

Point Paper on Required Executive Development Courses for VA's SES

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Purpose: To provide a point/issue paper on the five mandatory executive courses VA's Senior Executives will be required to attend as part of CSEMO's Executive Onboarding Program.

Background: CSEMO is responsible for the lifecycle management of Senior Executives. As part of this charge, CSEMO's Executive Training Team designed a strategic integrated training and development process for SES members to help them acclimate, transition and excel in their position and organization. Supporting VA's strategic mission and the Secretary's Transformation Initiatives, a structured Executive Onboarding Program was developed for Executives to: assist and build leadership capabilities; establish networks and relationships; gain knowledge and insight of the organizational and political structure; and achieve executive success.

The Executive Onboarding Program is an 18-month process that entails various tasks, requirements and functions of the newly or transferred executive, his/her manager and organization and CSEMO. Some of these requirements involve participating in CSEMO's Executive Coaching, OPM's SES Briefing, VA's Executive Forum and VA Senior Executive Strategic Leadership Course. All of these leadership courses and other resources are available under the Executive Institute, which is currently under development.

Current Status: In January 2011, CSEMO began piloting its Executive Onboarding Program. Through this process, CSEMO identifies Executives, based on their eligibility, to participate in required executive development courses that will produce a positive return on investment (ROI) for the Executive, his/her organization and the Department.

Courses: Below are the five required executive development courses that CSEMO is requiring of all career SESers and Title 38 Equivalents. Where available, information is shared on the course offering, location, and cost.

1) *OPM's SES Briefings*

SES Briefings for New Executives – OPM, along with the White House, conducts periodic briefings for new SES members. These 2 day sessions incorporate lectures, discussions, question-and-answer periods, and opportunities for networking. Topics also covered include Administration goals and initiatives, practical advice on how to work effectively with sectors outside the Executive Branch, how the SES works, attributes of effective leaders, etc. The briefings end with a swearing-in ceremony and a reception.

SES Briefing for Non-Career SES or Equivalent – OPM also offers a one day session for new non-career Executives to assist the political appointee SES as they transition to their new roles in Federal government service.

Location: Atrium Ballroom at the Ronald Reagan Building, 1300 Pennsylvania Avenue, NW, Washington, DC 20004.

Dates/Length: June 29-30, 2011. September dates have not determined.

Cost: Briefing is \$850 per registrant. This includes briefing materials, a framed certificate, luncheon, coffee breaks, and an evening reception. Funds covered by VALU.

2) *VA Senior Executive Strategic Leadership Course*

VA Senior Executive Strategic Leadership Course is designed to use Executive education as a driving force to lead change and enhance leadership skills at the strategic (Executive) level.

Location: UNC-Chapel

Dates/Length: March 20-25, 2011 and June 26 – July 1, 2011

Cost: \$6,400 (based on 25 participants). This includes lodging, materials, breakfast, lunch, dinner, breakout sessions, and two evening socials. Cost covered by VALU.

3) *VA Executive Forum* (Tab 3)

VA Executive Forum is an annual conference for SESers and Title 38 Equivalents with the purpose of enabling VA Senior Executives to coordinate insights and efforts of the sixteen transformation initiatives in a continued and cohesive course of action. This five day event includes presentations by VA's Senior Leaders (Secretary, Deputy Secretary, Chief of Staff, Under Secretaries, etc) Administration and Staff Offices, transformational learning opportunities, industry-leading speakers and networking.

Location: Washington Metropolitan Area

Dates/Length: April 11-15, 2011

Cost: Covered by VALU

4) *Federal Executive Institute (FEI) Leadership for a Democratic Society* (Tab 4)

OPM FEI's Leadership for a Democratic Society (LDS) program enhances the Constitutional underpinning of Federal Government work and the common culture of senior Federal executives. At FEI, Executives will build skills in personal leadership and gain insights into organizational theory, the policy framework in which Government leadership occurs, and the broad global trends and events that shape government agendas.

Location: Federal Executive Institute, Charlottesville, VA

Dates/Length: Dates vary in 2011. 4 weeks residential training that can be taken all at once or divided into 2 sessions.

Cost: \$19,500. Tuition includes food, lodging and course materials.

5) *Executive Elective Development Courses* – Senior Executives may choose **one** of the following courses based on their individual/organizational need. (Tab 5)

a) *Brookings Executive Institute* offers a wide array of executive education classes designed to fit the needs of busy government executives. Brookings's leadership education curriculum is aligned with both the federal government's Executive Core Qualifications competency model and VA's new Leadership Competency Model. All of the courses provide credit toward the Brookings Certificate of Public Leadership and credit from most can be applied toward the new Master of Science in Leadership conferred by Washington University in St. Louis.

Location: Varies

Dates/Length: 2 Days

b) Harvard Business School's Advanced Management Program (AMP) is designed to nurture new skills to drive innovation and enhance synergies at all levels of the organization. AMP accelerates the leadership development process by empowering participants to think broadly, manage globally, and compete strategically. The Executive Education Program offers programs for leaders from around the world. Programs bring together experienced professionals, a world-class faculty, and a dynamic curriculum in a setting where the common denominator is a shared commitment to public value. The result is a lasting transformational leadership experience.

Location: Harvard Business School, Boston, Massachusetts

Dates/Length: AMP: Intensive 8-week residential program
Executive Education: 1-2 week residential workshops

- c) Wharton's Leading Organizational Change is a hands-on workshop that offers the best insights from research and practice focused on addressing the specific change initiatives of each participant. The program offers frameworks, models, and perspectives on leading change that participants immediately apply to their own projects. Participants will understand the factors that trip up promising organizational transformations and the strategies that can make them more successful. Participants will gain a better grasp of the complex interpersonal and strategic issues involved to become a more effective change agent in their organizations.

Location: Open

Dates/Length: 4 Days

[Note: The funding for all of these electives will be paid through SOR 2 Transformational Leadership Initiative Task 5]

Attendees: CSEMO determines eligibility for these courses and signs the individual up.

When Taken: Within the Executive's first 5 years, he/she will take the mandatory courses during these timeframes:

- OPM SES Briefing – by the end of year 1
- VA Executive Forum – by the end of year 1
- FEI – by the end of year 2
- Electives – by the end of year 3
- VA's Executive Strategic Leadership Course at UNC – by the end of year 5

What's Next: CSEMO will register VA's Executives for the appropriate courses through the Onboarding process. CSEMO will reach out to these Executives and their managers regarding "save the date" notices and communicate that these Executive courses are provided to help them assimilate and perform in their new role and responsibility of executive service.