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PERSONNEL AND
READINESS

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
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UNDER SECRETARIES OF DEFENSE
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DIRECTORS OF DOD FIELD ACTIVITIES

SUBJECT: Department of Defense (DoD) Civilian Leader Development Framework and Continuum

This memorandum announces approval of the DoD Civilian Leader Development Framework and Continuum (attached), and forwards these products for Department-wide implementation.

Originally endorsed by the Defense Human Resources Board in April 2007, the Framework and Continuum were developed to serve as a blueprint for the deliberate development of the next generation of DoD civilian leaders. The underlying competencies have now been fully vetted and validated and, therefore, are approved for use in leader development throughout the Department.

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, the DoD competencies and definitions reflect the unique challenges and requirements of leadership in DoD. Perhaps the most important difference is the addition of a sixth core competency, Enterprise-wide Perspective, with its two underlying sub-competencies, Joint Perspective 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.

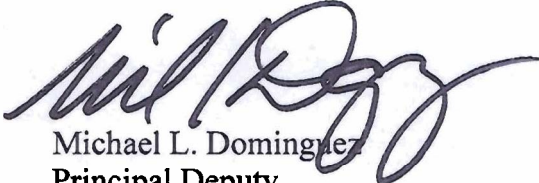
The DoD Civilian Leader Development Continuum depicts the progression of competencies needed as one rises through the leadership ranks, from the foundational core competencies required for all, to the strategic capabilities required of our most senior executives. A compendium of available learning opportunities that address the DoD-specific competencies is under development and will be made available within the next several months.

In addition, work is continuing toward the development of a DoD-unique leadership competency assessment tool based on this new competency framework. The assessment tool will be available later this year, and will be used to assess the proficiency of our current civilian leaders, identify any systemic competency gaps, and develop plans to close those gaps, as required annually by the President's Management Agenda.

Policies and procedures, along with additional guidance on the intended use of these documents for both individual and organizational development, are forthcoming and will be issued through official publication channels, as appropriate. In preparation, each Component should move forward with earlier plans to align its leader development initiatives to the DoD Framework and Continuum.

These efforts demonstrate real progress toward ensuring the deliberate development of civilian leaders with a broad, enterprise-wide perspective throughout the Department and to identify solutions that will enhance the return on our investment in civilian leader development. I thank you for your personal support and participation in this endeavor.

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Michael L. Dominguez
Principal Deputy

Attachments:
As stated