



**OPM** HR SOLUTIONS *by government, for government*

# **Center for Leadership Development Federal Executive Institute Presidential Management Fellows (PMF) Program**

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## **Launching the Class of 2017 Leadership Development Program and Class of 2018 Recruitment Strategy**

*As part of its mission, OPM provides technical assistance to Federal agencies to meet their most critical human capital challenges. OPM HR Solutions is dedicated to providing exceptional human resources products and services to meet the dynamic human capital and training needs of the Federal government.*

*OPM HR Solutions is run by Federal employees for Federal employees. We are uniquely positioned to assist your agency in meeting its mission goals through customer-focused, optimal human capital management solutions.*

**STRATEGIZE**

**ACQUIRE**

**ENGAGE**

**TRANSFORM**



# The PMF Program Has a Rich History of Presidential Leadership Commitment

Celebrating a 40 year legacy of developing high potential graduate degree holders to become visionary leaders who transform government



## EO 12008 (1977)

- Presidential Management Intern (PMI) Program
- Attract exceptional management potential with special training in planning/ managing public programs & policies
- Schedule A 2-year appointments
- Public management backgrounds

## EO 12364 (1982)

- Candidates with a commitment/interest in analysis and management of public programs
- Maximum of 200 PMIs selected yearly
- Schools nominate

## EO 12645 (1988)

- Maximum of 400 PMIs selected yearly

## EO 13318 (2003)

- Renames PMI Program to Presidential Management Fellows (PMF) Program
- Senior PMF for those with degree plus experience
- Schedule A or any organization excepted from competitive service

## EO 13562 (2010)

- Places PMF within Pathways Programs
- Schedule D Appointing Authority
- Revokes Senior PMF
- Expands eligibility to include recent graduates up to 2 years
- Optional for Agencies to convert
- Cap determined by OPM Director



# The PMF Program is Leveraging Strengths to Enhance the Fellowship Experience

## Class of 2016 Redesign Accomplishments

- Streamlined as-is business process
- Announced Finalists one month earlier than FY15
- Conducted Hiring Fair four months earlier than FY15
- Orchestrated a new PMF Talent Management System (TMS) to replace PMF Talent Acquisition System (TAS) to launch FY17

## Class of 2017 Redesign Progress

- Reduced program costs to hold fee at 2011 level of \$7,000 per PMF
- Redesigned assessment to apply veterans' preference fairly and consistently
- Streamlined cycle time from application to selection by 35% from FY16
- Took the hiring fair to a virtual environment
- **Launching enhanced Leadership Development Program**
  - three-day in person onboarding experience
  - cohort-based learning experiences
  - building strong support system around the Fellows (Coordinators, Supervisors, Mentors)

## Class of 2018 Redesign Plan

- Test new approach to succession planning
- **Design strategic recruitment to mission critical disciplines and diverse graduate students**
- Revamp assessment for increased rigor and quality
- Publish 2018 recruitment calendar so agencies can develop jobs in advance
- Speed cycle time to place Finalists into jobs before winter holiday
- Introduce leadership certification options



# Introducing the Redesigned PMF Leadership Development Experience

- Our goals
- Our method
- The Program
- How to Participate



## **PMF Leadership Development Program Goals**

- Deliver a premier leadership development experience that preserves the PMF Program's stature as the Federal government's flagship leadership succession strategy
- Help agencies build strong leadership succession pipelines by preparing Fellows to succeed in future leadership roles
- Accelerate Fellows' leadership development by providing assessment-based awareness of strengths and opportunities, and supporting IDP development
- Create an esprit de corps across the Fellows Class Cohort to build a strong support network during and after the fellowship
- Build a strong support network around the Fellows by developing Agency PMF Coordinator, Supervisor and Mentor knowledge, roles, and skills required by the program



## **OPM Redesign of PMF Leadership Development Program: Our Method**

- Benchmarked industry models of leadership development for early career professionals with advanced degrees
- Conducted collaborative redesign session with Agency PMF Coordinators, hiring managers, former and current Fellows, academic, and non-profit leaders
- Leveraged expertise resident at the Federal Executive Institute to align PMF development with Executive development strategies and resources
- Consulted with Redesign Working Group on draft design
- Using Class of 2017 as a “prototype” year to test new approach to Fellows’ development



## OPM's *NEWPMF* Leadership Development Program Phases

- Year One = Leading Self
  - Acclimate to the Federal environment
  - Understand the fundamental values and principles of democratic governance
  - Develop constructive relationships with a diverse range of stakeholders
  - Use rigorous assessment to help Fellows identify their individual strengths and opportunities for growth
  - Help Fellows design their own leadership development roadmap to strengthen their skills in leading themselves and leading those around them
- Year Two = Leading Change
  - Learn alternative approaches to problem solving
  - Identify and work on a change project to practice interpersonal skills and problem solving methods
  - Optional assessment-based certification in Lean Six Sigma, Human Centered Design, or Process Improvement



# PMF Leadership Development: Year One

## Onboarding November 7-9, 2017\*

- **Pre-work:** Individual Leadership Assessment
- **Day One:** Introduction to the PMF Leadership Development Experience
  - Fellowship Program Goals and Two-Year Overview
  - How to Optimize the PMF Experience (Alumni Talk)
  - Leadership is a Journey
  - Emotional Intelligence (Lecture, Assessment Results, Coaching)
- **Day Two:** The White House (***With Agency PMF Coordinators and Supervisors***)
  - Constitutional Values and Federal Leadership (FEI Faculty)
  - Administration Priorities (White House Leader Talk)
  - StandOut (Lecture, Assessment Results, Coaching)
  - Networking with Alumni and White House Fellows, White House Leadership Development Fellows, other Fellows (to be invited)
- **Day Three:** Design Your Leadership Journey
  - Designing Your Individual Development Plan
  - Using the PMF Talent Management System
  - Launching Your Cohort Support Program

\* In development, subject to change



# **PMF Leadership Development: Year One Individual, Cohort and Class Development**

## First Six Weeks – Starting Your Journey

- Weekly Cohort meetings
- Finalize IDP and Roadmap
- Develop Monthly Cohort Skill-Building Plan

## Monthly – Continuing Your Shared Support

- Each Cohort member leads one month
- Leadership Competency Development
- Cohort Leadership Reflection

## Quarterly Programs – Building Your Network

- Quarterly Thought Leader Talk
- Networking Event (Federal leaders, PMF Alumni, Other Federal Fellows)



# PMF Leadership Development: Year One Supervisor and Mentor Development\*

## Supervisor experiences

- Constitutional values and Federal leadership
- Administration priorities (White House leader talk)
- Strengths-Based teambuilding
- Developing others (Fellows' IDP Design)

## Mentor experiences

- Training on mentor roles and responsibilities
- Tools for structuring an effective mentorship relationship
- Experiential learning in developing others

\* In development, subject to change



## **PMF Leadership Development: Year Two Project-Based Learning\***

### Three-Day Class Program – Launching the Next Phase

- Reflect on IDP Learnings
- Introduction to Problem-Solving Disciplines (Lean Six, Human Centered Design, Process Improvement)
- Design a Project and Choose a Discipline (with Supervisors)

### Quarterly Programs – 21<sup>st</sup> Century Challenges

- Thought Leader Talks
- Networking Events (Federal leaders, PMF Alumni, Other Federal Fellows)

### Optional Certification in Problem-Solving Discipline

### Capstone Event

- Assessment and Reflection
- Refresh Individual Leadership Development Plan

\* In development, subject to change



## **PMF Leadership Development Program Benefits to Fellows and Agencies**

- Fellows experience rigorous, assessment-based leadership skills development
- Fellows build cohorts for mutual support and professional networking
- Fellows access FEI faculty, Federal leaders, and thought leaders
- Fellows meet 80-100 required training hours through Program
- Fellows optionally certified in globally recognized problem solving discipline
- Agency PMF Coordinators get support for meeting program requirements
- PMF Supervisors build skills in developing Fellows
- PMF Mentors build skills in mentoring and developing others
- Agencies access centralized PMF developmental program at no extra cost
- Agencies focus their developmental resource on mission requirements



# **PMF Leadership Development Program**

## **How to Participate**

- Agency signs 7600A and 7600B for each participating Fellow
- PMF Program Office must receive signed obligating documents by September 29, 2017
- OPM manages all communications related to the Leadership Development Program (e.g., registration, logistics, pre-work, etc.)
- Fellows must onboard with their Hiring Agency prior to the November 7 start date to participate
- Fellows onboarding after the November 7 start date will be eligible for the Class of 2017 Leadership Development Program – Group II (launch date TBD)
- Class of 2015 and 2016 Fellows continue access to Mt Vernon Leadership Development Program



# PMF Leadership Development Program: Questions?





## **PMF Program Redesign: Strategic Recruitment – Our Goals**

- Identify agencies' projected hiring needs by discipline and degree program
  - Pathways data call (delayed for Class of 2018)
  - Leadership Succession Planning Tool (pilot test – Class of 2018)
- Design recruitment strategy (Class of 2019)
  - Degree programs
  - Diverse candidate pool
- Leverage resources to expand reach and raise awareness (Class of 2018)
  - Partnership for Public Service / Call to Serve (September / October)
  - FEBs, Academic Partners (September)
  - OPM Leaders
  - Agency PMF Coordinators
  - PMF Alumni



# PMF Program Redesign: Strategic Recruitment – Our Plan

- District of Columbia
  - Georgetown University
  - University of Maryland
  - Others TBD
- Colorado
  - Denver Institutions TBD
- Georgia
  - Kennesaw State University
  - Atlanta Institutions TBD
- Texas
  - Austin Institutions TBD
- Louisiana
  - New Orleans Institutions TBD



## **PMF Program Redesign: Strategic Recruitment – Our Ask**

- Tell us where you're going
  - September 5 – October 15, 2017 recruitment window
  - Your agency's recruitment team, willing to pitch the PMF Program
  - Your agency's PMF-specific recruitment activities
- Email PMF Program Office ([pmf@opm.gov](mailto:pmf@opm.gov))
  - Name and State of each Institution your agency is visiting
  - For each academic institution you are visiting:
    - Date of visit
    - Name and email of agency representative visiting
- Attend the pre-recruitment briefing
  - PMF Program Office will invite all agency representatives to webinar
  - PMFPO will walk all recruiters through the recruitment presentation to develop understanding of how to message the PMF Program
  - PMFPO will send presentation-ready recruitment deck to all recruiters who attend the webinar



# PMF Strategic Recruitment Program: Questions?

