

DoD HR 2002



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Leading the Charge*

Executive Personnel and Development

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Overview



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- **Programs and Policies**
- **Allocation of Resources**
- **Hiring Executive Talent**
- **Legislative Issues**
- **Performance Management**
- **Presidential Rank Awards**
- **Candidate Development Program**

Department of Defense Executive Resources Leadership



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- **Leadership Initiatives**
- **Centralized Management**

Executive Allocations



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- **Management of Allocations**
- **Biennial Review**
- **Senior Executive Service Pool
Joint/Unified Commands**

Combatant Commands



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Department of Defense Executive Staffing



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- **Hiring Executive Talent**
- **Qualifications Review Board**



Hiring Executive Talent

Action	OPM Time Frame	DoD Time Frame
SES Vacancy closes to convene Executive Resources Board (ERB)	3 Days	3 Days
ERB evaluates applicant	5 Days	5 Days ⁽¹⁾
Best qualified prepared and referred	3 Days	3 Days
Selecting Office interviews, selects and secures approval	7 Days	14 Days
Case prepared for OPM Review Qualifications Review Board (QRB)	7 Days	
OPM Review case; QRB takes action	5 Days	
Total Agency Time:	25 Days	25 Days
Total Time from close to selection	30 Days	25 Days

⁽¹⁾ DoD ERBs have delegated QRB authority

Legislative Proposals



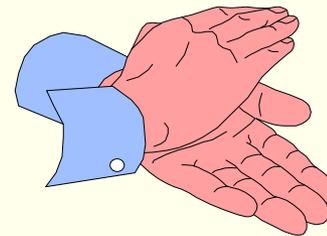
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Federal Workforce Improvement Act of 2002

(Mr. Voinovich, Mr. Thompson and Mr. Cochran)

S. 2651

- **Recertification**
(Sec. 301)
- **Limited Terms**
(Sec. 303)



**Career or
General Positions**

S. 2651 – (Sec. 302)

Aggregate Pay Limitation



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EX Pay		SES Pay Levels	Base Pay	Locality (DC)	Rank - D Amount -35%	Aggregate with D Rank	Aggregate Limit (VP Salary)	Aggregate w/Rank w/Locality	Rollover
I*	\$166,700	6	\$130,000	\$138,200	\$45,500	\$175,500	\$175,400	\$183,700	\$8,300
II	\$150,000	5	\$130,000	\$138,200	\$45,500	\$175,500	\$175,400	\$183,700	\$8,300
III	\$138,200	4	\$128,521	\$138,200	\$44,982	\$173,503	\$175,400	\$183,182	\$7,782
IV	\$130,000	3	\$123,700	\$137,901					
V	\$121,600	2	\$118,300	\$131,881					
		1	\$113,000	\$125,972					

* Aggregate pay limitation.

Performance Management



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- **President's Management Agenda**
 - Strategic Management of Human Capital
 - Competitive Sourcing
 - Improved Financial Management
 - Expanded e-Government
 - Budget and Performance Integration
- **Performance Plans**
 - Expect Excellence
 - Establish Accountability
 - Take Timely Actions
- **Annual OPM Report**

Presidential Rank Awards



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- **DoD Program Management**
 - **Uniformity of OPM Requirements**
 - **Promote the President's Management Agenda**
- **SL/ST Rank Awards**
 - **Beginning with the 2003 Rank Awards Program**
 - **Criteria:**

Senior Executive Service	Senior Career Professional
Leading Change	Leading Change
Leading People	Leading People
Results Driven	Results Driven
Business Acumen	Stature in Professional Field
Building Coalitions	

Candidate Development Program

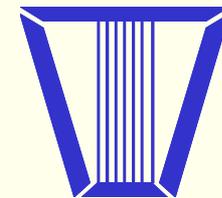


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Department of Defense



Senior Executive Service



Candidate Development Program

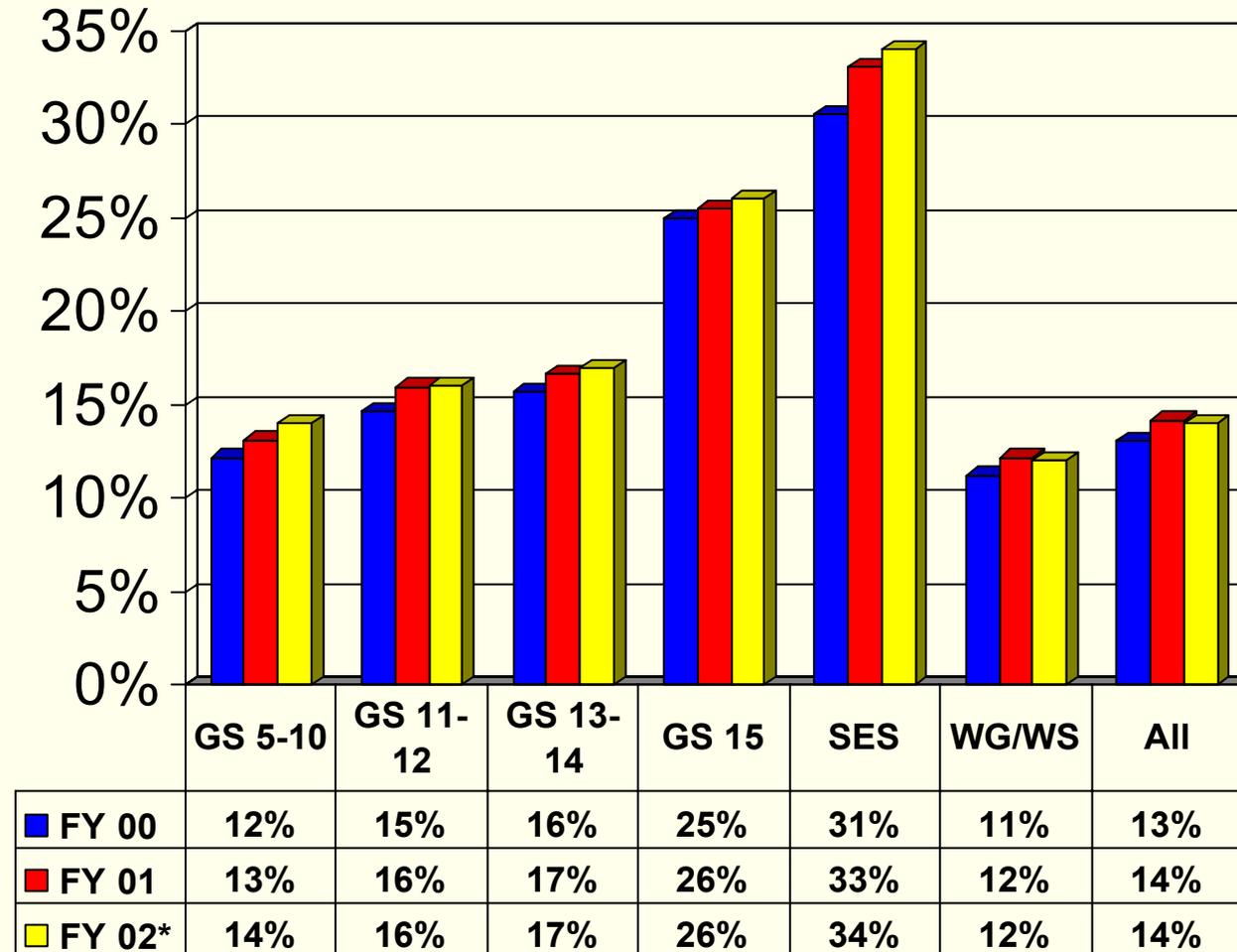
Defense Leadership and Management Program





Reshaping the Civilian Workforce

Percent Becoming Eligible to Retire by Grade Level



Slight increases in eligibility at the GS-5 through 10 and SES levels

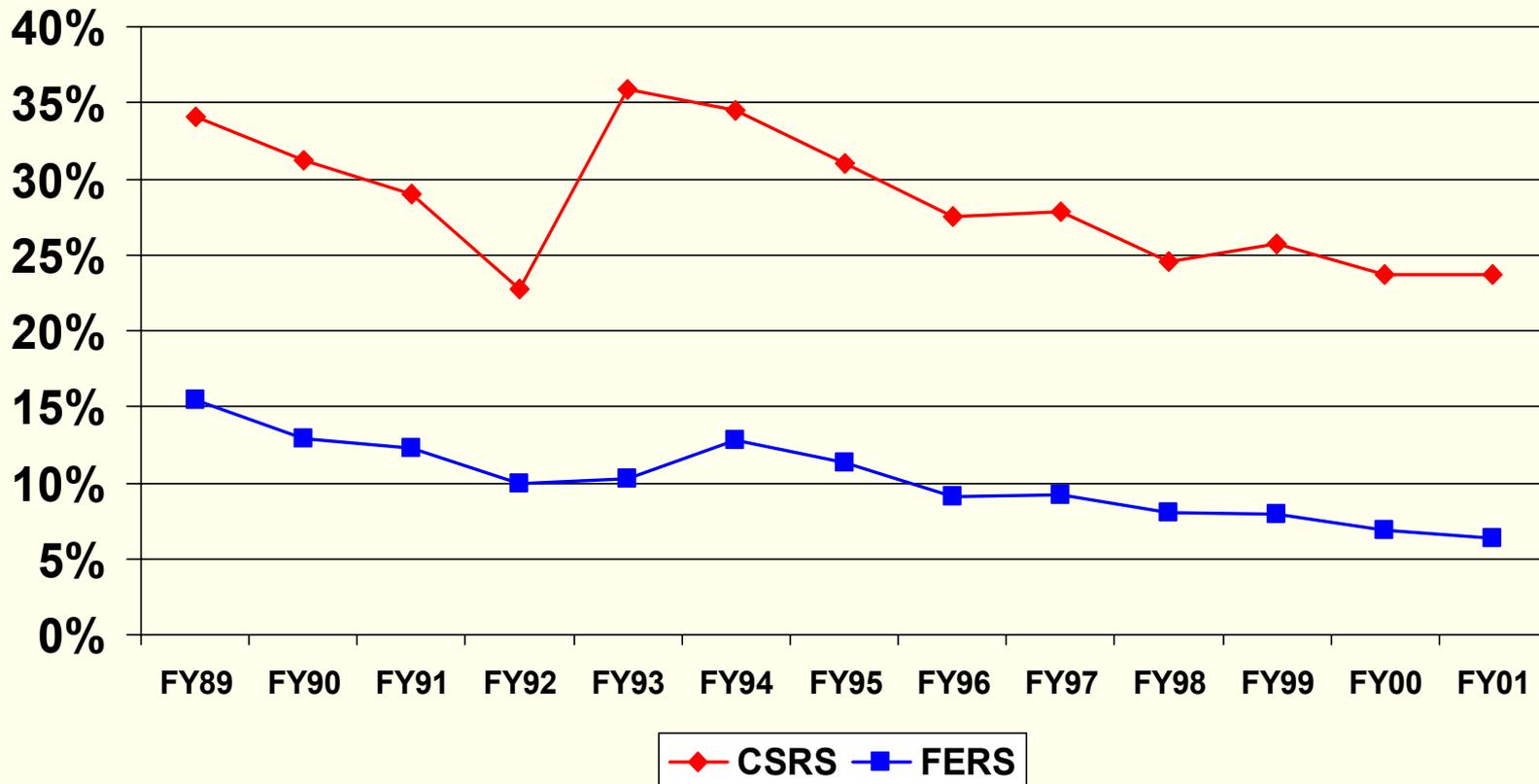
*Data through February 2002

Reshaping the Civilian Workforce

Percent Retired in Same FY as Becoming Eligible for Optional Retirement



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The percentage of FERS employees retiring in the first year of optional retirement eligibility continues to decline, while the percentage of CSRS retirees is unchanged

Data through fourth quarter FY01

Senior Executive Service Candidate Development Program



Personnel and Readiness
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CDP REQUIREMENTS: (Legal and Regulatory)	DLAMP:	(OPM) ISSUES:
Recruitment	DoD-wide GS-13,14,15	Government-wide GS-14/15
*Intake	Forecast Requirements; Diversified Workforce	Forecast Requirements; Diversified Workforce
Individual Development Plan	IDP Required	ERB Approval
Formal Training: Executive Core Qualifications	Leadership Courses Professional Military Education	Interagency Leadership Courses
*Developmental Assignments	12 Months Encouraged	4 Month Rotation
*SES Mentor	Optional	SES/GO/Flag
Performance Evaluation	DLAMP Good Standing Policy	Performance Evaluation
Document Program	Document Program	Document Program

Candidate Development Program:

Executive Core Qualifications



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ECQs	Competencies	DLAMP/NDU Course
Leading Change	Continual Learning	Contemporary Strategic Leadership
	Creativity and Innovation	Contemporary Strategic Leadership
	External Awareness	Geopolitics and Defense Policy
	Flexibility	Contemporary Strategic Leadership
	Resilience	Development of Leadership Models
	Service Orientation	Development of Leadership Models
	Strategic Thinking	War and Strategy
	Vision	War and Strategy
Leading People	Conflict Management	Contemporary Strategic Leadership
	Integrity	Leadership Competencies and National Security
	Leveraging Diversity	Contemporary Strategic Leadership
	Team Building	Leadership Competencies and National Security
Results Driven	Accountability	Defense Decision Making
	Customer Service	Contemporary Strategic Leadership
	Decisiveness	Defense Decision Making
	Entrepreneurship	Contemporary Strategic Leadership
	Problem Solving	Development of Leadership Models
	Technical Credibility	Development of Leadership Models
Business Acumen	Technology Management	Defense Decision Making
	Financial Management	Defense Decision Making
	Human Resources Mgmt	Defense Decision Making
Building Coalitions	Influencing/Negotiating	Geopolitics and Defense Policy
	Interpersonal Skills	Leadership Competencies and National Security
	Oral Communication	Development of Leadership Models
	Partnering	Development of Leadership Models
	Political Savvy	Defense Decision Making
	Written Communication	Development of Leadership Models

Candidate Development Program



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- **Selection**
 - **Assessment**
 - **Executive Resources Board**
 - **Evaluation**
- **Mentors**
- **Rotations**
- **Training and Development**
- **Performance Management**
- **Evaluation**

Recruitment on Campus the “ROC”



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- **Partnership of General/Flag Officers and Senior Executive Service Members**
- **Market DoD as the “Employer of Choice”**
- **Media Campaign**
- **Target Recruitment**

Management of Executive Personnel



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- **Resource Management Priority**
- **Performance Management**
- **SLs/STs Presidential Rank Awards**
- **Candidate Development Program**