



# Small Group Discussion Results

*Working for America*

## OPM Thought Leader Forum

April 10, 2007

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT



# Bright Blue Team

*Culture of Learning  
and Development  
In an Organizational  
Context*



↑  
Strategic planning  
Leadership infrastructure  
Incentives  
Vision and goal setting  
systems

↓  
Networks  
Interagency exchanges  
Mobility  
Performance plans

↓  
Individual Development Plans  
Rotational assignments

## TODAY!

- Acculturation
- Peer forums
- Role modeling
- Mentoring



# Green Group

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- OPM establishes a policy framework for SES continuing development

OPM sets requirement for agency SES development program built on policy framework, e.g., mobility programs, mentoring/coaching

- In conjunction, today's sponsoring agencies will develop a new substantial residential SES acculturation program

Built on existing best practices in this area



# Purple Group

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- Rethink the SES Concept
  - Ownership by top leadership
  - Redefine the purpose of the SES
- Facilitate increased use of rotations/mobility assignments
  - Broader than geographic
  - Resourced appropriately
- Formalize Mentoring and Coaching
  - Communities of Interest/Practice



# Red Group

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- Vision for SES

Group to facilitate dialogue between original SES vision & operational realities that we face today

- Skills & Competencies Needed to Deliver Vision

- Distinguishing characteristics of superior performers
- Identify skills SES report they need on the job

- Diverse Opportunities for SES to Refresh & Maintain Skills

- Provide traditional & non-traditional learning
- Create mandatory, multi-year Executive Development Plan (EDP)



# Orange Group

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- Revisit Title 5. Redefine the SES Role vs. SL/ST. Audit Biennial SES slot process
- Establish government/agency-wide office that oversees SES career development, training, competencies, and opportunity
- Develop enterprise-wide data base of all SES level training
- Develop indoctrination/transition training
  - Ethics
  - Legislative affairs
  - Media interaction



# Orange Group (cont'd)

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- Require SES to sign term contract of expectations  
Mobility, training, movement up or out
- Ceremony for new SES
- Require SES program management certification
- Mobility support
- CHCOs continue to network



# Yellow Group

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- Continuity of Leadership
  - Not HR-run, but owned by organization
  - Players: Leverage ERB, oversight from President's Management Council, involve CHCOs, support of OPM
  - Define end state and how to get there
- Changing Definition of Executive
  - Review definition, stratify, target needs -- Different paths
  - Proper link between development and performance
  - Link to organization's strategic vision





# Yellow Group (cont'd)

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- Build Networks/Access
  - Enterprise executives/Cadre of 100
  - Federal-wide program; action learning teams
  - Demo project
  - Involvement of good government groups
  - Mobility across agencies/organizations



# Navy (Brilliant) Blue

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- Central Management of Positions
  - Centrally tracked positions
  - Pool of SES candidates
  - Dream sheets
- Central Management of Development
  - Vision from top
  - Clear expectations
- Sharing Experiences
  - Idea exchange forums
  - Community of Practice