**Introduction to Senior Executive Training and Development**

CSEMO provides corporate-level, developmental training to the VA Senior Executive Corps, which includes Senior Executive Service (SES), Title 38 SES Equivalent, and Senior Level members. The training program begins during the senior executive’s initial orientation phase of onboarding and continues throughout the senior executive life cycle. The corporate-level program is distinct from training programs at the Administration or VA Staff level (e.g. requirements specific to the missions of those organizations) and the individual senior executive level (e.g. professional certifications and individual training requirements such as ethics or performance management training).

CSEMO also facilitates other Federal agency training opportunities, such as the Office of Personnel Management’s (OPM) New Senior Executive Orientation and training offered through the VALU website.

**VA Senior Executive Orientation Briefing:**

* CSEMO-sponsored briefing for newly appointed members of the VA Senior Executive Corps, which includes Senior Executive Service (SES), Title 38 SES Equivalent, and Senior Level members, and also Senior Law Judges,.
* Frequency: Every two weeks based on hiring flow.
* Duration: Half-day program.
* Audience: Newly appointed or assigned VA Senior Executives.
* Location: In CSEMO conference room for senior executives assigned to the DC area, or virtual for senior executives assigned to field locations.
* Purpose: Provide the senior executives with an overview of the VA, ICARE, review the Executive Transition Plan and onboarding timeline, and discuss specific programs such as SES probation, CSEMO Connect, Senior Executive Induction Ceremony, and complete any outstanding initial paperwork.
* FY 2014, 57/58 senior executives received the orientation briefing (27 in-person and 30/31 virtual).

**VA Senior Executive Strategic Leadership Course I (SLC I) – Onboarding Training:**

* Onboarding. Note that SLC I was based on the OPM Senior Executive Onboarding and developed by VALU and CSEMO working with two groups of senior executives in SLC II.
* Frequency: Three to four times per year.
* Duration & Class:  5 days; cohort of up to 20 seats per session.
* Audience:  Newly appointed or newly assigned VA Senior Executives, including SES, Title 38, and Senior Level, and Senior Law Judges, from across the VA, within their first 90 to 120 days of service.
* Location:  Current is the National Conference Center, Leesburg, VA. Previously held at the USPS-operated Bolger Center in Potomac, MD.
* Purpose: SLC I is a key training event during senior executive onboarding.  It provides critical information and insights into the VA’s organizational culture and political environment in order to equip newly appointed senior executives with the tools necessary to transition into their role as VA strategic leaders. Approximately 75% of the curriculum involves “critical conversations” led by more seasoned VA senior executives.
* Objectives:
  + Welcome new executives and provide expectations while serving as a VA Strategic Leader (e.g. ICARE, standards).
  + Provide tools and insights into VA’s missions and organizations, acclimate them to VA culture, and provide networking opportunities to promote peer-to-peer engagement and corporate problem-solving.
  + Highlight and discuss potential issues that derail newly assigned/appointed senior executives.
  + Assist senior executives in developing a plan for a successful transition into their roles as VA strategic leaders.
  + Initiate the executive coaching engagements, as required.
* 40 senior executives have completed SLC I.
* FY 2014: 18 senior executives will complete SLC I in September 14 – 19, 2014.
* FY 2015: Cohort 4 in November 2 – 7, 2014, Cohort 5 in March 2015, Cohort 6 in June 2015, and Cohort 7 in August 2015 (if necessary).

**VA Senior Executive Strategic Leadership Course II (SLC II) - Strategic Thinking:**

* Frequency: Two to three times per year.
* Duration & Class:  5 days; cohort of up to 30 seats per session.
* Audience:  VA Senior Executives, including SES, Title 38, and Senior Level, and Senior Law Judges, at about the end of their first year of service in VA, from across the VA, about the end of their first year of service.
* Location:  Kenan-Flagler Business School, UNC, Chapel Hill, NC.
* Purpose: SLC II is development training designed to support the VA strategic goal of improving business operations and support the VA’s transformation strategy.  By honing and developing strategic decision-making, critical thinking, and leading change skills our leaders will be better able to deliver support to our Veterans and their families.  The course creates a strategic baseline across the VA Senior Executive corps. It includes faculty instruction, practical exercises, computer simulations, and the VA strategic challenge questions which are normally worked in the evening.
* Objectives:
  + Identify methods to lead change and improve organizational effectiveness and efficiency.
  + Critically assess or refine organization missions in relation to the VA’s overall mission and major environmental shifts.
  + Gain tools and methods to develop and implement plans and communication strategies to executive the VA’s strategy and accomplish the mission.
  + Engage in networking and the VA strategic challenges to promote corporate problem-solving to plan and drive strategic change with an enterprise perspective.
* 567 have completed SLC II.
* FY 2014: 52 senior executives completed SLC II (27 in Cohort 20 during June 15-20, 2014 and 25 in Cohort 21 during August 17 – 22, 2014).
* FY 2015: Cohort 22 in February 2015 and Cohort 23 in July 2015.

**VA Senior Executive Strategic Leadership Course III (SLC III) – Cohort Engagement:**

* Frequency: Two to three times per year.
* Duration & Class:  3 days; cohort of up to 30 seats per session.
* Audience:  Previous SLC II cohorts comprised of VA Senior Executives, including SES, Title 38, and Senior Level, and Senior Law Judges, at about the end of their second year of service.
* Location:  TBD w/ virtual component.
* Purpose: To reengage our senior executive cohorts to continue their executive development. SLC III seeks to reconnect cohorts with key VA leaders, address key leadership and accountability issues, and provide the cohort an opportunity to gauge their development and engage peer-to-peer.
* Concept vetted with SLC II cohort and we are using their feedback to revise the course concept. Next step, the PDAS HR&A will present to PDAS-level review group.
* FY 2014: Concept development.
* FY 2015: Cohort 1 in 3rd Quarter, 2015 and Cohort 2 in 4th Quarter, 2015.

**OPM New Senior Executive Service (SES) Orientation Briefing:**

* Frequency: Twice per year.
* Duration & Class:  2 days; VA usually has 20 seats per session.
* Audience:  Newly appointed SES members in the DC-MD-VA area, although we have sent some Title 38 SES Equivalent members.
* Location: Washington DC.
* Purpose:  The U.S. Office of Personnel Management (OPM), through the Federal Executive Institute, and in partnership with the White House Office of Presidential Personnel, conducts these briefings for new SES. Program includes lectures, discussions, question-and-answer periods, and opportunities for networking. Key government officials (including top-level advisors to the President, current and former members of the career and political SES), and expert faculty have spoken at previous briefings. The program includes a Federal judge administering the oath of office during a swearing-in ceremony.
* Objectives:
  + Familiarize new SES members with attributes of effective leaders, common expectations, unique challenges, and the general SES environment.
  + Discuss Administration goals and priorities (e.g., ethical leadership, innovation, accountability for results).
* Gain practical advice from public- and private-sector leaders on developing mission-driven business acumen.
* Strengthen executive capacity to meet complex challenges of the modern era through exceptional leadership across sectors and organizations.
* FY 2014: 28 senior executives attended (16 in Dec 2013 and 12 in June 2014).

**POCs**:  Juan Jackson, Sr. Training and Development Specialist, 202-461-7519

Pat Gawkins, Division Chief, Programs Management Division, 202-461-7857