# Department of Defense
## INSTRUCTION

SUBJECT:    Growing Civilian Leaders

References:    See Enclosure 1

1. <u>PURPOSE</u>.  This Instruction:

   a.  Reissues and combines DoD Directives (DoDDs) 1430.16 and 1430.14 (References (a) and (b)) as a DoD Instruction in accordance with the authority in DoDD 5124.02 (Reference (c)).

   b.  Streamlines the establishment, administration, evaluation, update, replacement, and cancellation, as appropriate, of DoD-wide civilian leader development programs.

   c.  Establishes policies, assigns responsibilities, and describes procedures for educating, training, and developing civilian leaders below the executive level in the Department of Defense in accordance with applicable law, including chapters 23, 33, 41, and 71 of title 5, United States Code (U.S.C.) (Reference (d)), and chapter 83 of title 10, U.S.C. (Reference (e)).

   d.  Incorporates and institutionalizes:

      (1)  The DoD Civilian Leader Development Framework and Continuum (CLDF&C) announced by Principal Deputy Under Secretary of Defense for Personnel and Readiness (PDUSD(P&R)) Memorandum (Reference (f)) to provide a blueprint for the deliberate development of DoD civilian leaders below the executive level.  This Instruction cancels Reference (f).

      (2)  The Defense Senior Leader Development Program (DSLDP) announced by PDUSD(P&R) Memorandum (Reference (g)) as the successor to the Defense Leadership and Management Program (DLAMP).  This Instruction cancels Reference (g).

   e.  Assigns responsibilities for civilian leader development to the DoD Executive Advisory Board (DEAB) established pursuant to DoDD 1403.03 (Reference (h)).

2. <u>APPLICABILITY</u>.  This Instruction applies to:

    a.  OSD, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the Department of Defense (hereafter referred to collectively as the "DoD Components").

    b.  The DoD Civilian Intelligence Personnel System (DCIPS), as established by DoDD 1400.35 (Reference (i)), only to the extent permitted by law and applicable regulations.

    c.  Appropriated and non-appropriated fund DoD civilian positions below the executive level worldwide, to the extent permitted by law and DoD policy.


3. <u>DEFINITIONS</u>.  See Glossary.


4. <u>POLICY</u>.  It is DoD policy that:

    a.  A diverse cadre of highly capable, high-performing, and results-oriented civilian leaders shall be developed and sustained to lead effectively in increasingly complex environments, ensure continuity of leadership, and maintain a learning organization that drives transformation and continuous improvement across the enterprise.

    b.  Leadership competencies of the civilian workforce shall be assessed periodically, and appropriate learning opportunities (including education, training, self-development, and assignments) shall be provided to broaden experience and increase leadership capability.
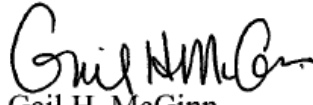
    c.  Investments in civilian leader development programs shall be planned, programmed, and budgeted at levels sufficient to provide for the deliberate development of civilian leaders at all levels of the continuum, aligned with the CLDF&C to maximize overall return on investment.


5. <u>RESPONSIBILITIES</u>.  See Enclosure 2.


6. <u>PROCEDURES</u>.  See Enclosure 3 for the DoD CLDF&C and related DoD-wide programs.


7. <u>RELEASABILITY</u>.  UNLIMITED.  This Instruction is approved for public release and is available on the Internet from the DoD Issuances Web Site at http://www.dtic.mil/whs/directives.

8.  <u>EFFECTIVE DATE</u>.  This Instruction is effective immediately.


Gail H. McGinn
Deputy Under Secretary of Defense (Plans)
Performing the Duties of the
    Under Secretary of Defense for
    Personnel and Readiness



Enclosures
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REFERENCES

(a)  DoD Directive 1430.16, "Defense Leadership and Management Program (DLAMP),"
     April 11, 1997 (hereby canceled)
(b)  DoD Directive 1430.14, "Department of Defense Executive Leadership Development
     Program (ELDP)," September 12, 2003 (hereby canceled)
(c)  DoD Directive 5124.02, "Under Secretary of Defense for Personnel and Readiness
     (USD(P&R))," June 23, 2008
(d)  Chapters 23, 33, 41, and 71 of title 5, United States Code
(e)  Chapter 83 of title 10, United States Code
(f)  Principal Deputy Under Secretary of Defense for Personnel and Readiness Memorandum,
     "Department of Defense (DoD) Civilian Leader Development Framework and Continuum,"
     May 30, 2008 (hereby canceled)
(g)  Principal Deputy Under Secretary of Defense for Personnel and Readiness Memorandum,
     "Solicitation for Defense Senior Leader Development Program Class of 2009," April 22,
     2008 (hereby canceled)
(h)  DoD Directive 1403.03, "The Career Lifecycle Management of the Senior Executive
     Service Leaders Within the Department of Defense," October 25, 2007
(i)  DoD Directive 1400.35, "Defense Civilian Intelligence Personnel System (DCIPS),"
     September 24, 2007
(j)  DoD Directive 5124.08, "Principal Deputy Under Secretary of Defense for Personnel and
     Readiness (PDUSD(P&R))," February 19, 2009
(k)  DoD Directive 5100.87, "Department of Defense Human Resources Activity (DoDHRA),"
     February 19, 2008
(l)  DoD Directive 5145.01, "General Counsel of the Department of Defense," May 2, 2001
(m)  DoD Directive 1442.2, "Personnel Actions Involving Civilian Attorneys," September 26,
     1967
(n)  Office of Personnel Management Guide, "Guide to Senior Executive Service
     Qualifications," October 2006

ENCLOSURE 2

RESPONSIBILITIES

1. PDUSD(P&R). The PDUSD(P&R), under the authority, direction, and control of the Under Secretary of Defense for Personnel and Readiness (USD(P&R)) and in accordance with DoDD 5124.08 (Reference (j)), shall:

a. Exercise overall responsibility for plans, programs, requirements, systems, criteria, and standards to implement this Instruction.

b. With the advice and assistance of the DEAB, as appropriate, provide guidance to DoD Components on policies, plans, programs, requirements, systems, criteria, and standards to implement this Instruction.

c. Establish, validate, issue, and update periodically a CLDF&C that identifies and defines enterprise-wide leadership and technical competencies and provides for appropriate learning opportunities to ensure a highly proficient leadership cadre and pipeline.

d. Establish and administer DoD-wide civilian leader development programs needed to ensure a leadership cadre and pipeline with enterprise-wide competencies adequate to meet leadership succession planning needs.

e. Ensure the alignment of DoD-wide and DoD Component civilian leader development programs to the CLDF&C.

f. Promote sufficient investments in DoD civilian leader education, training, and development to assess leadership competencies in the civilian workforce and provide learning opportunities targeted to maximize overall return on investment.

g. Evaluate the effectiveness and efficiency of programs and recommend changes as needed.

h. Assess the implementation of this Instruction and propose appropriate changes to the USD(P&R).

2. DIRECTOR, CIVILIAN PERSONNEL MANAGEMENT SERVICE (CPMS). The Director, CPMS, under the authority, direction, and control of the USD(P&R) as the Director, DoD Human Resources Activity (DHRA), and based on direction provided by the Deputy Under Secretary of Defense for Civilian Personnel Policy and the Director, DHRA, in accordance with DoDD 5100.87 (Reference (k)), shall:

a. Plan, program, and budget adequate personnel, facilities, funds, and other resources required to support the DoD-wide civilian leader development programs assigned to CPMS, as

described in Enclosure 3, including but not limited to curriculum development, training costs, and costs to backfill positions of program participants.

b. Establish specific requirements for, and exercise management of, day-to-day operations of the DoD-wide civilian leader development programs assigned to CPMS.

c. Identify, develop, support, and evaluate other strategies, tools, and programs necessary to ensure an enterprise-wide approach to the deliberate development of civilian leaders and a robust leadership succession management strategy.

3. <u>UNDER SECRETARY OF DEFENSE (COMPTROLLER) (USD(C))/CHIEF FINANCIAL OFFICER (CFO), DEPARTMENT OF DEFENSE</u>.  The USD(C)/CFO, in addition to the responsibilities in section 7 of this enclosure, shall maintain a central budget line item to support resource levels budgeted for DoD-wide civilian leader development program requirements.

4. <u>UNDER SECRETARY OF DEFENSE FOR INTELLIGENCE (USD(I))</u>.  The USD(I) shall implement this Instruction within DCIPS in conjunction with the USD(P&R) and in accordance with Reference (e).

5. <u>GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE (GC, DoD)</u>.  The GC, DoD shall determine the applicability of this Instruction to attorney positions in the Department of Defense, in consultation with the USD(P&R) and in accordance with DoDDs 5145.01 and 1442.2 (References (l) and (m)).

6. <u>HEADS OF THE DoD COMPONENTS</u>.  The Heads of the DoD Components shall:

a. Plan, program, and budget investments in civilian leader development at levels sufficient to assess periodically the leadership competencies of the civilian workforce and provide learning opportunities aligned with the CLDF&C to maximize overall return on investment.

b. Ensure that any civilian leader development learning opportunities sponsored by their Components are fully aligned with the CLDF&C and complement the DoD-wide civilian leader development programs described in Enclosure 3.

c. Incorporate requirements for participation in the DoD-wide civilian leader development programs into their succession planning processes and communicate those requirements, upon request, to the Director, CPMS, for inclusion in DoD total program requirements.

d. Nominate and guide the individual development of high-quality candidates for the DoD-wide civilian leader development programs consistent with their succession planning processes and merit system principles.

e. Provide for the administration of the DoD-wide civilian leader development programs within their respective Components, including providing a budget for the costs associated with participation in these programs.

f. Ensure that graduates from the DoD-wide civilian leader development programs are utilized effectively. Monitor return on investment.


7. <u>HEADS OF THE OSD COMPONENTS</u>. The Heads of the OSD Components (excluding the USD(I) and the GC, DoD) shall, in coordination with the USD(P&R) and in accordance with Reference (d), implement this Instruction for DoD civilian leader education, training, and development under their cognizance.


8. <u>CHAIRMAN OF THE JOINT CHIEFS OF STAFF</u>. The Chairman of the Joint Chiefs of Staff, in addition to the responsibilities in section 6 of this enclosure, shall ensure the continued access of civilian leaders to joint learning opportunities including, but not limited to, professional military education determined to be required for their development.

ENCLOSURE 3

PROCEDURES


1. GENERAL

   a. DoD CLDF&C and Competency Descriptions

      (1) DoD Civilian Leadership Competency Model. The appendix to this enclosure provides a leadership competency model for the deliberate development of DoD civilian leaders below the executive level. It includes five core leadership competencies built on the U.S. Office of Personnel Management's (OPM) "Guide to Senior Executive Service Qualifications" (Reference (n)), plus a DoD-specific technical core competency ("Enterprise-Wide Perspective"). It also includes six fundamental competencies that form the foundation for success in each of these core competencies. These core and fundamental competencies are to be used as guidance for the deliberate professional development of DoD civilian personnel below the executive level in all the DoD Components.

      (2) DoD Civilian Leader Development Framework. The DoD Civilian Leader Development Framework in Table 1 defines five core leadership competencies and one technical core competency that DoD civilian leaders need to accomplish the 21st century national security mission. It also lists the 25 components of these core competencies, plus six fundamental competencies that form the foundation for success in each of the core competencies.

      (3) DoD Civilian Leader Development Continuum. The DoD Civilian Leader Development Continuum in Table 2 depicts the progression of competencies needed as a DoD civilian rises through the leadership ranks, from fundamental competencies required of all leaders to strategic capabilities required of the most senior leaders.

      (4) DoD Civilian Leader Competency Descriptions. The DoD Civilian Leader Competency Descriptions in Tables 3 through 9 are based largely on the five OPM Executive Core Qualifications, but tailored and expanded to reflect the unique challenges and requirements facing DoD civilian leaders. Perhaps the most important difference is the addition of a sixth technical core competency, the Enterprise-Wide Perspective, with its two major components, "Joint Perspective" and "National Security." The inclusion of this new core competency articulates the expectation that DoD civilian leaders must develop a broad base of knowledge and experience in these DoD mission areas.

   b. DoD-Wide Civilian Leader Development Programs. The programs described in this Instruction have been established to ensure that the Department of Defense has a cadre of civilian leaders prepared to excel in joint, interagency, and multinational environments. They support continuity of leadership, a top transformational priority, by building a pipeline of leaders who have the enterprise-wide perspective and critical skills needed to lead and achieve results in the national security environment well into the future. Candidates for these programs are identified through their respective DoD Component talent management systems as having the

highest potential to excel in more responsible leadership positions across the DoD enterprise. These programs form the foundation of the DoD leadership succession management strategy.

2. <u>DSLDP</u>

a. <u>Purpose</u>. Established in 2008 to be the successor to DLAMP which will terminate at the end of Fiscal Year 2010, DSLDP provides a competency-based approach to the deliberate development of senior civilian leaders with the enterprise-wide perspective needed to lead organizations and programs and achieve results in the joint, interagency, and multi-national environments. While DSLDP addresses all civilian leader competencies specified on the CLDF&C, it emphasizes those competencies at the "Lead Organizations and Programs" level of the continuum.

b. <u>Goals</u>. Aligned with the career lifecycle management of the Senior Executive Service corps established by Reference (h), DSLDP graduates comprise a key feeder group for Senior Executive Service and equivalent positions across the DoD enterprise. Designed primarily for those who are currently leading high-performing organizations and programs, DSLDP promotes a hands-on approach to understanding, experiencing, and resolving issues and challenges facing today's leaders across the national security arena. Learning opportunities include:

(1) Senior-level professional military education, generally in a different DoD Component or at the National Defense University.

(2) Defense-focused leadership seminars, designed to strengthen enterprise-wide perspective and ensure application of critical leader competencies in the increasingly complex joint environment.

(3) Individual development, to fill identified competency gaps and further strengthen the enterprise perspective. This will include an experiential activity to gain enterprise-focused proficiency (e.g., a developmental assignment).

c. <u>Eligibility</u>. DSLDP is open, through DoD Component nomination, to permanent, full-time DoD civilian employees who:

(1) Are experienced leaders at General Schedule (GS) grades 14 or 15 and equivalent grades, as specified in the annual DoD-wide call for nominations. Equivalent grades include those under the National Security Personnel System and other authorized pay plans.

(2) Have a baccalaureate degree from an accredited college or university, or have comparable experience and training.

(3) Possess a minimum of 1 year of significant experience in supervising or managing people in an official capacity.

d. <u>Nomination, Selection, and Utilization</u>. In response to an annual solicitation, each DoD Component, as applicable, will manage a competitive process to nominate a slate of candidates. When submitting nominations, the Components shall also include a plan for utilizing the graduates in the enterprise (joint and national security) arena; this will help promote greatest return on investment for the Department of Defense. Only those with the requisite experience, competencies, and motivation to excel in more responsible, broader, enterprise leadership positions shall be nominated. DoD Component nominees will be further assessed through a DoD-wide process designed to identify the best qualified from across the Department of Defense. While most DSLDP costs are centrally funded by the Civilian Personnel Management Service for all program participants, costs of the participant's individual development requirements are generally the responsibility of the DoD Components.

3. <u>DoD EXECUTIVE LEADERSHIP DEVELOPMENT PROGRAM (ELDP)</u>

a. <u>Purpose</u>. Established in 1985, ELDP provides mid-level civilians with an extensive exposure to the roles and mission of the entire Department of Defense. Participants gain an increased understanding of, and appreciation for, today's warfighters through intensive hands-on field experiences at DoD sites around the world. While ELDP addresses all civilian leader competencies specified on the CLDF&C, it emphasizes those competencies at the "Lead People" level of the continuum.

b. <u>Goals</u>. ELDP is the DoD-wide leadership development program for mid-level civilians and the mid-level component of the DoD succession planning strategy. Program graduates comprise a key feeder group for senior leadership positions across the enterprise. ELDP terminal learning objectives are: know yourself; express yourself; build teams; manage organizations; and understand the Department of Defense. ELDP trains future DoD leaders to recognize and respond to issues facing the Department of Defense. During the course of the 10 months of training, participants will travel to a variety of locations both in the United States and overseas to train with the warfighter and experience first-hand many of the challenges the DoD Components face in carrying out the mission of the Department of Defense. ELDP is designed for high-potential mid-level leaders who have the potential and motivation to progress into senior leadership roles in the Department of Defense.

c. <u>Eligibility</u>. ELDP is open, through DoD Component nomination, to permanent full-time DoD civilian employees at grades GS-12 through GS-14 and equivalent grades, as specified in the annual DoD-wide call for nominations, and active duty military members in grades O-3 (selected to promotion to O-4) or O-4. Equivalent grades include those under the National Security Personnel System and other authorized pay plans. All applicants must have a baccalaureate degree from an accredited college or university, or have comparable experience and training.

d. <u>Nomination, Selection, and Utilization</u>. Each class consists of approximately 54 civilians and 6 active duty military officers. In response to an annual solicitation, each DoD Component, as applicable, will manage a competitive process to nominate candidates to fill its assigned quota. When submitting nominations, the Components shall also include a plan for utilizing the

graduates in the joint arena; this will help promote greatest return on investment for the Department of Defense.  Only those with the requisite experience, competencies, and motivation to excel in more responsible, broader, enterprise leadership positions shall be nominated.  ELDP is a reimbursable training program.  Tuition for civilian participants and travel and per diem costs for both civilian and military participants are the responsibility of the nominating DoD Components.

4.  <u>DLAMP</u> (will terminate at the end of Fiscal Year 2010 and be succeeded by DSLDP)

a.  <u>Purpose</u>.  Established in 1997, DLAMP provides a cadre of highly capable senior civilian leaders with a joint perspective on managing the DoD workforce and programs.

b.  <u>Goals</u>.  DLAMP develops senior civilian leaders with a DoD-wide enterprise perspective; substantive knowledge of the national security mission; a shared understanding, trust, and sense of mission with military counterparts; and strong leadership and management skills.  When combined with increasingly responsible work assignments, DLAMP prepares individuals for senior leadership positions throughout the Department of Defense.  Core program elements include:

(1)  An advanced degree from an accredited institution.

(2)  Graduate courses in business management and public policy areas (based on an individual needs assessment).

(3)  Senior-level professional military education.

(4)  Leadership courses designed to enhance executive core qualifications.

(5)  A developmental assignment (highly encouraged).

c.  <u>Eligibility</u>.  Annual intake into DLAMP ended in 2006.  DLAMP will terminate at the end of Fiscal Year 2010.  DSLDP, described in section 2 of this enclosure, is the successor program.

Appendix
    DoD Civilian Leader Development Framework, Development Continuum, and Competency
        Descriptions

APPENDIX TO ENCLOSURE 3


DoD CIVILIAN LEADER DEVELOPMENT FRAMEWORK,
DEVELOPMENT CONTINUUM, AND COMPETENCY DESCRIPTIONS


This appendix consists of nine tables that describe the DoD Civilian Leader Development Framework (Table 1) and the DoD Civilian Leader Development Continuum (Table 2), and provide DoD Civilian Leader Competency Descriptions (Tables 3 through 9).  Taken together, these tables provide a blueprint for a deliberate development of DoD civilian leaders below the executive level.  See section 1 of Enclosure 3 for details.

Table 1.  DoD Civilian Leader Development Framework:  Executive Core, Technical Core, and Fundamental Competencies

| LEADING CHANGE | LEADING PEOPLE | RESULTS DRIVEN | BUSINESS ACUMEN | BUILDING COALITIONS | ENTERPRISE-WIDE PERSPECTIVE (TECHNICAL) |
|---|---|---|---|---|---|
| DESCRIPTIONS OF CORE COMPETENCIES | | | | | |
| Involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent to this 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. | 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 fosters the motivation and development of others and 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. | 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. | Involves the ability to manage human, financial, and information resources strategically.  Inherent to this competency is the ability to devise solutions with an understanding of how to impact business results by making connections between actions or performance and organizational goals or results, as well as external pressure points. | Involves the ability to build coalitions internally and with other Federal agencies, State and local Governments, nonprofit and private sector organizations, foreign governments, or international organizations to achieve common goals. | Involves a broad point of view of the DoD mission and an understanding of 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. |
| COMPONENTS OF CORE COMPETENCIES | | | | | |
| • Creativity and Innovation<br>• External Awareness<br>• Strategic Thinking<br>• Vision<br>• Flexibility<br>• Resilience | • Conflict Management<br>• Leveraging Diversity<br>• Developing Others<br>• Team Building | • Accountability<br>• Decisiveness<br>• Entrepreneurship<br>• Customer Service<br>• Problem Solving<br>• Technical Credibility | • Financial Management<br>• Human Capital Management<br>• Technology Management<br>• Computer Literacy | • Political Savvy<br>• Influencing and Negotiating<br>• Partnering | • Joint Perspective<br>  - Mission Orientation<br>  - DoD Mission and Culture<br>  - DoD Corporate Perspective<br>  - National Defense Integration<br>  - Global Perspective<br>• National Security<br>  - Foundation<br>  - Environment<br>  - Strategy |
| FUNDAMENTAL COMPETENCIES:  These competencies are the foundation for success in each of the core competencies.<br>        • Interpersonal Skills        • Written Communication        • Continual Learning<br>        • Integrity and Honesty        • Oral Communication        • Public Service Motivation | | | | | |

Figure 1.  DoD Civilian Leader Development Continuum



## Lead the Institution

External Awareness
Vision
Strategic Thinking
Political Savvy
Global Perspective
National Security Strategy

## Lead Organizations and Programs

Technology Management
Financial Management
Creativity and Innovation
Partnering
Entrepreneurship
National Defense Integration
National Security Environment

## Lead People

Human Capital Management
Leveraging Diversity
Conflict Management
Developing Others
DoD Corporate Perspective
National Security Foundation

## Lead Teams and Projects

Team Building
Accountability
Decisiveness
Influencing and Negotiating
DoD Mission and Culture

*Deliberate development through progressive learning opportunities (education, training, self-development, assignments) that broaden experience and increase responsibility*

## Lead Self

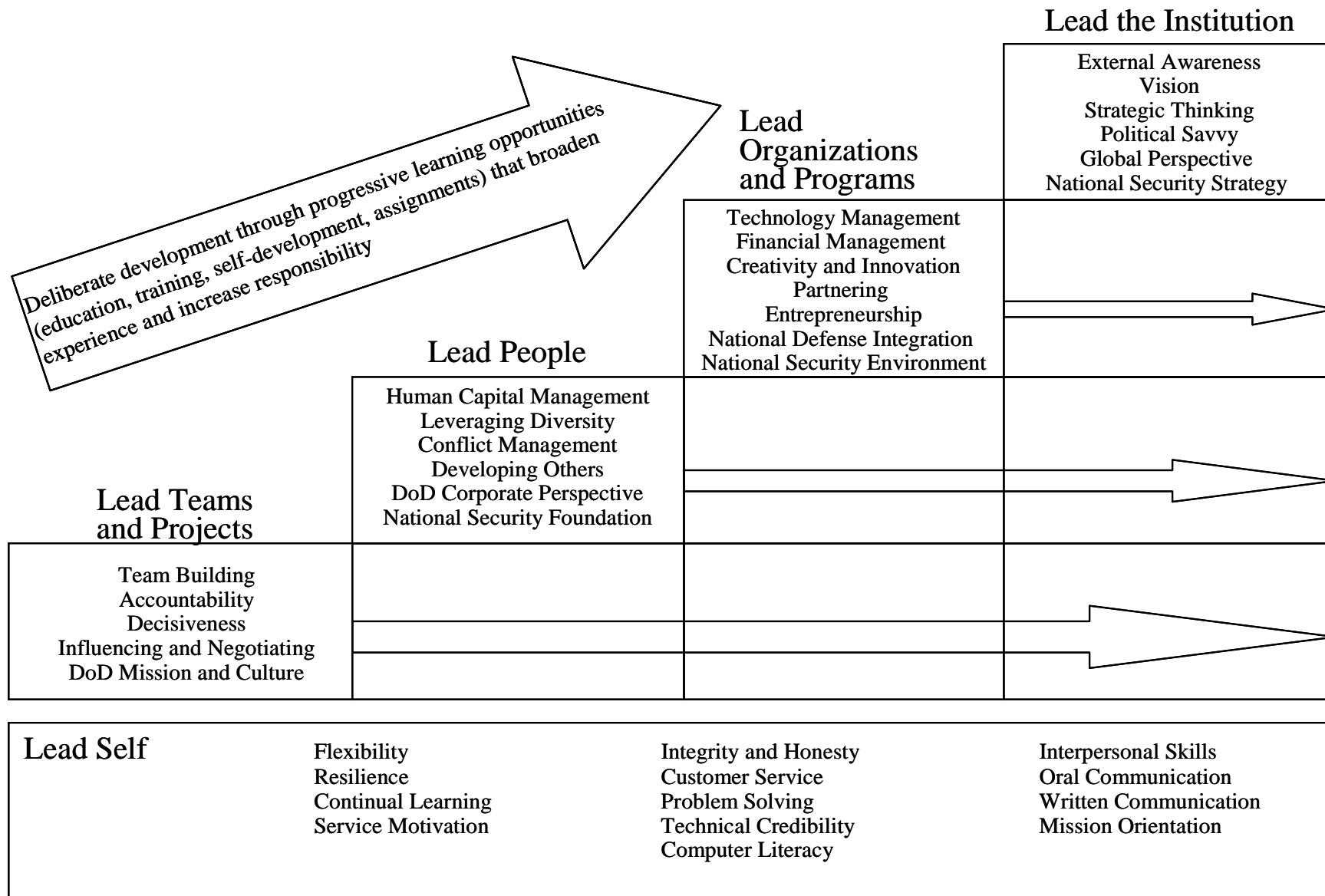| | | |
|---|---|---|
| Flexibility | Integrity and Honesty | Interpersonal Skills |
| Resilience | Customer Service | Oral Communication |
| Continual Learning | Problem Solving | Written Communication |
| Service Motivation | Technical Credibility | Mission Orientation |
| | Computer Literacy | |

APPENDIX TO ENCLOSURE 3

Table 2.  DoD Civilian Leader Competency Description:  Leading Change

| DESCRIPTION | |
|---|---|
| This core competency involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals.  Inherent to this 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. | |
| COMPONENTS | |
| Creativity and Innovation | Develops new insights into situations; questions conventional approaches; encourages new ideas and innovations; designs and implements new or cutting-edge programs, processes, and solutions. |
| External Awareness | Actively seeks to understand others' cultural, religious, political, and societal norms and customs; builds language proficiency as required by the mission.  Maintains an integrated understanding of Congressional and globalization factors that would influence defense, domestic, and foreign policy and uses it in strategic and operational planning.  Understands and keeps current on local, national, and international policies and trends that affect the organization and shape stakeholders' views; is aware of the organization's impact on the external environment. |
| Strategic Thinking | Formulates objectives and priorities and implements plans consistent with the long-term interests of the organization in a global environment that takes into consideration the environment, resources, capabilities, constraints, and organizational goals and values.  Capitalizes on opportunities and manages risks and contingencies, recognizing the implications for the organization and stakeholders. |
| Vision | Communicates a clear mission and set of values, providing guideposts for decision making and action.  Takes a long-term view and builds a shared vision with others; acts as a catalyst for organizational change.  Influences others to translate vision into action. |
| Flexibility | Is open to change and new information; rapidly adapts to new information, changing conditions and strategy, or unexpected obstacles, processes, and requirements. |
| Resilience | Deals effectively with pressure, ambiguous and emerging conditions, and multiple tasks; remains optimistic and persistent even under adversity or uncertainty.  Recovers quickly from setbacks.  Anticipates changes and learns from mistakes. |

Table 3.  DoD Civilian Leader Competency Description:  Leading People

| DESCRIPTION | |
| --- | --- |
| 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 fosters 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. | |
| COMPONENTS | |
| Conflict Management | Anticipates and takes steps to prevent counter-productive confrontations.  Manages and resolves conflicts and disagreements in a constructive manner. |
| Leveraging Diversity | Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization.  Seeks out diverse ideas, opinions, and insights, respecting the values and perceptions of others.  Examines biases and seeks insights to avoid stereotypical responses and behavior. |
| Developing Others | Develops the ability of others to perform and contribute to the organization by inspiring and providing a learning environment of ongoing feedback and opportunities to learn through formal and informal methods, enabling employees to address skill gaps and realize their highest potential.  Actively encourages and supports enhancement of a joint perspective. |
| Team Building | Inspires and fosters team commitment, spirit, pride, and trust.  Facilitates cooperation and motivates team members to accomplish group goals. |

Table 4.  DoD Civilian Leader Competency Description:  Results Driven

| DESCRIPTION | |
| --- | --- |
| This core competency involves the ability to meet organizational goals and customer expectations.  Inherent to this competency is stewardship of resources and the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks. | |
| COMPONENTS | |
| Accountability | Fosters and ensures an environment that administers all resources in a manner that instills public trust while accomplishing the mission.  Monitors progress and evaluates outcomes to improve organizational efficiency and effectiveness.  Holds self and others accountable for measurable high-quality, timely, and cost-effective results.  Determines objectives, sets priorities, and ensures sound management processes and procedures are in place, ensuring that national interests are well served.  Accepts responsibility for mistakes.  Complies with established control systems and rules. |
| Decisiveness | Makes well-informed, effective, and timely decisions whether data are limited or vast or solutions produce unpleasant consequences; perceives the impact and implications of decisions.  Analyzes critically, synthesizing patterns among diverse systems and looking at interdependencies.  Gauges unintended consequences.  Uses sound judgment to simultaneously integrate and weigh situational constraints, risks, and rewards. |
| Entrepreneurship | Positions the organization for future success by identifying new opportunities; builds the organization by developing or improving products or services.  Identifies potential risks early and implements effective abatement or control measures.  Takes calculated risks to accomplish organizational objectives.  Defines evaluation criteria and continuously collects, assesses, shares, and responds to data appropriately. |
| Customer Service | Anticipates and meets the needs of both internal and external customers.  Delivers high-quality products and services; is committed to continuous improvement. |
| Problem Solving | Identifies and analyzes problems; weighs relevance and accuracy of information; seeks and generates and evaluates alternative perspectives and solutions; makes timely and effective recommendations based on potential implications of findings or conclusions.  Critically evaluates problems to identify their causes and chooses courses of action that balance the interests of the mission and stakeholders. |
| Technical Credibility | Understands and appropriately applies principles, procedures, requirements, regulations, and policies related to specialized expertise.  Remains current with technology, tools, trends, and evolving practices in area of expertise. |

Table 5.  DoD Civilian Leader Competency Description:  Business Acumen

| DESCRIPTION |
|---|
| This core competency involves the ability to manage human, financial, and information resources strategically.  Inherent to this 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 organizational goals and results, as well as external pressure points. |

| COMPONENTS | |
|---|---|
| Financial Management | Understands the organization's financial processes.  Prepares, justifies, and administers the program budget.  Applies sound resource management principles, business and/or industry best practices, and applicable policies, regulations, and laws to support operations.  Aligns resources with policy and the strategic direction and priorities.  Oversees procurement and contracting to achieve desired results.   Monitors expenditures and uses cost-benefit thinking to set priorities. |
| Human Capital Management | Builds and manages workforce based on organizational goals, budget considerations, and staffing needs.  Ensures that employees are appropriately recruited, selected, appraised, and rewarded; takes action to address performance-based deficiencies.  Manages a multi-sector workforce and a variety of work situations. |
| Technology Management | Identifies, evaluates, and assimilates information from among multiple streams and differentiates information according to its utility; utilizes information to adjust self, situational, or global awareness.  Keeps current on technological developments.  Makes effective use of technology to achieve results.  Ensures access to and security of technology systems. |
| Computer Literacy | Demonstrates skill in using job-relevant information systems and/or software applications such as word processing, spreadsheets, automated research tools, database applications, and the Internet. |

APPENDIX TO ENCLOSURE 3

Table 6.  DoD Civilian Leader Competency Description:  Building Coalitions

| DESCRIPTION | |
|---|---|
| This core competency involves the ability to build coalitions internally and with other Federal agencies, State and local Governments, nonprofit and private sector organizations, foreign governments, or international organizations to achieve common goals. | |
| COMPONENTS | |
| Political Savvy | Identifies the internal and external politics that impact the work of the organization.  Perceives organizational and political reality and acts accordingly.  Uses diplomacy in dealing with issues involving others. |
| Influencing and Negotiating | In representing the organization, establishes and maintains relationships with key individuals and/or groups; understands what motivates them.  Persuades others; builds consensus through give and take; gains cooperation from others to obtain information, find solutions, and accomplish goals. |
| Partnering | Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals. |

Table 7. DoD Civilian Leader Competency Description: Enterprise-Wide Perspective

| DESCRIPTION |
|---|
| This technical core competency involves a broad point of view of the DoD mission and an understanding of 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. |

| COMPONENTS | |
|---|---|
| Joint Perspective | Has an indepth understanding of how the Department of Defense operates and how the Military Services, DoD Components, stakeholders, partners, and customers integrate toward mission accomplishment. Applies joint doctrine when planning, coordinating, and communicating the organization's policies and processes. Considers interoperability in communications, logistics, and information sharing so that systems are integrated across organizational lines. Reviews and applies concepts from applicable studies, laws, regulations, policies, plans, programs, systems, criteria, and standards related to joint capabilities, operations, or programs.

MISSION ORIENTATION. Understands his or her identity in the organization and where his or her job fits into the major organization (e.g., the Departments of the Army, Navy, and Air Force and the Defense Agencies) and overall mission of the Department of Defense.

DoD MISSION AND CULTURE. Understands the DoD mission and the roles, missions, and command structure of the Military Services and Defense Agencies. Can identify similarities and differences in the missions and cultures of the Services. Can identify members of the Total Force and articulate an understanding of how the Services work together to accomplish the DoD mission.

DoD CORPORATE PERSPECTIVE. Considers how the Department of Defense operates and how DoD Components, stakeholders, partners, and customers integrate toward mission accomplishment. Reviews literature, studies, and guidance related to the operations of the Services and the Department of Defense.

NATIONAL DEFENSE INTEGRATION. Keeps current in joint doctrine and applicable studies. Formulates plans and policies with a broad view and implements programs that consider interoperability, joint basing, and other integration efforts to ensure effective solutions that maximize DoD goals and interests as well as the inter-relationships, resources, and capabilities of all related entities. Analyzes, promotes, and, as applicable, incorporates the joint perspective throughout the organizations' policies and processes to ensure maximum support of DoD joint mission objectives. |

Table 7. DoD Civilian Leader Competency Description:  Enterprise-Wide Perspective, Continued

| COMPONENTS, CONTINUED | |
|---|---|
| Joint Perspective, Continued | GLOBAL PERSPECTIVE.  Effectively communicates the organization's commitment to the joint mission and leads staff to exert influence and execute solutions across the enterprise.  Works collaboratively with other national security agencies to achieve U.S. goals and objectives.  Fosters supportive partnerships across organizational lines and within the international community to drive integration and translate long-term goals into action. |
| National Security | Understands the role of military leaders and armed forces in the development of national security and foreign policies; classical methods of maintaining peace; military-civilian relations in the developed and less developed states; the impact of rapid technological change and weaponry in international politics; and the role of the military in the shaping of war and peace. |
| | NATIONAL SECURITY FOUNDATION.  Understands the DoD role, responsibilities, and organizational framework as it applies to the national security mission.  Comprehends the relationships between all elements of power and can articulate the importance of interagency and multinational cooperation in the use of power. |
| | NATIONAL SECURITY ENVIRONMENT.  Keeps current and regularly examines key national security and international issues, to include military, economic, political, and societal trends that affect the Department of Defense.  Uses knowledge of national security policy to shape broader strategies, policy objectives, interagency partnerships, and other initiatives beyond the organizational level in support of DoD national security goals. |
| | NATIONAL SECURITY STRATEGY.  Systematically applies an in-depth understanding of national security policy, goals, and objectives to the development, deployment, employment, and sustainment of DoD resources in support of national objectives.  Coordinates issues with national security implications across all layers of government.  Constructively influences policy toward the attainment of national security goals and objectives. |

Table 8.  DoD Civilian Leader Competency Description:  Fundamental Competencies

| DESCRIPTION | |
| --- | --- |
| These competencies are the foundation for success in each of the core competencies. | |
| COMPONENTS | |
| Interpersonal Skills | Develops and maintains effective working relationships, especially in difficult situations.  Engages and inspires others.  Treats others with courtesy, sensitivity, and respect.  Considers and responds appropriately to the needs and feelings of different audiences, situations, and/or cultures.  Actively solicits feedback.  Exemplifies professionalism, tact, and empathy.  Builds trust and commitment. |
| Integrity and Honesty | Nurtures ethically-minded organizations through personal discipline, values, self-control, and policies that reinforce ethical behavior.  Demonstrates selflessness of action by doing the right thing regardless of personal and professional consequences.  Behaves in an honest, fair, and ethical manner without regard to pressure from other authorities.  Shows consistency in words and actions.  Instills trust and confidence; models high standards of ethics. |
| Written Communication | Writes to convey information in a clear, concise, organized, and convincing manner for the intended audience, using correct English grammar, punctuation, and spelling.  Expresses thoughts persuasively and uses effective modes to reinforce message retention. |
| Oral Communication | Demonstrates ability to clearly and effectively articulate, present, and promote varied ideas and issues (to include sensitive or controversial topics) before a wide range of audiences.  Makes clear and convincing oral presentations.  Listens effectively; clarifies information as needed. |
| Continual Learning | Assesses and recognizes own strengths and weaknesses; pursues self-development.  Uses challenges as opportunities to improve and become more effective.  Pursues chances to stretch skills to further professional growth.  Seeks ways to improve the capacity of others and the organization through knowledge sharing, mentoring, and coaching. |
| Public Service Motivation | Shows a commitment to serve the public.  Ensures that actions meet public needs; aligns organizational objectives and practices with public interests. |

APPENDIX TO ENCLOSURE 3

GLOSSARY

PART I.  ABBREVIATIONS AND ACRONYMS

| | |
|---|---|
| CLDF&C | Civilian Leader Development Framework and Continuum |
| CPMS | Civilian Personnel Management Service |
| | |
| DCIPS | DoD Civilian Intelligence Personnel System |
| DEAB | DoD Executive Advisory Board |
| DHRA | DoD Human Resources Activity |
| DLAMP | Defense Leadership and Management Program |
| DoDD | DoD Directive |
| DSLDP | Defense Senior Leader Development Program |
| | |
| ELDP | Executive Leadership Development Program |
| | |
| GC, DoD | General Counsel of the Department of Defense |
| GS | General Schedule |
| | |
| OPM | U.S. Office of Personnel Management |
| | |
| PDUSD(P&R) | Principal Deputy Under Secretary of Defense for Personnel and Readiness |
| | |
| U.S.C. | United States Code |
| USD(C)/CFO | Under Secretary of Defense (Comptroller)/Chief Financial Officer, Department of Defense |
| USD(I) | Under Secretary of Defense for Intelligence |
| USD(P&R) | Under Secretary of Defense for Personnel and Readiness |

PART II.  DEFINITIONS

Unless otherwise noted, these terms and their definitions are for the purposes of this Instruction.

CLDF&C.  A blueprint for the deliberate development of DoD civilian leaders below the executive level as described in the appendix to Enclosure 3.  It includes the DoD Civilian Leader Development Framework, DoD Civilian Leader Development Continuum, and DoD Civilian Leader Competency Descriptions.

competency.  An observable, measurable pattern of knowledge, skills, abilities, behaviors, and other characteristics that an individual needs to perform work roles or occupational functions successfully.

talent management system.  A set of processes that promotes having quality people with appropriate competencies performing mission-critical activities such as leadership.

Total Force.  Defined in Reference (c).