

## LEADERSHIP DEVELOPMENT... WHAT'S THE POINT?

#1 Key to employee job satisfaction and commitment is effective leadership!  
In Federal government, satisfaction with leadership has been low and is slipping.  
Effective leadership is not only important for directing organizational operations and motivating the workforce, but in **RETAINING** talent!



### ...SO WHAT?

These are challenging times for federal agencies and effective leadership is a necessity for guiding employees through the uncertainty. Employees' attitudes towards their leadership are a major influence on job satisfaction and commitment, and also have a significant impact on performance.

### OPM GUIDELINES for LEADERSHIP DEVELOPMENT

1. Agencies have been provided guidelines but no accountability or oversight to help them develop talent for executive positions.
2. Agencies have elements of a strong leadership development program in place, but rarely have a comprehensive program or cohesive strategy.

## WHAT'S THE CURRENT PERCEIVED STATE OF LEADERSHIP EFFECTIVENESS

Government –Wide Effective Leadership Scores for 2012

|   | Score* | Change from 2011 |
|---|--------|------------------|
| Overall Effective Leadership            | 52.8   | ▼ 2.1            |
| <i>Effective Leadership Sub Factors</i> |        |                  |
| Empowerment                             | 45.8   | ▼ 2.7            |
| Fairness                                | 53.0   | ▼ 1.3            |
| Senior Leaders                          | 46.7   | ▼ 2.6            |
| Supervisors                             | 62.3   | ▼ 1.6            |

\*Scores calculated on a scale of 0 – 100.

DOJ ranks #13 of 19 in the Large Federal Agencies category.

Its 2012 Effective Leadership Score of 52.9 is ▼ 4.2 points from 2011.

Source: Office of Personnel Management's (OPM) 2012 Federal Employee Viewpoint Survey

## RETIREMENT ELIGIBILITY OF CAREER SENIOR EXECUTIVES BY FISCAL YEAR

|                       |            | 2011  | 2012  |
|-----------------------|------------|-------|-------|
| Total Employed in DOJ |            | 700   | 679   |
| Eligible to Retire    | NOW        | 38.4% | 40.8% |
|                       | In 3 Years | 61.6% | 62.7% |
|                       | In 5 Years | 74.0% | 72.5% |

Does DOJ have QUALIFIED replacements?!?!

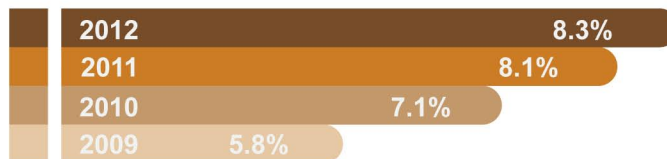
\*2011 figures gathered in March 2011.

\*\*2012 figures gathered in June 2012.

\*\*\*Includes SES in small agencies not shown.

Source: Office of Personnel Management analysis of the Central Personnel Data File (now called EHRI-SDM) for career senior executives employed at agency

## SES PIPELINE & GOVERNMENT-WIDE TRENDS IN SES RETIREMENTS



Source: FEDSCOPE (fedscope.opm.gov) from the Office of Personnel Management for Career Senior Executives in Full-Time, Non-Seasonal permanent positions

## TALENT DEVELOPMENT

- 1 Define Leadership Needs
  - a. Engage in Workforce Planning
- 2 Build Your Own Pipeline
  - a. Implement formal training programs
  - b. Document and Verify On-the-Job experience
  - c. Coach, Mentor, Collaborate
- 3 Assess & Continuously Improve Leadership Development Programs
  - a. Conduct Leadership Assessments
  - b. Solicit Continuous Feedback

## INVEST IN EMPLOYEES

Develop Employees Through...

1. Leadership Development Programs
  - a. LDPs' bolster employee motivation, improve performance, improve job satisfaction and are a trait of successful agencies.
2. Technical Skills Training
  - a. Help employees do their jobs better
  - b. Improve performance
3. Mentoring
  - a. Improves effective leadership perceptions
  - b. Develops more effective leadership

Source: Partnership for Public Service

"Technical skills training develops competence; Leadership Development Programs develop character."  
- ATF Key Official -