Small Group Discussion Results

OPM Thought Leader Forum

April 10, 2007

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT
Institutional Culture

Peer Exchanges

Personal Accountability

TODAY!
- Acculturation
- Peer forums
- Role modeling
- Mentoring

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
• 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

• 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

• 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

- 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)

- 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

• 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)

• 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

• 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