DEPARTMENT OF DEFENSE
DCPAS
Defense Civilian Personnel Advisory Service

Defense Civilian Personnel Advisory Service

DEFENSE SENIOR LEADER DEVELOPMENT PROGRAM (DSLDP) OVERVIEW

November 2018

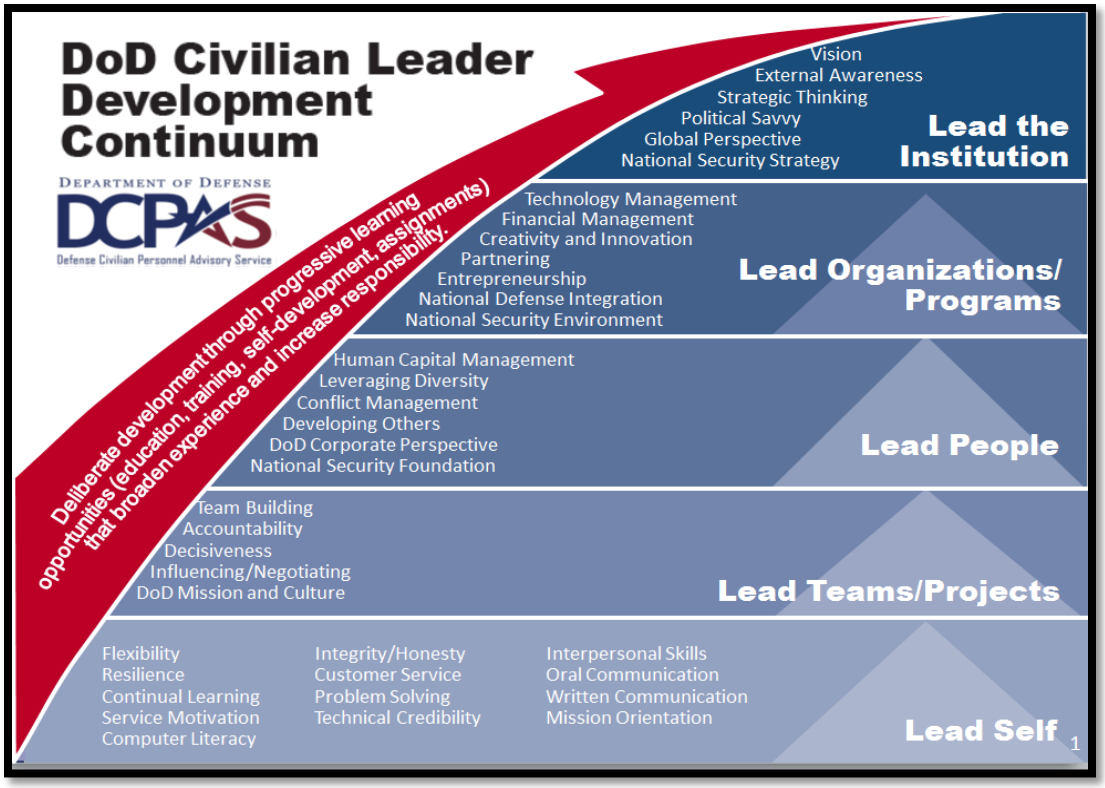
TABLE OF CONTENTS

1.0 PROGRAM DESCRIPTION 2
2.0 REFERENCES 3
3.0 WHO SHOULD BE NOMINATED FOR DSLDP 3
4.0 PROGRAM ELEMENTS 3
5.0 ELIGIBILITY REQUIREMENTS FOR ATTENDANCE AT DSLDP 5
6.0 APPLICATION AND NOMINATION PROCESS 6
7.0 NOMINATION AND SELECTION 7
8.0 APPLICATION REQUIREMENTS 8
9.0 ADDITIONAL INFORMATION 8

1.0 PROGRAM DESCRIPTION

The Defense Senior Leader Development Program (DSLDP) is the Department of Defense (DoD) premier enterprise program to develop senior civilian leaders to excel in the 21st century joint, interagency, and multi-national environment. This challenging and rewarding program supports the government-wide effort to foster interagency cooperation and information sharing by providing opportunities to understand and experience, first-hand, the issues and challenges facing leaders across the DoD and the broader national security arena. The program provides learning opportunities to enable the deliberate development of a diverse cadre of senior leaders with the enterprise-wide perspective and competencies needed to lead organizations, people, and programs and achieve results in the joint, interagency, and multinational environment.

DSLDP is a key component of the Department's strategy for growing civilian leaders as outlined in the DoD instruction 1430.16 "Growing Civilian Leaders" and fully incorporates and institutionalizes the DoD Civilian Leader Development Framework and Continuum (CLDF&C). DSLDP provides a competency-based approach to the deliberate development of senior civilian leaders. While DSLDP addresses all civilian leader competencies on the CLDF&C, it emphasizes those competencies at the "Lead Organizations and Programs" level of the continuum.



2.0 REFERENCES

A. DoDI 1430.16 Growing Civilian Leaders
B. DoD Civilian Leader Competency Model
C. DoD Civilian Leader Development Framework
D. DoD Civilian Leader Development Continuum

3.0 WHO SHOULD BE NOMINATED FOR DSLDP

DSLDP is designed to prepare high performing civilian leaders, in grades GS14/15 or equivalent, who possess the potential, aspiration and motivation to serve as senior executives, with a competency-based approach for the deliberate development of experience and capability for enterprise-wide success.

Nominees should be individuals who are already leading high performing organizations and programs, or who have the capability to do so, and are identified through their respective Component talent management processes.

4.0 PROGRAM ELEMENTS

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

Specific Program Elements include:

4.1 Professional Military Education (PME): PME prepares individuals to assume broader responsibility, expands their knowledge of the national security mission, and strengthens their understanding of complex policy and operational challenges faced by senior DoD officials. Successful nominees will compete to attend senior-level PME in residence at the Army War College, College of Naval Warfare, Air War College, or National Defense University (National War College or Eisenhower School). Although personal preferences and Component recommendations will be considered for these senior-level schools, the DoD selection board will make the final selection. Generally, the board will place participants in a school outside their Component to broaden their experience. Participants are expected to travel to the PME School to which they are slated.

4.1.1 A three-month online prerequisite Defense Strategy Foundation course is required prior to attending PME.

4.1.2 Participants who attend PME are required to sign a Continuing Service Agreement with the Component and serve in the Federal government for a minimum of three times the

length of the PME program after completing the program. (Other Component or organizational policies may apply)

4.1.3 Some PME schools may require the participant to obtain a Top Secret (TS) and/or Secret Compartmental Information (SCI) clearance.

4.2 Defense-Focused Leadership Seminars: A series of seminars (ranging from five to ten days each) will blend real-world learning and powerful, challenging experiential development opportunities. The seminars will provide core knowledge for the enterprise-wide perspective and the opportunity to apply leadership skills in increasingly complex joint and national security environments. These seminars are designed to foster expansion of thought to guide cognition and performance at the executive level. The seminars focus on the interpersonal aspects of leadership and how these skills change at the executive level, solving complex problems in ambiguous environments, creativity and innovation, self-knowledge, and how one operates and negotiates as a leader in a variety of contexts. Each seminar builds on the next to increase perspective and knowledge integration through a series of unique experiential learning activities, participant and facilitator-led discussions from expert, renowned thought leaders and subject matter experts. Participants will attend all seminars as a cohort, thus facilitating a team approach to learning and the development of long-lasting professional relationships. Seminars will be held at the Defense Executive Management Training Center (EMTC) in Southbridge, Massachusetts, unless specified otherwise.

4.2.1 Some work before and between seminars will be expected of participants. The homework and other assignments will enhance the learning experience as well as aid with the transfer and application of knowledge. Some of the work will include readings, videos, team presentations, and application of knowledge and tools from seminars directly on the job.

4.3 Individual Development: The goal of individual development is for the participant to demonstrate targeted proficiencies in the critical leadership competencies, to include the enterprise-wide perspective. Feedback from both senior advisors and 360-degree assessments will pinpoint where additional development is warranted to further hone existing competency talents and address identified competency needs. An Executive Development Plan (EDP) will outline the training, education, assignments, or other means for addressing any such gaps. Every participant will select an enterprise-spanning experiential assignment to experience new strategic challenges in new environments and further strengthen the enterprise perspective. The evolution of each individual EDP will be woven into every leadership seminar and developmental activity throughout the program.

4.4 Eligibility for Graduation: Participants who complete **all** cohort seminars, PME and other activities on their EDP will participate in a final structured interview, which focuses on enterprise-wide perspective competencies, to help discern the participant's ability in meeting or exceeding the targeted proficiencies of the critical leadership competencies. Participants will be expected to demonstrate higher order cognition in reasoning, judgement, and approaches necessary to make the leap to thinking and operating at an executive level. When the participant successfully completes the structured interview and other assessment(s), they are ready to graduate and will attend a formal graduation ceremony. The graduation certificate validates the

participant has met DSLDP objectives and has attained the desired proficiencies for enterprise leadership.

5.0 ELIGIBILITY REQUIREMENTS FOR ATTENDANCE AT DSLDP

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

5.1 Be a permanent, full-time civilian employee of the DoD.

5.2 Occupy, on a permanent basis, a position at GS 15 or equivalent, or GS 14 or equivalent with tremendous advancement potential (i.e. demonstrated work at the next higher level).

5.3 Possess a baccalaureate degree from an accredited college or university, as required for admission to PME.

5.4 Have no prior in-residence Joint Professional Military Education (PME) experience at a Senior Service School; and

5.5 Possess a minimum of 1 year managerial or supervisory experience acquired within the last 5 years.

Generally, the ideal DSLDP candidate:

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

- Has successfully completed Component-sponsored leadership programs and other developmental activities toward attaining career goals.

- Is motivated to succeed and is willing to challenge himself/herself to do so; and
- Has the passion to lead, inspire, and produce results for the DoD.

6.0 APPLICATION AND NOMINATION PROCESS

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

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

6. 2 The DoD process:

- Component nomination packages are normally required to be received by the DSLDP Staff by September 1 of each year.
- Packages will be verified for eligibility, required information and completeness.
- Packages will then be submitted to an executive level DoD Selection board, chaired by the Executive Director, Defense Civilian Personnel Advisory Service (DCPAS) or delegated representative and a Senior Executive Service member or Flag/General Officer from each Component.
- Packages are reviewed by the board, and each nominee will be expected to accomplish a selection interview. The interviews will generally be conducted during the months of October and November of each year.
- Interview results and package scores are assigned based on specific rubrics and the nominee pool is ratified from this process.
- The Executive Director, DCPAS will produce a final ratification for selection of participants for each Cohort. Selectees will be notified by their respective Component and the DSLDP Staff.
- Non-selectees will be notified by the nominee's Component.

7.0 NOMINATION AND SELECTION

As stated in section 6.0, the DSLDP nomination and selection process is designed to be rigorous. This will ensure that the most qualified individuals enter the program.

The selection criteria include:

- Proficiency in each of the ECQs and related competencies, as would be expected of a senior leader and outlined below;
- Demonstrated career progression;
- Demonstrated exceptional performance record;
- Educational history that demonstrates the ability or potential to complete the academic requirements of the program, to include a baccalaureate degree from an accredited school, as required for admission to PME;
- Depth and breadth of experience in one or more of the broad functional areas in which DoD employs managers and leaders, to include at least 1 year of experience supervising or managing people;
- Supervisory recommendation addressing the employee's leadership competencies and potential for broad enterprise leadership responsibilities; and
- Agreement to be functionally, organizationally and geographically mobile, as noted by career progression plans in the nominee's Statement of Interest.

DoD Civilian Leader Development Framework

Leading Change	Leading People	Results Driven	Business Acumen	Building Coalitions	Enterprise-Wide Perspective
Definitions					
This core competency involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent to the 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.	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 foster 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.	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.	This core competency involves the ability to manage human, financial, and information resources strategically. Inherent to the competency is the ability to devise solutions with an understanding of how to impact business results by making connections between actions and/or performance and organization goals and results, as well as external pressure points.	This core competency involves the ability to build coalitions internally and within other Federal agencies, State and local governments, nonprofit and private sector organizations, foreign governments, or other international organizations to achieve common goals.	This core competency involves a broad point of view of the DoD mission and an understanding of the 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					
Creativity and Innovation External Awareness Strategic Thinking Vision Flexibility Resilience	Conflict Management Leveraging Diversity Developing Others Team Building	Accountability Decisiveness Entrepreneurship Customer Service Problem Solving Technical Credibility	Financial Management Human Capital Management Technology Management Computer Literacy	Political Savvy Influencing/Negotiating Partnering	Joint Perspective -Mission Orientation -DoD Mission and Culture -DoD Corporate Perspective -National Defense Integration -Global Perspective National Security -National Security Foundation -National Security Endowment -National Security Strategy
Fundamental Competencies					
These competencies are the foundation for success in each of the core competencies.	● Interpersonal Skills ● Integrity/Honesty	● Written Communication ● Oral Communication	● Continual Learning ● Public Service Motivation		

8.0 APPLICATION REQUIREMENTS

Nomination Package: Individuals must be nominated through their Component. All nominee packages submitted to the DSLDP Program Staff must contain as a minimum the following information;

- Nominee Information Sheet (form);
- Supplemental Nominee Information Sheet for DSLDP and relevant attachments (form);
- Resume (template - six page limit);
- Statement of Interest (form);
- ECQ Statements;
- DSLDP Supervisor Assessment (form);
- Performance Rating (most recent);
- Academic Transcript (most recent);
- Biography (template);
- Letter(s) of Recommendation (optional);
- Completed Standard Form 182 on file with home organization/Component; and
- Additional information as may be required by nominating Component or organization.

The DSLDP Application Forms can be found at the following web link:

https://www.cpms.osd.mil/Subpage/Events/LeaderDevelopment

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

PME application requirements: Upon selection, final nominees selected for DSLDP will be slated for a specific PME institution. Upon ratification, each individual selected for DSLDP will also be notified of the PME institution they have been slated to attend. Separate PME applications will be required for each PME institution.

Note: Those with prior in-residence PME experience at Senior Service School (Army War College, College of Naval Warfare, Air Force War College, or National Defense University) will be disqualified.

9.0 ADDITIONAL INFORMATION

9.1 DSLDP is not a Senior Executive Service (SES) Candidate Development Program. Program elements are designed to enhance one's readiness for top leadership positions. While successful completion of the program does not imply eligibility for or guarantee promotion, DSLDP graduates are highly competitive for more responsible and challenging positions.

9.2 All elements of the program will be accomplished in approximately 28 months.

9.3 To remain in the program, participants must demonstrate progress toward completion of program elements, targeted competency proficiencies and EDP objectives.

9.4 Travel and per diem associated with approved DSLDP activities are paid for by the participant's organization.

9.5 Participants will benefit from the sound advice, honest discussion and feedback of Executive Advisors (EA) at the executive (SES or General/Flag Officer) level assigned by the DSLDP Staff. In addition, participants will be assigned an Executive Coach.

9.6 Beyond EAs and Executive Coaches arranged by DSLDP, participants are encouraged and expected to independently seek out and work with other executive-level mentors.