the Joint Chiefs of Staff, the USD(P&R), or their designees.

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DLA will make a tentative offer and administer OPM Qualifications Review Board (QRB) process, including working with tentative selectee to insure adequacy of application for QRB approval and coordinating with the executive agent to obtain drug tests and clearances.

DLA will extend a firm offer following QRB approval.

c. Processing

Following acceptance of the final offer, DLA will forward a complete package to the executive agent(s) for in-processing.

DLA will maintain staffing case files for SES fills.

III. OTHER CONSIDERATIONS

Financial. During the pilot, DLA will not be reimbursed for organic costs associated with providing HR support. The DUSD(CPP) will provide or arrange for staff support as needed to supplement the DLA staff. Should a CoCOM want to use paid advertising for a vacancy, the cost will be borne by the CoCOM. Once on board, the employees are on the payroll of the CoCOM/executive agent and all associated costs are their responsibility. Such costs include pay, benefits, training, travel, equipment, and supplies.

Permanent Change of Station (PCS). PCS moves will be funded by the CoCOM or the executive agent following established procedures for such moves. DLA will prepare and issue travel orders using CoCOM/executive agent fund cites.

IV. DURATION OF PILOT

This pilot will commence upon approval by the Joint Staff and the USD(P&R) and will conclude 3 months following the entrance on duty of the last selectee. During the final 3 months, the stakeholders will assess the pilot and determine whether it will be extended, terminated, or made permanent.

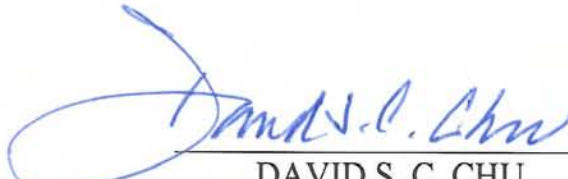
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V. SUCCESS INDICATORS

DLA will use identified success indicators to determine efficacy of the pilot. Progress and outcomes will be reported to the USD(P&R), DUSD(CPP), Vice Chairman, J-1, and the CoCOMs.

VI. EFFECTIVE DATE

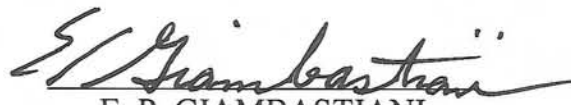
This Pilot becomes effective with the below signatures.



DAVID S. C. CHU
Under Secretary of Defense for
Personnel and Readiness

27 Sep 06

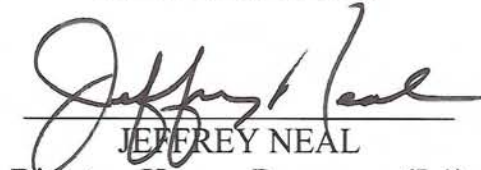
(Date)



E. P. GIAMBASTIANI
Admiral, U.S. Navy
Vice Chairman
Joint Chiefs of Staff

9/9/06

(Date)



JEFFREY NEAL
Director, Human Resources (J-1)
Defense Logistics Agency

9/11/06

(Date)

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Attachment 2

BACKGROUND INFORMATION

The Department of Defense recognizes the need to transform and align the DoD Senior Executive Service (SES) with the new 21st century leadership requirements. The DoD's SES members are full partners in the execution of our national military strategy. They should be the highest quality people – competent, technically proficient, and experienced professionals.

The Quadrennial Defense Review (QDR) 2006 urged transformation of human capital management within the Department of Defense; highlighted a greater need for 21st century capabilities and called for a work force that is responsive to joint mission requirements and is capabilities focused and competency based. The QDR requires the Department to support and foster our partnerships with other U.S. government agencies and key allies and friends abroad to improve policy, planning, and execution of national and homeland security missions.

This means that the Department must grow a new kind of civilian leader who understands the operational environment and is comfortable working in remote regions of the world, dealing with local communities, adapting to foreign languages and cultures, working with networks, operating alongside or within the United Nations' organizations, and working alongside nongovernmental organizations to further U.S. and partner interests through personal engagement and persuasion. Given this Global War on Terrorism, leadership is a precious resource. It is in short supply and critical to the Nation's success. Senior executive leaders both military and civilian will need to partner with other nations and agencies to effectively lead and support the DoD mission in the 21st century.

The Secretary of Defense requested a set of recommendations for how best to shape and utilize the SES corps in view of the new leadership challenges and demands. At the Secretary's request, the Defense Business Board (DBB) developed recommendations for DoD consideration on May 31, 2006. These recommendations are being considered by a SES working group convened by the USD(P&R), who also is developing a comprehensive set of recommendations to develop 21st century DoD SES leaders.

The Congress in National Defense Authorization Act (NDAA) 2005 called for a report by 2007 "providing an assessment of, and initiatives to improve, the performance in joint matters of senior civilian officers and employees in the Office of the Secretary of Defense, the Defense Agencies, and the military departments; senior noncommissioned officers; and senior leadership in the reserve components." The pilot will serve as one initiative to address the NDAA mandate.

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