

Defense Senior Leader Development Program (DSLDP)

Class of 2013 Solicitation

What is the Defense Senior Leader Development Program (DSLDP)?

DSLDP is the Department of Defense (DoD) program to develop senior civilian leaders to excel in the 21st Century joint, interagency, and multi-national environment. This challenging and rewarding program supports the government-wide effort to foster interagency cooperation and information sharing by providing opportunities to understand and experience, first-hand, the issues and challenges facing leaders across DoD and the broader national security arena. Designed to support one of the Department's top transformational priorities, DSLDP is the senior-level component of our overall leader development strategy. The program provides the means to develop a cadre of world-class senior civilian leaders with the Enterprise-wide Perspective and the critical skills needed to lead organizations, programs, and people and to achieve results in the national security environment today and well into the future.

DSLDP is a key component of the Department's strategy for growing civilian leaders and is aligned with the implemented Department of Defense Civilian Leader Development Model. Additional information on this model can be found at:

Department of Defense Instruction 1430.16, "Growing Civilian Leaders"

<http://www.dtic.mil/whs/directives/corres/pdf/143016p.pdf>

Framework

http://www.cpms.osd.mil/ASSETS/8618C684CB444174A9EE6BB8D0E461CD/DoD_framework_color%20final%20Dec%2008.pdf

Continuum

http://www.cpms.osd.mil/ASSETS/6526B296B67F4CA29BF8E48B13E3F8A5/DoD_continuum_color%20Dec%2008.pdf

Competency Definitions

<http://www.cpms.osd.mil/ASSETS/4CEE56AED23A43C6B7AEDAA76C7FF174/Competency%20Definitions%20Dec%2008.PDF>

Who should be nominated for DSLDP?

DSLDP is designed for GS-14 and GS-15 levels who are already leading high performing activities, are proven supervisors, and have both the potential and motivation to take on even more responsible senior leadership positions across the enterprise over the next several years and beyond. Candidates should be identified through their respective Component talent management processes, with an eye toward utilizing graduates in the enterprise arena and return on investment for the Department. Successful nominees will pursue program elements as a cohort over the next two years, to include attending Professional Military Education beginning in July/August 2013. Only those with the capability, commitment and leadership support to pursue a rigorous two-year development program should be nominated. Specific eligibility requirements, a further elaboration of the ideal candidate and additional guidance on identifying candidates follow.

Who is the ideal candidate?

Generally, the superior DSLDP candidate is a high performing leader with outstanding potential for more responsible leadership positions across the Enterprise;

- Submits a complete nomination package that includes compelling examples of accomplishments that demonstrate proficiency in the civilian leader competencies;
- Has supervisory experience acquired no more than 5 years ago;
- Has demonstrated experience leading a high performance activity;
- Is ready and able to contribute at a senior-level PME school;
- Has a broad and varied history of continually progressive experience leading to increased responsibility and broad perspectives:
 - In multiple organizations, commands, or Defense agencies;
 - At various organizational levels (operating, staff, headquarters);
 - In a range of related occupational areas; and
 - At multiple geographic locations.
- Has leadership and managerial experience that has demonstrated the competence, confidence, and motivation to be a bold and innovative leader in the public sector, to include significant experience in supervising or managing people in an official capacity;
- Has an exceptional performance record and has progressed through positions of increasing responsibility at a faster pace than his/her peers;
- Is supported by supervisory and Component recommendations that clearly articulate the candidates' demonstration of qualifications and readiness for DSLDP;
- Recognizes and appreciates the value of life-long learning:
 - Has succeeded in rigorous programs of formal education, training, and self development;
 - Has one or more degrees in fields related to his/her occupational specialty; and
 - Has successfully completed Component-sponsored leadership programs and other developmental activities .

- Is motivated to succeed, and is willing to challenge himself/herself to make enduring contributions for at least the next several years; and
- Has the passion to lead, inspire, and produce results for DoD.

What does DSLDP entail?

DSLDP is enterprise leadership in action. Designed to increase the participants' capabilities to effectively support DoD strategic priorities, the program integrates: the world-class academic experience of senior-level Professional Military Education; Defense-unique leadership seminars focused on the critical issues facing the Department today; and substantive opportunities for individual development. The program will feature hands-on involvement of current Defense and other public sector executives and appointees, along with noted experts from top ranking universities and the private sector. Participants will work together and learn from each other as they tackle real-life challenges as a joint cohort. Participants will also benefit by working directly with current DoD executives (military or civilian) as well as executive coaches, throughout their DSLDP experience. This holistic approach will empower participants to think strategically, envision what is on the horizon, and formulate proactive, competitive solutions that produce results for DoD and the nation.

DSLDP includes the following elements:

Professional Military Education (PME). PME prepares individuals to assume broader responsibility, expands their knowledge of the national security mission, and strengthens their understanding of complex policy and operational challenges faced by senior DoD officials. Successful nominees will compete to attend senior-level PME in Academic Year 2013-2014, in residence at the Army War College, College of Naval Warfare, Air War College, or National Defense University (National War College or Industrial College of the Armed Forces). Although personal preferences and Component recommendations will be considered, participants will be slated by a DoD board, to attend a school in a different Component, or National Defense University (NDU) in order to broaden their experience. Participants are expected to be mobile in order to attend the PME School to which they are slated.

- A prerequisite foundation course may be offered prior to attending PME.
- Participants who attend PME are required to sign a Continuing Service Agreement with the Component and serve in the Federal government for a minimum of three times the length of the program after completing the program.
- The Air War College requires participants to obtain a Top Secret (TS) and/or Secret Compartmental Information (SCI) clearance. Other PME colleges do not require a Top Secret (TS) clearance.

Defense-focused Leadership Seminars. A series of seminars (generally five days each) will blend real-world learning and powerful, challenging experiences. They will provide core knowledge for the enterprise-wide perspective and the opportunity to apply leadership skills in the increasingly complex joint and national security environments. Seminars are competency-based. Each seminar's distinctive design will focus on dimensions of the enterprise-wide perspective, i.e., joint leadership, interagency leadership, multinational leadership. This focus is brought into context by addressing enterprise-spanning, strategic issues facing the Department today. Moreover, each seminar is built on a framework of public policy, public/business administration, and international relations. This blend of academic foundation, best practices, Defense focus, experiential learning, and interface with leading experts will enable participants to acquire a unique understanding of the challenges facing today's most senior leaders. Through case studies, participants will assess relevant issues, as well as consider and evaluate innovative solutions. Seminars will be spaced throughout the program with participants attending as a cohort, thus facilitating a team approach to learning and the development of long-lasting professional relationships. Seminars will be held at the Defense Executive Management Training Center in Southbridge, Massachusetts, unless otherwise specified.

Executive Development. The goal of executive development is for the participant to demonstrate targeted proficiencies in the critical leadership competencies, to include the enterprise-wide perspective. Feedback from Executive Advisors and formal assessments will pinpoint where additional development is warranted to further hone existing competency talents and address identified competency needs. An Executive Development Plan (EDP) will outline the training, education, assignments, or other means for addressing any such gaps. Every participant will participate in an enterprise-spanning developmental activity for 4-6 months (options include: new temporary assignments; developmental assignments; executive sponsored task forces) to experience strategic challenges in new environments, and further strengthen the enterprise perspective. Periodic EDP reviews will be conducted by the Individual Development Plan Manager to identify any needed adjustments or restructure to EDP objectives.

Additional Information:

- Because program elements are designed to enhance one's readiness for top leadership positions, DSLDP graduates are highly competitive for more responsible and challenging positions. However, this is not a Senior Executive Service (SES) Candidate Development Program. Graduation from DSLDP implies neither eligibility for or guarantee of a promotion to SES. DSLDP graduates will be renowned for their personal motivation, knowledge, and demonstrated experience that aligns with DoD Directive 1403.03 and DoD Instruction 1430.16 expectations.
- All elements of the program will be accomplished within 24-months, depending on the participant's background and individual development needs.
- To remain in the program, participants must demonstrate progress toward completion of program elements, targeted competency proficiencies and EDP objectives.

- Travel and per diem associated with approved DSLDP activities are generally paid from centrally managed program funds.
- Participants will benefit from the sound advice, honest discussion and feedback of Executive Advisors. In addition, participants may be assigned an Executive Coach.
- Beyond the Executive Advisors and executive coaches arranged by DSLDP, participants are encouraged and expected to independently seek out and work with an executive-level mentor.

Eligibility for Graduation. Participants who complete all cohort seminars and their EDP will participate in a structured interview, which focuses on the enterprise-wide perspective competencies to help discern the participant’s meeting or exceeding the targeted proficiencies of the critical leadership competencies. When the participant successfully completes the assessments, they are ready to graduate and will attend a formal graduation ceremony. The graduation certificate validates the participant has met DSLDP objectives and has attained the desired proficiencies for enterprise leadership.

Projected Program Timeline

December 2012	Selections ratified
February/March 2013	Orientation/Seminar
March 2013	Begin PME prerequisite
June 2013	Seminars 2
July 2013– June 2014	Attend PME or continue individual development
September 2014	Capstone Seminar
February 2014	Begin completion assessments
Spring 2015	Graduation

What are the eligibility requirements for DSLDP?

Eligibility Requirements. To be eligible to be nominated for admission to DSLDP, an individual must:

- Be a permanent, full-time civilian employee of the Department of Defense;
- Occupy, on a permanent basis, a position at grade GS-14 or 15, or equivalent. (Those in other broad-banding systems such as DCIPS or on grade retention should check with their Human Resources advisors);

- Possess a baccalaureate degree from an accredited college or university, as required for admission to PME; and
- Possess a minimum of 1 year (preferably more) of experience in supervising or managing people (**must have supervised more than one employee**) in an official capacity that was acquired no more than 5 years ago. Information relating to this requirement are specified on the DSLDP Nomination Information Sheet.

What does the DSLDP nomination process involve?

The nomination process is designed to be rigorous. This extensive process is intended to ensure that only ideal candidates are admitted into the program. DSLDP nominations involve two primary phases: the Component process and the DoD process. Each is described below:

The Component process. Each Component will establish its selection process and procedures, and apply the criteria (below) in nominating a slate of candidates for consideration in the DoD process. The use of a detailed checklist is encouraged. Components are to actively market and promote the annual DSLDP solicitation to a wide array of subordinate organizations activities, in order for nominations as a whole to be representative of the Department's demographics. Further, Component nominees should have been identified by leadership based on their observed accomplishments and potential. Components will submit their nominations in rank order and provide the methodology describing how those nominations were prioritized, as well as a detailed statement describing the return on investment (ROI) for each candidate.

The DoD process:

- Each component nominee will participate in a structured interview with an executive-level selection board, comprised of both SES members and General/Flag Officers. The selection board will review all nominations forwarded by the DSLDP Program Manager and recommend selections to the OSD leadership for final ratification. The board review will include the entire nomination package.
- The Deputy Assistant Secretary for Civilian Personnel Policy will ratify the selection of the Class of 2013 participants. Selectees will be notified by the DSLDP program office. Non-selectees will be notified by the nominee's Component.

What are the selection criteria?

Nomination and Selection.

As stated above, the DSLDP nomination and selection process is designed to be rigorous. This will ensure that the right individuals, i.e., those who have the requisite experience, competencies, and motivation to excel in more responsible senior Defense leadership positions, enter the program.

The selection criteria include:

- Proficiency in each of the ECQs and related competencies (see chart), as would be expected of a senior leader (i.e., no evidence of major competency gaps);
- Demonstrated career progression;
- Demonstrated exceptional performance record;
- Educational history that demonstrates the ability or potential to complete the academic requirements of the program, to include a baccalaureate degree from an accredited school, as required for admission to PME;
- Depth and breadth of experience in one or more of the broad functional areas in which DoD employs managers and leaders, to include at least 1 year of experience supervising or managing people in an official capacity in the last 5 years;
- Supervisory recommendation addressing the employee's leadership competencies and potential for broad enterprise leadership responsibilities; and
- Agreement to be functionally, organizationally and geographically mobile, as noted by career progression plans in the nominee's Statement of Interest.

Office of Personnel Management EXECUTIVE CORE QUALIFICATIONS (ECQS) and related Competencies

Fundamental Competencies

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

ECQ 1: Leading Change

- Creativity/Innovation
- Flexibility
- Resilience
- (External Awareness) *
- (Strategic Thinking) *
- (Vision) *

ECQ 2: Leading People

- Conflict Management
- Developing Others
- Leveraging Diversity
- Team Building

ECQ 3: Results-Driven

- Accountability
- Customer Service
- Decisiveness
- Entrepreneurship
- Problem Solving
- Technical Credibility

ECQ 4: Business Acumen

- Financial Management
- Human Capital Management
- Technology Management
- Computer Literacy

ECQ 5: Building Coalitions

- Influencing/Negotiating
- Partnering
- (Political Savvy) *

For more information on the ECQs:

<http://www.opm.gov/ses/recruitment/ecq.asp>

<http://www.opm.gov/ses/recruitment/qualify.asp>

* Competencies required at the Executive level

What are the application requirements?

Nomination Package. Individuals must be nominated through their Component. All nominees are required to furnish a nomination package (original and one copy) that includes the following items:

- DSLDP Nominee Information Sheet;
- Resume (three-page limit – see template);
- Latest performance appraisal;
- Narrative Statement of Achievements, describing how the nominee meets the ECQs (Provide a separate write-up for each of the 5 ECQs – because the Fundamental Competencies are cross-cutting, they should be addressed over the complete ECQ narrative; see detailed guidance);
- Statement of Interest (form);
- Supervisor's Assessment (form);
- Transcripts for baccalaureate or higher degree, from an accredited institution (legible unofficial copies are acceptable); and
- Additional information as may be required by nominating Component or organization.

All forms can be found at the following web link:

http://www.cpms.osd.mil/lpdd/DSLDP/DSLDP_Program.aspx.

Applications and supporting documents that do not clearly articulate eligibility, or are incomplete, will not be considered.

PME application requirements. Upon selection, successful nominees will be recommended for a specific PME institution. Separate PME applications will be required for each PME institution. Specific PME instructions will be provided as part of the package notifying nominees of their selection into DSLDP. To help make an informed recommendation, nominees, supervisors and Components should refer to the PME portion of the DSLDP Frequently Asked Questions web link/: http://www.cpms.osd.mil/lpdd/DSLDP/dsl dp_faqs.aspx.

Where can we find more information?

Additional Information. Program information, required forms, and additional guidance is posted to the website at http://www.cpms.osd.mil/lpdd/DSLDP/DSLDP_Program.aspx.

Within this web site are Frequently Asked Questions, found at:
http://www.cpms.osd.mil/lpdd/DSLDP/dsl_dp_faqs.aspx.

Specific questions can be forwarded via e-mail to the DSLDP Program Management Office at dsl_dp@cpms.osd.mil. Questions about the Component nomination process should be addressed through command channels.

DSLDP Component Representatives:

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