



# DoD Chief Learning Officer Council (D-CLOC) Charter

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## References

- a. **Memorandum of Understanding between Chief Learning Officer Council, Chief Human Capital Officer Council, and Office of Personnel Management, effective May 14, 2013**
  - Establishes agreement between these parties to achieve greater unity of effort, economies of scale, and enable whole-of-Government solutions as regards Federal government workforce learning.
  - Promotes Chief Learning Officer Council responsibilities as regards (1) strategic alignment and increased efficiencies and (2) technical advice.
- b. **DoD Instruction 1400.25 Volume 410, “DoD Civilian Personnel Management System: Training, Education, and Professional Development,” effective Sep 25, 2013**
  - Establishes DoD policies for training, educating, and developing civilian employees.
  - Conveys expectations and requirements for civilian workforce development.
  - Provides authorities and conveys responsibilities to DoD Components.
- c. **DoD Instruction 1430.16, “Growing Civilian Leaders,” effective Nov 16, 2009**
  - Codifies the DoD civilian leader development model (framework/continuum).
  - Codifies the Defense Senior Leader Development Program and the Executive Leadership Development Program.
  - Establishes expectations for developing civilian leaders.
  - Provides authorities and conveys responsibilities to DoD Components.
- d. **Title 5, Code of Federal Regulations, Parts 410 and 412**
  - Provides regulatory guidance for developing civilian employees and leaders.
  - Requires periodic training for supervisors and managers.
- e. **Government Accountability Office Report GAO-12-878, “Federal Training Investments: Office of Personnel Management and Agencies Can Do More to Ensure Cost-Effective Decisions,” effective Sep 17, 2012**
  - Examined current state in investment decisions.
  - Recommended establishing an agency-wide process for prioritizing training investments and improving the reliability of agency training investment information.



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### A. Authority.

This charter is issued under the authority of the Deputy Assistant Secretary of Defense for Civilian Personnel Policy (DASD(CPP)). This charter establishes the Department of Defense (DoD) Chief Learning Officer (CLO) Council (hereinafter referred to as D-CLOC) and specifies its function, authority, membership, responsibilities and meeting procedures as they relate to the oversight of enterprise learning, development, education, and training across the DoD. In this context, *enterprise* generally refers to those topics and initiatives that transcend individual Component boundaries. Component and functional-specific matters remain the purview of those Components and functional communities, and are not attended to by the D-CLOC unless members agree the topic has enterprise importance.

### B. Purpose.

Learning is a key enabler for retaining talent and optimizing performance. In this era of constrained fiscal resources and ever-increasing environmental pressures to economize, it is critically important to consider, as appropriate, corporate learning solutions that directly support talent management and retention efforts. The D-CLOC maximizes the value of learning to optimize civilian workforce performance in achieving the Department's mission. To that end, the D-CLOC is the Department's forum to review, recommend, and endorse strategic and tactical initiatives and priorities for enterprise learning, development, education, and training initiatives for the Department's Title 5 civilian workforce. The D-CLOC aligns with the DoD's Chief Human Capital Officer (CHCO) and related civilian human capital strategies. To accomplish its mission, the D-CLOC is empowered as a senior-level body to make recommendations on policy matters to the DASD(CPP) and Civilian Personnel Policy Council (CPPC) and, as empowered by the DASD(CPP), to implement specific actions. To be effective, D-CLOC members must be authorized to act on behalf of Component leadership. In addition and while not infringing on the duties and responsibilities of DASD(CPP), the D-CLOC may offer advice or counsel to Components and other stakeholders.

**The D-CLOC is primarily responsible for making recommendations to the DASD(CPP), and for prioritizing, consolidating, coordinating, and evaluating enterprise learning strategies.** The D-CLOC is intended to be the cohesive structure for corporate learning initiatives, programs, and activities. In so doing, the D-CLOC is the vehicle for promoting information sharing opportunities. Making policy recommendations, prioritizing initiatives, and de-conflicting competing resource requirements are key D-CLOC functions. In addition, through the D-CLOC, the Department will be attuned to timely information from the Federal Interagency CLO Council (F-CLOC) on government-wide learning initiatives. Moreover, the D-CLOC will be positioned and prepared to provide input and advice to the F-CLOC on matters for which the DoD civilian workforce has equities.



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The D-CLOC scope is confined to DoD-spanning corporate learning strategies, initiatives, policies, programs, and activities. It will not focus on such initiatives, programs, and activities managed and operated by Components, the uniformed services, or the Intelligence community. The DASD(CPP) may ask the D-CLOC to be involved in other learning-related matters, as appropriate.

The D-CLOC and its members will:

- Make recommendations of a policy nature to the DASD(CPP) that prescribe or promote the development of enterprise learning initiatives to meet mission goals and requirements.
- Draft, monitor, and report on a D-CLOC Strategic Roadmap and supporting action plan(s).
- Prioritize DoD D-CLOC initiatives of an operational nature (e.g., deploying a portal that avails mentoring resources to the DoD workforce).
- Ensure any Component D-CLOC investments are aligned with the Strategic Roadmap.
- Ensure continuous improvement and progress toward the D-CLOC Roadmap objectives.

### C. D-CLOC Membership.

The D-CLOC will be chaired by the designated DoD Title 5 Chief Learning Officer (CLO) as determined by the DASD(CPP). The Vice Chair may be filled by any D-CLOC member. All D-CLOC members must be at the GS-15 or equivalent level. Primary members will be designated in writing by the appropriate CPPC member for the following representative organizations – each Component may designate up to two individuals to serve as members (with one as a primary):

- Department of the Army (DA)
- Department of the Navy (DON)
- Department of the Air Force (AF)
- Office of the Under Secretary of Defense for Intelligence (USDI)
- Defense Logistics Agency (DLA)
- Defense Finance and Accounting Service (DFAS)
- Washington Headquarters Services (WHS)
- Up to two (2) senior-level non-voting representatives from DoD academia<sup>1</sup> (e.g., from the National Defense University) who are full-time or permanent part-time Federal employees.

Guests from other Federal organizations may be invited to attend D-CLOC meetings. Guests may include (but are not limited to) representatives from CPP/DCPAS Divisions

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<sup>1</sup> Membership would be comprised of one (max two) non-voting representatives from DoD academia. This would leverage expertise and resources from the Department's adult education community and promote information sharing given mutual interests.



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responsible for learning, development, and workforce planning; Military Personnel Policy (and/or Readiness); Office of Personnel Management (OPM); and others on an ad hoc basis. Invitations for guests to attend will be issued by the Chair or Vice Chair.

### **D. D-CLOC Chair Responsibilities.**

- Call and chair D-CLOC meetings.
- Approve meeting agendas.
- Drive the completion of D-CLOC initiatives.
- As CLO, represent the D-CLOC at F-CLOC meetings.
- Steer the D-CLOC to support and enforce decisions made by the DASD(CPP) and other appropriate authoritative bodies including the Office of Management and Budget and the OPM.
- Spearhead policy recommendations to align D-CLOC resource requirements across the Department and lead the governance of the D-CLOC portfolio.
- Assign actions/tasks and convene teams/working groups to perform specific tasks or develop specific products.
- Establish and manage the D-CLOC governance structure and provide recommendations on structural changes to the D-CLOC.
- Report findings and recommendations to the DASD(CPP) and CPPC.
- Approve and disseminate minutes.
- The Chair may delegate any of these responsibilities to the Vice Chair, as circumstances warrant.

### **E. D-CLOC Member Responsibilities.**

- As a fundamental responsibility of membership, each D-CLOC member will be expected to keep his/her Component leadership (e.g., CPPC rep) apprised of D-CLOC activities.
- Attend all D-CLOC meetings and designate an alternate representative, when personal attendance is not possible. Absences are expected to be at an absolute minimum.
- Promote senior Component leadership support of the D-CLOC processes and practices.
- Support the Chair in ensuring related councils in the members' Component align to the D-CLOC priorities and initiatives, and to improve D-CLOC's ability to develop, integrate and synchronize valid requirements, and deliver solutions that effectively and efficiently serve the Department's Title 5 civilian workforce.
- Identify/provide the Chair agenda items and sponsor those items for meetings, including the preparation of position papers and read-ahead materials, and presentation of briefings.
- Coordinate respective Component level input, present a single unified stance of the Component's position, speak on the Component's behalf with regard to the D-CLOC topics, priorities, and initiatives.



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- Engage in exploration of issues, provide feedback to the Chair, convey and support the positions and recommendations of the D-CLOC to the members' respective organizations.
- Assist the Chair in developing a methodology to monitor execution, measure output, promote accountability, receive feedback, and analyze the results of all D-CLOC actions and policy recommendations approved by the DASD(CPP).
- Pursuant to DoD Instruction 1400.25, Volume 410, promote Component level investment decisions and programs that are consistent with DASD(CPP) strategies, goals, and objectives.
- Accomplish actions resulting from D-CLOC meetings designated by Chair.
- Ensure respective organizations are represented on appropriate subordinate councils.
- Represent DoD and Component equities on corporate learning topics requiring action.
- Recognize that leadership for specific actions may rotate among D-CLOC members.
- Stay abreast of emerging initiatives that may impact the D-CLOC.
- Review meeting minutes.

### **F. Meetings and Voting.**

The D-CLOC will assemble at least every other month. To the maximum extent practical, members are strongly encouraged to attend meetings in person; however, conference call or video teleconference arrangements will be made for those who must participate virtually. In general, meetings will be hosted by the Chair or Vice Chair at the DCPAS Headquarters, located at the Mark Center, Alexandria, VA. However, D-CLOC meetings may be held at any location sponsored by an individual member.

The D-CLOC will discuss and explore issues which impact the enterprise, to include voting on policy recommendations to be forwarded to the DASD(CPP) for approval, the D-CLOC Strategic Roadmap to include reflecting DASD(CPP) policy approvals, proposed initiatives, and endorsed initiative prioritization. The Strategic Roadmap will be reviewed periodically in order to consider approved DASD(CPP) policies, emerging initiatives, and prioritized resources for endorsed initiatives. While consensus will be sought in decisions and/or recommendations pursued by the D-CLOC, a quorum is required to vote on all issues. A quorum will consist of a minimum of four principal D-CLOC members present at the time of voting. There is one vote per Component. In the event of a tie, the Chair will cast the deciding vote. Issues or decisions requiring escalation, adjudication or final approval will be presented by the Chair to the DASD(CPP) or the CPPC for consideration and final approval, as appropriate.

Only designated representatives from the organizations itemized in Section C above may vote on specific initiatives or matters presented to the D-CLOC for consideration. Further, only GS-15 or equivalent-level members can vote. Neither guests from other organizations who may be invited to attend D-CLOC meetings nor substitute attendees are eligible to vote.



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## **G. Reporting.**

D-CLOC recommendations and progress updates will be provided to the DASD(CPP) by the Chair as appropriate and, in any event, on not less than a quarterly basis.

## **H. Effective Date.**

This charter is effective immediately upon approval by the undersigned and remains in effect until modified or rescinded.

## **I. Approval.**

Paige Hinkle-Bowles

Date: 9/21/2015

Paige Hinkle-Bowles  
Deputy Assistant Secretary of Defense  
Civilian Personnel Policy