

Department of Defense

Civilian

National Security

Professional Development

Implementation Plan

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Preface

“In order to enhance the national security of the United States...it is the policy of the United States to promote the education, training, and experience of current and future professionals in national security positions...”

Executive Order 13434 (National Security Professional Development)

The Department of Defense (DoD) fully supports and has been involved in shaping the National Security Professional Development (NSPD) initiative since its inception. The 2006 Quadrennial Defense Review (QDR) Report¹ called for the creation of a “National Security University” and supported the development of an interagency “National Security Officer Corps.” Beginning in January 2007, DoD partnered with the State Department, the Department of Homeland Security, and the Director of National Intelligence to form the National Security Education Consortium (NSEC), with a stated purpose of developing a concept to improve interagency operations through common educational and professional experiences. As a result of this NSEC collaboration, a National Security Education Pilot Program at National Defense University offered an interagency National Security Officer Certificate program to about 15 National War College (NWC), 15 Industrial College of the Armed Forces (ICAF), and 8 Joint Forces Staff College students in academic year 2007-2008.

Presidential Executive Order (EO) 13434, National Security Professional Development (NSPD), was issued May 17, 2007 and directs the establishment of a framework that “will provide to security professionals access to integrated education, training, and professional experience opportunities for the purpose of enhancing their mission-related knowledge, skills, and experience and thereby improve their capability to safeguard the security of the nation.” This EO formally subsumed the National Security Officer Corps concept and the NSEC. It also established an Executive Steering Committee (ESC) consisting of designated departmental Secretaries and Agency Directors, or their designees, to “ensure and facilitate” implementation of the *National Strategy*. This interagency ESC initially consisted of representatives from the Departments of Defense, Agriculture, Education, Energy, Health and Human Services, Homeland Security, Housing and Urban Development, Justice, Labor, State, and Treasury, and agency representatives from the Office of Management and Budget, the Office of Personnel Management, and the Office of the Director of National Intelligence. A representative of the Chairman of the Joint Chiefs of Staff (representing the uniformed services within DoD), the U.S. Institute of Peace, and the Departments of Commerce and the Interior were subsequently added to this interagency ESC.

The National Strategy for the Development of Security Professionals (*National Strategy*) mandated by Executive Order 13434 was issued in July 2007 and notes the need for heightened collaboration and mutual understanding of authorities, mission requirements, capabilities, and operations across government. The *National Strategy* promotes the integration of national security professional development resources and opportunities among common mission areas in order to attain unity of effort across the national security community, a goal DoD fully supports.

¹ Department of Defense, *Quadrennial Defense Review Report*, 6 February 2006.

The *National Strategy* synthesizes the conclusions of a number of recent government reports and studies highlighting the transformation of the national security community. Out of a Cold War framework that defined the national security community in relatively circumscribed terms, and through a period during the 1990s when new threats were identified with greater clarity and their transnational character caused adjustments around the edges of the community, there has emerged in the post-September 11, 2001 period a new national security community in the United States. The *National Strategy* notes that the various missions performed to implement at least twelve different national strategies highlights the emergence of a new national security community. A listing of the existing United States National Strategies may be found as Appendix E.

In this new community, a wider array of departments and agencies at all levels of government, as well as academic institutions, non-governmental organizations, and private sector entities, are engaged and collaborate to address transnational threats and natural disasters. The effectiveness of this new community must be fostered by integrated education, training and professional experience opportunities that bolster understanding, facilitate information sharing, and ensure effective integrated operations to enhance the nation's security. Furthermore, the *National Strategy* serves as a blueprint requiring a paradigm shift to deliberately develop our national security cadre with interagency and intergovernmental collaboration training, education, and experience, creating a cultural change in how future national security missions are addressed.

As a result of their meetings from June 2007 to present, the interagency NSPD ESC has:

- Developed the NSPD vision: “Help ensure current and future professionals in national security positions possess the knowledge, skills, abilities, attitudes, and experiences they need to work with their counterparts to plan and execute coordinated, effective interagency national security operations.”
- Established the National Security Education & Training Consortium Board of Directors
- Approved NSPD core capabilities including: strategic thinking, critical and creative thinking, leading and working with interagency teams, collaborating, planning, managing and conducting interagency operations, maintaining global and cultural acuity, mediating and negotiating, and communicating
- Established an interagency NSPD Integration Office (NSPD IO)
- Submitted an interagency NSPD Implementation Plan to the Homeland Security Council (HSC) and National Security Council (NSC), which has been approved
- Developed plans for the submission of their Annual Report
- Endorsed FEMA's National Response Framework training as an introductory NSPD course.

Since the Goldwater-Nichols Act of 1986, the military Services have been putting systems in place for the development of Joint Qualified Officers (JQO). The Department recognizes the importance of leveraging that expertise and the existing systems as they apply to the NSPD initiative. Therefore, when DoD established an internal NSPD ESC in January 2008, it was determined that it should be co-chaired by both the Deputy Under Secretary of Defense for Civilian Personnel Policy (DUSD-CPP) and the Director for Operational Plans and Joint Force Development (J-7), to facilitate this leveraging of both civilian and military resources for the

benefit of NSPD implementation. Membership of the DoD NSPD ESC is made up of representatives from the DoD Components². The charter for the DoD ESC may be found as Appendix D to this *Plan*.

A DoD NSPD Implementation Office (DoD NSPD IO) has been established within the Civilian Personnel Management Service (CPMS) and achieved an initial operational capacity through staffing with two employees in September 2008. It will achieve full operational capability when fully staffed in fiscal year 2009. This office will support the DUSD-CPP interagency ESC member and the DoD ESC. In conjunction with CPP, the Joint Staff, and the Components, it will be responsible for carrying out the actions included in this Implementation Plan (*Plan*). DoD has convened two working groups to facilitate NSPD development and implementation and ensure Component understanding and buy-in. These working groups are handling the identification of NSPs (referred to as NSP scoping) and NSP training. As the NSPD initiative evolves and the DoD NSPD IO is staffed, the office will convene additional working groups with representatives from the Components to develop recommended actions to fulfill NSPD requirements and pave the way forward as the NSPD program grows and matures.

² DoD Components include: the Office of the Secretary of Defense (OSD), the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the Department of Defense.

Chapter 1 - Executive Summary

This *Plan* is designed to guide the development of DoD's National Security Professionals (NSP) and reinforce the essential requirement for optimized interagency and intergovernmental approaches to threats in the new and evolving national security environment.

"We will continue to work with other Departments and Agencies, state and local governments, partners and allies, and international and multilateral organizations to achieve our objectives. A whole-of-government approach is only possible when every government department and agency understands the core competencies, roles, missions, and capabilities of its partners and works together to achieve common goals."

National Defense Strategy, June 2008

As described in the Preface, the NSPD initiative requires improved coordination and integration of training and education opportunities as well as increased availability of rotational assignments for these NSPs. The *National Strategy* tasks all departments and agencies to ensure their NSPs obtain the right combination of education, training, and professional experience to prepare them for their levels of responsibility for National Security work. In all three areas, a number of interagency partnerships already exist, and where gaps have been identified, new partnerships are being created. This *Plan* intends to build on and leverage successful ongoing DoD efforts and programs to support the goals of NSPD, as well as analyze and implement new facets of programs, where needed, in order to meet program goals.

This *Plan* provides background on how the Department is currently supporting the NSPD initiative, how it aligns with existing plans and programs, and provides direction and guidance as to ways the Components can appropriately develop their NSP employees. However, just as joint interagency and intergovernmental efforts are often needed to execute operational missions, this *Plan* intends to emphasize the development of those joint, interagency, and intergovernmental capabilities within DoD's NSPs. As the NSPD initiative evolves, the Department will work with the Components using a collaborative process to update the plan as necessary. As additional policy and guidance is issued, DoD will plan forward accordingly.

Given the scope, aggressive timeline, and resource constraints, the Department is executing a phased, incremental approach to implementation, which will be described more fully in the Chapter 2, Overall Goals and Objectives. The Department understands that, in order to be successful in developing the cadre of NSP leaders needed for the future, it is essential that we work in collaboration with the DoD Components, both in the design and execution of the *Plan*, and that we leverage existing talent and resources to the fullest extent possible.

The *Plan* is written with the underlying approach of building on the extensive work already accomplished on the Department's human capital strategy and plan, which is described in Chapter 3. That plan supports the fact that, to develop the NSP community, specific development activities need to occur. The Department recognizes that both learning interventions and specific on-the-job experience must be available to enable DoD NSPs to be qualified to meet the national security challenges they face in their current and future positions.

The DoD Civilian Leader Development Framework and Continuum, described in Chapter 4, Competency Assessment, allows for progressive development of NSPs from entry level to senior leadership positions. The *Plan* establishes a series of steps to be taken in the immediate and near term in order for DoD to be able to leverage DoD NSP's professional development through expanded access to enhanced educational programs, training opportunities, and professional experience opportunities gained through interagency national security-related rotations. Through the establishment of the DoD NSPD ESC and the DoD NSPD IO, together with multiple NSPD working groups, DoD will continue to work with each Component to assist in the prioritization of the requirements of this *Plan* and its effective implementation.

As highlighted below, the three major pillars used throughout this *Plan* are education, training, and professional experience. These pillars cannot exist independently and are built on the framework of DoD's existing Human Capital Strategy.



FIGURE 1-1: NSPD Graphic

The training pillar, addressed in Chapter 5, Training Implementation, represents training-related actions and milestones needed to achieve the *National Strategy* goal to develop NSPs with the breadth and depth of knowledge, skills, and abilities and experiences necessary for them to effectively accomplish their national security responsibilities. The Department will consider which training requirements are necessary to enable the DoD NSP community to enhance communication, interoperability, and coordinated action between members. The *National Strategy* envisions integrating and leveraging existing national security training programs and exercises to a broader pool of qualified NSPs while ensuring joint capabilities. Within DoD, a NSPD training working group has been established to augment the efforts of the DoD NSPD IO to support the DoD ESC and the DoD representative on the National Security Education & Training Consortium (NSETC) Board of Directors. DoD has already inventoried training programs that address the NSP Capabilities, as established by the interagency ESC. Over the next year, DoD will examine these training programs to determine those that best meet the NSP training objectives; explore ways to determine the appropriate training requirements per NSP population; identify and market courses best suited to each NSP population; utilize processes already in place to certify NSP training; and share best practices and lessons learned among the Components and the interagency.

The education pillar, addressed in Chapter 6, Education Implementation, focuses on the provision of opportunities to enhance a NSP's capacity for critical and innovative thinking, and his or her level of understanding of authorities, risks, responsibilities, and tools to perform current or future national security missions successfully. The *National Strategy* envisions the establishment of a broad interagency national security education system that progresses from entry-level learning of the national security missions and capabilities of each federal agency and proceeds through interagency educational experiences that develop the critical thinking and strategic understanding of rising leaders. Within DoD, these efforts will be facilitated by an NSPD education working group to augment the efforts of the DoD NSPD IO to support the DoD ESC and the DoD representative on the NSETC Board of Directors. As part of its Implementation Plan, over time, DoD will: identify existing and applicable education programs; coordinate and synchronize national security academic programs; expand capacity and/or curricula to meet the evolving national security demand and needs; synchronize multi-agency enrollment based on common national security mission areas; establish necessary NSP education standards and processes to certify NSP education providers; and share best practices and lessons learned among the Components and the interagency.

Chapter 7, Professional Experience Implementation, focuses on the remaining pillar which represents the identification and expansion of opportunities for DoD NSPs to participate in wide-ranging, cross-cutting professional experiences that provide the hands-on, real-life experience that, as stated in the *National Strategy*, build NSPs' *mission-related knowledge, skills, and experience and thereby improving their capability to safeguard the security of the Nation*. Within DoD, a NSPD professional experience working group will be established to develop plans, for approval by the DoD ESC, to effectively meet the NSP professional development requirements, aligned with the Departments mission requirements.

Chapter 8, Information Management, discusses the importance of strategic communication and describes how web portals, databases, and learning management systems can facilitate information sharing and management, and will be incorporated into DoD's Implementation Plan.

Chapter 9 on Resources describes both the governance structure and relationships that have been established to ensure the successful implementation of NSPD. It also addresses the DoD office established to support the initiative.

Applicable authorities and references are listed as Appendix A. Actions and milestones required by this *Plan* are presented in the DoD Master Timeline, as Appendix B. The remaining four appendices provide additional information as referenced in the following chapters.

Chapter 2 – Overall Goals and Objectives

DoD recognizes the value of interagency partnerships in order to achieve the Department's evolving irregular warfare, stability, security, transition, and reconstruction missions, and the resulting requirement that the workforce have a joint interagency approach to mission accomplishment. Illustrative examples of DoD's evolving approach to these new challenges include the establishment of interagency positions within U.S. Africa Command, the interagency partnerships developed by U.S. Southern Command, its support for the Iraq Provincial Reconstruction Teams (PRT), and numerous other initiatives under development, including NSPD 44, Management of Interagency Efforts Concerning Reconstruction and Stabilization.

The Civilian Human Capital Strategic Plan (CHCSP), reported to Congress in the Implementation Report, May 2008, discusses the establishment of the DoD 21st Century Leader Development program, which was created in response to the new DoD missions. The goals of the program highlight the need for the NSPD program by allowing the Department to build capacity in DoD leadership to lead global transformation change in concert with interagency partners. In recognition of this need, the Department is also heavily focusing efforts on the development of a leadership pipeline with these same joint experiences and capabilities. These leaders will provide direction for the Department on this transformation journey. An explanation of the Department's leadership development programs are described in detail in the following chapter.

As stated previously, DoD has been involved in the National Security Professional Development (NSPD) initiative since its inception. The QDR Report that was issued in February 2006 called for an interagency cadre: "... the Department supports the creation of a National Security Officer (NSO) corps — an interagency cadre of senior military and civilian professionals able to effectively integrate and orchestrate the contributions of individual government agencies on behalf of larger national security interests." In putting forward this proposal, the QDR Report referenced the joint duty assignment provisions of Goldwater-Nichols, noting, "Much as the Goldwater-Nichols requirement that senior officers complete a joint duty assignment has contributed to integrating the different cultures of the Military Departments into a more effective joint force, the QDR recommends creating incentives for senior Department and non-Department personnel to develop skills suited to the integrated interagency environment."

Accordingly, DoD has been proud to serve on the interagency ESC and views this venue as an opportunity to achieve the 2006 QDR goals as stated above. DoD shares the vision espoused by the EO and *National Strategy* and supports the NSPD goals and objectives established by those documents: (1) Agencies prepare their SES NSPs to perform their interagency duties at a "meets expectation" level or better; (2) SES NSPs understand the strategies and plans relevant to their particular duties, especially the inherent interagency challenges; and (3) SES NSPs are prepared to deal with the specific interagency challenges they are likely to face. These NSPD program goals are fully compatible with DoD's achievement of its existing CHCSP goals:

- **Goal 1: World Class Enterprise Leaders.** DoD has diverse civilian leaders who effectively manage people in a joint environment, ensure continuity of leadership, and sustain a learning environment that drives continuous improvement across the enterprise.

- **Goal 2: Mission-Ready Workforce.** DoD has a highly capable workforce characterized by agility, flexibility, diversity, and seamless integration with the Total Force.
- **Goal 3: Results-Oriented Performance Culture.** DoD has a mission-focused, results-oriented, high-performing culture.
- **Goal 4: Enterprise HR Support.** The DoD civilian human resource community is strategically aligned and customer-focused, and provides measurable, leading-edge results.

The vision, as depicted in Figure 2-1, is to achieve the goals listed above and develop a workforce, with full enterprise support, that has the decisiveness, agility, and full integration with interagency partners necessary to be effective in carrying out their respective national security missions.



FIGURE 2-1: Civilian Human Capital Strategic Plan Vision

These human capital goals have established metrics which closely parallel the NSPD program metrics established by the interagency ESC and published in the interagency NSPD Implementation Plan. NSPD-specific metrics are part of DoD Personnel and Readiness (P&R) Balanced Score Card metrics, and are reviewed by the Under Secretary of Defense, P&R on a quarterly basis.

The DoD ESC will utilize additional guidance provided by the interagency ESC to establish additional criteria if needed by which each NSPD program metric will be evaluated. This evaluation will be used to satisfy the interagency ESC requirement for Department and Agency self-evaluation for the purpose of completing the NSPD Implementation Scorecard.³

In summary, DoD supports the NSPD program goals and will execute the goals across the workforce using a spiraled approach as evident in the DoD Master Timeline found as Appendix B.

³ National Security Professional Development Implementation Plan, 1 August 2008, as approved by the APNSA and the APHS/CT on 2 September 2008.

Chapter 3 – Human Capital Framework

“The people of our Total Force are the greatest asset of the Department. Ensuring that each person has the opportunity to contribute to the maximum of their potential is critical to achieving DoD’s objectives and supporting U.S. national security.”⁴ Employees’ capabilities and character influence the organization’s culture, affect its ability to carry out its missions, serve as a source of an organization’s knowledge and leadership, and are, ultimately, the force which determines the desire and ability to change. Thus, the Department’s Strategic Management of Human Capital, as part of the President’s Management Agenda (PMA), is crucial to the accomplishment of the Department’s mission. Implementation of NSP further enhances this ability by providing a cadre of skilled personnel with the capabilities to address these mission requirements through an effective interagency partnership.

The Department is committed to establishing a community of NSP leaders to address the national security challenges the country faces today and will face in the future. In doing so, we recognize the imperative to meet the needs of the DoD Components in providing the support, policy, and guidance required to enable them to develop their respective NSP workforces. Therefore, while taking a deliberate approach, we will maintain flexibility to be able to adapt to changes and leverage existing capabilities, systems, and interagency and non-governmental partnerships.

DoD’s leadership recognizes that “innovation in providing opportunities for advancement and growth”⁵ requires cross-cutting human capital issues to be coordinated by OPM and the Chief Human Capital Officer (CHCO) Council, and stands ready to support these efforts through participation on the CHCO Council and the interagency NSP ESC. DoD’s current human capital framework addresses the need to develop innovative skills as a needed 21st century capability and supports NSPD as a means to that end. We acknowledge the suggested topics for this chapter, but will address them in terms of our Department-wide goals to carry out our Human Capital Strategy: develop world class enterprise leaders, a mission-ready workforce, a results-oriented performance culture, and providing enterprise Human Resources (HR) Support.

In order to understand DoD’s Human Capital Plan, it is important to understand DoD. DoD is comprised of one of the largest workforces in the world. This “Total Force” consists of more than three million people across multiple organizations and agencies, it includes active duty enlisted (38 percent), active duty officers (7 percent), civilian (21 percent), selected reserve enlisted (22 percent), selected reserve officers (4 percent), Individual Ready Reserve/Inactive National Guard (IRR/ING) enlisted (7 percent), and IRR/ING officers (1 percent).

Beyond its massive size, DoD consists of Components (each larger than the typical federal cabinet agency) and numerous organizations chartered to support specific warfighting needs and capabilities. Specialized commands integrate capabilities across Components, foster agility and joint operations, and potentially contribute to increased organizational complexity. In addition, DoD frequently collaborates and establishes partnerships with the private sector, other organizations, and other government agencies, as required. This organizational complexity

⁴ National Defense Strategy, June 2008

⁵ National Defense Strategy, June 2008

requires a deliberate and thorough process be used to identify which DoD positions meet the criteria as NSPs, methodical strategic communications with these NSPs, a decentralized plan to execute our objectives, and a logical process by which to track progress on the goals of the NSPD program.

The 2006 Quadrennial Defense Review (QDR) Report was built on the 2005 National Defense Strategy (NDS) and identifies four priority areas to operationalize the NDS. The 2008 National Defense Strategy reiterated DoD's intent to "continue to pursue the improvements in the total force identified in the 2006 QDR" and provided five DoD objectives in support of the National Security Strategy to provide enduring security for the American people:

- Defend the Homeland
- Win the Long War
- Promote Security
- Deter Conflict
- Win our Nation's Wars

These five DoD objectives clearly state the priority mission sets of the Department, and by association, the five major mission sets expected of DoD's NSPs. The DoD mission, the five objectives of the 2008 NDS, and the four QDR priority areas are highlighted in Figure 3-1.

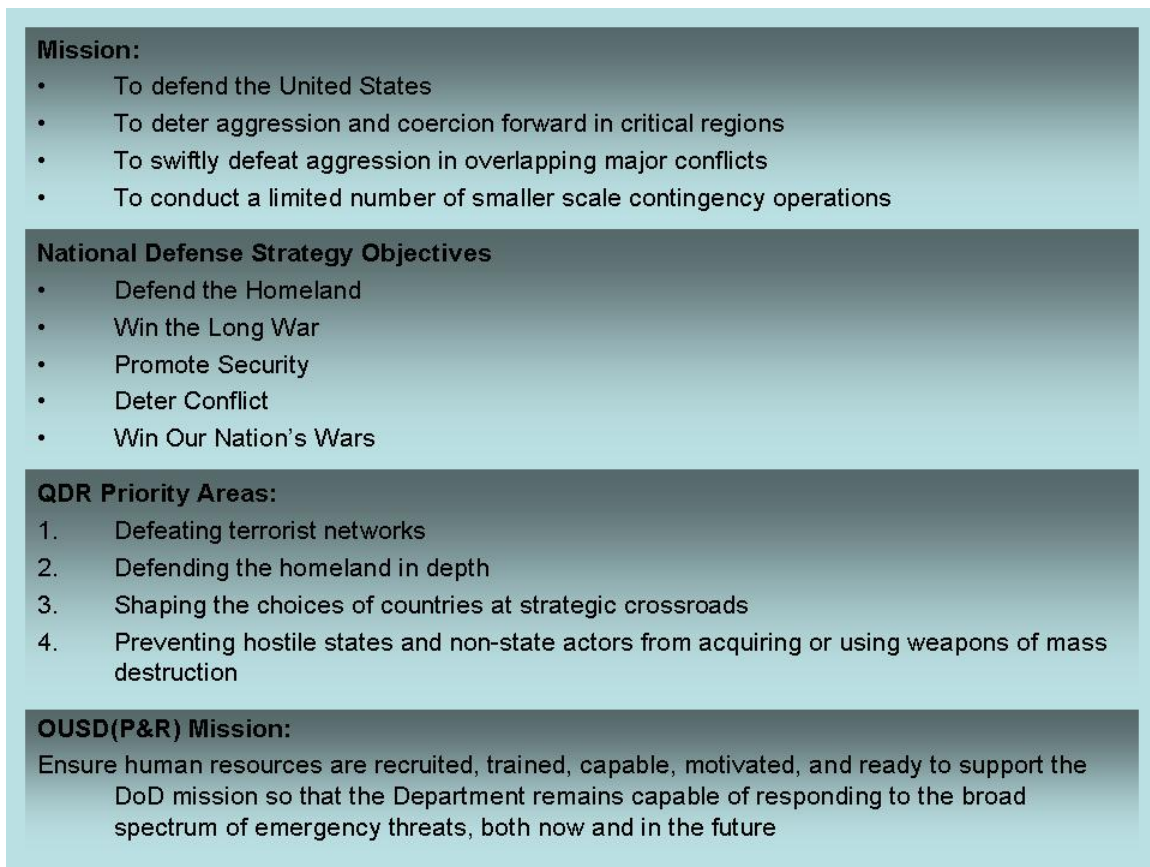


FIGURE 3-1: Mission, National Defense Strategy, and Quadrennial Defense Review Priorities

The 2004 National Military Strategy (NMS) presents three principles to achieve the objectives laid out in the NDS. These principles are decisiveness (maintaining a force capable of decisive effects), integration (integrating the Joint Total Force), and agility (enhancing agility to contend with uncertainty). The capabilities and responsibilities identified for NSPs will be critical across all of the DoD mission sets identified above.

One of the critical elements stated in the 2006 QDR is DoD's Human Capital Strategy (HCS), discussed in the QDR section entitled, "Developing a 21st Century Total Force."⁶ The QDR element is restated in the 2008 NDS as "it is the responsibility of our senior leaders to recognize and provide the means for personnel to grow, develop new knowledge, and develop new skills." This statement directly supports the NSPD program stated goals, previously discussed in Chapter 2. The HCS provides overarching direction and guidance for the effective and efficient management of the total DoD workforce across the Total Force – active, reserve, civilian, and contractor. In combination with the civilian National Security Personnel System (NSPS) and similar reforms, the HCS will enable the transformation of the Total Force by providing a foundation for a coherent, analytically sound, integrated, and forward-looking personnel management and manpower system supported by robust technology.

The pressures to develop and implement an integrated HCS are increasing and unprecedented. Technology and globalization, joint operations involving all components of the Total Force, and complex national security requirements all converge on the need for a highly flexible, lean, and adaptive workforce and adjustable work processes. The *National Strategy* program goals directly address the importance of this adaptive workforce. The transition to Total Force management is critical to this transformation, enabling a linkage of human capital strategies to operational strategies in direct support of the warfighter in achieving DoD missions. Additionally, the HCS outlines three strategic initiatives to achieve these objectives. These three initiatives which DoD will develop, leverage, and implement for alignment with the NSPD program goals are:

- A competency-based occupational planning system to describe work and workers;
- An enhanced performance-based management system that uses metrics to evaluate the strengths and weaknesses of DoD organizations and individuals; and
- Enhanced opportunities for personal and professional growth to provide better access to programs that support the strategic objectives, particularly for civilian employees.

This *Plan* has been developed to synchronize with the CHCSP 2006-2010, incorporated as reference. The CHCSP is DoD's comprehensive plan for ensuring a strong civilian workforce which is able to meet the mission challenges of today and the future, including those required by NSPD. The CHCSP guides and informs the civilian human resources policies, programs, and initiatives for the Components as follows:

- Aligns human resources actions with the goals and objectives of the 2006 Quadrennial Defense Review (QDR) Report, the Human Capital Strategy (HCS), and the Office of the

⁶ Quadrennial Defense Review Report, 6 February 2006.

Under Secretary of Defense for Personnel and Readiness (OUSD(P&R)) Strategic Plan for Fiscal Years 2006-2011;

- Addresses the criteria for Strategic management of Human Capital, as per the President's Management Agenda (PMA);
- Provides a map for future action for DoD Components to ensure the "right people, doing the right jobs, at the right time and place, and at a best value" to achieve mission success; and
- Will result in a civilian workforce equipped to maintain a force capable of decisive effects, achieve the vision of the Total Force, and enhance agility to contend with uncertainty.⁷

The CHCSP established four Department-wide goals to execute the Human Capital Strategy for civilian personnel. These CHCSP goals complement the NSPD program goals. Achieving these CHCSP goals will result in a civilian workforce that is decisive, agile, and integrated with the Total Force; in short, fully capable of supporting the warfighter in accomplishing DoD's missions.

- **Goal 1: World Class Enterprise Leaders.** DoD has diverse civilian leaders who effectively manage people in a joint environment, ensure continuity of leadership, and sustain a learning environment that drives continuous improvement across the enterprise.
- **Goal 2: Mission-Ready Workforce.** DoD has a highly capable workforce characterized by agility, flexibility, diversity, and seamless integration with the Total Force.
- **Goal 3: Results-Oriented Performance Culture.** DoD has a mission-focused, results-oriented, high-performing culture.
- **Goal 4: Enterprise HR Support.** The DoD civilian human resource community is strategically aligned and customer-focused, and provides measurable, leading-edge results.

These goals define a civilian workforce that possesses the leadership, competencies, and commitment necessary for successful mission accomplishment. While all CHCSP goals support the three principles of the National Military Strategy (NMS), and the principles of NSPD, the vision defined in Goal 1 will certainly support the decisiveness called for in the NMS. Goal 2, with its vision of a highly competent and adaptable civilian workforce, is synonymous with necessary agility. In Goal 3, a results-oriented workforce, singularly focused on achieving DoD's mission, both requires and supports the integration of joint force capabilities. Goal 4 ensures that the human capital management workforce is cutting-edge and human capital processes are delivered efficiently and effectively in a joint interagency environment. All of these goals are complementary of the goals envisioned for the current and future DoD NSP workforce, the NSP shared capabilities, and the current civilian professional development programs within DoD.

DoD's approach to workforce planning is a continuous process, operating within a framework of competency assessment and workforce analysis trending, that ensures the Department has the current and future talent necessary to meet its mission requirements. The civilian workforce

⁷ National Military Strategy of the United States: A Strategy for Today; A Vision for Tomorrow, 2004

efforts thus far have been decentralized and vary in scope and methodology based on the Component-specific mission requirements. However, based on 21st Century challenges facing DoD and the need for increased interoperability to support joint endeavors, DoD is now adopting a new corporate strategy to support this effort. Such a strategy will provide DoD visibility over critical requirements enabling leadership to better develop enterprise-wide strategies to meet these needs. This new workforce planning approach, as seen in Figure 3-2 below, contains four key elements – Set Strategic Direction; Conduct Workforce Analysis; Implement Strategies; and Monitor.

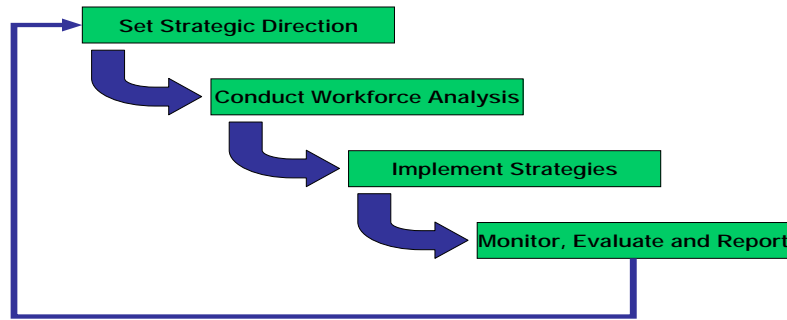


FIGURE 3-2: DoD Workforce Planning Approach

The above workforce planning approach is implemented in the seven step process as depicted in Figure 3-3 below.

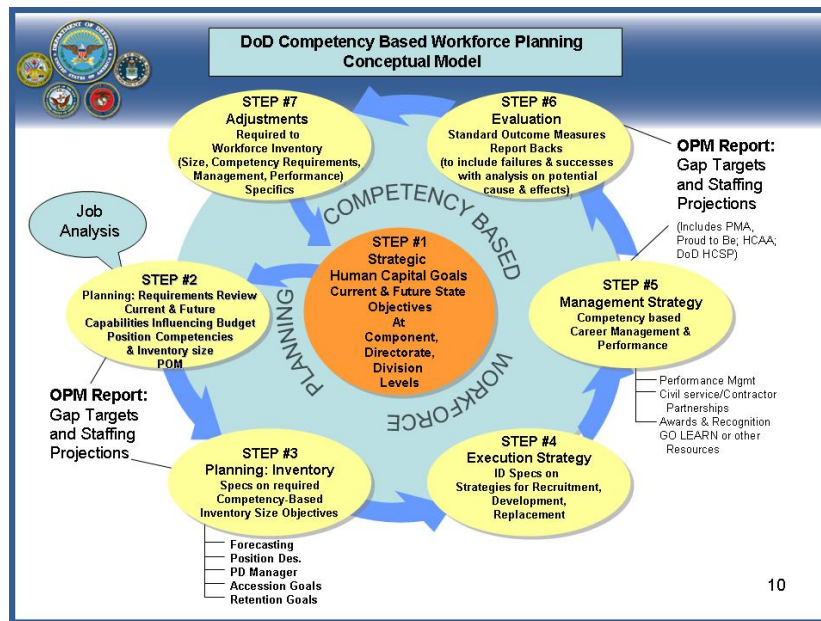


FIGURE 3-3: DoD Competency Based Workforce Planning Model

Cross-cutting Human Capital (HC) issues identified within the *National Strategy* will need to be addressed by DoD and implemented through the Components. The process by which human capital strategy becomes Component-specific plans is identified in Figure 3-4 below. This same process chart can be applied to the development of DoD NSPD program goals and policies with subsequent development of Component-specific civilian human capital execution plans.

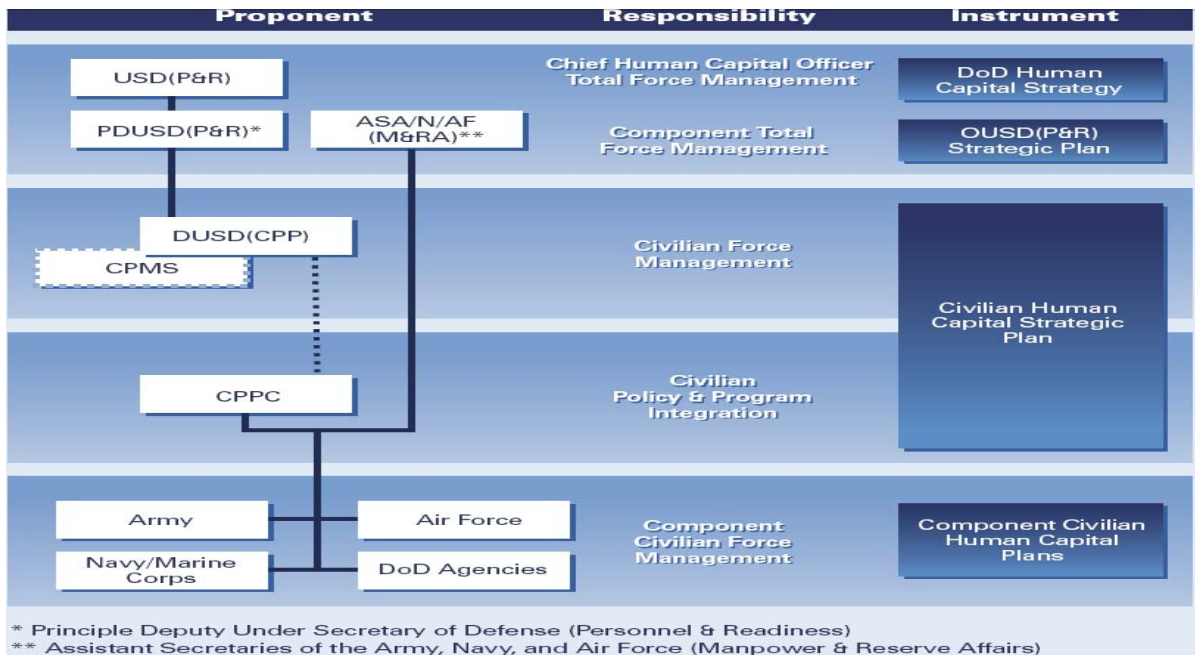


FIGURE 3-4: Human Capital Propensity, Responsibilities, and Instruments

DoD’s approach to workforce planning, as discussed previously, is a continuous process that ensures the Department has the current and future talent necessary to meet its mission requirements, including those that satisfy NSPD program goals. A key part of this process is the ongoing monitoring and review of the strategic environment, workforce trends, competency assessments, and gap analyses to ensure that recruitment, retention, and training initiatives are continuing to address the Department’s workforce needs.

In addition, DoD evaluates best practices for managing human capital. There are close to 700,000 civilians in the DoD Total Force. Greater than 29 percent of them are within five years of retirement eligibility. Competition to replace this talent will be keen as the labor market continues to shrink. A planned, well-thought-out enterprise approach to talent supply chain management is critical if the Department is to acquire the talent it needs to meet mission requirements. Without such an approach, a significant part of the Total Force will be jeopardized.

DoD will be establishing a Civilian Workforce Capability and Readiness Program with an attendant program office responsible for implementing this imperative. Successful development, implementation, and sustainment of a competency-based workforce capability with an attendant expeditionary arm, based on forecasted mission requirements, require a corporate, centralized effort. A Program Management Office (PMO) will be established to develop, implement, manage, oversee and assess the policy and implementation of this requirement. The DoD NSPD IO will establish liaison with this PMO to ensure that NSPD program equities are addressed and considered as part of the Department’s overall civilian readiness program and human capital management.

Essential to the success of the Civilian Workforce Capability and Readiness Program is establishment of an institutional capability to manage and track the health of functional communities, including a functional expeditionary arm. Functional Career Management (FCM) responsibilities include Department-wide:

- Analysis of new and projected mission workload requirements (both expeditionary and non-expeditionary), environmental influences, and attrition and retirement trends and forecasts to identify current and future staffing needs;
- Analysis of the demographics of the community, including its expeditionary force readiness, against the mission requirements/staffing needs to identify capability gaps;
- Analysis of the current workforce competencies, including NSP competencies, against mission requirements to identify skills gaps;
- Development and implementation of strategies to address the identified gaps;
- Assessment of the effectiveness of the strategies in reducing gaps;
- Oversight and assessment of training to ensure it closes identified competency gaps;
- Managing deployments and assuring readiness of expeditionary personnel within their communities; and
- Ensuring deployed personnel possess the right competencies, training, clearances, and other position-related skills required for operational environments.

Critical to success of the civilian workforce readiness program is a cadre of trained Human Resources strategic advisors who can assist the OSD and Component FCMs in developing and analyzing workload forecasts, developing manpower operational plans, interpreting and advising on expeditionary workforce policies, and identifying and implementing strategies to address recruitment, development, and retention challenges. The Human Resources strategic advisors OSD and Component FCMs will also ensure that NSPD is effectively implemented by the application of the forecasting, manpower planning, policy-setting, and all aspects of the HR life-cycle. All training must be developed, piloted, and deployed in the most cost-effective means possible. The DUSD(CPP) has developed a proposed approach to providing this training.

In summary, the people comprising DoD's Total Force are our greatest asset and our largest programmatic responsibility to enable and develop. Through the CHCSP, DoD will address the 4 HCM goals; 1) World Class Enterprise Leaders; 2) Mission-Ready Workforce; 3) Results-Oriented Performance Culture; and 3) Enterprise HR Support, all of which directly align and impact the NSPD program goals. Using existing DoD human capital goals and metrics developed for the Balanced Scorecard, DoD will be able to monitor progress toward satisfying NSPD Implementation Scorecard-measured goals and achieve 'value-added' competency and NSPD shared capabilities training, education, and professional experience for the DoD civilian NSP community.

Chapter 4 – Competency Assessment

The CHCSP recognizes that ensuring the Nations’ defense requires the capability to conduct both conventional and irregular warfare operations, as well as security, stability and reconstruction operations. In such an environment, the cooperation and collaboration of interagency partners is paramount. To ensure that we are well positioned to meet our mission, we recognize that one of the essential steps is to define, assess, and address gaps in the competencies and capabilities of our workforce. This chapter addresses our approach to this task, so that the Department will be fully prepared to lead with a cadre of NSPs who can effectively manage its workforce in a joint environment. Those leaders, in turn, will ensure their subordinate workforces are exposed to joint operations and that they possess a comprehensive knowledge of the interagency partners, their roles and responsibilities, and how these contribute to the successful execution of the national security mission

The blueprint for developing and sustaining a cadre of enterprise leaders is the newly instituted Civilian Leader Development Framework and Continuum (May 2008). The Civilian Leader Development Framework identifies the critical leadership competencies that Defense leaders need to meet the complex 21st Century national security mission. Based largely on the Executive Core Qualifications issued by the Office of Personnel Management for government-wide use, but expanded upon to meet the unique Defense mission, the framework serves as a blueprint for development of leaders who will have the capability to transform the Department. Perhaps the most important difference is the addition of a sixth core competency, enterprise-wide perspective, with its two underlying sub-competencies, joint perspective (which includes interagency) and national security. Inclusion of these competencies articulates the expectation that DoD civilian leaders must develop a broad base of knowledge and experience in these core Defense mission areas.

The NSPD capabilities which were approved by the interagency ESC have all been cross-walked to the DoD competencies and are well-matched and complementary, as noted in Appendix C. The DoD specific “Enterprise-wide Perspective” involves developing 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 and interagency experiences, fusion of information, collaboration, and vertical and horizontal integration of information. This particular competency, combined with others, provides the base of skills, knowledge, and experience necessary for an NSP to operate successfully across DoD, and with interagency and international partners.

In understanding the framework, as seen in Figure 4-1, it is important to review the Definition of Enterprise-wide and Joint Perspective as found in DoDD 1403.03:

- **Enterprise-wide Perspective.** 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.

- Joint Matters, Joint Perspective and/or Joint Environment. Integrated operations involving multi-Service, multinational, interagency, and non-governmental partners under unified action across domains such as land, sea, air, space, and the information environment.

For the Department, the word “joint” has long ceased to refer simply to the military Services, it includes the civilian and contractor workforces, interagency and non-governmental partners.

Concurrently, to ensure the deliberate development of future leaders, the Department has instituted a comprehensive approach to joint civilian leadership development. Building upon existing programs, the process will ultimately include a series of DoD-sponsored courses, programs, and other learning opportunities, designed to meet the specific competency requirements of the civilian Defense leader, including their roles as NSPs. Most importantly, it will give us a cadre of skilled leaders ready to carry out their national security missions. These opportunities will serve as retention incentives for high-performing DoD employees and will also support DoD initiatives to increase diversity in the senior ranks.

The DoD Civilian Leader Development Framework, as seen in Figure 4-1, and the Continuum, Figure 4-2, depict the progression of competencies needed as a leader rises through the leadership ranks, from the foundational core competencies required for all, to the strategic capabilities required of our most senior executives. The Continuum fosters the deliberate development of critical competencies through structured learning opportunities provided by DoD, the Components, interagency partners, academia, and private industry.

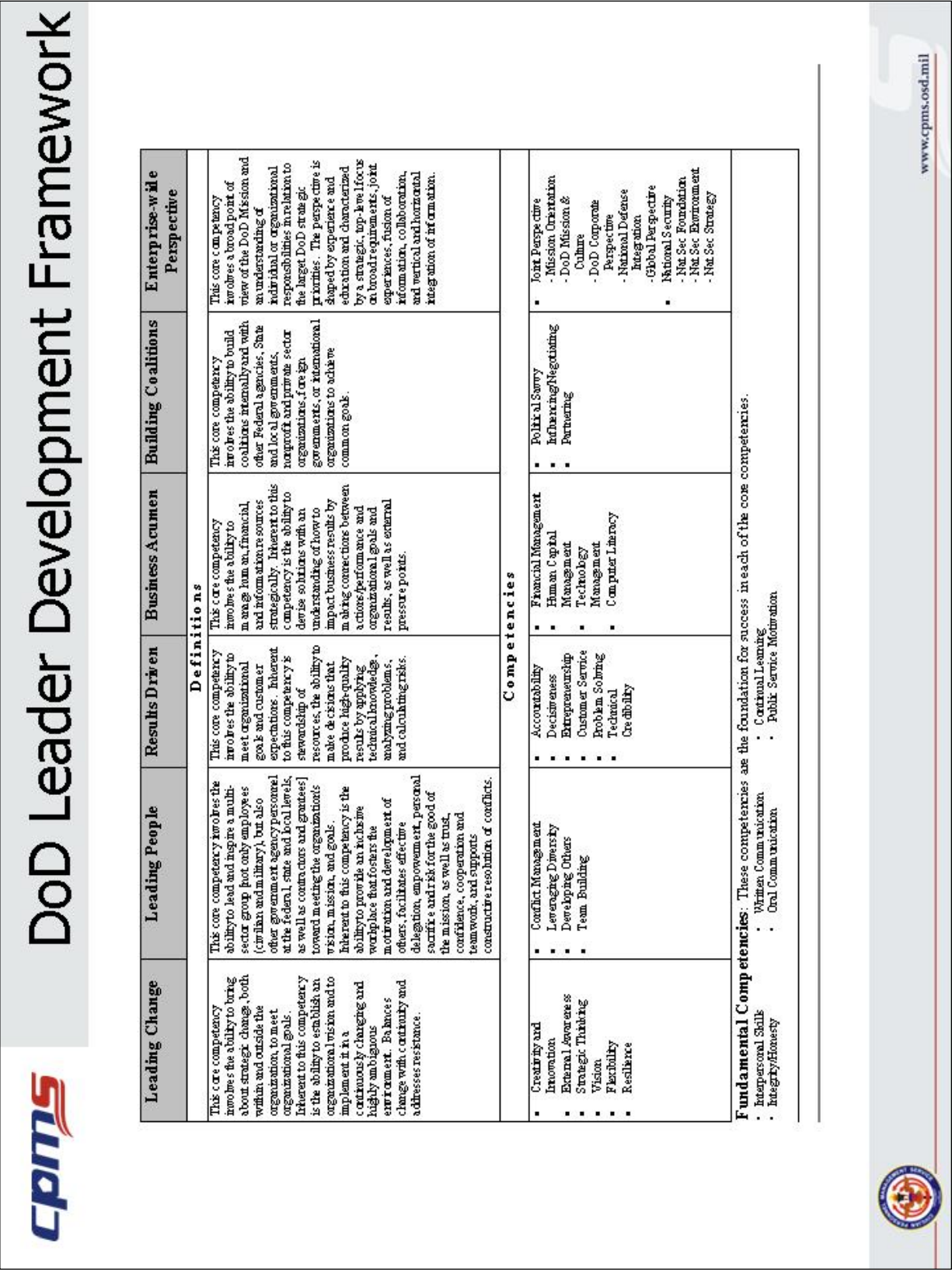


FIGURE 4-1: DoD Leader Development Framework



As can be seen in Figure 4.2, this development takes place over a continuum as an employee assumes more responsible positions throughout their career. The NSP community will be tracked accordingly with additional career-specific competencies needed to perform their national security duties.

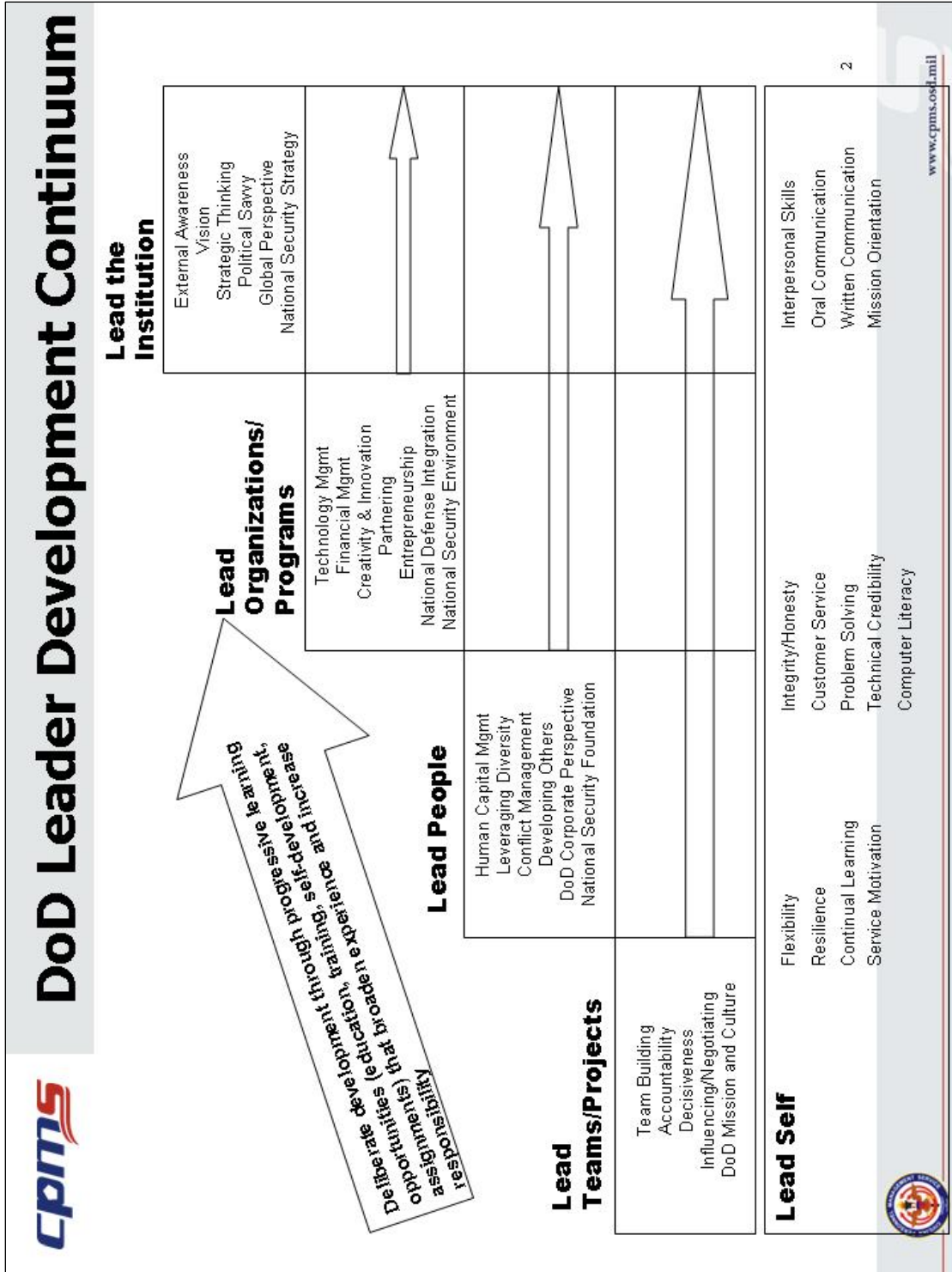


FIGURE 4-2: DoD Leader Development Continuum

These tools are being used to both enhance current leadership capacity and to build the pipeline of highly qualified and talented individuals needed to sustain leadership continuity. A first step is to assess the proficiency of current DoD leaders, identify any systemic competency gaps, and put in place a targeted improvement plan to close those gaps. The Department has completed the initial assessment of the proficiency of its current leadership cadre against the new competency framework. In FY08, the Department surveyed a sample of some 9700 DoD civilian leaders (supervisors, managers and executives) and their supervisors to identify existing competency levels and where gaps may exist. In FY09, this baseline analysis will serve to guide leader development initiatives to close those gaps. As we move forward, the Department will continue this work with the NSP shared capabilities factored into the analysis and learning interventions offered to the workforce.

It is important to note that the Department has a well established Professional Military Education (PME) system, as can be seen in Appendix F. DoD civilians have participated in many of the programs over the years; interagency partners have also been an integral part of making up the student mix.

The guidance that the PME educational system operates under is the Officer Professional Military Education Policy (OPMEP). The OPMEP contains standards and learning objectives for the joint curriculum for each of the schools. The Process of Accreditation of Joint Education (PAJE) is modeled according to the civilian academic accreditation system. Over the next year, the OPMEP learning areas will be evaluated for their applicability to NSP. An overall evaluation will be done to determine where PME can be leveraged meet NSP requirements. As described below, additional DoD-wide programs exist for joint civilian development. These are examples of programs that address national security.

Two highly competitive DoD-wide leader development programs are key building blocks of the new approach to civilian leader development and are aligned to NSP capabilities. The Executive Leadership Development Program (ELDP) and the Defense Leadership and Management Program (DLAMP) have been thoroughly reviewed for alignment to the competency framework and ability to provide interagency and international perspectives on national security. ELDP, with over 20 years of success and 1398 graduates, will remain as the premier program for high-potential mid-level leaders. ELDP provides participants with an extensive exposure to the roles and missions of the entire Department and an increased understanding and appreciation of today's warfighter. For FY09, 62 participants will attend ELDP. The curriculum features weeks of hands-on experiential training with the Military Departments, with an overseas command, with a unified command, and with the National Guard as well as topical seminars. It also includes interagency training, with presentations from agencies such as the State Department, the Intelligence Community, the Federal Bureau of Investigation, Department of Homeland Security and the Department of Justice.

After reviewing the DLAMP, it was decided to significantly restructure and rename the premier program for high-potential senior civilian leaders. The new Defense Senior Leader Development Program (DSLDP), focused on developing joint leaders fully prepared to work with interagency and international partners, will be fully developed this year and will admit its first class in early

FY 2009. Complementing Component leader development efforts, DSLDP will focus on strengthening individuals' enterprise-wide perspective through a robust program of professional military education, targeted opportunities for professional experience in enterprise-spanning roles within DoD and with interagency partners, and Defense-focused leadership seminars, all of which are designed to ensure application of critical leader competencies in the joint environment. Completion of the DSLDP will ensure that the graduates have the educational background and experiences which support NSP assignments. The transition from DLAMP to DSLDP will be complete by the end of FY 2010, with 50 participants in the inaugural class. As part of the Department's succession planning efforts, a study is being conducted to determine the correct throughput for DSLDP. Initial findings indicate the student capacity will increase, but to what level remains to be determined.

Workforce analysis and modeling tools will further ensure the Department's leadership succession plan and strategy are sound, future-focused, and adaptive to mission requirements, including the need to develop a cadre of Defense NSP professionals. The alignment of these programs with best practices in private and public sector leader development will further position the Department to produce strong civilian leadership in the decades ahead. While many partnerships and rotations already exist, for both professional development of our people and for mission critical support of PRTs and participation in regional exercises, we will continue to explore opportunities outside of the Department and find venues to increase interagency participation in DoD programs.

The NSP pilot conducted in FY08 at the National Defense University, explained further in the Education chapter, resulted in assessment data that will be utilized to inform our way forward with NSP programs adapted or designed to build the competencies the community needs to meet the challenges ahead for those NSPs at the senior levels of the Department.

The need for our most senior executives to operate at the strategic level throughout the joint, interagency and international arena is paramount. Realizing the importance of SES lifecycle management, the Department has undertaken a "Total Management" initiative for SES members, including the SES tiers, and the GS-15/YA3 SES pipeline. This initiative will ensure that those strategic skills necessary to lead the Department have been identified and a succession plan put in place to ensure the Department has the skills it needs. Additionally, the USD(P&R) recently established the Defense Executive Advisory Board (DEAB) to assist with the management and forward direction of the program. The Board, under the provisions of DoD Directive 1403.03, "The Career Lifecycle Management of the Senior Executive Service (SES) Leaders Within the Department of Defense", October 25, 2007, shall provide the Deputy Secretary of Defense (DepSecDef) independent advice and recommendations on lifecycle management of SES members and the SES pipeline, including needed competencies and talents such as those required by NSPs.

In joint and interagency leader development, the Department has leveraged and built on the many years of experience and the expertise of our military Services. We continue to work closely with all Components of the Total Force as we move forward and integrate NSPD requirements into our development efforts.

Chapter 5 – Training Implementation

The *National Strategy* defines training as “*opportunities to enhance, exercise, or refine a person’s ability to apply knowledge, skills and abilities in performing national security missions.*” The *National Strategy* envisions integrating and leveraging existing national security training programs and exercises to a broader pool of qualified NSPs while ensuring joint capabilities.

The purpose of the Training Implementation section of this *Plan* is to discuss NSPD training initiatives to date and to highlight the training-related actions needed to achieve the *National Strategy* goal “*to develop Federal Government professionals with the breadth and depth of knowledge, skills, abilities, and experiences necessary for them to carry out their national security responsibilities effectively while establishing threshold requirements necessary to define the NSP Community to enhance communications, interoperability and coordinated action.*” Additionally, training establishes threshold requirements necessary to enable the DoD NSP community to enhance communications, interoperability, and coordinated action.

As described in the previous chapter, to ensure that DoD civilians have the competencies needed to meet the national security mission, the Department has developed a Civilian Leader Development Framework and Continuum. This provides a structured and progressive approach for development of the DoD unique competencies commensurate with increased responsibilities. We have cross-walked the NSP capabilities with the DoD competencies and have found them to be aligned (see Appendix C). DoD is making a concerted effort to ensure its workforce has the competencies needed for leadership and for NSPs to perform current and future critical missions and functions (see Chapter 4). Where gaps are noted or where new emergent work is identified, training is offered to bring the workforce to the proficiency level needed for effective performance.

Within DoD, a NSPD Implementation Office has been stood up to carry out, in coordination with DUSD Civilian Personnel Policy and the Components, the actions required to implement this *Plan*. To that effect, a Training Working Group (NSPD TWG) has been established to provide a forum for Component discussion and augment the efforts of the DoD NSPD IO to support the DoD ESC and the DoD representative on the NSETC Board of Directors. The group was established in May 2008 and has assisted with reviewing the Leadership Framework and Continuum for relevance to NSP, providing input on courses and systems that support NSP, and in drafting this chapter. Future NSPD TWG deliverables will include a more robust analysis of existing training courses including crosswalking learning objectives to the desired NSP capabilities, advising the NSETC on joint training issues, establishing processes for tracking NSP training by the Components, etc. Over time, DoD will add to our identified existing training programs, establish necessary NSP training standards, and share best practices and lessons learned among the Components and the interagency. Since Components bear responsibility for providing training (or arranging training through other sources) for its NSP employees, guidance will be provided to the Components to help them plan and prioritize for training to meet the requirements of Executive Order 13434, the *National Strategy*, this *Plan*, and future guidance received from the DoD ESC. Given that guidance from USD P&R, which was provided in conjunction with the DoD Leader Framework and Continuum, the Components

are in the process of aligning their programs accordingly. We expect that much of their efforts will also meet the guidance in support of NSPD.

Due to the diverse missions of DoD’s Components and its large number of employees, training initiatives being offered are too numerous to detail in this *Plan*. Courses offered through Joint Knowledge On-line (JKO) and other venues are being reviewed for their applicability to the DoD competencies and NSPD. Over the next year, the NSPD TWG, the DoD NSPD IO, and training providers will be reviewing courses against the desired NSP outcomes to determine if and how they support development of the desired competencies.

The remainder of this chapter will discuss our response to current training requirements, JKO, the exercise program, and existing interagency training partnerships in more detail.

Short Term Actions

Prior to the interagency NSPD Implementation Plan or this *Plan* being published, the Assistant to the President for National Security Affairs (APNSA) and Assistant to the President for Homeland Security and Counter-terrorism (APHS/CT) desired that several short-term actions be completed by the departments and agencies to prepare their NSPs prior to the transition in administrations. Accordingly, a Deputies Committee Meeting was convened on 19 February 2008 and resulted in a tasking to the interagency ESC to focus initial NSP orientation and training on the Homeland Security Strategy and the National Response Framework (NRF). This task resulted in a pilot program to target a small group of NSPs who had been identified by their respective Departments and Agencies as having NRF duties and responsibilities. The Department took a phased approach to identifying and providing orientation to the DoD NSP community. The initial effort began with a Scoping Working Group being established to identify the SES members from the various Components. This resulted in 357 SES NSPs targeted for participation in the program. The first group notified, welcomed into the program, and asked to complete the FEMA NRF training was composed of those SES with NRF responsibilities (approximately 37). The remaining SES NSP members followed in the same manner. This is referred to as “Spiral 1” of the DoD NSP implementation. Figure 5-1 captures the DoD short-term training related actions for spiral 1.

Interagency ESC Requirement	DoD Action and Plans
SES NSPs - Complete On-Line NRF Course	Notified NRF-focused SES NSPs on 18 August 2008, NSPs are completing the on-line course.
Conduct “Town Hall” for SES NSPs (NRF)	Conducted initial SES (NRF) Welcome Session (or “Town Hall”) on 18 August 2008. At the Welcome Session NSPs received an overview of NSPD and training requirements.
Conduct “Town Hall” for SES NSPs	Conducted SES NSP Welcome Sessions (or “Town Hall”) on 22 September & 2 October 2008. At the Welcome Sessions NSPs receive an overview of NSPD and training requirements.
SES NSPs - Attend DHS-sponsored Katrina Best- Practices	Currently scheduling SES to attend workshops being Conducted 30 September, 2 October, 7 October, and 9

Lessons-Learned Workshops	October 2008
Future training – NSS on-line course when available for release	DoD will support this requirement and track training completion.
Other Training	DoD will continue to assess additional training that may be needed.
Conduct “Lessons Learned” interagency sessions	DoD will support this requirement. DoD ESC met on 9 September and requested Components provide input on potential topics, venue, and resources needed.

FIGURE 5-1: Short-Term Actions

The above focus has been primarily on the NRF population. At the Welcome Sessions, the SES NSPs were tasked to assist with the scoping effort, specifically by working with their Components representatives, to identify the GS 13-15 employees in their organization who fit the NSP with NRF profile. Next, the Department will bring the rest of GS 13-15 population into NSPD in early 2009 and complete their initial orientation and training by March 2009. The Master Timeline listed in Appendix B addresses the total NSP population. Note that although the initial Lessons Learned sessions hosted by DHS are NRF focused, because of the value derived from interaction with interagency partners, DoD is encouraging participation in the Katrina Lessons Learned sessions by non-NRF SES members as well.

Joint Knowledge On-line

U.S. Joint Forces Command’s Joint Knowledge Online (JKO) is the online source for relevant, operationally focused joint training and knowledge services and products. It is the Joint Knowledge Development and Distribution Capability (JKDDC) enterprise portal system providing access to web-based courseware and learning tools that support joint training for the spectrum of individuals involved in integrated operations. JKO training resources are available via three networks: military unclassified NIPRnet (<http://jko.jfcom.mil>), military classified SIPRnet (<http://jko.jwfc.jfcom.smil.mil>) and public access via Internet (<http://jko.cmil.org>). All three portal channels provide access to the JKDDC tailored learning management system (LMS) that tracks, documents and reports student progress. Course status and completions are recorded in the LMS so that students can track progress. The LMS also integrates with the Army Training Requirements and Resources System (ATRRS) for Service-wide joint training recording and reporting. Each LMS is customized to the particular network: The LMS on NIPRnet provides access to all JKDDC courseware with the exception of classified material. The LMS on SIPRnet provides all courseware found on NIPRnet with the addition of classified courses and material. The LMS via Internet Public provides access to unclassified, non-FOUO courses that are relevant to joint, integrated operations.

The U.S. Joint Forces Command JKDDC Program and its associated operational arm, JKO, was recognized by the U.S. Distance Learning Association for leading the application and advancement of distance learning for training capabilities needed to meet the dynamic challenges of national security today and in the future. Through the JKO web portal, JKDDC offers:

- A JKO Courseware and Capabilities Catalog

- Provides users with a reference guide to the 220+ joint and multinational courses, supplementary presentations and instructional resource links available via the JKO portal network system
- A Civilian Partnership and Training Opportunities Catalog
 - Prioritizes Joint Exercises by Combatant Command
 - Facilitates decision-making in the interagency community concerning their exercise involvement
- A Knowledge Management Content Design & Development Guide
 - Provide content designers and developers with guidance for creating Joint national content that will be deployed to the JKDDC Learning Management System (LMS) and accessible via the JKO web portal
 - Focus on providing the JKDDC-specific approach for creating Sharable Content Object Reference Model (SCORM) 2004 e-learning content
- Multiple links to the DoD Components and Combatant Commanders' web portals

The DoD Training Working Group and the Joint Leader Development Division (JLDD) of the Civilian Personnel Management Service (CPMS) are currently working with the JKDDC to determine how to best support the NSPD initiative with existing resources. Over the next year, we will be examining the inventory of JKO training courses to determine which courses address the desired NSP capabilities and at what level. The courses will not only be mapped to the competencies they address, but will be aligned with the continuum to reflect whether they are basic, intermediate, or advanced level courses. This process will help determine the appropriate target audience for a particular course. Once the evaluation is complete, the final selections will be vetted with the Joint Staff and provided to the DoD ESC for approval. During that time, the NSP community will be encouraged to take JKO interagency focused offerings and provide feedback to the DoD NSPD IO as to their value and applicability to their jobs. Once the ESC approves the courses, and as the NSPD initiative matures and career-specific competencies are better defined, a determination will be made as to which courses are mandatory for all NSPs (by career group) and those that NSPs are encouraged to take to address possible knowledge gaps.

National Exercise Plan

The Department is a leader in developing and delivering exercises which address the DoD qualification Building Coalitions. This qualification — which involves the ability to build coalitions internally and with other Federal agencies, State and local Governments, nonprofit and private sector organizations, foreign governments, or international organizations to achieve common goals — also support the NSP shared capabilities. The exercises also reinforce knowledge of interagency roles and responsibilities in a crisis. The Department is confident that over the next year, as the DoD NSPD IO is staffed and the working groups vet the current inventory of exercises sponsored by DoD and its Components, a rich offering of opportunities will be made available to the NSP community.

The enhancement of a DoD NSP's knowledge of how the DoD Enterprise works with all levels of government to prevent, protect against, plan for, respond to, and recover from natural and man-made catastrophic disasters and other Incidents of National Significance (INS) and other national security concerns can be greatly expanded by participation in joint, interagency,

intergovernmental, and international exercises. The National Exercise Plan was approved on 20 June 2008 and is primarily focused on domestic exercises. Since participation in the planning, performance, and analysis of interagency exercises is a means of enhancing each NSP's national level of understanding of the procedures, requirements, and goals of different national security missions and partners, the NEP encourages participation in appropriate national exercises or simulations at least once every five years. However, in order to maintain currency, it may be appropriate for NSPs with a direct role to participate in exercises more frequently, possibly on an 18-month or annual cycle.

DoD regularly researches and utilizes advanced technologies in simulated threats, vulnerabilities, and consequences of international and national level disasters or incidents in order to train decision makers, senior advisors, and response organizations. These include simulation technologies that anticipate the actions of federal, state, local and tribal government entities, foreign governments, international organizations, the domestic public safety community, private sector organizations, and the American people.

Although exercises and gaming are organizationally considered part of the training domain, the simulations and "games" are conducted on a frequent schedule by the professional military education (PME) institutions and Components. They are considered an excellent complement to classroom sessions since, as an action learning tool, they provide the "real world" or hands-on experience necessary for deep learning to occur. The DoD NSPD IO will be considering, with our PME counterparts, the applicability of existing exercises and games for the development of NSP capabilities, leveraging existing resources as possible.

It is also important to note that DoD regularly participates in exercises run by DHS nationally, and by the Federal Executive Boards (FEBs) and other organizations on a local or regional basis.

Interagency Collaboration

DoD intends to continue to expand NSP training opportunities through collaboration with the Department of Homeland Security (DHS) and other interagency partners. DHS' *Initial Training Plan for Designated NSP Duty Positions* is under development, and upon completion, will contain baseline training opportunities, source authority documents, professional readings, and future advanced training opportunities for the DHS NSP population. DoD NSPs with duties related to the prevention, protection against, planning for, response to, and recovery from domestic natural and man-made catastrophic disasters and other domestic Incidents of National Significance (INS), will primarily benefit from participation in these DHS training opportunities. Similar partnerships with other departments and agencies on other focus areas for specified "communities of practice" will be developed over time.

The Department is working with DHS on the process of determining which of their training courses are appropriate for DoD NSPs, and the mechanism for facilitating DoD participation and tracking completion. As the DoD NSPD IO is staffed, a training specialist will assume the task of coordinating this effort. By the end of fiscal year 2009, we plan to have vetted the DHS courses through the DoD ESC and made them available to the DoD NSP community.

Upcoming Interagency ESC Training

The interagency ESC intends to continue the implementation of the NSPD program with a focus on the National Security Strategy (NSS), the overarching strategy document upon which all other Federal strategies are based. The NSS addresses U.S. objectives for countering terrorism, Weapons of Mass Destruction (WMD), stability operations, and several other national missions. Accordingly, the interagency NSPD-IO has identified five national documents to focus this effort: National Security Strategy; National Strategy for Homeland Security; National Strategy for Combating Terrorism; National Strategy for Combating WMD; and the National Response Framework. These strategies will be addressed in the National Security on-line training course described in the next paragraph and are often required reading and integrated into the courseware for other national security strategy courses. Appendix E lists all national strategies in effect as of the date of this Plan. It is understood that with the transition to a new administration, courses that focus on the NSS will have to be adapted accordingly once the 2009 NSS is issued.

A 3-hour *National Security Objectives, Structures and Processes: An Introduction*, online NSP course is under development and will be made available to DoD NSP members once completed. This course is intended to parallel the information overview provided in the NRF course by providing a description of "who does what" for its major mission areas. This will provide NSPs with a broad perspective of how national security issues are handled, since many of the same processes support multiple national security missions. The schedule and timeline for completion of the online and interagency orientation training on the NSS are pending development and decision by the interagency ESC, but are expected to target a March 2009 completion date for SES NSPs and a September 2010 completion date for the GS-13 to GS-15 (and equivalent) NSPs. To facilitate the DoD NSPs in completing the training, as with the NRF course, we will first notify them in writing of the requirement and provide guidance on what the course entails and why it is important for them to take it, provide directions on where to find the course and how to notify the DoD NSPD IO once it has been completed. Currently, the DoD NSPD IO is responsible for tracking completion of training and reporting training statistics.

DoD's NSPD Training Framework

Based on existing resources noted above, the Department will develop a large inventory of training opportunities to support the NSP workforce. Over FY09, the TWG will be tasked with developing a framework that illustrates the basic, intermediate, and advanced level of learning associated with each course. This will allow the NSP to create a map or plan to help them develop their capabilities. Furthermore, as described in Chapter 4, based on the Functional Career Manager model, we will develop the appropriate training frameworks to support career-specific requirements as they are developed for each area of specialization.

Tracking and Reporting Training Completion

As stated previously, the DoD NSPD IO will track and report on training statistics. This is currently accomplished by manual tracking of attendance at the welcome sessions and by having NSPs email their certificates at completion of training. However, the individual Components manage training for their workforce and are responsible for employee personnel data, including

training completion. The DoD NSPD IO is working with the Components through the TWG to ensure a process is in place to properly identify, track, and report NSP data, both for the OPM Enterprise Human Resource Inventory (EHRI) requirement and for the annual NSPD report.

We expect the various learning management systems (LMS) the Components have to support their respective missions will be leveraged to support this effort. These systems, while mentioned here as technology to support tracking and improving training, will also be utilized for tracking education completion where appropriate. The Department also recognizes the need to develop and field policy to support NSP requirements as they pertain to the development of our NSP cadre of leaders.

Although adult learning is comprised of training, education, and other experiences, this chapter specifically dealt with training. In the next chapter we will provide information on the DoD educational opportunities and how they will be utilized to support NSPD.

Chapter 6 – Education Implementation

The *National Strategy* defines education as “opportunities to enhance a person’s capacity for critical and innovative thinking, and level of understanding of authorities, risks, responsibilities, and tools to perform current or future national security missions successfully.” As a critical component of DoD’s world class enterprise and mission-ready workforce goals, the Department employs an outstanding variety of resident, distance and on-line education programs, supplemented by numerous fellowship programs in public and private academic institutions to prepare its leaders. Education at these institutions ensures the civilian workforce is technically competent and that they have the broad enterprise perspective required to lead DoD through this transformational period. DoD intends to leverage these educational opportunities as required by the *National Strategy* for its NSPs.

DoD senior-level professional military education is a comprehensive program for senior military and civilian leaders that focuses on developing national security strategy and policy. The primary objectives of these educational programs are to prepare future military and civilian leaders for high-level policy, command, and staff responsibilities. This is accomplished through studies in diplomatic, informational, military, and economic (DIME) dimensions of the national security environment, to include the impact of these factors on strategy formulation, implementation, and campaigning. While existing DoD programs to educate senior military leaders have been established to meet military regulatory requirements, DoD leverages these for their senior civilian leaders. Civilians, including interagency and, in some cases, private industry partners, are an integral part of many of these programs. They provide the real world mix of students that helps to replicate the working relationships found outside of the classroom. However, capacity is limited, and although civilians can comprise a third of the class in some cases, the expected need for the development of the DoD NSP workforce will require alternative that options be considered. Many of the courses currently offered by DoD colleges, such as the School for National Security Executive Education (SNSEE), the Information Resources Management College (IRMC), and others, could be utilized. There are also many institutions of higher education with robust national security programs and others offered by interagency partners, such as the State Department’s National Security Executive Leadership Seminar.

The Professional Military Education (PME) system is well established and includes processes for keeping the curriculum current and assessing program sponsors. The Process for the Accreditation of Joint Education (PAJE), mandated by law, is modeled on the accreditation system used in regional accreditation of universities, colleges, and schools. In reviewing the NSPD shared capabilities, it is clear that the learning objectives for much of our PME joint curriculum address them. The correlation is strong and warrants a thorough review as to the possibility that the existing program to develop joint officers may fully meet the NSPD requirement for education. In FY09 the Department will undertake the task of determining which programs and courses to recommend the DoD ESC approves as NSP program offerings.

There are also vast opportunities for continuing education in various formats and venues. National Defense University (NDU), along with other DoD organizations, has the expertise and course materials to support the requirement for sponsoring interagency Lessons Learned

sessions. In fact, the faculty of NDU will collaborate with DHS as the facilitators at the Katrina Lessons Learned sessions.

Based on DoD's early partnership and collaboration on the National Security Education Consortium (NSEC) that preceded the EO and National Strategy, as referenced earlier in this *Plan*, a National Security Education Pilot Program at the National Defense University, including the National War College, Industrial College of the Armed Forces, and the Joint Forces Staff College, was offered to 38 interagency students during academic year 2007-2008. The students selected for this pilot program were nominated by their respective departments and agencies and selected based on a student ratio formula developed by the NSEC. These 38 students took the standard-core courses which the NSEC determined already provided many of the requirements identified for the QDR Report, which indicated the need for a National Security Officer Certificate (e.g. national security strategy, leadership). In addition, these students were offered a set of new electives specifically designed for the National Security Officer Certificate or, at JFSC, required to successfully complete an appropriate interagency research thesis. These electives were derived from the certificate requirements as suggested in the "Notional NSO Competencies and Learning Areas" developed by the NSEC.

There were several indicators of the pilot program's value. Student demand to participate in the program far exceeded capacity. Although agencies selected the designated students, many more students petitioned to participate. In addition to the designated students, 23 ICAF and 14 NWC students were able to take the designated electives. Unfortunately another 50 students desired to participate but were unable due to limited class size. Students recognized the need for interagency education. The quality of the designated students was also superb, indicating that the agencies recognized the importance of interagency education. The Chairman of the Joint Chiefs of Staff (CJCS) addressed a letter to the agencies of the 38 designated students requesting that the personnel offices consider assigning the graduates to positions where they would use this education. The letter reflected the value CJCS placed on interagency education. End of course student surveys reflected an overwhelming positive reaction to the program. The assessment data from the National Security Education Pilot Program indicated that the students felt that the core curriculum, combined with the interagency composition of the faculty and student body, rather than the selected interagency focused electives, fully achieved the standards required for achieving the requisite competencies. This finding supports the approach of exploring options for utilizing the existing process of accrediting JPME as a way to identify programs that fulfill the requirements for interagency education. NDU continues to support NSP education in a robust and joint manner as mandated by the NDU Strategic Plan to prepare graduates to exercise strong national security leadership for complex and comprehensive challenges.

Within DoD, a NSPD Education Working Group (NSPD EWG) will be established in FY09 to provide a forum for Component discussion and to augment the efforts of the DoD NSPD IO to support the DoD ESC and the DoD representative on the National Security Education & Training Consortium Board of Directors. Over the next year, DoD will review the existing education programs sponsored by DoD, other Federal agencies, and non-governmental academic partners and explore which courses of instruction should be vetted through the DoD ESC for inclusion as NSPD offerings. We will develop an inventory which indicates the target audience, the level of learning (basic, intermediate, advanced), the prerequisites, and availability. As part of this

process, we will identify gaps and address ways to minimize them. We will be working in coordination the Function Career Managers to align their workforce development goal appropriately.

Since each Component is responsible to provide opportunities to its NSP employees to compete for advanced education, the DoD NSPD IO will work with the Components to provide guidance on how to plan, prioritize, and assess the effectiveness and applicability of these advanced education programs to the NSPD initiative.

The interagency NSPD Implementation Plan states that the ESC plans to inventory existing national security education programs relevant to NSPs by issuing inventory criteria to the departments and agencies. Based on the recommendation of the NSETC BOD, the interagency ESC has determined that Federal minimum education requirements, as defined as academic credits or degrees, are not necessary at this time. A determination of what Federal minimum education requirements are appropriate, and for whom, will be addressed by the interagency ESC at a later date. NDU, as the premier joint educational institution, is prepared to contribute to the establishment of appropriate educational requirements for NSPs based on this guidance. Departments and agencies with existing national security education programs will assess these programs' relevance to their NSP populations and consider partnering with other departments and agencies, as appropriate.

Chapter 7 – Professional Experience Implementation

While education and training are critical components in developing the core capabilities of NSPs, wide-ranging, cross-cutting professional experiences provide the hands-on, real life experience critical to ensuring effective mission understanding and information sharing. As stated in the National Strategy, such experiences should serve to build NSPs' *mission-related knowledge, skills, and experience and thereby improving their capability to safeguard the security of the Nation*. The goal of professional experiences is to help NSPs:

- Understand the roles, responsibilities, and cultures of other organizations and disciplines;
- Exchange ideas and practices;
- Build trust and familiarity among each other, especially those with differing perspectives;
- Minimize obstacles to coordination; and
- Enhance strategic thinking in an interagency environment.

As approved by the interagency ESC, we expect professional experiences will vary in scope and duration:

- Short-term: A temporary detail to another agency, a cross-Component detail within DoD, or participating in a relevant interagency working group, all of which can be of intense short-term duration or a series of short-term sessions over a longer period of time. These will normally be of less than 6-month duration.
- Mid-term: A temporary or semi-permanent detail to another department or agency or to another Component to work on a project or task force involving one or more departments or agencies, such as Provincial Reconstruction Teams, Counter Drug Joint Task Forces, etc. These will normally span a 6 to 12 month period.
- Long-term: These are pure rotations where an NSP is assigned or detailed for a period of about a year or more to work in another National Security department or agency or across the Components for the purpose of professional and career development.

DoD has existing programs that provide professional experiences suitable for NSPs, and will expand opportunities for NSPs to pursue professional experiences that enhance and augment their ability as a NSP. As the NSPD initiative matures, DoD will work with interagency partners to address policy and other mechanisms to facilitate a healthy exchange of personnel within the limitations of resource constraints and its mission requirements.

In FY 09, DoD will establish a NSPD Professional Experience Working Group (NSPD PEWG) to provide a forum for the Components to discuss concerns and augment the efforts of the DoD NSPD IO in support of the DoD ESC and coordinate implementation across the Components.

Interagency, inter-governmental, and selected intra-agency assignments, fellowships, and exchanges – to include those with appropriate state, local, and non-governmental organizations – will provide NSPs with a wealth of information about the capabilities, missions, procedures, and requirements of their national security partners. The Department's 21st Century Leader

Development Program, designed with a focus on joint and interagency experiences, fully meets the requirement for NSPD professional experience outside of the individual's home organization. The pipeline program that supports it is also cognizant of the need to develop leaders with interagency and international experience. In addition, the DoD NSPD IO is working with the DSLDP program manager to establish a process where the rotational assignments identified for participants may be utilized in support of interagency rotations or exchanges. We also continue to work with CPMS Human Resources Business, Information, and Technology Solutions (HRBITS) on the data tracking requirement and with OPM and other interagency partners on efforts to increase opportunities for these types of experiences.

The NSPD PEWG, working with the DoD NSPD IO, will design a systematic approach to leverage the existing DoD rotational opportunities, such as those the Department has previously agreed to under formal Memorandum of Understanding, as well as those incident to the 21st Century SES Leader and Defense Senior Leader Development Program (DSLDP). The work group will also develop a plan for expanding DoD's current successes to further the goals for professional experience for NSPs. The process will focus on selecting appropriate rotations for NSP participants given their experience and the shared competencies that require development. This effort will reach across DoD, drawing on the expertise and experience of the Services, the Defense Agencies, and the Joint Staff.

DoD has a long-standing practice of providing rotational assignments across the interagency, as well as bringing into DoD professionals from other agencies. For example, we have worked closely with the State Department to staff the Provisional Reconstruction Teams (PRTs) with team members drawn from across the interagency. We currently have an operational MOU exchange program with various agencies that provides over 50 rotational assignments a year to DoD employees.

The DoD NSPD IO, with the PEWG, will evaluate these existing successful programs to determine how they can be leveraged in support of NSPD. As part of this process, we will explore avenues and develop rationale, where appropriate, to determine ways to identify and establish NSP rotational positions, expand opportunities, and advertise assignment opportunities to increase visibility across the Enterprise.

Some professional experience initiatives, adaptable for NSP purposes, that have already been adopted within DoD include:

- **Developmental Assignment Pilots:** DoD considers job assignments as an effective approach to developing executive leadership competencies. Accordingly, DoD has experimented with the use of prescribed tours of duty, which typically meant three to four years in executive positions. Memoranda of Agreement identify the objectives of these career-broadening assignments; assigns responsibility for continuous executive development, talent management, and succession planning of the executive; and provides returns rights. Some career-broadening assignments have been shorter, lasting two years. These pilots informed new assignment policies and practices incorporated into the 21st Century Leader Development implementing instruction. Additionally, developmental

assignments have been an integral component of prior civilian professional development programs and of the current DSLDP.

- **Manpower Planning:** A Manpower Planning Working Group is working out the details of a process by which DoD institutionalizes a capability whereby military manpower requirements that could be satisfied with civilian manpower are identified, approved and sourced across the Components.
- **Talent Management:** Based on best practices in the Department and private industry, DoD is adopting an enterprise framework for talent management and succession planning for executives and senior leader positions. This program will ensure the Department has the talent it needs to meet mission requirements, including NSP capabilities. DoD's new policy requires annual talent reviews and succession plans for these positions. The Department of the Navy (DON) is operating a pilot under DoD's research and studies program and conducted its first mock talent review board in April 2008. The lessons learned have helped communicate DON's system and operational requirements. DON is currently previewing systems to manage the process, including the Navy flag officer system and other corporate models. DON expects the new framework and system to be in place by September 2008
- The Department of Air Force has had a talent management and succession planning process in place for several years. The Air Force's work has helped communicate the Department's approach and system requirements.
- The Department of Army is in the early stages of standing up its talent management and succession planning process.
- The Air Force, Army, and Navy talent management frameworks include the following elements:
 1. Standard biographies and executive briefs that contain prescribed information about an executive's career and accomplishments;
 2. Executive position preference input that solicits information from the executive about near-, mid-, and far-term job assignments and experiences, information about mobility, etc.;
 3. Management assessments that seek first- and second-level supervisory assessment of potential of executives;
 4. Readiness rating assessments that identify the preparedness of an executive for a job change (e.g., ready for the next challenge, groom for movement, contribute in place);
 5. Management and stakeholder assessments use a 360 degree feedback-type tool to provide feedback about the executive's leadership capabilities. This is used for developmental purposes only;
 6. Talent Management Board Assessment which provides the highest levels of the Component an opportunity to understand the talent knowledge and experience

available in the Component, gap requirements, strengths, etc. The board also assigns a readiness rating and participates in the coaching of executives; and 7. The Talent Management Board Assessments are used to build succession plans for positions.

Given this wealth of tested talent management and succession planning programs currently being run in DoD, the NSPD PEWG will review these programs and select those appropriate for application to NSP career management, resulting in a systematic and consistent methodology across the DoD enterprise for planning implementation of the needed experiences for mid to senior level NSPs.

Chapter 8 – Information Management

Strategic communication is an essential element in the successful implementation of any plan. The DoD NSPD IO, is organizationally situated in the Civilian Personnel Management Service (CPMS), and will be fully staffed during FY09. During the first quarter of FY09, the DoD NSPD IO will integrate the goals of the NSPD into the existing CPMS Strategic Communication plan.

Prior to the DoD NSPD IO being established, the office of the DUSD CPP, as the NSPD Executive Steering Group member, handled communication and information management. Since inception of NSPD, DUSD CPP supported the initiative through providing website content, issuing letters and email correspondence from OSD USD P&R, sponsoring newsletter articles to the human resource (HR) community, and presenting sessions on NSPD at the annual HR World-Wide conference.

The Department has sent two formal communiqués on NSPD: one memo signed by the USD(P&R) to welcome the SES NSPs, and a second signed by the Deputy Secretary of Defense to the Service Secretaries and the Heads of Defense Agencies encouraging their support of the NSPD program.

DoD Web Portals

Within the first quarter of FY09, a dedicated DoD NSP Web portal will be designed and approved for hosting on the CPMS external webpage. This portal will have information on Defense training and education programs, interagency, inter-Component, and other rotational assignments and professional experience opportunities, conferences, exercises, training tools, publications, etc. A calendar of upcoming events will also be highlighted on this web portal. Components will be responsible to provide updated information to refresh this web portal on a recurring basis.

The NSPD Web Portal Content Management Working Group (CMWG) is a network of federal (or governmental) agency representatives who support content development for the interagency NSPD IO Web Portal (www.nspd.gov). The DoD NSPD IO represents DoD at the CMWG.

In addition, DoD hosts a Joint Lessons Learned database which is available to DoD employees, interagency, and non-governmental partners. This database captures lessons learned from military engagements, exercises, stabilization and reconstruction efforts, and other efforts.

Database Tracking of NSPs

The DoD NSPD IO will work with the Components to facilitate tracking of NSPD training, education, and professional experience activities and support the Office of Personnel Management (OPM) Enterprise Human Resource Inventory (EHRI) reporting requirements. In the interim, DoD is coordinating the development of an enterprise-wide data field for the Defense Civilian Personnel Data System (DCPDS) that could be utilized as a NSP position identifier until such time as the EHRI guidance is issued by OPM. This OPM guidance would

standardize this data tracking across the departments and agencies. As the DoD NSPD IO is staffed, a personnel specialist will be hired to monitor progress towards establishing government-wide NSPD data elements and act as a liaison in support of OPM's efforts and implementation by the Components.

Learning Management Systems

Over the next year, as part of the requirement to track and report education and training completion, DoD will leverage existing systems and facilitate establishing procedures to support OPM's EHRI data reporting requirements. Component learning management systems (LMS) enable management of individual employee training across each Component. Each LMS is designed to provide a framework for e-learning, reporting, and tracking that is flexible enough to meet each Component's needs.⁸ The e-Training initiative and GoLearn.gov site can assist Components with their development of tools and services to support their respective NSPs. The LMS provides for individual development plan (IDP) capability which should incorporate NSP training and development objectives. Additionally, the LMS can provide a platform for competency management. Competency requirements can be incorporated into IDPs based on occupational requirements.

⁸ The e-Training initiative and GoLearn.gov site can assist NSPD with the development of tools and services supporting NSPs.

Chapter 9 – Resources

The Department has actively worked to establish a structure within DoD and with the interagency NSPD offices that would facilitate implementation. The DoD NSPD relationships and governance are depicted in Figures 9-1 and 9-2 below.

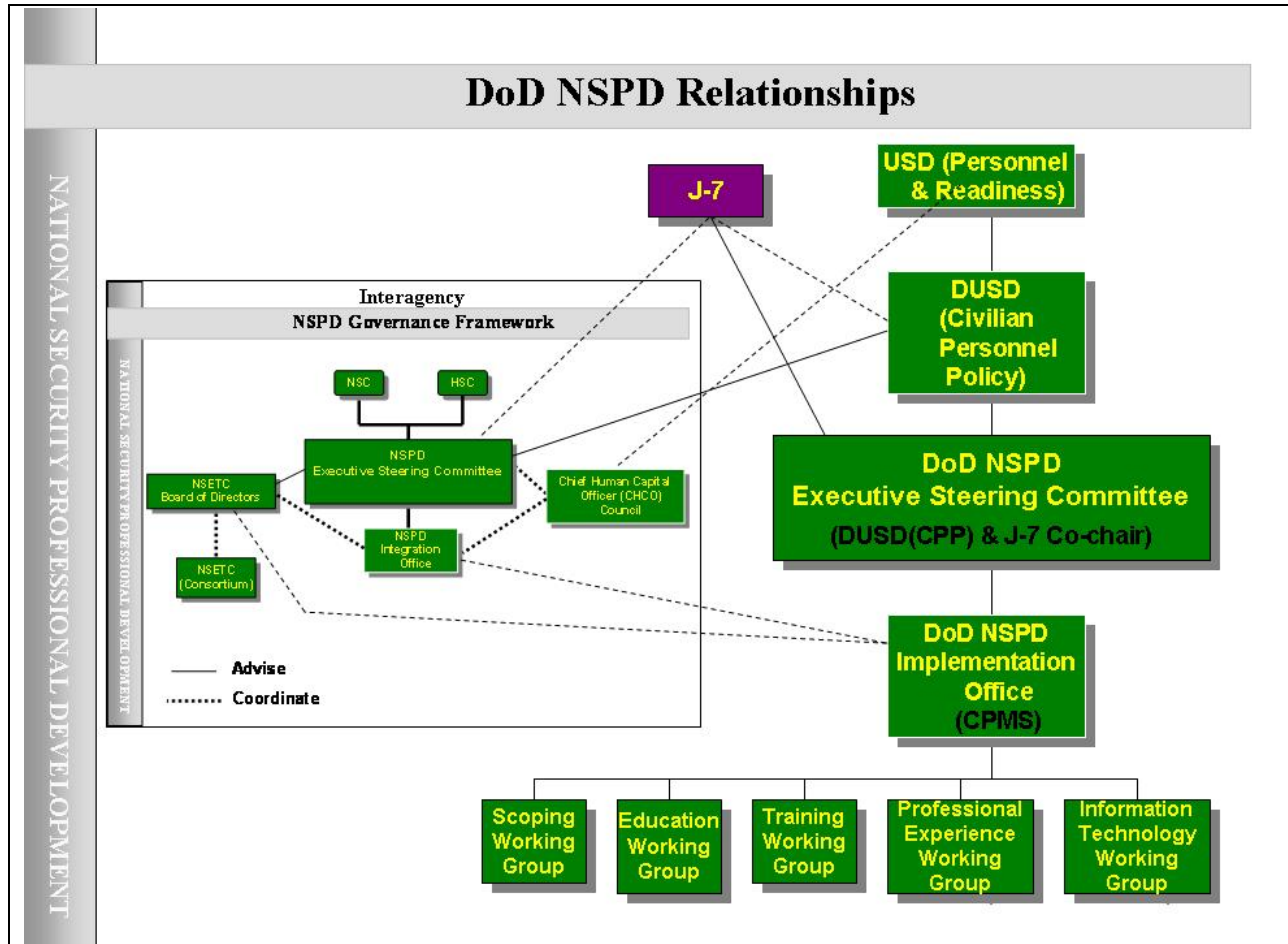


FIGURE 9-1: DoD NSPD Relationships

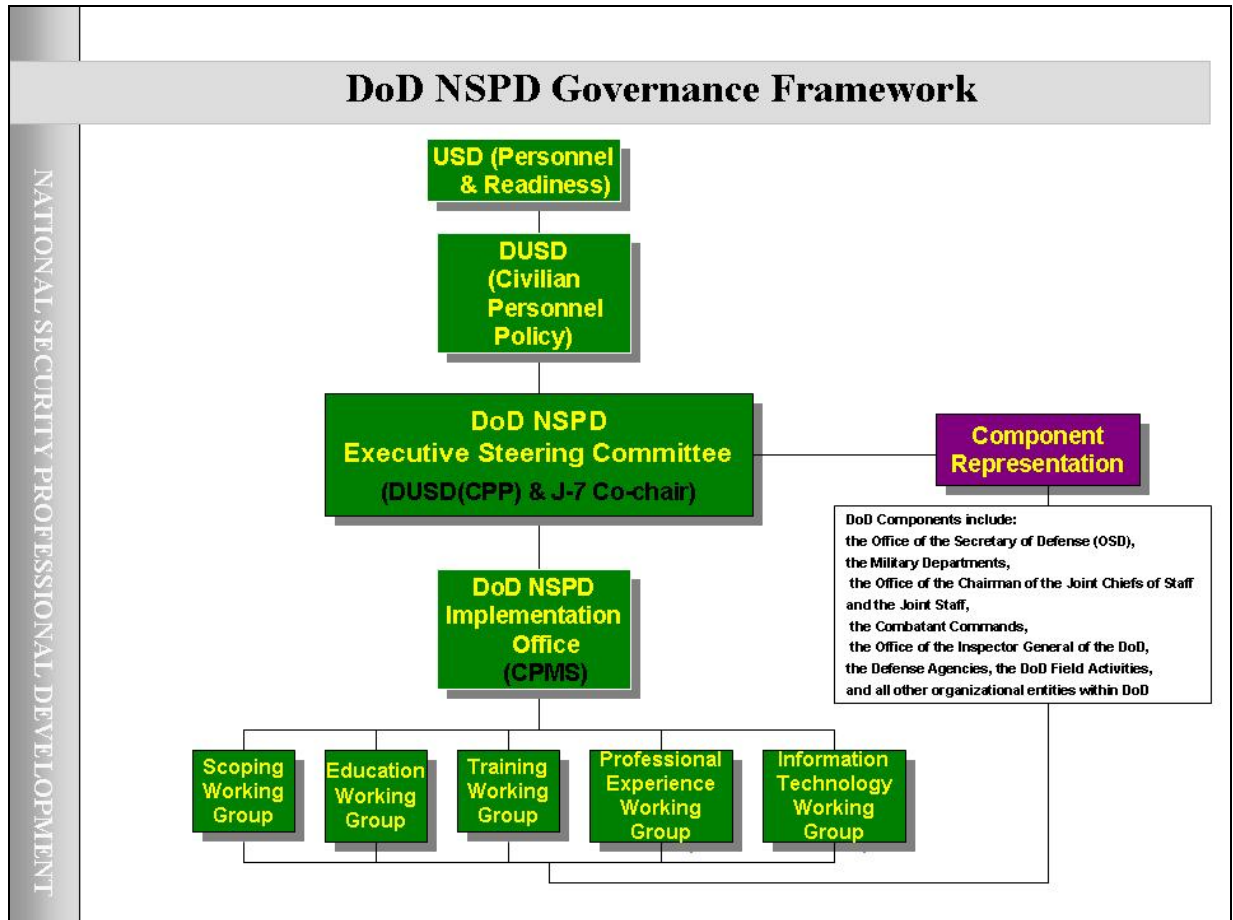


FIGURE 9-2: DoD NSPD Governance Framework

A DoD NSPD Executive Steering Committee (DoD ESC) has been established to guide the implementation of the NSPD initiative across all Components of DoD and to ensure the intent of the NSPD initiative is met, under provisions of EO 13434, *the National Strategy*, and the interagency *Implementation Plan*. The charter for the DoD ESC may be found as Appendix D. This DoD ESC is co-chaired by the DUSD(CPP) and the Director for Operational Plans and Joint Force Development (J-7). The DoD ESC’s desired goals are:

- Approve and issue a DoD NSPD Implementation Plan (DoD NSPD IP).
- Support the development of a DoD NSPD Implementation Office (DoD NSPD IO) to coordinate the execution of this DoD NSPD IP.
- Create and empower Working Groups (WGs), comprised of Component representatives, to complete the appropriate tasks as outlined in the *Strategy, Implementation Plan*, and DoD NSPD IP. These WGs have been referenced in earlier chapter of this *Plan*.
- Oversee the progress of the WGs, as coordinated by the DoD NSPD IO, and ensure they have the necessary recourses and access to decision-makers in order to achieve the tasks assigned.
- Ensure cooperation of Components in meeting articulated NSPD outcomes.

In addition, a DoD NSPD Implementation Office (DoD NSPD IO) has been established, with an initial operational capacity through staffing with two employees in September 2008, and will achieve full operational capability when fully staffed later in fiscal year 2009. This office will be responsible for supporting the DUSD-CPP interagency ESC member and, in conjunction with CPP and the Components, carrying out the actions included in this *Plan*. The DoD NSPD IO, under the auspices of the DOD ESC, has established two working groups – the Scoping Working Group and the Training working Groups. These groups are fully functional, with cross-Component membership, conducting the scoping and training tasks needed for NSPD roll-out in DoD. As the NSPD initiative evolves, the DoD NSPD IO will convene additional working groups with representatives from the Components to develop recommended actions to fulfill NSPD requirements and pave the way forward as the NSPD program grows and matures. Two working groups to be added in the near term are the Professional Experience Working Group (PEWG) and the Education Working Group.

The role of the DoD NSPD IO is evolving, but is expected to include:

- Support DUSD(CPP) role as Interagency Executive Steering Committee (ESC) member and DoD ESC Chair
- Develop and execute DoD's NSPD Implementation Plan (DoD NSPD IP)
- Draft needed policy
- Identify NSP requirements for training, education and professional experience
- Develop and implement a system to track NSPs and their training, education, and professional experience activities
- Facilitate rotational assignments and participation in exercises across the interagency
- Collaborate with Joint Staff and Components to facilitate training and education opportunities across the interagency
- Provide advice to the interagency Integration Office
- Arrange for DoD experts to serve as expert advisors on interagency NSPD working groups
- Represent DoD on the National Security Education & Training Consortium Board of Directors
- Represent the interests of DoD and its leadership in NSPD related matters

The implementation plan recognizes that all Components have existing resources directed toward training, education, and professional development efforts. Each Component will be asked to re-examine their training and development resources for re-allocation to NSPD roll out, as necessary. The DoD ESC will identify, discuss, and prioritize NSPD funding and resourcing issues that need to be addressed at the enterprise level. It is important to recognize that constrained resources, the aggressive timeline for implementation, and the existing mission requirements are all factors that must be considered in executing this *Plan*, as written. In consideration of such, DoD chose to implement NSPD using a phased or spiral approach and will continue to reevaluate the scope of the NSP population against mission requirements in the years ahead.

The DoD NSPD IO will collaborate with the Components through the NSPD working groups to develop clear objectives to be measured, and employ existing evaluation methodology,

performance metrics, and key indicators to assess progress. The results of this collaboration will then be submitted to the DoD ESC for discussion, formal approval, and implementation. The NSPD objectives developed will track the established human capital goals and metrics, which closely parallel the NSPD program metrics established by the interagency ESC and published in the interagency NSPD Implementation Plan. NSPD-specific metrics are part of DoD Personnel and Readiness (P&R) Balanced Score Card metrics, and are reviewed by the Under Secretary of Defense, P&R on a quarterly basis.

Appendix A – Authorities and References

Note: The complete list of National Strategies of the United States can be found in Appendix E.

Chapters 23, 33, 41, and 71 of Title 5, United States Code

Chapter 83 and sections 663 and 1614 of Title 10, United States Code

Civilian Human Capital Strategic Plan 2006 – 2010

Congressional Research Service Report: Building an Interagency Cadre of National Security Professionals: Proposals, Recent Experience, and Issues for Congress, 8 July 2008

Department of Defense Directive 1400.5, DoD Policy for Civilian Personnel, 21 March 1983

Department of Defense Directive 1403.03, “The Career Lifecycle Management of the Senior Executive Service (SES) Leaders within the Department of Defense”, 25 October 2007

Department of Defense Directive 1430.16, “Defense Leadership and Management Program (DLAMP),” 11 April 1997

Department of Defense Directive 1430.14, “Department of Defense Executive Leadership Development Program (ELDP),” 12 September 2003

Department of Defense Directive 5100.87, “Department of Defense Human Resources Activity (DoDHRA),” 19 February 2008

Department of Defense Directive 5124.02, “Under Secretary of Defense for Personnel and Readiness (USD(P&R)),” 23 June 2008

Department of Defense Directive 5124.8, “Principal Deputy Under Secretary of Defense for Personnel and Readiness (PDUSD(P&R)),” 16 July 2003

Executive Order 13434 – National Security Professional Development, 17 May 2007

Implementation Plan for Joint Leader Development: Joint Learning Opportunities for the DoD Civilian Workforce, 29 June 2007

Implementation Report for the DoD Civilian Human Capital Strategic Plan 2006 – 2010, May 2008

Quadrennial Defense Review (QDR) Report, 6 February 2006

National Defense Strategy of the United States of America, 31 July 2008

National Military Strategy of the United States: A Strategy for Today – A Vision for Tomorrow, 2004

National Security Professional Development Implementation Plan, 1 August 2008, as approved by the APNSA and APHS/CT on 2 September 2008.

National Strategy for the Development of Security Professionals, July 2007

Principal Deputy Under Secretary of Defense for Personnel and Readiness Memorandum, “Department of Defense (DoD) Civilian Leader Development Framework and Continuum,” 30 May 2008

Strategic Plan 2006-2011, Office of the Undersecretary of Defense for Personnel & Readiness, 18 April 2006

**Appendix B – Master Timeline
18 September 2008**

Short-term DoD actions resulting from the NSPD Deputies Committee Meeting convened on 19 February 2008 are discussed in Chapter 5 – Training Implementation and are contained within the Master Timeline below. Additional future actions which have been identified by this *Plan* for completion within the Department are presented in the following DoD Master Timeline.

The Master Timeline, actions, and due dates will be updated based on any future interagency NPSD ESC decisions.

ACTION	ACTION LEAD	DUE
Interagency ESC		
Participate as full member in interagency ESC for coordination of NSP implementation	DUSD(CPP) and J-7	June 2007 - present
Provide members for ESC subcommittees for development of specific components of NSP initiative: writing committees, NSETC committee, Web committee, etc	DUSD(CPP) and J-7	June 2007 - present
Develop interagency Implementation Plan Comments	DUSD(CPP) and CPMS	7/24/2008
Interagency NSP Integration Office		
Provide office space for interagency Integration Office (IO)	USD(P)	12/31/2007
Provide 4 billets for IO	DUSD(CPP)	12/31/2007
Provide support to IO's NSPD web portal	DoD NSPD IO	
DoD ESC		
Establish DoD NSP ESC with Component representation	DUSD(CPP) and J-7	1/04/2008
Distribute DoD ESC Charter	DUSD(CPP) and J-7	1/14/08
Conduct ESC meeting to resolve NSP issues and discusses strategy for NSP implementation throughout DoD	DUSD(CPP) and J-7	On-going
DoD NSP Implementation Office		
Plan and execute stand-up of DoD NSPD	CPMS JLDD	December 2007

Department of Defense Civilian National Security Professional Development Implementation Plan

Implementation Office		- Dec 2008
a. Resourced for 5 FTEs in FY09. (projected)	DUSD(CPP)	4/30/2008
b. Commence duties of NSP Implementation Office Chief	DoD NSPD IO	6/1/2008
c. Determine Office responsibilities	DUSD(CPP) & DoD NSPD IO	7/31/2008
DoD NSP Implementation Plan		
Develop DoD Civilian NSPD Implementation Plan	DoD NSPD IO	
Draft		8/29/2008
Final		9/18/2008
DoD NSP Web Page		
Develop and launch NSP link on CPMS web site	CPMS Web Master	9/30/2008
Develop plan for monthly updates	DUSD(CPP) & DoD NSPD IO	9/30/2008
Contact NSPs with web link info	DUSD(CPP) & DoD NSPD IO	10/1/2008
Post monthly updates	CPMS Web Master	
Write and post quarterly CPMS Express NSP articles focused on needs of HR practitioner	DUSD(CPP) & DoD NSPD IO	
SES Scoping and Notification		
Complete initial SES Scoping	DUSD(CPP)	2/28/2008
Finalize SES Scoping	DUSD(CPP)	7/18/2008
Complete SES NRF Scoping	DUSD(CPP)	7/18/2008
Draft Dr Chu and DepSec NSP roll-out memos and place in coordination	DUSD(CPP)	8/1/2008
E-mail PDF welcome memo from Dr Chu to NSP SES	DUSD(CPP)	9/11/2008
E-mail PDF memo from DepSec encouraging support of NSP to all Service Secretaries and Heads of Defense Agencies	DUSD(CPP)	9/18/08
NSP SES Welcome Sessions (Town Halls)		
Arrange Welcome Session for NRF NSPs (Aug 18)	DUSD(CPP)	July
Arrange and confirm all AV needs for Aug session	DUSD(CPP)	8/1/2008
Send out read-ahead's	DUSD(CPP)	8/11/2008

Develop Aug 18 NSP (NRF) Welcome outline and talking points Scripts/Talking Points	DUSD(CPP) & DoD NSPD IO	8/8/2008
Final		8/12/2008
Schedule locations for SES Non-NRF (Sept 22, Oct 2)	DUSD(CPP)	7/11/2008
Arrange and confirm all AV needs for Sept & Oct sessions	DUSD(CPP)	8/29/2008
Schedule taping of Sept session	DUSD(CPP) & DoD NSPD IO	8/29/2008
Send out read-ahead's	DUSD(CPP)	Sept 17 and Sept 25
Post taped Sept session on CPMS web site	CPMS Web Master	10/24/2008
Schedule and conduct additional Welcome Sessions	DUSD(CPP) & DoD NSPD IO	10/30/08
Track completion of SES welcome sessions	DoD NSPD IO	11/15/2008
GS 13- 15 Scoping and Notification		
Plan GS 13-15 NSP scoping - develop phased plan	DUSD(CPP)	8/31/2008
Develop instructions for NRF SES for scoping their subordinates	DUSD(CPP)	9/1/2008
Phased scoping of rest of SES subordinates	DUSD(CPP)	12/31/2008
NSP GS 13 - 15 Welcome Sessions (Town Halls)		
Schedule in person GS 13-15 NSP Welcome sessions	DUSD(CPP)	9/30/2008
Set up on-line welcome session to be delivered through video	DoD NSPD IO	10/31/2008
Complete delivery of GS 13-15 Welcome sessions	DoD NSPD IO	3/30/2009
Work with CHCO EP Subcommittee for FEB hosting of regional town halls	DUSD(CPP)	12/31/08
NSP Training Planning and Implementation		
Compile relevant DoD training for submit to interagency Integration Office (IO)	DoD NSPD IO & J-7	6/15/2008
Form DoD Training Working Group	DoD NSPD IO	6/15/2008
a. Submit J-7 inventory	DoD NSPD IO & J-7	6/16/2008
b. Work with JLDD to identify additional sources and courses for inclusion	DoD NSPD IO	On-going
c. Conduct training WG meetings	DoD NSPD IO	On-going

Participate in the development and review of the NSS on-line course	DoD NSPD IO	On-going
Work with HRBITS on tracking methods while OPM codes are pending	DoD NSPD IO	June - Dec, 2008
Develop waiver request for NRF training	DoD NSPD IO	8/12/2008
Notify NRF SES of FEMA on-line course training requirement	DUSD(CPP)	8/18/2008
Capture completion of on-line training (both NRF and National Sec)	DoD NSPD IO	Aug - Nov
Capture completion of GS 13-15 Welcome session	DoD NSPD IO	11/30/2008
Schedule DoD SES participation in Interagency training available fall of 2008	DUSD(CPP)	Sept - Nov, 2008
Notify NRF GS 13-15 of FEMA and National Sec on-line course training requirement	DoD NSPD IO	Sept 08 - March 09
Capture completion of on-line training (both NRF and National Sec) for GS 13-15	DoD NSPD IO	Sept 08 - March 09
Follow-up to ensure all training required for SES and GS 13 – 15 is completed	DoD NSPD IO	Sept 08 - March 09
NSP Education Planning and Implementation		
Compile suitable education courses (in anticipation of NSETC guidance)	DoD NSPD IO & J-7	TBD
Assess education courses content and objectives for suitability for NSP program needs	DoD NSPD IO & J-7	TBD
Assess educational institutions' capacity to support NSP program needs, identify gaps	DoD NSPD IO & J-7	TBD
Develop strategies to address gaps	DoD NSPD IO & J-7	TBD
NSP Professional Experience Planning and Implementation		
Develop plan for integrating SES NSP rotational assignments into SES 21st century leader program	DUSD(CPP)	1/15/09
Assess existing inter-agency MOUs that may be used for NSP purposes	DUSD(CPP)	1/15/09
Develop plans for identifying possible rotational assignments with JS, Services, Defense Agencies -- e.g. utilizing existing DoD MOUs, Individual Augmentees, PRTs, Expeditionary	DoD NSPD IO	1/15/09

NSETC		
Participate as full member in National Security Education and Training Consortium (NSETC)	CPMS JLDD	June - ongoing
b. Establish Federal minimum education requirements – NSETC voted not to support a positive education requirement for NSP positions	CPMS JLDD	7/18/2008
c. Identify education criteria: The NSETC will recommend criteria to inventory education opportunities to the ESC	CPMS JLDD	TBD
d. Develop NSETC membership requirements	CPMS JLDD	TBD
Communications Plan		
Examine existing DoD communications plan for applicability to NSP	DoD NSPD IO	11/21/09
Draft outline of major elements of communications plan and submit to DoD ESC for review	DoD NSPD IO	12/15/08
Implement Communication Plan	DoD NSPD IO	1/5/09 - ongoing

Appendix C – Competencies & NSPD Shared Capabilities

Appendix C includes additional information on the DoD civilian leader development framework discussed in Chapter 4 on Competency Assessment. The OPM Executive Core Qualifications, as modified by DoD, comprise the first section. The DoD-specific competency definitions are shown in the text below, followed by fundamental competencies that underpin the continuum. Finally, the NSPD Shared Capabilities are listed along with the related DoD competencies. It is important to understand that the continuum allows for growth from career entry through SES and that the performance indicators would be adjusted accordingly. This continuity allows for succession planning as it provides a framework and levels for the pipeline to aspire to.

In joint and interagency leader development, DoD has leveraged and built on the many years of experience and the expertise of our military Services. DoD continues to work closely with the Components of the Total Force as we move forward and integrate NSPD requirements into our development efforts. Defense-unique competencies have been validated through OPM. The Executive Core Qualifications modified to better support the DoD mission, follow:

OPM Executive Core Qualifications (ECQ) with DoD Modifications

Leading Change

Definition: This core competency involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent to this 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.

Competencies	
Creativity and Innovation	Develops new insights into situations; questions conventional approaches; encourages new ideas and innovations; designs and implements new or cutting edge programs/processes/solutions.
External Awareness	Actively seeks to understand others' cultural, religious, political, and societal norms and customs; builds language proficiency as required by the mission. Maintains an integrated understanding of Congressional and globalization factors that would influence defense, domestic and foreign policy and uses it in strategic and operational planning. Understands and keeps up-to-date on local, national, and international policies and trends that affect the organization and shape stakeholders' views; is aware of the organization's impact on the external environment.
Strategic Thinking	Formulates objectives and priorities, and implements plans consistent with the long-term interests of the organization in a global environment that takes into consideration the environment, resources, capabilities, constraints, and organizational goals and values. Capitalizes on opportunities and manages risks and contingencies, recognizing the implications for the organization and stakeholders.
Vision	Communicates a clear mission and set of values, providing guideposts for decision-making and action. Takes a long-term view and builds a shared vision with others; acts as a catalyst for organizational change. Influences others to translate vision into action.
Flexibility	Is open to change and new information; rapidly adapts to new information, changing conditions and strategy, or unexpected obstacles, processes, and requirements.

Resilience	Deals effectively with pressure, ambiguous and emerging conditions, and multiple tasks; remains optimistic and persistent, even under adversity or uncertainty. Recovers quickly from setbacks. Anticipates changes and learns from mistakes.
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Leading People

Definition: 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 fosters 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, and supports constructive resolution of conflicts.

Competencies	
Conflict Management	Anticipates and takes steps to prevent counter-productive confrontations. Manages and resolves conflicts and disagreements in a constructive manner.
Leveraging Diversity	Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization. Seeks out diverse ideas, opinions and insights, respecting the values and perceptions of others. Examines biases and seeks insights to avoid stereotypical responses and behavior.
Developing Others	Develops the ability of others to perform and contribute to the organization by inspiring and providing a learning environment of ongoing feedback and opportunities to learn through formal and informal methods, enabling employees to address skill gaps and realize their highest potential. Actively encourages and supports enhancement of a joint perspective.
Team Building	Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation and motivates team members to accomplish group goals.

Results Driven

Definition: 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.

Competencies	
Accountability	Fosters and ensures an environment that administers all resources in a manner that instills public trust while accomplishing the mission. Monitors progress and evaluates outcomes to improve organizational efficiency and effectiveness. Holds self and others accountable for measurable high-quality, timely, and cost-effective results. Determines objectives, sets priorities, and ensures sound management processes and procedures are in place, ensuring that national interests are well served. Accepts responsibility for mistakes. Complies with established control systems and rules.
Decisiveness	Makes well-informed, effective, and timely decisions, whether data are limited or vast, or solutions produce unpleasant consequences; perceives the impact and implications of decisions. Analyzes critically, synthesizing patterns among diverse systems and looking at interdependencies. Gauges unintended consequences. Uses sound judgment to simultaneously integrate and weigh situational constraints, risks and rewards.
Entrepreneurship	Positions the organization for future success by identifying new opportunities; builds the organization by developing or improving products or services. Identifies potential risks early and implements effective abatement or control measures. Takes calculated risks to accomplish organizational objectives. Defines evaluation criteria and continuously collects, assesses, shares and responds to data appropriately.

Customer Service	Anticipates and meets the needs of both internal and external customers. Delivers high-quality products and services; is committed to continuous improvement.
Problem Solving	Identifies and analyzes problems; weighs relevance and accuracy of information; seeks/generates and evaluates alternative perspectives/solutions; makes timely/effective recommendations, based on potential implications of findings or conclusions. Critically evaluates to identify the causes of problems, and chooses courses of action that balance the interests of the mission and stakeholders.
Technical Credibility	Understands and appropriately applies principles, procedures, requirements, regulations, and policies related to specialized expertise. Remains current with technology, tools, trends, and evolving practices in area of expertise.

Business Acumen

Definition: This core competency involves the ability to manage human, financial, and information resources strategically. Inherent to this competency is the ability to devise solutions with an understanding of how to impact business results by making connections between actions/performance and organizational goals and results, as well as external pressure points.

Competencies	
Financial Management	Understands the organization's financial processes. Prepares, justifies, and administers the program budget. Applies sound resource management principles, business/industry “best practices,” and applicable policies, regulations and laws to support operations. Aligns resources with policy and the strategic direction and priorities. Oversees procurement and contracting to achieve desired results. Monitors expenditures and uses cost-benefit thinking to set priorities.
Human Capital Management	Builds and manages workforce based on organizational goals, budget considerations, and staffing needs. Ensures that employees are appropriately recruited, selected, appraised, and rewarded; takes action to address performance-based deficiencies. Manages a multi-sector workforce and a variety of work situations.
Technology Management	Identifies, evaluates, and assimilates information from among multiple streams and differentiates information according to its utility; utilizes information to adjust self, situational, or global awareness. Keeps up-to-date on technological developments. Makes effective use of technology to achieve results. Ensures access to and security of technology systems.
Computer Literacy	Demonstrates skill in using job-relevant information systems and/or software applications, such as word processing, spreadsheets, automated research tools, database applications, and the Internet.

Building Coalitions

Definition: This core competency involves the ability to build coalitions internally and with other Federal agencies, State and local governments, nonprofit and private sector organizations, foreign governments, or international organizations to achieve common goals.

Competencies	
Political Savvy	Identifies the internal and external politics that impact the work of the organization. Perceives organizational and political reality and acts accordingly. Uses diplomacy in dealing with issues involving others.
Influencing/Negotiating	In representing the organization, establishes and maintains relationships with key individuals/groups; understands what motivates them. Persuades others; builds consensus through give and take; gains cooperation from others to obtain information, find solutions, and accomplish goals.
Partnering	Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals.

DoD Specific Competencies

Enterprise-wide Perspective

Definition: 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.

Competencies	
Joint Perspective	<p>Has an in-depth understanding of how the Department of Defense operates and how Services, Components, stakeholders, 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.</p> <p>Mission Orientation - Understands one’s identity in the organization and where his/her job fits into the major organization (e.g., Department of the Army, Navy, and Air Force and the Defense Agencies) and overall mission of the Defense Department.</p> <p>DoD Mission and Culture - Understands the Defense Department’s mission and the roles, missions and command structure of the Military Services and Defense Agencies. Can identify similarities and differences in Service mission and culture. Can identify members of the Total Force and articulate an understanding of how the Services work together to accomplish the DoD mission.</p> <p>DoD Corporate Perspective - Considers how the Department of Defense operates and how Components, stakeholders, partners and customers integrate toward mission accomplishment. Reviews literature, studies and guidance related to the operations of the Services and DoD.</p> <p>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’s joint mission objectives.</p> <p>Global Perspective - Effectively communicates the organization’s commitment to the joint mission and leads staff to exert influence and execute solutions across the Enterprise. Works collaboratively with other national security agencies to achieve U.S. goals and objectives. Fosters supportive partnerships across organizational lines and within the international community to drive integration and translate long-term goals into action.</p>

<p>National Security</p>	<p>Understands the role of military leaders and armed forces 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.</p> <p>National Security Foundation - Understands the DoD role, responsibilities and organizational framework as it applies to the national security mission. Comprehends the relationships between all elements of power and can articulate the importance of interagency and multinational cooperation in the use of power.</p> <p>National Security Environment - Keeps current and regularly examines key national security and international issues, to include, military, economic, political and societal trends that affect DoD. Uses knowledge of national security policy to shape broader strategies, policy objectives, inter-agency partnerships and other initiatives beyond the organizational level in support of DoD's national security goals.</p> <p>National Security Strategy - Systematically applies an in-depth understanding of national security policy, goals and objectives to the development, deployment, employment and sustainment of DoD resources in support of national objectives. Coordinates issues with national security implications across all layers of government. Constructively influences policy toward the attainment of national security goals and objectives.</p>
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Fundamental Competencies

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

<p>Competencies</p>	
<p>Interpersonal Skills</p>	<p>Develops and maintains effective working relationships, especially in difficult situations. Engages and inspires others. Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different audiences/situations/cultures. Actively solicits feedback. Exemplifies professionalism, tact and empathy. Builds trust and commitment.</p>
<p>Integrity/Honesty</p>	<p>Nurtures ethically-minded organizations through personal discipline, values, self-control and policies that reinforce ethical behavior. Demonstrates selflessness of action by doing the right thing regardless of personal and professional consequences. Behaves in an honest, fair, and ethical manner without regard to pressure from other authorities. Shows consistency in words and actions. Instills trust and confidence; models high standards of ethics.</p>
<p>Written Communication</p>	<p>Writes to convey information in a clear, concise, organized, and convincing manner for the intended audience, using correct English grammar, punctuation and spelling. Expresses thoughts persuasively and uses effective modes to reinforce message retention.</p>
<p>Oral Communication</p>	<p>Demonstrates ability to clearly and effectively articulate, present and promote varied ideas and issues (to include sensitive or controversial topics) before a wide range of audiences. Makes clear and convincing oral presentations. Listens effectively; clarifies information as needed.</p>
<p>Continual Learning</p>	<p>Assesses and recognizes own strengths and weaknesses; pursues self-development. Uses challenges as opportunities to improve and become more effective. Pursues chances to stretch skills to further professional growth. Seeks ways to improve the capacity of others and the organization through knowledge sharing, mentoring and coaching.</p>
<p>Public Service Motivation</p>	<p>Shows a commitment to serve the public. Ensures that actions meet public needs; aligns organizational objectives and practices with public interests.</p>

National Security Professional (NSP) Shared Capabilities⁹

Understanding the capabilities that individuals must possess to perform their national security missions is crucial to developing an integrated NSPD program, since it is from these capabilities that education and training courses, professional experiences, and other career development programs will follow.

The capabilities needed by NSPs are driven by the national security threats and opportunities the country faces. Any situation will require different strategies, different specialized subject-matter expertise, and different tactical approaches. Every one, however, will share the need for integrated interagency engagement. Recognizing this, the NSP shared capabilities focus on those capabilities needed to succeed in an *interagency* environment.

It is important to note that these capabilities:

- Do not include any specialized capabilities (e.g., subject-matter expertise required for disaster response, state-building, counter-insurgency, etc.) and although applicable to anyone involved in interagency national security operations, they were developed principally for the GS-12 to SES or equivalent grade levels.
- Incorporate the work of, and reflect the thinking of, a number of departments and agencies who had already conducted a great deal of work in this area.
- Reflect the competency frameworks developed by several departments and agencies that include similar capabilities. These capabilities can be cross-walked to the ones listed below. As an example, the Senior Executive Service Executive Core Qualifications (ECQs) contain two fundamental capabilities, “Written Communication” and “Oral Communication,” which can be cross-walked to the “Communicating” capability listed below.

In crosswalking the NSP Shared Capabilities with the DoD Civilian competencies listed above, there is a great deal of overlap and multiple competencies that link back to the definition of each capability. For example, depending on the use in a course or the particular experience, the NSP capability for Strategic Thinking could be linked to the DoD qualification and associated competencies: Leading Change (External Awareness, Strategic Thinking, and Vision), Leading People (Conflict Management, Leveraging Diversity, and Team Building), Results Driven (Decisiveness, Customer Service, Problem Solving, and Technical Credibility), etc.

As explained in the third bullet above, the general capabilities can be crosswalked to a number of competencies. In the list of capabilities below, the major link to DoD leader competencies will be noted. During FY09, a thorough analysis of how DoD training and education interventions apply to each will be completed, with learning objectives mapped to desired outcomes. Note that the DoD specific core competency Enterprise-wide Perspective provides the joint/interagency and national security foundation expected throughout the capabilities.

⁹ These capabilities are to be used for training, education and professional development. A job analysis must be conducted if they are to be used in any personnel decisions (e.g., performance plans, selection, and promotion).

The NSP Shared Capabilities are:

Strategic Thinking

NSPs must understand the country's national security strategy and the various documents that convey it. They must also be able to: envision future states in collaboration with other agencies; think strategically; and engage in interagency strategic planning.

Crosswalked to DoD Leadership Core Competency: Leading Change (Strategic Thinking)

Critical and Creative Thinking

NSPs must be able to: analyze problems in concert with other agencies; seek out, evaluate, and synthesize information from multiple sources; assess and challenge assumptions; and offer alternative and creative solutions/courses of action.

Crosswalked to DoD Leadership Core Competency: Leading Change (Creativity and Innovation) and Leading People (Problem Solving)

Leading and Working with Interagency Teams

NSPs in leadership roles must be able to: create a shared vision and unity of purpose amongst all the players; win the confidence and trust of all the players; effectively utilize the knowledge, skills, and resources of each team member; develop/mentor staff from other agencies; ensure collaborative problem-solving; and manage internal conflicts.

Crosswalked to DoD Leadership Core Competency: Leading People and Building Coalitions

Collaborating

NSPs must be able to: work with other agencies to accomplish goals; build and maintain networks/relationships that span agencies; and promote an environment that encourages collaboration, integration, and information/knowledge sharing.

Crosswalked to DoD Leadership Core Competency: Building Coalitions

Planning, Managing and Conducting Interagency Operations

NSPs must be able to: develop interagency plans (strategic and operational); execute and monitor interagency operations (e.g., be adept at budget/financial management, project/program management, and performance management/evaluation in an interagency environment); maintain strong political and situational awareness; and navigate interagency decision-making processes (e.g., technical level, policy level, political level).

Crosswalked to DoD Leadership Core Competency: Building Coalitions, Results Driven, Enterprise-wide Perspective

Maintaining Global and Cultural Acuity

NSPs must maintain: an integrated understanding of factors that influence national security (e.g., global/regional/country trends); knowledge of relevant foreign cultures and histories; and foreign language proficiency, if required by position. NSPs must also be familiar with the structures, processes, and cultures of the other agencies with whom they work. In addition they must be “interagency savvy”. NSPs must understand the interagency working environment, the roles and authorities of each organization involved in national security, official and unofficial interagency processes, and the culture of agencies involved in national security. They must be able to identify the internal and external politics that impact the work of the interagency organizations and approach national security issues with clear perceptions of organizational and political reality and recognize the impact of alternative courses of action.

Crosswalked to DoD Leadership Core Competency: Enterprise-wide Perspective

Mediating and Negotiating

NSPs must be able to mediate disputes and negotiate with partners and stakeholders during operations.

Crosswalked to DoD Leadership Core Competency: Building Coalitions and Results Driven

Communicating

NSPs must be able to: clearly articulate information (written and verbal); read non-verbal cues; manage the expectations of diverse groups; listen actively; and tailor communications approaches to different circumstances and audiences.

Crosswalked to DoD Leadership Core Competency: Fundamental and integrated into other Qualifications

More information on the Civilian Leader Development Framework and Continuum is discussed in the Competency chapter. See http://www.cpms.osd.mil/JLDD/JLDD_index.aspx for information on the validation study and other related information.

**Appendix D – Charter,
DoD National Security Professional Development
Executive Steering Committee (DoD NSPD ESC)**
Finalized and Distributed Jan 14, 2008

Name	DoD National Security Professional Development Executive Steering Committee (referred to as DoD NSPD ESC or DoD ESC)
Purpose	To guide the implementation of the National Security Professional Development (NSPD) initiative across all Components of the Department of Defense. Ensure the intent of the NSPD initiative is met, UP of Executive Order (EO) 13434 - <i>National Security Professional Development</i> , issued May 17, 2007, <i>The National Strategy for the Development of Security Professionals</i> , issued July 2007, and the <i>Implementation Plan</i> , issued 1 August 2008.
Co-Chairs	Deputy Under Secretary of Defense for Civilian Personnel Policy & Director for Operational Plans and Joint Force Development (J-7)
Members	J-7, J-1, USAF, USA, USN, DSCA, DUSD(MPP), & NDU
Key Outcomes	<p>The NSPD initiative calls for a comprehensive interagency effort to establish and maintain coordinated programs for the development of National Security Professionals (NSP). The EO promotes innovative solutions for preparing federal, state, and local personnel and military members to respond to natural and man-made disasters, including acts of terrorism. <i>The National Strategy</i> and the <i>Implementation Plan</i> further delineate the goals and structure of the development programs for NSPs. The NSPD Initiative responds to 21st Century needs by promoting interagency cooperation that makes national security responsiveness an integrated mission of both civilian and military agencies. These innovative practices draw on the lessons learned from Hurricane Katrina and are aligned with DoD’s stated goals in the QDR. To achieve these outcomes, the DoD ESC will:</p> <ul style="list-style-type: none"> • Approve and issue a DoD NSPD Implementation Plan (DoD NSPD IP). • Support the development of a DoD NSPD Implementation Office (DoD NSPD IO) to coordinate the execution of this DoD NSPD IP. • Create and empower Working Groups (WGs), comprised of Component representatives, to complete the appropriate tasks as outlined in the <i>Strategy, Implementation Plan</i>, and DoD NSPD IP. • Oversee the progress of the WGs, as coordinated by the DoD NSPD IO, and ensure they have the necessary recourses and access to decision-makers in order to achieve the tasks assigned. • Ensure cooperation of Components in meeting articulated NSPD outcomes.

	<p>The DoD ESC will:</p> <ul style="list-style-type: none"> • Provide advice to the Department on NSPD implementation. • Charter WGs, including: Training, Education, Professional Experience, IT, and Phased Roll-Out. • Review and provide recommendations on the structure of the DoD NSPD IO. • Provide resources to achieve the assigned work of the WGs and the DoD NSPD IO. • Provide oversight of progress against NSPD objectives, as stated in the <i>Implementation Plan</i> and DoD NSPD IP. • Champion the NSPD initiative in their Components and across DoD. • Serve as liaisons on interagency committees and at interagency events that are devoted to NSPD issues. • Review NSPD-related policies proposed by WGs and the DoD NSPD IO, and approve for coordination process.
<p>Applicability</p>	<p>Both civilian employees and military members of DoD and its Components are included in the NSPD initiative. NSPD positions and individuals will be identified in a rolling phase-in of the initiative.</p>
<p>Meetings</p>	<p>A schedule of meetings will be published to ensure that the perspectives of all members are included. DoD ESC members will participate, to the extent possible, in all scheduled meetings. The DoD ESC will exist until such time as the Under Secretary of Defense (P&R) deems the effort complete (or deems the oversight of efforts to be invested in another body.)</p>

Appendix E – National Strategies of the United States
18 September 2008

National Security Strategy of the United States (2006)

National Defense Strategy of the United States of America (2008)

National Military Strategy (2004)

National Counterintelligence Strategy (2005)

National Drug Control Strategy (2007)

National Intelligence Strategy (2005)

National Strategy for Aviation Security (2007)

National Strategy for Combating Terrorism (2006)

National Strategy for Homeland Security (2007)

National Strategy for Information Sharing (2007)

National Strategy for the Development of Security Professionals (2007)

National Strategy for Victory in Iraq (2005)

National Strategy for the Physical Protection of Critical Infrastructures (2003)

National Strategy to Combat Identity Theft (2006)

National Strategy to Secure Cyberspace (2003)

National Strategy for Maritime Security (2005)

National Strategy for Pandemic Influenza (2005)

Appendix F: Officer Professional Military Education System¹⁰

ANNEX A TO APPENDIX A TO ENCLOSURE A

CJCSI 1800.01C
22 December 2005

GRADE	CADET/SHIPMAN	0-10/2/0-3	0-4	0-5/0-6	0-7/0-8/0-9	
EDUCATION LEVEL	PRECOMMISSIONING	PRIMARY	INTERMEDIATE	SENIOR	GENERAL/FLAG	
EDUCATIONAL INSTITUTIONS AND COURSES	Service Academies ROTC OCS/OTS	<ul style="list-style-type: none"> Branch Warfare or Staff Specialty Schools Primary-Level PME Courses 	<ul style="list-style-type: none"> Air War College Army War College College of Naval Warfare Marine Corps Command and Staff College Marine Corps War College Industrial College of the Armed Forces¹ National War College¹ JFSC, Joint and Combined Warfighting School JFSC, Joint Advanced Warfighting School¹ 	<ul style="list-style-type: none"> Air War College Army War College College of Naval Warfare Marine Corps War College Industrial College of the Armed Forces¹ National War College¹ JFSC, Joint and Combined Warfighting School JFSC, Joint Advanced Warfighting School¹ 	<ul style="list-style-type: none"> CAPSTONE Joint Functional Component Commander Courses Joint Flag Officer Warfighting Course Pinnacle 	
LEVELS OF WAR EMPHASIZED	Conceptual Awareness of all Levels					
FOCUS OF MILITARY EDUCATION	Introduction to Services Missions	<ul style="list-style-type: none"> Assigned Branch Warfare Specialty 	<ul style="list-style-type: none"> Warfighting within the context of Operational Art Intro to theater strategy and plans, national military strategy and national security strategy Develop analytical capabilities and creative thought 	<ul style="list-style-type: none"> Service Schools: strategic leadership, national military strategy and theater strategy NWC: national security strategy ICAF: national security strategy with emphasis on the resource components 	<ul style="list-style-type: none"> Joint matters and national security Interagency process Multinational operations 	
JOINT EMPHASIS	<ul style="list-style-type: none"> Joint Introduction National Military Capabilities and Organization Foundation of Joint Warfare 	<ul style="list-style-type: none"> Joint Awareness Joint Warfare Fundamentals Joint Campaigning 	<ul style="list-style-type: none"> JPME Phase I National military strategy National military capabilities command structure and strategic guidance Joint doctrine and concepts Joint and multinational forces at the operational level of war Joint planning and execution processes Information operations, C2 and battlespace awareness Joint force and joint requirements development 	<ul style="list-style-type: none"> JPME Phase I National security strategy National planning systems and processes National and theater military organization Joint doctrine, force and requirements development Information operations, C2 and battlespace awareness Joint force and joint requirements development Joint strategic leader development 	<ul style="list-style-type: none"> JPME Phase II National security strategy and organization Joint warfare, theater strategy and joint planning systems and processes National and joint planning Integration of Joint, IA and multinational capabilities Information ops, C2 and battlespace awareness Joint force and joint requirements development Joint strategic leader development 	<ul style="list-style-type: none"> CAPSTONE National security strategy Joint operational art Joint Functional Component Commander Courses & JFOWC National security strategy National planning systems and organization National military strategy & organization Interagency, campaigning and military operations in Joint, interagency, and multinational environment Strategic leader development Pinnacle Joint/Combined force development Building & commanding the joint combined force The JFC and the IA, NCA, NMS and the Congress

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TACTICAL
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OPERATIONAL
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STRATEGIC

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Annex A
Appendix A
Enclosure A

A-A-A-1

¹ICAF, NWC, and JAWS offer single-phase JPME

¹⁰ Extract of CJCSI 1800.01C, Officer Professional Military Education Policy (OPMEP).

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