

# **The Department of Defense Initiative**

**Developing 21<sup>st</sup> Century  
Senior Executive Service Leaders**

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# *Today's Discussion*

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- Purpose of the Initiative
- What We Have Done
- What We Have Learned
- Proposed Key Concepts
- Timeline



## *Purpose*

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- Deputy Secretary of Defense is the sponsor the DoD Initiative to “Develop 21<sup>st</sup> Century Leaders”
- The purpose of the Initiative is to:
  - Improve the deliberate development and management of the career lifecycle of all senior executives, including the leadership talent pipeline
    - Base on 21<sup>st</sup> Century Competencies
    - Identify gaps – close gaps
- Ensure the development of succession plans for leaders
- Ensure enterprise-wide perspectives and knowledge of joint matters across the leadership spectrum



# ***The Way Forward- What Have We Done?***

## **Step 1**

### **Gather Information**

- Formed a SES level working group
- Conducted an environmental scan
- Benchmarked Private Industry
- Sought SES feedback at May 2006 conference
- Developed pilot program in the Combatant Commands to test some features

## **Step 2**

### **Issue Policy to Authorize and Direct the Effort**

- Drafted Guiding Principles
- Drafted DoD Directive for comment
- Socialize with SES

## **Step 3**

### **Design an Executive Management and Development Framework**

- Drafted Concept Paper



# What We Learned Expectations of DoD 21<sup>st</sup> Century Leaders

## New Times

- Asymmetric threats
- Expanded mission requirements
- Increased reliance on national security partners
- New definition of "joint"
- Increased loss of "intellectual capital"

## New Skills

- Adaptive and proven leadership for transformational times; creativity and innovation
- Varied experiences to understand interplay of operations and policy; diversity in person and skills
- Enterprise-spanning perspectives that aligns local organizations to the DoD mission
- Understanding and leadership in a multi-service, interagency, multi-national, and global environment
- Speed, agility, and precision of action for effective warfighting capabilities



# What We Learned – Best Practices

## SES

## GFO and Top Execs in Private Sector

- Largely local resources

- Largely Corporate resources

- Executive driven development

- Institution and top management driven development

- Executive initiated utilization

- Top management initiated utilization

- “Fend for yourself” system

- Executives develop others

- Rare development opportunities

- Many systematic development opportunities

- Typically selected for functional skills

- Selected for executive management skills

- Positions posited to be equal

- Stratify executives and identify top cadre for strongest institutional management

- Rotation Pattern Varies - Some to frequent

- Frequent position rotation



# *The Way Forward*

## **Draft – Guiding Principles**

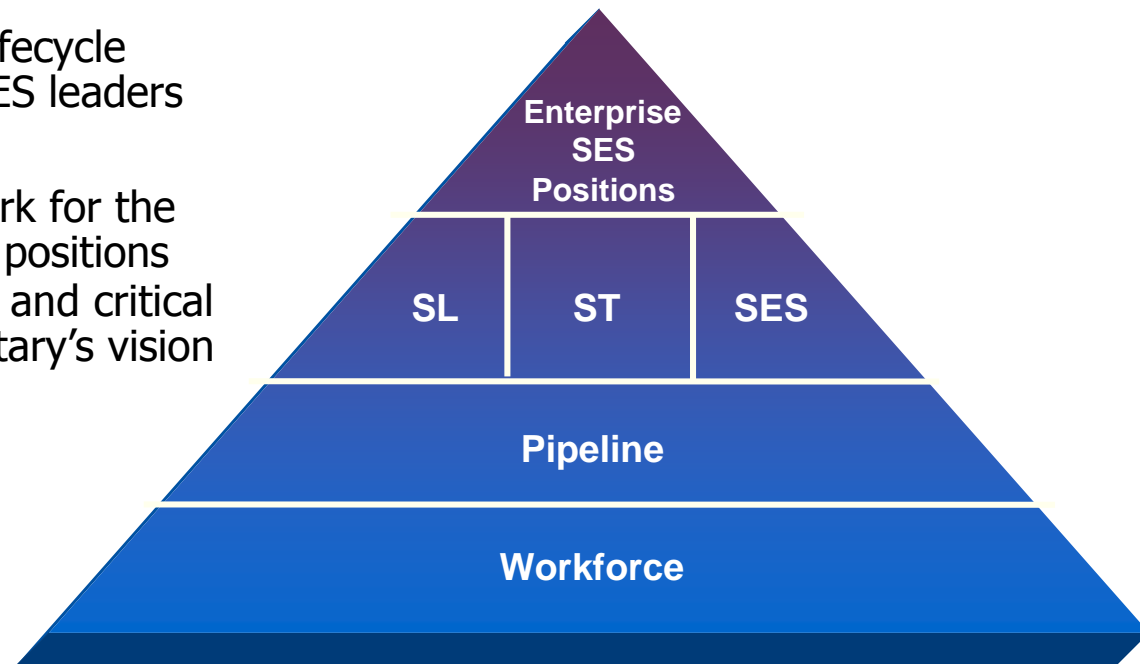
- Appreciate, value individual needs, engage, and respect our SES
- Value talent, workforce diversity, performance, leadership, and commitment to public service
- Fully integrate SES leaders as a “Total Force” partner in the execution of DoD’s mission
- Manage and develop leaders across the Department with a flexible, executable, transparent, and credible framework
- Recognize Component mission requirements in managing executive talent across DoD
- Transition the management of SES leadership careers from an ad hoc to a deliberate corporate process
- Encourage, recognize, and reward SES who are the best corporate citizens and role models
- Value a portfolio of experiences that builds perspective and expertise to exert influence and make decisions crossing disciplines and diverse environments
- Ensure deliberate and early development of a leadership pipeline that meets OPM and DoD executive core competencies



# The Way Forward

## Draft DoD Directive - Key Concepts

- Create framework for the lifecycle management for all DoD SES leaders
- Create a separate framework for the management of select SES positions considered to be influential and critical to accomplishing the Secretary's vision and strategic priorities



*Developing 21st Century Senior Executive Service Leaders*





# *The Way Forward*

## **Draft DoD Directive – Key Concepts – All SES**

### **DoD will Issue Policy To:**

- Create an executive management framework to manage the career lifecycle\*
- Develop succession plans aligned with DoD and Component mission requirements considering such things as competencies and skill gaps
- Provide roadmap for development that includes a portfolio of experiences aligned with mission requirements
- Create institutional support (e.g. incentives, HR flexibilities) structure
- Determine and sustain a talented pipeline
- Determine positions that have significant enterprise-wide scope

### **All SES Leaders Will Be:**

- A vital part of the DoD integrated executive leadership team
- Drawn from the best of America's diverse population - balance of internal and external sources
- Have a portfolio of diverse experiences to broaden and shape perspectives
  - Enterprise-wide perspectives and competency in "joint matters"
  - Cross-functional
- Deliberately managed within the lifecycle

\* Recruitment, assignment, selection, development, utilization, performance, sustainment, and separation



# ***Draft DoD Directive – Key Concepts***

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## **Enterprise SES Leaders – Expanded Requirement - Enterprise**

### **DoD Will Establish Policy To:**

- Establish Senior Advisory Panel (Multi-Component), Career SES and GFOs
- The Senior Advisory Panel will advise the DepSecDef in the following areas:
  - Develop succession plan and roadmap for continued professional development
  - Assess leadership talent
  - Determine recruitment strategies for vacant positions
  - Serve on rating and interview panels
  - Recommend candidates for selection and career assignments
  - Determine positions that have significant enterprise scope

### **Enterprise SES Leaders Will:**

- Have a portfolio of diverse experiences to provide expert level perspectives and understanding of national security matters
  - Enterprise-wide perspectives and competency in “joint matters”
  - Cross-functional knowledge and experiences
  - Deeper understanding/operational savvy of implications of national security issues on position responsibilities
- Be deliberately managed within the lifecycle with DoD (Enterprise) involvement
  - Multi-Component evaluation and selection panels
  - DoD validation of selection



# The Timeline for Action

## Developing 21<sup>st</sup> Century SES Leaders

We are ahead here...

On course

Revised plan

- Convene DOD Working Group - February 24, 2006
- Brief Defense Business Board Task Group – March 1, 2006
- Brief DHRB – March 16, 2006
- Draft DoD Directive – April 1, 2006
- Begin formal “socializing” - April 1, 2006
- Focus Groups: April 1 – May 9, 2006
- Brief M&RA – Bi-monthly
- Obtain DBB Recommendations – May 31, 2006
- Begin DoD Directive formal coordination – August 15
- Develop DoD Instruction – June 2006 – August 2006
- Continue formal socializing – August 2006 – October 2006
  - SES forums, town halls, webcasts, etc.
- Begin DoD Instruction formal coordination – September - November 2006
- Issue DoD Directive – October 15, 2006
- Draft Report to Congress Coordinated – Nov. 1 – Dec. 1, 2006
- Submit final Report to Congress – January 15, 2007
- Brief DepOps Dep Tank /OpsDep Chairman Tank – July, 2006