VA Leadership Development Framework

Created by the Human Capital Services Center

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For questions, please email VALDF@va.gov.

The VA is committed to employee development and making our workforce "future ready"

One of the ways we accomplish this is through use of VA's Leadership Development Framework (LDF)

The LDF is built on a foundation of the ICARE Core Values, Servant Leadership principles, the OPM's Leadership Competencies and research on the Leadership Pipeline

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Leadership Development Framework

Service first, leadership always – Promoting leadership growth through lifelong learning in service to America's Veterans

Corporate Framework

Key competencies listed here are the specific OPM Leadership Competencies shown to differentiate high performers from others.

Emerging Leader

Leading Self

Key Competencies:

- Problem Solving
- Interpersonal Skills
- Accountability
- Leveraging Diversity
- Integrity/Honesty
- Resilience
- Team Building
- Continual Learning

Team Leader

Leading Projects

Key Competencies:

- Problem Solving
- Accountability
- Partnering
- Influencing/Negotiating
- Integrity/Honesty
- Decisiveness

First Line Supervisor

Leading Teams

Key Competencies:

- Resilience
- Decisiveness
- Strategic Thinking
- Technical Credibility
- Accountability
- Political Savvy

Manager

Leading Programs

Key Competencies:

- Problem Solving
- Accountability
- Partnering
- Financial Management
- Resilience
- Decisiveness
- Influencing/Negotiating

Senior Leader

Leading Organizations

Key Competencies:

- Problem Solving
- Decisiveness
- Political Savvy
- Financial Management
- Accountability
- Strategic Thinking
- Influencing/Negotiating

Foundations:

I-CARE Core Values

Servant Leadership Principles

28 OPM Leadership Competencies

These activities are most often cited by leaders to develop key competencies:

Core Leadership Development Expectations

Onboarding

- On-line skills courses
- Job-focused skills mastery
- Office-level projects
- Observational learning
- Mentor exploration
- Self-study
- Skills-oriented IDP

- Team/project mgt courses
- Rotational assignments
- Functional team projects/ working groups
- Supervisor shadowing
- Established mentor relationship
- Leadership/interpersonal orientation assessments
- Self-study
- Skills/Career-oriented IDP

New Supervisor & Refresher

- Supervisor/Manager Refresher Training
- Stretch assignments
- Cross–functional team projects/groups
- Short-term details
- Functional leader shadowing
- Receive leadership mentoring
- Guide/mentor others
- 360 Assessment
- Career/Skills-oriented IDP

- Corporate leadership courses/programs
- Regional/national team projects/groups
- Long-term details
- Sr. Executive shadowing
- Receive leadership coaching
- Mentor within organization
- Multi-dimensional leadership assessments
- Leadership-oriented IDP
- Professional/community of practice engagement

Senior Leader Courses

- Cross-agency leadership courses/programs
- National-level task forces
- Cross-functional/career broadening assignments and positions
- Receive executive coaching
- Coach/mentor across VA
- Organizational assessments
- VA representational roles
- Strategically-oriented IDP
- Professional society affiliation & leadership roles

Corporate Competitive Development

Under construction. Talent Development Council currently drafting program requirements and governance.

Occupation-Specific Development (Admin/Prog Of/Local)

Technical Skills

Contextual Leadership Skills

The “LDF”

- Hard to understand at first sight isn’t it?

- We made it easier by creating an LDF Infographic

Are **You** Future Ready?

Let VA help you get there

LEADERSHIP DEVELOPMENT FRAMEWORK

EMERGING LEADER

leading self

An employee who aspires to become a leader should consider focusing their developmental efforts, at a minimum, in these areas:

- **Problem Solving**
- **Continual Learning**
- **Team Building**
- **Accountability**

developmental activities to consider

- **On-line skills courses**
- **Office-level projects**
- **Observational learning**
- **Mentor exploration**

TEAM LEADER

leading projects

An employee who is currently leading projects or teams should consider focusing their developmental efforts, at a minimum, in these areas:

- **Problem Solving**
- **Decisiveness**
- **Integrity/Honesty**
- **Influencing/Negotiating**
- **Accountability**

developmental activities to consider

- **Team/project management courses**
- **Rotational assignments**
- **Supervisor shadowing**
- **Establish mentor relationship**

FIRST LINE SUPERVISOR

leading teams

An employee who is currently leading teams should consider focusing their developmental efforts, at a minimum, in these areas:

- **Strategic Thinking**
- **Decisiveness**
- **Technical Credibility**
- **Resilience**
- **Accountability**

developmental activities to consider

- **Supervisor/manager refresher training**
- **Stretch assignments**
- **Cross-functional team projects/groups**
- **Guide/mentor others**
- **Explore coaching**

MANAGER

leading programs

An employee who is leading projects or multiple teams should consider focusing their developmental efforts, at a minimum, in these areas:

- **Problem Solving**
- **Influencing/Negotiating**
- **Financial Management**
- **Resilience**
- **Accountability**

developmental activities to consider

- **Corporate leadership courses/programs**
- **Regional/national team projects/groups**
- **Senior Executive shadowing**
- **Receive leadership coaching**

SENIOR LEADER

leading organizations

An employee who is leading major organizational divisions should consider focusing their developmental efforts, at a minimum, in these areas:

- **Strategic Thinking**
- **Political Savvy**
- **Decisiveness**
- **Financial Management**
- **Accountability**

developmental activities to consider

- **Cross-agency leadership courses/programs**
- **National-level task forces**
- **Cross-functional/career broadening assignments & positions**
- **Receive executive coaching**

VA is committed to meeting you wherever you are and serving you to meet your professional development needs. We believe that engaged and developed VA employees will change the lives of Veterans for the better. As an employee of VA, you have the ability to make that difference and VA will help you get there!

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Understanding the LDF Infographic

- The LDF Infographic is designed to highlight five steps in the Leadership Pipeline
- It doesn't list all OPM competencies, or underlying values, instead it offers a snapshot of where to start a career journey
- It lists some critical competencies and developmental opportunities that others have used to achieve career success

Using the LDF as a Supervisor

- Begin with a conversation with your employee
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  - Ask them their short- or long-term professional goals.
  - Armed with this knowledge, use LDF as a map to help inform your discussion
  - Discuss how to build an individual development plan and how the two of you will use it
- Understand there are many work related projects that will teach critical skills and free courses, videos, and books available on TMS

Making Development Easier

- **In VA we understand the criticality of the work we do for veterans and their families**

- We have found ways to reduce the time needed to master critical skills by using “Micro Learning” and “Curated Learning Content”

- *Microlearning is a holistic approach for skill based learning and education which deals with relatively small learning units.*

- *Content curation is the process of gathering information relevant to a particular topic or area of interest, with the intention of adding value and making it easier to find.*