



OFFICE OF THE UNDER SECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-4000

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PERSONNEL AND
READINESS

MEMORANDUM FOR DEPUTY UNDER SECRETARY OF THE ARMY
DEPUTY ASSISTANT SECRETARY FOR
CIVILIAN HUMAN RESOURCES, NAVY
ASSISTANT DEPUTY CHIEF OF STAFF,
MANPOWER AND PERSONNEL, AIR FORCE
DIRECTOR OF ADMINISTRATION AND MANAGEMENT

SUBJECT: Developing 21st Century Career Senior Executive Service (SES)
Leaders

This memorandum provides an update on our initiative to examine the policies and practices for developing 21st century career SES leaders, and to recommend changes that would ensure a cadre of career SES members who possess the requisite 21st century competencies for leadership in this new era. In January 2006, the Under Secretary of Defense (Personnel and Readiness) announced the establishment of an SES Working Group to propose recommendations. Rear Admiral Donna Crisp, Director of Manpower and Personnel, Joint Staff, and I are chairing this Working Group.

The first meeting of the Working Group was held on February 3, 2006. The Working Group identified key actions and proposed a set of basic principles to underpin a renewed SES corps. These actions were briefed to the Defense Human Resources Board, (DHRB) in March 2006. Subsequently, we hosted a one day Focus Group Conference on May 9, 2006, at the National Defense University in Washington, D.C. to obtain the views of our current career SES members on how the Department might ensure 21st century leaders. The DHRB briefing and results of the conference are posted at the Senior Executive Service and Senior Professional website: www.cpms.osd.mil/sespm/index.htm.

As a result of what we learned during our Focus Group sessions, we took a tactical pause to develop an approach to better and more widely articulate the reasons and urgency of our transformation efforts. To help us, we reconfigured the working group to increase the participation of SES members from across the Department. The Charter and membership for this working group are attached and posted to the above website.

The Charter will acquaint you in more detail with our work on this important initiative. We will regularly post updates and important information on the website, so I encourage you to go online and review the contents.

As you know, this is an important initiative for the Department. To that end, I request that you share this memorandum with your SES members, encourage them to view the website and its contents, and contact their representative with any ideas or suggestions that they may have. The website, along with other communication venues, including focus groups, town hall meetings, webcasts, and on-line forums will be used to solicit on-going feedback. We have a seminal opportunity to ensure that we have an institutional capacity that enables our SES members to become a more fully integrated "total force" partner in the execution of the Department's national security mission. Admiral Crisp and I look forward to continuing our work with you on this critical initiative.



Patricia S. Bradshaw
Deputy Under Secretary
Civilian Personnel Policy

Attachment:

As stated

Cc:

Director for Manpower and Personnel,
Joint Staff

Developing 21st Century Senior Executive Service Leaders

Working Group Charter

Purpose:

The purpose of the Senior Executive Service (SES) Working Group is to make recommendations to the Secretary of Defense for the management and development of the career SES in the Department of Defense. Career senior executives provide the Department of Defense with solid executive expertise, public service values, and a broad perspective of the Government.

Background:

The Secretary of Defense, through the Under Secretary of Defense for (Personnel and Readiness) (USD(P&R)), directed an examination of the DoD career SES program to ensure the most effective alignment, selection, utilization, management, and development of the career SES to meet 21st century challenges.

The career SES was established by the Civil Service Reform Act of 1978 to provide general management opportunities and capabilities for the most talented career civil servants. The DoD career senior executive program operates under the regulations of the Office of Personnel Management (OPM), whose role is to preserve the government-wide interests of a corporate, merit-based government. The career SES is governed by Chapters 31, 33, 35, 43, and 53 of title 5 U.S.C.; the regulations of OPM at 5 CFR Parts 214, 317, 319, 430 (Subpart C), and 534 (Subpart D). DoD supplements these regulations with DoD Directive (DoDD) 1403.1. The USD(P&R) has responsibility under DoDD 1403.1, to ensure a comprehensive career SES program to lead and support the DoD mission and under DoD Civilian Personnel Manual, Subchapter 920, to implement a pay for performance system.

Result of the Initiative:

The result of this initiative will be a DoD world class enterprise of career SES leaders fully capable of achieving the DoD mission in a new joint environment. Along with General/ Flag Officers and political leaders, our career SES are a key part the executive leadership team that must support our military forces in executing DoD's national security mission. This mission is executed by maintaining an unparalleled high quality military and civilian force, capable of deterring war, responding to national emergencies, and threats in the most dynamic and integrated environments known, and protecting the interests of the United States.

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We face a time of rapid and complex change. In such times, the quality and caliber of executive leadership is a principle determinant of organizational success. Therefore, it is the responsibility of visionary organizational leadership to foster a culture whereby unity of effort, collective capability, and joint performance of career SES leaders across the Department and with strategic partners worldwide will meet DoD's challenges. Further, it is the responsibility of enlightened organizational leadership to see that organizational systems and processes are implemented and managed to create the quality and caliber of executive leadership needed to meet the Department's challenges.

The transformation from the 20th Century, Cold War way of thinking to a new 21st Century strategic environment requires that the synergistic employment of governmental, non-governmental agencies, commercial enterprises, military forces, and international partners combine to achieve our DoD mission. Our DoD career civilian executive leadership must be at the forefront of this transformation along with our military forces and other strategic partners. To do so, they must be effectively recruited, developed, educated, experienced, and acculturated. Their experience and knowledge should include expertise in joint and enterprise-wide matters and the ability to lead proactively, responsively and creatively. They should demonstrate sound judgment, courage, a sense of urgency and unmatched competency. They will distinguish themselves by the breadth and depth of their perspective and decisions, support of the joint environment, and their willingness to lead in tough times against asymmetric threats in achieving DoD's mission.

DoD SES positions covered by title 5, U.S.C., are included in this initiative. As new standards and practices are established for the SES, DoD employees in SES pipeline positions at the GS-13-15 (and equivalent levels) will be affected as they plan, prepare and develop for advancement to senior executive leadership positions in the Department. Any changes may be administratively extended to the Defense Intelligence Senior Executive Service, Defense Intelligence Senior Levels and equivalent levels of the Non-Appropriated Fund.

Applicability:

Working Group Key Outcomes:

The USD(P&R) will establish a SES Working Group, co-chaired by the Deputy Under Secretary of Defense (Civilian Personnel Policy) and the Director of Manpower and Personnel, The Joint Chiefs of Staff to make recommendations on the management of utilization of the DoD career SES. The working group will:

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- Develop for Department approval effective policy and implementation plans for the deliberate recruitment, management and development of career SES leaders.

The policies will provide for:

- An integrated senior leadership team comprised of DoD career civilians, General/Flag Officers, and political appointees.
 - A governance and management framework for recruitment, selection, and hiring; development, utilization, and performance management; succession planning; and extended sustainment of the career SES corps.
- Consider best practices across DoD, the Federal government, and in private sector; views of career SES and other strategic partners; recommendations of the Defense Business Board, the Office of the Secretary of Defense's strategic plan for Joint Officer Management/Joint Professional Military Education, and any other pertinent studies.
 - Develop a Concept Paper to support the rationale for new or enhanced proposals for the development of 21st century senior executives, including Guiding Principles and performance metrics to gauge the effectiveness of the recommendations and changes.
 - Develop a timeline and milestones for the smooth implementation of the new program proposals approved under this initiative.
 - Assist in the formulation of budget requirements needed to successfully meet program goals.
 - Assist in the formulation of information technology requirements needed to effectively implement the program and, as needed.
 - Assess the implementation of the proposal against stated objectives and performance metrics, and make policy adjustments as needed.
 - Develop a communication plan to provide open, continuous, and candid dialogue with DoD Components, career SES, and special interests groups, such as the Senior Executive Association.

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Meetings:	<p>Each member of the SES Working Group will:</p> <ul style="list-style-type: none">• Represent and reflect the perspectives of each member's respective Component on matters raised in the working group sessions.• Fully inform the chain of command and all appropriate persons within the respective Components of working group initiatives.• Solicit perspectives of the DoD career SES community and other strategic partners.• Brief the career SES community and leadership as necessary to ensure open, continuous, and candid dialogue.• Champion proposed changes and serve as advocates for the agreed-upon framework. <p>A schedule of meetings will be published to ensure that the perspectives of all members are included in the development of recommendations. Working group members will participate, to the greatest extent possible, in all scheduled meetings. The working group will exist until such time as the Under Secretary of Defense (P&R) deems the effort complete.</p>
Members:	See attached listing.

Patricia S. Bradshaw
Deputy Under Secretary of Defense
Civilian Personnel Policy

31 July 2006
Date

Thomas J. Cupo
Director of Manpower and Personnel,
Joint Chiefs of Staff

31 July 2006
Date

Senior Executive Service Subgroup Members

Name	Organization	Email
Chairs		
Ms. Patricia S. Bradshaw Co Chair	Deputy Under Secretary of Defense (Civilian Personnel Policy)	Patricia.Bradshaw@osd.mil
Rear Admiral Donna Crisp Co Chair	Director of Manpower and Personnel, Joint Chiefs of Staff	donna.crisp@js.pentagon.mil
Members:		
Ms. Patricia Adams	Department of the Navy	patricia.c.adams@navy.mil
Mr. Roger Blanchard	Department of the Air Force	roger.blanchard@pentagon.af.mil
Mr. Dallas C. Brown, III	U.S. Central Command - Combatant Command	browndc@centcom.mil
Dr. Carl Dahlman	Office of the Under Secretary of Defense (Personnel and Readiness) - Fourth Estate	Carl.dahlman@osd.mil
Ms. Marilee Fitzgerald	ODUSD(CPP) – Fourth Estate	marilee.fitzgerald@osd.mil
Mr. Paul Hanley	Joint Chiefs of Staff	paul.hanley@js.pentagon.mil
Mr. Doug Lundberg	Department of the Navy	douglas.lundberg@navy.mil
Mr. Kenneth Miller	Department of the Air Force – Office of the Secretary	Kenneth.Miller@pentagon.af.mil
Mr. Jeffrey Neal	Defense Logistics Agency - Fourth Estate	Jeffrey.neal@dla.mil
Mr. Michael Rhodes	Department of the Navy (Marine Corps)	michael.rhodes1@usmc.mil
Mr. Karl F. Schneider	Deputy Assistant Secretary (Army Review Board), Department of the Army	karl.schneider@hqda.army.mil
Ms. Monica Shephard	U.S. Joint Forces Command - Combatant Command	monica.shephard@je.jfcom.mil
Mr. Larry Stubblefield	Department of the Army	larry.stubblefield@us.army.mil
Mr. Pat Tamburrino	Department of the Navy	pat.tamburrino@navy.mil
Ms. Jan Thompson	Washington Headquarters Service - Fourth Estate	jan.thompson@whs.mil
Ms. Ariane Whittemore	Department of Navy	ariane.whittemore@navy.mil
Subject Matter Experts		
Ms. Gwendolyn Rutherford	Department of the Air Force	gwendolyn.rutherford@pentagon.af.mil
Ms. Cynthia Bingham	Joint Chiefs of Staff	cynthia.bingham@js.pentagon.mil