

# ***Staffing in the Defense Sector***

---



## ***A Case Study in OUSDP***

**Ryan Henry**

**Principal Deputy Undersecretary of Defense (Policy)**



POLICY

# Why People Serve in the U.S. Government

---

## Why people *choose* to serve

1. Sense of mission
2. Desire to have an impact
3. Sufficient compensation
4. Part of a personal career roadmap

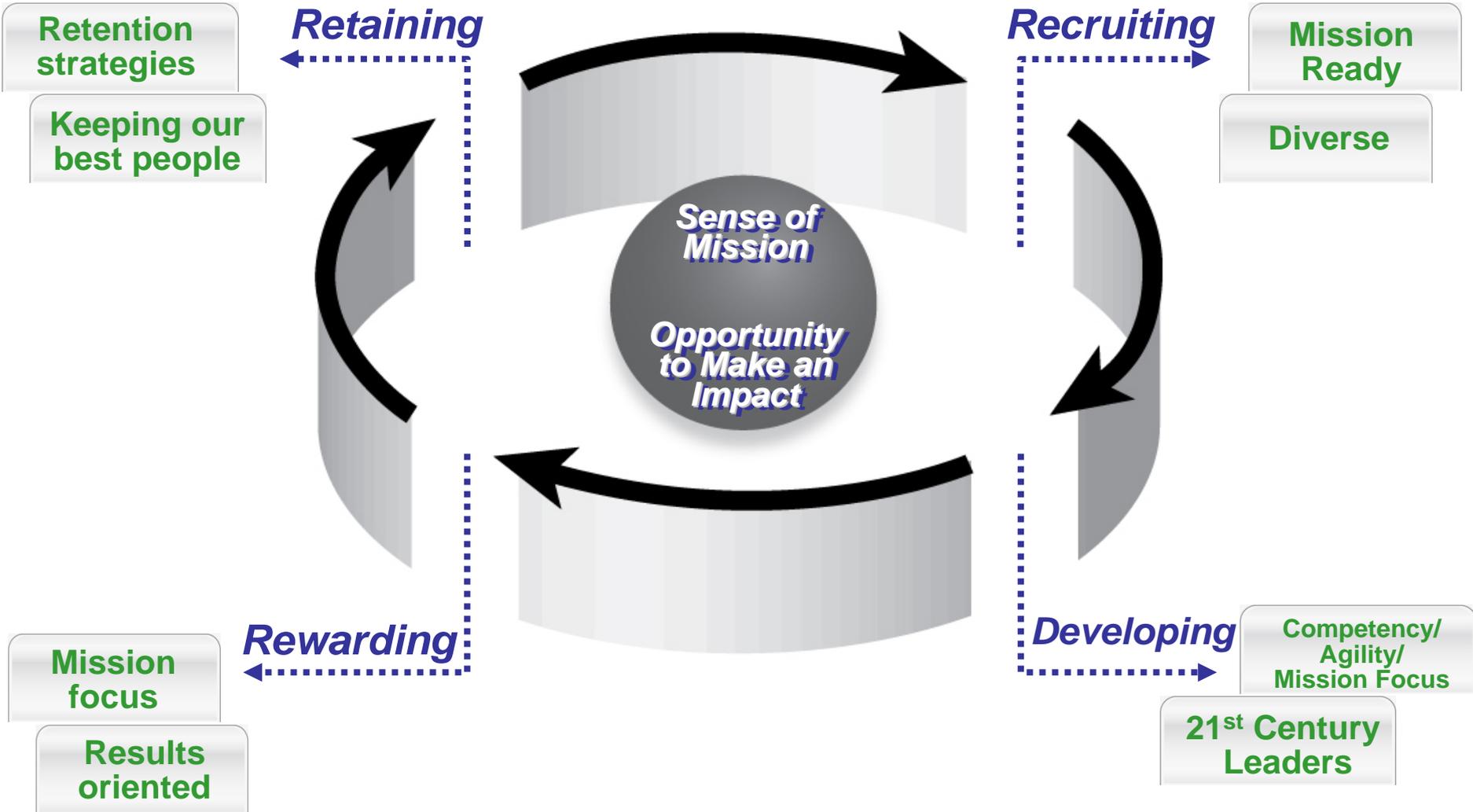
## Why people *continue* to serve

1. Internal rewards – feel that they are making a difference
2. Economic security
3. Status



POLICY

# The Employee Life Cycle





POLICY

# Our Mission and Vision

---

## ***The Policy MISSION:***

To consistently provide responsive, forward-thinking, and insightful policy advice to the Secretary of Defense, and the Defense Department, in alignment with national security objectives.

## ***The Policy Vision:***

To be the thought-leader in national security policy formulation and strategy development.



POLICY

# Policy Goals

---

- 1 Perform our work with the utmost integrity and highest professionalism and ethical conduct.**

---

- 2 Rapidly respond to, and anticipate, the needs of the Secretary.**

---

- 3 Work creatively and constructively with all parts of:**
  - The USG, to develop a national security policy that effectively employs all instruments of national power, and
  - The Department, to integrate the Secretary's priorities into innovative policies and plans.

---

- 4 Recruit, develop and retain the best human capital talent.**

---

- 5 Provide leadership to ensure good (effective, efficient and accountable) management within the Policy organization.**



POLICY

# Staff's Impact

---

**1**

**Advise the Secretary on the formulation of national security and defense strategy and policies and assisting in the oversight of its execution.**

**2**

**Help manage DoD's role in U.S. interagency processes.**

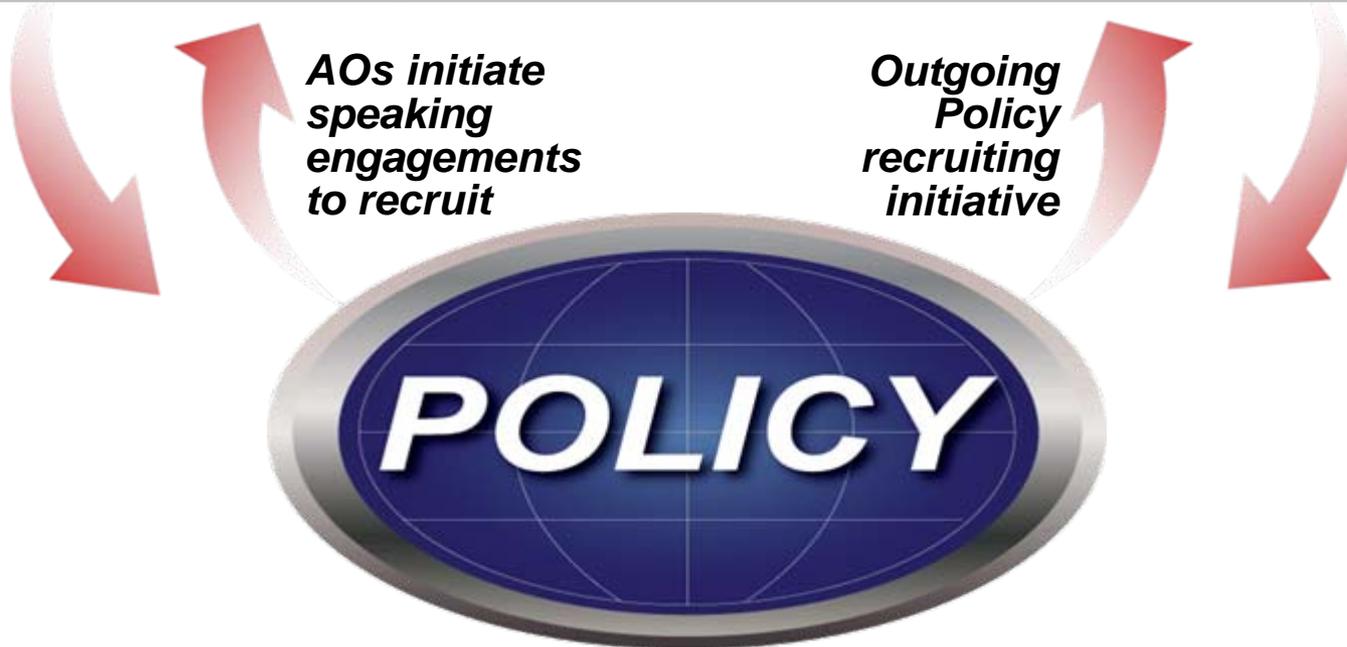
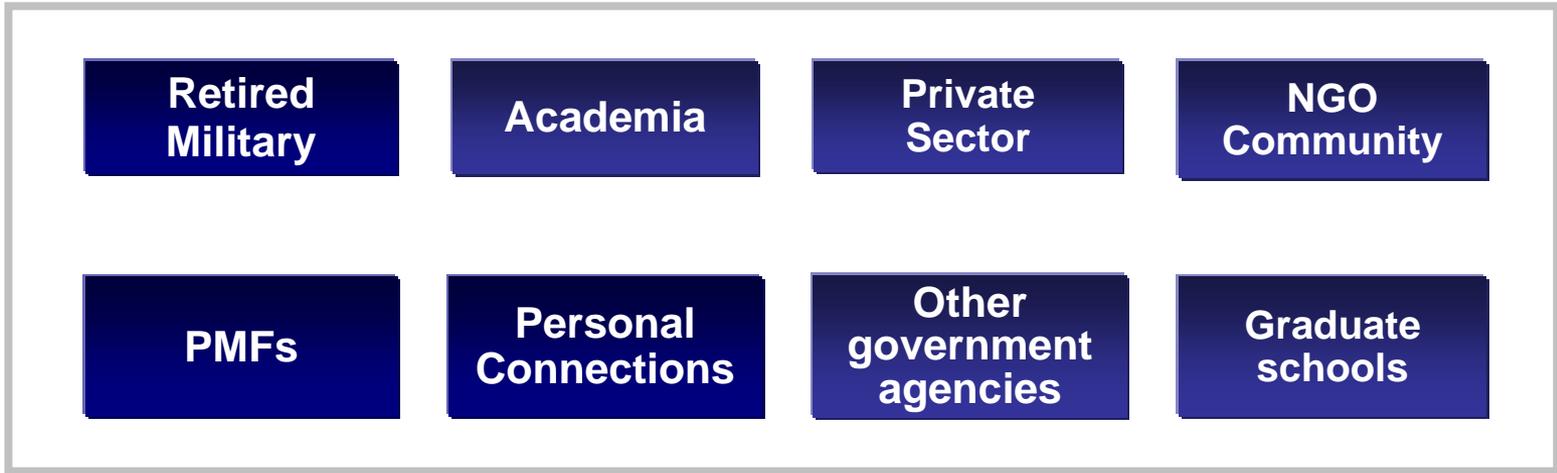
**3**

**Help manage U.S. defense relationships with other countries.**



POLICY

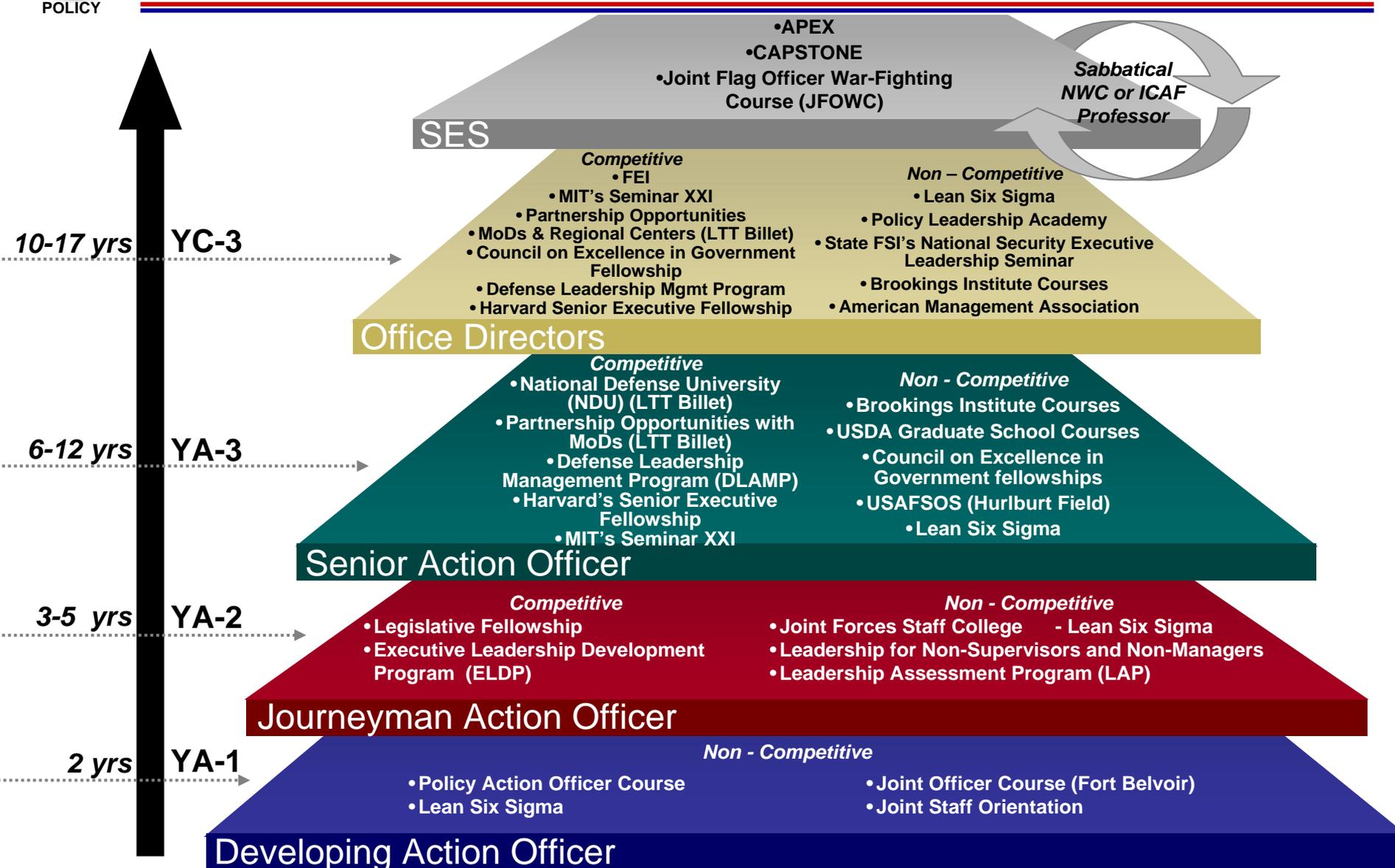
# Finding Staff





POLICY

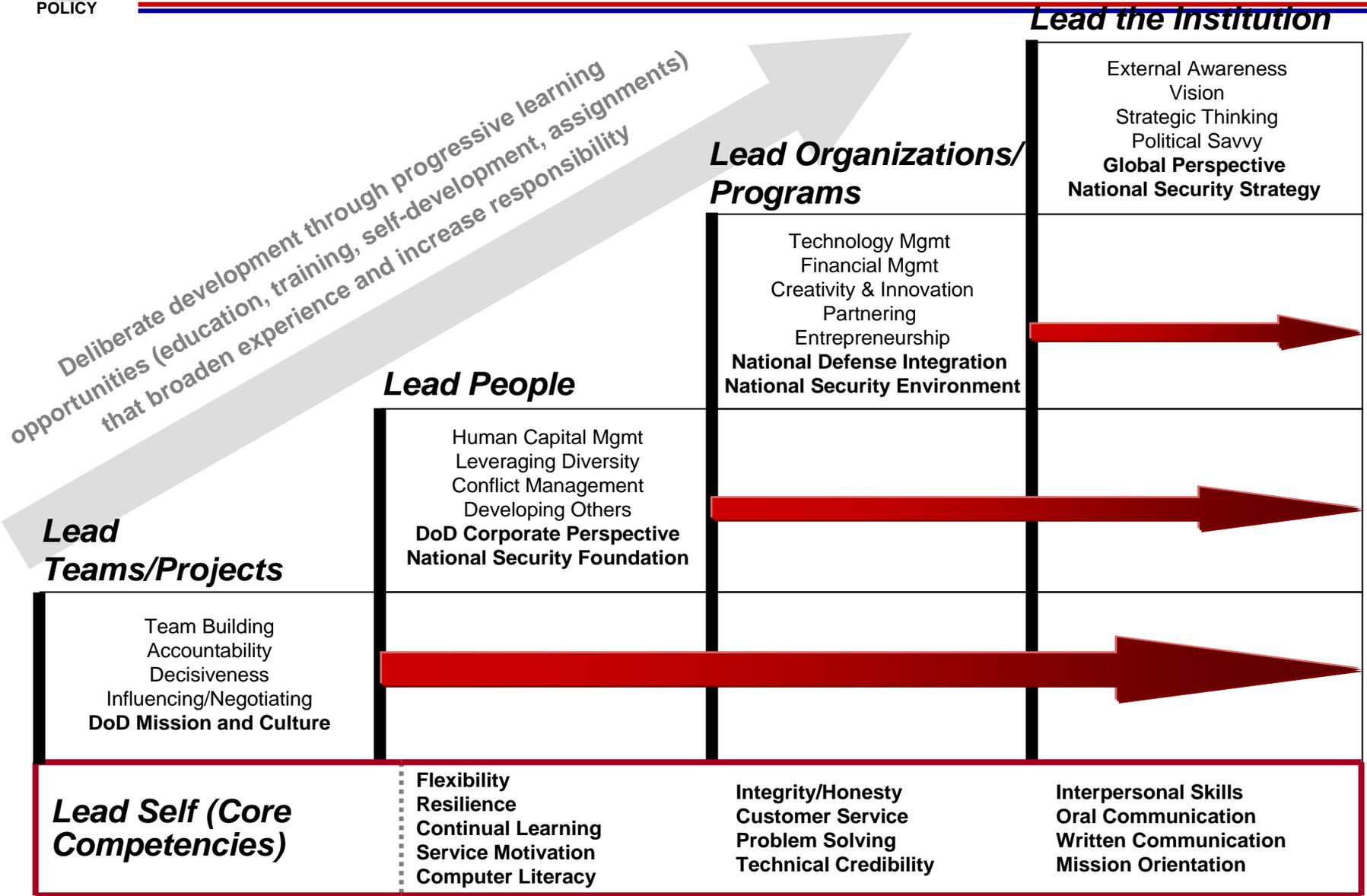
# Internal Career Roadmap





POLICY

# Career Professional Roadmap





# Developing an Organization that meets Nation's and Staff's Need

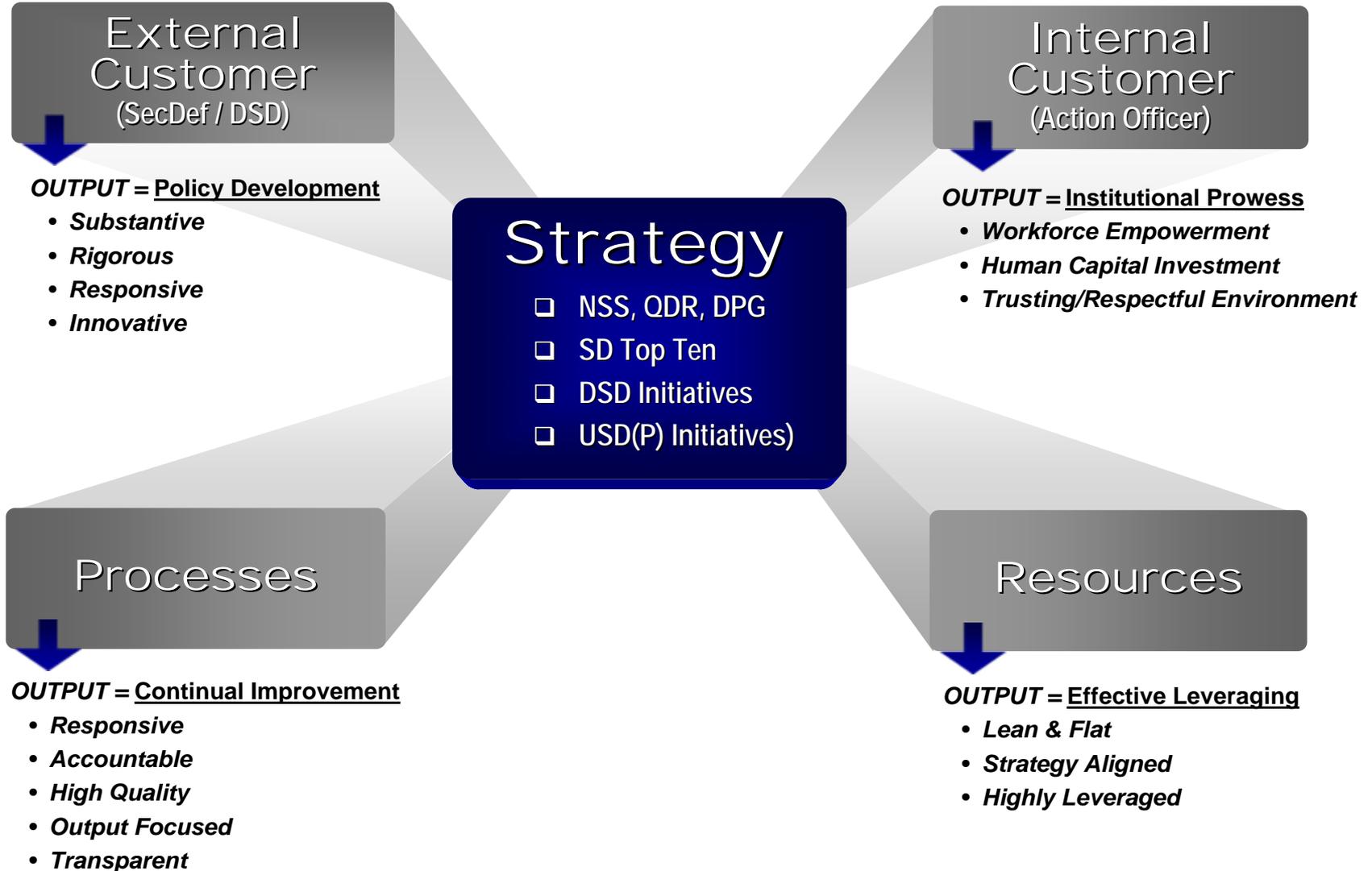
POLICY

<u>External Customer (SecDef)</u>	<u>Internal Customer (Action Officer)</u>
<p>OUTPUT: Policy Development <i>Substantive, rigorous, responsive policy advice</i></p> <hr/> <ul style="list-style-type: none"><li>• Exceed SD/DSD Policy expectations</li><li>• Develop strategy-to-task initiatives aligned with SD's priorities</li><li>• Structure and align Policy functions, processes and resources to provide SD/DSD best value</li></ul>	<p>OUTPUT: Institutional Prowess <i>Workforce empowerment, Human Capital investment, respect, trust</i></p> <hr/> <ul style="list-style-type: none"><li>• Foster career progress and upward mobility</li><li>• Cultivate quality and productivity</li><li>• Facilitate job enrichment</li><li>• Enhance critical core mission competencies</li></ul>
<u>Internal Policy Processes</u>	<u>Resources</u>
<p>OUTPUT: Continual Improvement <i>Responsive, accountable, high quality, output focused</i></p> <hr/> <ul style="list-style-type: none"><li>• Improve core mission workflow management</li><li>• Implement viable four-level governance structure</li><li>• Re-engineer business processes for greater organizational consistency, efficiency, effectiveness and agility</li><li>• Implement effective internal management controls</li></ul>	<p>OUTPUT: Effective Leveraging <i>Lean, flat, strategy aligned, highly leveraged</i></p> <hr/> <ul style="list-style-type: none"><li>• Secure critical resources</li><li>• Optimize current resources</li><li>• Structure and align mission and Policy functions, processes an resources</li></ul>



POLICY

# Measuring Organization's Performance





POLICY

# Measuring Staff's Performance

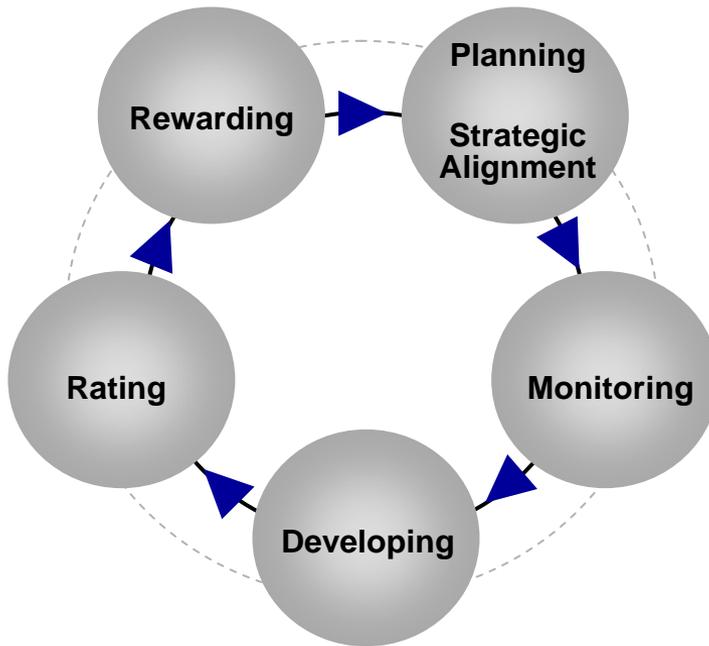
## Staff

### OBJECTIVES (WHAT):

- S Specific
- M Measurable
- A Aligned
- R Realistic/Relevant
- T Timed

### CONTRIBUTING FACTORS (HOW):

- Technical Proficiency
- Critical Thinking
- Cooperation and Teamwork
- Communication
- Customer Focus
- Resource Management
- Leadership



## Executives

### REQUIREMENTS (WHAT):

- S Specific
- M Measurable
- A Aligned
- R Realistic/Relevant
- T Time
- Q Quality (HOW)

### ELEMENTS:

- Leadership/Supervision
- Contribution to Mission
- Resource Management
- Customer Care
- Communication
- Cooperation/Teamwork
- Technical Competence



POLICY

# Questions?

---

