



# Defense Senior Leader Development Program (DSLDP)

## Informational Briefing

June 2010

*To provide structured learning opportunities to enable the deliberate development of a diverse cadre of senior civilian leaders with the Enterprise-wide Perspective and competencies needed to lead organizations, programs and people and achieve results in the Joint, interagency, and multi-national environments.*

# DSLDP: A Succession Management Strategy

- DSLDP is the premier Department program for senior civilians and a critical part of leadership pipeline
- DSLDP:
  - Supports DoD Directive 1403.03 expectation: “SES career executives...shall exhibit enterprise-spanning perspective...”
  - Aligns with official DoD Civilian Leader Development Framework, Continuum and Competencies
  - PDUSD(P&R) and DUSD/CPP: DSLDP graduates will be “highly competitive for future executive-level positions”
  - Endorsed by Deputy Secretary Lynn as the premier program for developing senior civilian leaders
  - Supports the new DoD Instruction 1430.16, “Growing Civilian Leaders”
- Aligned with 21st Century SES initiatives, workforce planning and competency-based imperatives
- Will synchronize with emerging National Security Professional development initiatives

# DoD Civilian Leader Development Continuum

## DoD Civilian Leader Development Continuum



Deliberate development through progressive learning opportunities (education, training, self-development, assignments) that broaden experience and increase responsibility.

Flexibility  
Resilience  
Continual Learning  
Service Motivation  
Computer Literacy

Integrity/Honesty  
Customer Service  
Problem Solving  
Technical Credibility

Interpersonal Skills  
Oral Communication  
Written Communication  
Mission Orientation

Team Building  
Accountability  
Decisiveness  
Influencing/Negotiating  
DoD Mission and Culture

Human Capital Management  
Leveraging Diversity  
Conflict Management  
Developing Others  
DoD Corporate Perspective  
National Security Foundation

Technology Management  
Financial Management  
Creativity and Innovation  
Partnering  
Entrepreneurship  
National Defense Integration  
National Security Environment

Vision  
External Awareness  
Strategic Thinking  
Political Savvy  
Global Perspective  
National Security Strategy

**SES**

**Lead the Institution**

**DSLDP**

**Lead Organizations/Programs**

**Lead People**

**Lead Teams/Projects**

**Lead Self**

# DoD Civilian Leader Development Framework

Leading Change	Leading People	Results Driven	Business Acumen	Building Coalitions	Enterprise-Wide Perspective
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## Definitions

<p>This core competency involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent to the competency is the ability to establish an organizational vision and to implement it in a continuously changing and highly ambiguous environment. Balances change with continuity and addresses resistance.</p>	<p>This core competency involves the ability to lead and inspire a multi-sector group [not only employees, (civilian and military) but also other government agency personnel at the Federal, State and local levels, as well as contractors and grantees] toward meeting the organization's vision, mission, and goals. Inherent to this competency is the ability to provide an inclusive workplace that foster the motivation and development of others, facilitates effective delegation, empowerment, personal sacrifice, and risk for the good of the mission, as well as trust, confidence, cooperation and teamwork.</p>	<p>This core competency involves the ability to meet organizational goals and customer expectations. Inherent to this competency is stewardship of resources, the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks.</p>	<p>This core competency involves the ability to manage human, financial, and information resources strategically. Inherent to the competency is the ability to devise solutions with an understanding of how to impact business results by making connections between actions and/or performance and organization goals and results, as well as external</p>	<p>This core competency involves the ability to build coalitions internally and within other Federal agencies, State and local governments, nonprofit and private sector organizations, foreign governments, or other international organizations to achieve common goals.</p>	<p>This core competency involves a broad point of view of the DoD mission and an understanding of the 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.</p>
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## Competencies

<p>Creativity and Innovation</p> <p>External Awareness</p> <p>Strategic Thinking</p> <p>Vision</p> <p>Flexibility</p> <p>Resilience</p>	<p>Conflict Management</p> <p>Leveraging Diversity</p> <p>Developing Others</p> <p>Team Building</p>	<p>Accountability</p> <p>Decisiveness</p> <p>Entrepreneurship</p> <p>Customer Service</p> <p>Problem Solving</p> <p>Technical Credibility</p>	<p>Financial Management</p> <p>Human Capital Management</p> <p>Technology Management</p> <p>Computer Literacy</p>	<p>Political Savvy</p> <p>Influencing/Negotiating</p> <p>Partnering</p>	<p>Joint Perspective</p> <ul style="list-style-type: none"> <li>-Mission Orientation</li> <li>-DoD Mission and Culture</li> <li>-DoD Corporate Perspective</li> <li>-National Defense Integration</li> <li>-Global Perspective</li> </ul> <p>National Security</p> <ul style="list-style-type: none"> <li>-National Security Foundation</li> <li>-National Security Endowment</li> <li>-National Security Strategy</li> </ul>
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## Fundamental Competencies

These competencies are the foundation for success in each of the core competencies.

- Interpersonal Skills
- Written Communication
- Continual Learning
- Integrity/Honesty
- Oral Communication
- Public Service Motivation

**Enterprise-wide 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).**

**-Joint Perspective**

**-- National Defense Integration - Keeps current in joint doctrine and applicable studies. Formulates plans and policies with a broader view and implements programs that consider interoperability, joint basing, and other integration efforts to ensure effective solutions that maximize DoD goals and interests, as well as the inter-relationships, resources, and capabilities of all related entities. Analyzes, promotes and, as applicable, incorporates the joint perspective throughout the organizations' policies and processes to ensure maximum support of the Department of Defense's joint mission objectives.**

**-National Security**

**-- National Security Environment - Keeps current and regularly examines key national security and international issues, to include military, economic, political, and societal trends that affect the Department of Defense. Uses knowledge of national security policy to shape broader strategies, policy objectives, interagency partnerships, and other initiatives beyond the organizational level in support of DoD national security goals.**

- **Eligibility:**
  - Permanent, full-time DoD civilian
  - GS-14/15 or equivalent
  - Baccalaureate degree as required for admission to PME
  - Minimum of one year supervisory experience
  - Minimum standard for proficiency of ECQ competencies
- **Component nominations due to DSLDP Program Office by September**
- **Rigorous DoD level selection process – ECQ-based**
  - Assessment center
  - Selection Board
- **PDUSD (P&R) ratifies participants based on executive-level Selection Board recommendation**
- **Ratified participants notified in December**

- **1 day for each nominee endorsed by Component**
- **Aligned with OPM ECQs; validated and merit-based**
- **Contractor run**
- **Centrally administered to all nominees in October**
- **Interactive; simulates a day in the life of a leader**
- **Results evaluated by trained assessors**
- **Results considered by Board in selection**
- **Competency results provided to nominees; drives Individual Development Plans for those selected**



# Why Executive Level Involvement in DSLDP?

- A proven best practice
- Strong correlation between leader-led development and positive ROI
- Growing the next generation of leaders is:
  - A top DoD transformational priority
  - A critical responsibility for each current leader
- Executives facilitate cultivating the deliberate development of future leaders
- Executives model desired leadership competencies
- Ultimate Goal: Ensure DSLDP graduates possess the critical competency-based proficiencies and capabilities to succeed in the enterprise-spanning environment

- Senior-Level Professional Military Education (PME)
- Defense-focused Leadership Seminars
- Individual Development

# Professional Military Education

- Senior-level, certified Joint PME
- Most participants will attend PME
  - 10-month program, in residence at a PME School
  - Different Component or NDU
  - Attendance in the upcoming academic year
  - Foundation national security course must be taken before PME
- Slating (primary and alternate) finalized in December
- If participants have already completed senior-level PME more than five years ago, they will complete a PME refresher program
- Participants will also take the on-line National Security Professional training, if not already completed

# Defense-focused Leadership Seminars

- A series of 4 seminars as a cohort, emphasizing Enterprise-wide Perspective
  - 1<sup>st</sup> Seminar: Joint Leadership (March of Year 1)
  - 2<sup>nd</sup> Seminar: Interagency Leadership (May of Year 1)
  - 3<sup>rd</sup> Seminar: Multinational Leadership (July of Year 2)
  - 4<sup>th</sup> Seminar: Capstone (October of Year 2)
- Facilitates application of joint leadership competencies and experiential learning with a Defense focus
- Content built around a framework of public policy, public/business administration and international relations; content developed with DoD SMEs
- Participants interact with executive sponsor on hot topic
- Continual learning – before, during and between seminars

- Development tailored to meet individual needs
  - Competency gaps identified by assessment center process/senior advisors/Component recommendations
  - An enterprise-spanning experiential activity is required (options include: developmental assignment, action learning team project, joint task force, new enterprise-focused position)
  - Collaboration between Components and DSLDP Program Office
  - Participants will work with a trained executive coach throughout program
- Documented in Individual Development Plan (IDP)
- Talent Development Executives recommend activities
- Talent Development Executives, Supervisors, DSLDP PMO, and Components approve participant's IDP
- Participants are expected to have a senior mentor

- Two formal reviews with assigned Talent Development Executives
- Component Representatives, DSLDP PMO, and Supervisors are also involved
- Honest feedback
- Ensure adequate progress through program
- Discuss exit strategies, if needed

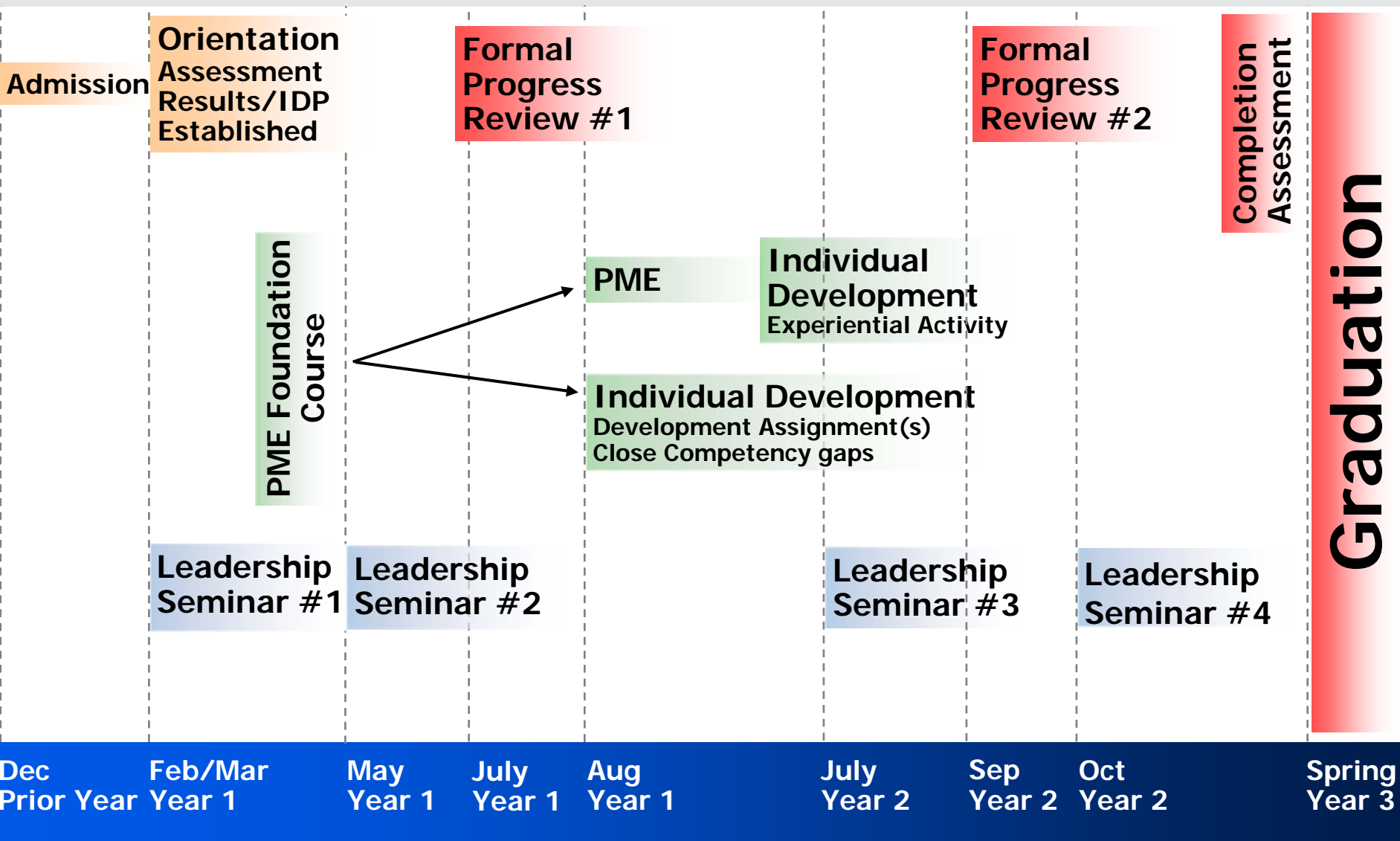
## Completion Standards:

- Completion of all cohort seminars, PME, and all activities on approved IDP
- Targeted completion: 2 years
- Readiness determined by Talent Development Executives
  - Participants submit an application for completion
  - Structured interview focusing mainly on Enterprise-wide Perspective
  - Learning Portfolio documenting participant's program journey
  - Additive assessment tool(s) focusing on other IDP objectives
  - Ensure graduates meet or exceed targeted proficiency levels per DoD Civilian Leader Development Framework

## Graduation:

- Certificate indicates proficiency necessary for enterprise leadership

# DSLDP Progression Model



Dec Prior Year    Feb/Mar Year 1    May Year 1    July Year 1    Aug Year 1    July Year 2    Sep Year 2    Oct Year 2    Spring Year 3



- **DSLDP involves interactions between each participant and:**
  - **Component**
  - **Supervisor**
  - **DSLDP Program Management Office**
  - **Assigned Talent Development Executives**
  - **Assigned Executive Coach**
  - **Mentor**
  - **Slated PME School faculty**
  - **Seminar Faculty & Executive Sponsors**
  - **DoD Enterprise Organizations**
  - **Fellow DSLDP cohort members**
  - **Other DSLDP Participants**

- **Incorporate DSLDP into organization's strategic plans and succession management strategies**
- **With the DSLDP Program Management Office, market this program to targeted audiences**
- **Encourage and support managers' efforts to:**
  - Nominate the very best and brightest candidates
  - Take time to provide meaningful and honest feedback to nominees on competency strengths, weaknesses and gaps
  - Support and plan for utilization of participants
  - Encourage active participant engagement in DSLDP activities
  - Provide developmental opportunities for DSLDP participants
  - Serve as mentors to future leaders
  - Seek out DSLDP graduates and participants when filling key senior leadership positions

- **Component POCs**
  - See <http://www.cpms.osd.mil/ASSETS/37D8DB325F734FCF85E217C6A2CBEC8B/Component%20Contacts.PDF>
- **Central email: [dsldp@cpms.osd.mil](mailto:dsldp@cpms.osd.mil)**
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