

**VA**



U.S. Department of Veterans Affairs  
Office of Human Resources and Administration

# VA Corporate Employee Development Board (CEDB)

## Brown Bag Session



# About the CEDB

- The CEDB was established to help identify the best qualified employees from across VA to attend select high-impact leadership development programs.
- These programs require a large time and/or financial investment, and are recognized as effective developmental activities.
- The CEDB is an annual application process that is a competitive, fair, and transparent method to solicit applicants and select the best qualified participants to attend these programs.
- The CEDB process allows VA's senior leadership to take a corporate approach toward leadership development and identify talented leaders from across VA.



**VA**



U.S. Department of Veterans Affairs  
Office of Human Resources and Administration

# Purpose of the CEDB

- The CEDB is one of VA's leadership initiatives offered to high-potential, high-performing GS 13 – 15s and Title 38 equivalent employees to create a diverse pipeline of well-trained leaders.



- The program equips leaders to handle the challenges and ever-changing environments they will face in supporting Veterans on a daily basis.



**VA**



U.S. Department of Veterans Affairs  
Office of Human Resources and Administration

# Program Goals and Objectives

- The CEDB's objective is to identify and nominate the best qualified employees from across VA to attend prescribed high-impact training and professional development programs/opportunities.
- The CEDB aims to develop a broad cadre of leaders who can help drive change, inform, shape strategic planning, and integrate policy at VA.
- These programs generally require significant time and financial investment, and have limited allocations.



**VA**



U.S. Department of Veterans Affairs  
Office of Human Resources and Administration

# Reasons for Participation

- The CEDB offers a variety of prestigious leadership development programs, including the Federal Executive Institute (FEI) – Leadership in a Democratic Society and several graduate-level academic programs.
- All of these programs have a reputation for providing high-quality leadership training, and VA graduates report that their experiences in these programs provided relevant and lasting benefits.
- In addition to the quality of their curricula, the programs offer VA participants opportunities to gain new insights into how to better serve Veterans upon their return to VA.
- Program participation may also lead to potential career advancement.



**VA**



U.S. Department of Veterans Affairs  
Office of Human Resources and Administration

# Length of Program



The program duration varies from 5 days for attendance to the University of Maryland University College – Leadership Development Program to approximately 10 months for the National Defense University (NDU) – Dwight D. Eisenhower School for National Security and Resource Strategy



U.S. Department of Veterans Affairs  
Office of Human Resources and Administration

# The CEDB Application Process

- The CEDB conducts an annual competitive application process for all eligible employees at the GS-13 level and above (including Title 38 equivalents).
- Eligible employees may apply for high-impact leadership training programs, including the Federal Executive Institute (FEI) – Leadership in a Democratic Society, and others prestigious graduate schools.
- Senior-level CEDB board members and GS-15 CEDB program graduates review applications to identify the best qualified employees to attend these prestigious training programs.
- Employees who complete the long-term residential programs are considered corporate assets, and may be reassigned to another VA position in order to meet Departmental requirements.



**VA**



U.S. Department of Veterans Affairs  
Office of Human Resources and Administration

# 2016-2017 Programs

The leadership programs available through the CEDB process include:

- Federal Executive Institute (FEI) – Leadership in a Democratic Society
- National Defense University (NDU) – Dwight. D. Eisenhower School for National Security and Resource Strategy
- Harvard Kennedy School (HKS) – Senior Executive Fellows Program
- George Washington University (GWU) – Center for Excellence in Public Leadership, Senior Leader Program
- University of Maryland University College (UMUC) – National Leadership Institute, Leadership Development Program
- Harvard’s National Preparedness Leadership Initiative (NPLI) – Meta-Leadership Program
- American University (AU) – Key Executive Leadership Programs
- Partnership for Public Service (PPS) – Excellence in Government Fellows
- Graduate School USA (GSUSA) – Executive Potential Program



# 2016-2017 Programs, Cont'd

- Selected participants will take time out from their current jobs, and in many cases, travel to attend these training programs.
- Some of the programs are full-time, residential trainings and participants take temporary duty (TDY) for several months.
- Other programs are structured so that participants continue working in their jobs and take a limited time away from work to participate in training.
- **Note:** While an applicant can apply to many programs, they will only be selected to a single program. Applicants will not be able to indicate preference in programs that they apply to. Program session preference will be determined after selection.



# Program Start Date & Location

Program start dates are based on the schedule of the hosting institution, which fall under academic year 2016-2017.

Program	Proposed Dates	Location
<b>Federal Executive Institute (FEI) – Leadership in a Democratic Society</b>	Program 422 – May 1-27, 2016 Program 423 – June 5 – July 1, 2016 Program 424 – July 10 – August 5, 2016 Program 425 – August 7 – September 2, 2016	Charlottesville, VA
<b>National Defense University (NDU) – Dwight D. Eisenhower School for National Security and Resource Strategy</b>	August 8, 2016 – June 8, 2017	Washington, DC
<b>Harvard Kennedy School (HKS) – Senior Executive Fellows Program</b>	October 16, 2016 – November 11, 2016 January 15, 2017 – February 10, 2017 April 9, 2017 – May 5, 2017	Harvard University – Cambridge, MA
<b>George Washington University (GWU)– Center for Excellence in Public Leadership, Senior Leader Program</b>	September 29 – October 28, 2016	GWU – Alexandria, VA
<b>University of Maryland University College (UMUC) – National Leadership Institute, Leadership Development Program</b>	October 24 – 28, 2016 December 5 – 9, 2016	UMUC – Adelphi, MD



U.S. Department of Veterans Affairs  
Office of Human Resources and Administration

# Program Start Date & Location, Cont'd

Program	Proposed Dates	Location
Harvard's National Preparedness Leadership Initiative (NPLI) – Meta-Leadership Program	TBD	TBD
American University (AU) – Key Executive Leadership Programs	October 2016	AU - Washington, DC
Partnership for Public Service – Excellence in Government Fellows	TBD	Williamsburg, VA and Washington, DC
Graduate School USA – Executive Potential Program	Session I: September 12-16, 2016 Session II: January 9-13, 2017 Session III: May 8-12, 2017 Session IV: September 11-15, 2017	Washington, DC



# Eligibility Requirements

All applicants must meet several minimum eligibility requirements:

- Must hold Career Status as of March 28, 2016.
- Must have worked at least 1 year with your current Organization as of March 28, 2016.
- Must have "Fully Successful" or higher summary performance rating of record (last 3 performance ratings "Fully Successful" for NDU).
- Must have no disciplinary action in your personnel file.
- Must have not participated or graduated from a CEDB program in the past two years.
- Must be at least GS-13 or Title 38 equivalent



**VA**



U.S. Department of Veterans Affairs  
Office of Human Resources and Administration

# Eligibility Requirements, Cont'd

All applicants must also meet all additional requirements specified for any program(s) before applying:

Program	GS Level (or Title 38 equivalent)	Bachelor's Degree	Security Clearance	Continued Service Agreement	Mobility Agreement
Federal Executive Institute (FEI) – Leadership in a Democratic Society	14*/15/SES	N	N	1 yr	N
National Defense University (NDU) – Dwight D. Eisenhower School for National Security and Resource Strategy	14/15	Y	Y	3 yrs	Y
Harvard Kennedy School (HKS) – Senior Executive Fellows Program	14/15/SES	N	N	1 yr	N
George Washington University (GWU) – Center for Excellence in Public Leadership, Senior Leader Program	14/15	N	N	3 mo	N
University of Maryland University College (UMUC) – National Leadership Institute, Leadership Development Program	13/14	N	N	None	N
Harvard's National Preparedness Leadership Initiative (NPLI) – Meta-Leadership Program	15/SES	N	N	1 yr	N
American University (AU) – Key Executive Leadership Programs	13/14/15	N	N	1 yr	N
Partnership for Public Service – Excellence in Government Fellows	13/14	N	N	1 yr	N
Graduate School USA – Executive Potential Program	13/14	N	N	1 yr	N



*\*GS 14 FEI applicants with performance rating of “outstanding” require further OPM approval. VA selection for the program does not guarantee OPM approval. GS 14s selected to FEI, will need to provide an SES Supervisor letter of endorsement supporting their participation in FEI.*



U.S. Department of Veterans Affairs  
Office of Human Resources and Administration

# How Do I Apply?

- First, review the eligibility requirements that you must meet in order to be eligible to apply.
- Access the [Pre-screening Questionnaire](#):

- Log into TMS.
- Review introductory information, then click “Go to Content.”
- Use the first link to review the CEDB eligibility criteria, then click the second link to launch the Pre-screening Questionnaire.
- Click “Start Exam” to begin the Pre-screening Questionnaire.
- Answer each question, and then click the “Next” button at the top of the page. You must answer all 8 questions:
- After answering all 8 questions, you will be directed to a Grade the Exam page. Click “Yes” on this page to submit your questionnaire.
- Review the information on the next page, then click “Continue.”
- VALU will review your responses to validate whether you are eligible to apply for your CEDB program of interest. VALU will contact you via email soon after you submit your Pre-screening Questionnaire.



# Application Process

- After you complete the Pre-screening Questionnaire and are competitively ranked eligible for the program, you will receive a notification.
- The notification will contain information regarding how submit the full application.
- The full application will be an online form consisting of basic demographic questions, questions about past experience with the program, a two-page resume, and a short write-up about the applicant's standing on each of the 5 Executive Core Qualifications (ECQs); and possibly the submission of a Bachelor's Degree transcript.



# Waiver Form

- Potential applicants may also submit an eligibility waiver the following “waiver eligible” pre-screening criteria only:
  - Entrance on Duty (EOD)
  - Service Computation Date (SCD)
- **No waivers will be accepted for other criteria.**
- The applicant will populate the designated waiver form and obtain approval from both their first level supervisor and the Secretary of VA (or designated representative). The waiver will need to be completed during the CEDB prescreening process in order to proceed in the application process.



# Importance of Leadership Endorsements

- Two levels of leadership endorsement are required for CEDB applications. The endorsements will consist of the applicant's first and second level supervisors.
- Your designated Administration/Staff Office POC can assist in identifying the appropriate supervisors for the leadership endorsements.
- While the application system will automatically launch an email message to the endorsers and prompt them to complete the applicant's endorsement, please note it is the **applicant's responsibility** to remind the endorsers to do so. Applicants should check their application frequently to make sure they have received all endorsements.



**VA**



U.S. Department of Veterans Affairs  
Office of Human Resources and Administration

# Endorsement Letter of Appeal

- Applicants who have tried to obtain endorsements but were not successful (or who received a “Do Not Support” from an endorser), may appeal to the Board by uploading a one-page letter to their application by the end of the endorsement period.
- The letter is optional and it will be the **applicant’s responsibility** to complete and upload the letter of appeal to their CEDB application.
- **Note that you will need to go back into your application in order to upload the letter of appeal.**



# Letter of Appeal Components

- The letter of appeal will detail the following:
  - Missing/Low level(s) of endorsement
  - Steps taken to contact endorser (timeline preferred) and evidence (for example, email messages pasted in the body of the letter)
  - Reason to be considered without endorsements
  - Other Information relevant to application



# Endorsement Scoring Process

- Both required endorsements (first level supervisor and second level supervisor) will be scored and added to the overall score of each applicant. The point assignment by respective endorsement level is shown below:

Endorsement Rating	Application Point Value
No Endorsement/Do Not Support	0 Points
Support	1 Point
Highly Support	2 Points



# Deadlines

- January 29, 2016 – Deadline for completing pre-screening questionnaire
- February 5, 2016 – Deadline for completing application materials
- March 4, 2016 – Leadership Endorsement Deadline: All leadership endorsements must be completed.
- **IMPORTANT:** You must work with your Administration/Staff Office Point of Contact to ensure you meet all deadlines and follow procedures established for your organization.



# Selection Process

- The CEDB is made up of 14 members: 1 non-voting chair, 9 voting members, 3 advisors, and 1 administrative program manager, who select CEDB candidates. The VALU program administrator provides staff support to the CEDB. The 9 voting members serve to achieve broad organizational representation across VA.
- The Board reviews and rates eligible applications. The rating process is blind and the Board will not know the identity of the applicant until the rating period has ended and selections are made.
- Program size can range from a single seat to about 100 seats depending on the program.



# Continued Service Agreement

---

- Please review and sign the Continued Service Agreement (CSA)
- Provisions of the CSA
  - Length of time varies depending on the Program.
  - NDU Selectees will sign an agreement to continue in service with VA for 3 years upon completion of the program (Period of Service is Aug 2016 – Aug 2019) requirement to repay costs of tuition and related fees (excluding salary) in the event of voluntarily leaving the agency before completing the period of service
  - Requirement to provide at least 10 working days notice if voluntarily leaving VA to serve in another Government organization, in which case a determination concerning reimbursement will be made
  - Acknowledgement that any amount of money owed to the agency may be withheld from monies owed to you by the Government or recovered by other methods approved by law
  - Acknowledgement that the CSA does not in any way commit the Government to continue your employment; also acknowledgement that this service agreement transfers to your service in any other Government organization until it is completed
  - Statement of willingness to accept a directed assignment/reassignment to a VA position located anywhere in the United States



# Conclusion

---

- Taking a VA Corporate Perspective
  - You will be VA Ambassador during the program
  - You will be VA Corporate Asset after the program
- Future role at VA
  - Programs **are** designed to enhance readiness for leadership positions, and program graduates may be highly competitive for more responsible and challenging positions
  - However, they **are not** Senior Executive Service (SES) Candidate Development Programs; your completion of the program does not imply eligibility for or guarantee promotion
- VA supports you, and applauds your participation in these prestigious programs



# Virtual Brown Bag Sessions

- Brown bag sessions will be offered virtually to answer questions potential applicants may have about the program.
- Please dial in on the following dates from **1pm-2pm Eastern Time**, to learn more about the CEDB programs and the application process. These sessions are open to the first 250 callers.
- For all sessions, the dial-in number is: **800-767-1750 access code is 58363#**
  - December 10, 2015, Topic: Overview of the CEDB Process, Q&A
  - December 17, 2015, Topic: Program POC Presentation, Q&A
  - January 7, 2016, Topic: Travel Information, Q&A
  - January 14, 2016, Topic: VA Supervisors Discussion, Q&A
  - January 21, 2016, Topic: Past Graduates Comments and Feedback, Q&A
  - January 28, 2016, Topic: Overview and Update of the CEDB Process, Q&A



# VALU Points of Contact

---

VALU's CEDB Program Administrators

[valeadershipdevelopm@va.gov](mailto:valeadershipdevelopm@va.gov)

**David Austin:** 202-632-7919; [David.Austin2@va.gov](mailto:David.Austin2@va.gov)

**Rhonda Carter:** 202-632-7340; [Rhonda.Carter@va.gov](mailto:Rhonda.Carter@va.gov)

[CEDB Webpage](#)



**VA**



U.S. Department of Veterans Affairs  
Office of Human Resources and Administration

# Questions?

---



**VA**



U.S. Department of Veterans Affairs  
Office of Human Resources and Administration