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PERSONNEL AND
READINESS

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
COMMANDERS OF THE COMBATANT COMMANDS
ASSISTANT SECRETARIES OF DEFENSE
GENERAL COUNSEL OF THE DEPARTMENT OF
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INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE
ASSISTANTS TO THE SECRETARY OF DEFENSE
DIRECTOR, ADMINISTRATION AND MANAGEMENT
DIRECTOR, PROGRAM ANALYSIS AND EVALUATION
DIRECTOR, NET ASSESSMENT
DIRECTORS OF DEFENSE AGENCIES
DIRECTORS OF DOD FIELD ACTIVITIES

SUBJECT: Department of Defense (DoD) Civilian Leader Development Framework and Continuum

This memorandum announces approval of the DoD Civilian Leader Development Framework and Continuum (attached), and forwards these products for Department-wide implementation.

Originally endorsed by the Defense Human Resources Board in April 2007, the Framework and Continuum were developed to serve as a blueprint for the deliberate development of the next generation of DoD civilian leaders. The underlying competencies have now been fully vetted and validated and, therefore, are approved for use in leader development throughout the Department.

The Civilian Leader Development Framework identifies the critical leadership competencies that Defense leaders need to meet the complex 21st Century national security mission. Based largely on the Executive Core Qualifications issued by the Office of Personnel Management for government-wide use, the DoD competencies and definitions reflect the unique challenges and requirements of leadership in DoD. Perhaps the most important difference is the addition of a sixth core competency, Enterprise-wide Perspective, with its two underlying sub-competencies, Joint Perspective and National Security. Inclusion of these competencies articulates the expectation that DoD civilian

leaders must develop a broad base of knowledge and experience in these core Defense mission areas.

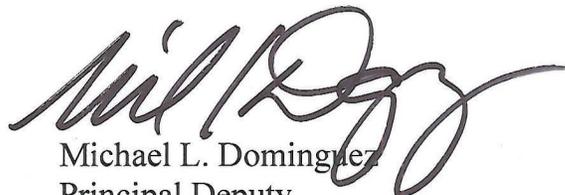
The DoD Civilian Leader Development Continuum depicts the progression of competencies needed as one rises through the leadership ranks, from the foundational core competencies required for all, to the strategic capabilities required of our most senior executives. A compendium of available learning opportunities that address the DoD-specific competencies is under development and will be made available within the next several months.

In addition, work is continuing toward the development of a DoD-unique leadership competency assessment tool based on this new competency framework. The assessment tool will be available later this year, and will be used to assess the proficiency of our current civilian leaders, identify any systemic competency gaps, and develop plans to close those gaps, as required annually by the President's Management Agenda.

Policies and procedures, along with additional guidance on the intended use of these documents for both individual and organizational development, are forthcoming and will be issued through official publication channels, as appropriate. In preparation, each Component should move forward with earlier plans to align its leader development initiatives to the DoD Framework and Continuum.

These efforts demonstrate real progress toward ensuring the deliberate development of civilian leaders with a broad, enterprise-wide perspective throughout the Department and to identify solutions that will enhance the return on our investment in civilian leader development. I thank you for your personal support and participation in this endeavor.

My point of contact for Joint Civilian Leader Development is Diane Lilienthal, (703) 696-9634, or diane.lilienthal@cpms.osd.mil.



Michael L. Dominguez
Principal Deputy

Attachments:
As stated



DoD 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 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.	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.	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 this competency is the ability to devise solutions with an understanding of how to impact business results by making connections between actions/performance and organizational goals and results, as well as external pressure points.	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.	This core competency involves understanding and consideration of the relationship of individual or organizational responsibilities vis a vis the larger DoD strategic priorities. It is shaped by experience and education characterized by a strategic/top level focus on broad requirements, joint and multi-agency or multi-component experiences, integration of information both vertically and horizontally, and collaboration among partners across and outside the Department.
Competencies					
<ul style="list-style-type: none"> • Creativity and Innovation • External Awareness • Strategic Thinking • Vision • Flexibility • Resilience 	<ul style="list-style-type: none"> • Conflict Management • Leveraging Diversity • Developing Others • Team Building 	<ul style="list-style-type: none"> • Accountability • Decisiveness • Entrepreneurship • Customer Service • Problem Solving • Technical Credibility 	<ul style="list-style-type: none"> • Financial Management • Human Capital Management • Technology Management • Computer Literacy 	<ul style="list-style-type: none"> • Political Savvy • Influencing/Negotiating • Partnering 	<ul style="list-style-type: none"> • Joint Perspective <ul style="list-style-type: none"> - Mission Orientation - DoD Mission & Culture - DoD Corporate Perspective - National Defense Integration - Global Perspective • National Security <ul style="list-style-type: none"> - Nat Sec Foundation - Nat Sec Environment - Nat Sec Strategy
<p>Fundamental Competencies: These competencies are the foundation for success in each of the core competencies.</p> <ul style="list-style-type: none"> • Interpersonal Skills • Integrity/Honesty • Written Communication • Oral Communication • Continual Learning • Public Service Motivation 					



DoD Leader Development Continuum

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

			Lead the Institution
		Lead Organizations/ Programs	External Awareness Vision Strategic Thinking Political Savvy Global Perspective National Security Strategy
		Technology Mgmt Financial Mgmt Creativity & Innovation Partnering Entrepreneurship National Defense Integration National Security Environment	→
	Lead People		
	Human Capital Mgmt Leveraging Diversity Conflict Management Developing Others DoD Corporate Perspective National Security Foundation		→
Lead Teams/Projects			
Team Building Accountability Decisiveness Influencing/Negotiating DoD Mission and Culture			→
Lead Self	Flexibility Resilience Continual Learning Service Motivation	Integrity/Honesty Customer Service Problem Solving Technical Credibility Computer Literacy	Interpersonal Skills Oral Communication Written Communication Mission Orientation



DoD CIVILIAN LEADER DEVELOPMENT FRAMEWORK

COMPETENCY DEFINITIONS

Leading Change

Definition: 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.

Competencies	
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/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 up-to-date 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.

Leading People

Definition: 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.

Competencies	
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.

Results Driven

Definition: 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.

Competencies	
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/generates and evaluates alternative perspectives/solutions; makes timely/effective recommendations, based on potential implications of findings or conclusions. Critically evaluates to identify the causes of problems, 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.

Business Acumen

Definition: 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/performance and organizational goals and results, as well as external pressure points.

Competencies	
Financial Management	Understands the organization's financial processes. Prepares, justifies, and administers the program budget. Applies sound resource management principles, business/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 up-to-date 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.

Building Coalitions

Definition: 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.

Competencies	
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/Negotiating	In representing the organization, establishes and maintains relationships with key individuals/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.

Enterprise-wide Perspective

Definition: This core competency involves understanding and consideration of the relationship of individual or organizational responsibilities vis a vis the larger DoD strategic priorities. It is shaped by experience and education characterized by a strategic/top level focus on broad requirements, joint and multi-agency or multi-component experiences, integration of information both vertically and horizontally, and collaboration among partners across and outside the Department.

Competencies	
<p>Joint Perspective</p>	<p>Has an indepth understanding of how the Department of Defense operates and how Services, 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, and policies, plans, programs, systems, criteria and standards related to joint capabilities, operations or programs.</p> <p>Mission Orientation - Understands one’s identity in the organization and where his/her job fits into the major organization (e.g., Department of the Army, Navy, and Air Force and the Defense Agencies) and overall mission of the Defense Department.</p> <p>DoD Mission and Culture - Understands the Defense Department’s mission and the roles, missions and command structure of the Military Services and Defense Agencies. Can identify similarities and differences in Service mission and culture. Can identify members of the Total Force and articulate an understanding of how the Services work together to accomplish the DoD mission.</p> <p>DoD Corporate Perspective - Considers how the Department of Defense operates and how Components, stakeholders, partners and customers integrate toward mission accomplishment. Reviews literature, studies and guidance related to the operations of the Services and DoD.</p> <p>National Defense Integration - Keeps current in joint doctrine and applicable studies. Formulates plans and policies with a broader 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 the Department’s joint mission objectives.</p> <p>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.</p>
<p>National Security</p>	<p>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.</p> <p>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.</p> <p>National Security Environment - Keeps current and regularly examines key national security and international issues, to include, military, economic, political and societal trends that affect DoD. Uses knowledge of national security policy to shape broader strategies, policy objectives, inter- agency partnerships and other initiatives beyond the organizational level in support of DoD’s national security goals.</p>

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.

Fundamental Competencies

Definition: These competencies are the foundation for success in each of the core competencies.

Competencies	
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/cultures. Actively solicits feedback. Exemplifies professionalism, tact and empathy. Builds trust and commitment.
Integrity/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.