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# White House Leadership Development Program

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## Program Manual

2016

The following is a working document outlining the scope of the WHLD Program. This document is subject to revision as the program progresses.

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# White House Leadership Development Program

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# White House Leadership Development Program

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## Introduction

The White House Leadership Development (WHLD) Program was announced by President Obama in his December 2014 address to the Senior Executive Service.

*“We’re creating a new initiative called the White House Leadership Development Program for Future Senior Career Executives...we want people to get new experiences that reenergize them, reinvigorate them. We want the next generation of leaders to have the experience of solving problems and building relationships across the government. Because one thing that we have to acknowledge is that our government often statutorily was organized for the needs of the 1930s or ‘40s or ‘60s, and too often, we get stove-piped at a time when we need people with different skillsets and different agencies to be working together.” – President Obama, December 2014*

The WHLD Program aims to strengthen enterprise leadership across the government to address the challenges facing the civil service. These increasingly complex challenges span agencies and jurisdictions, require employees to collaborate and leverage networks on a greater scale than in the past, and necessitate employees working outside organizational boundaries to ensure the government continues to succeed in delivering services to the American people.

The program will have a number of benefits, including:

1. **Developing Talent:** Develop the next generation of career senior executives through a rotation focused on the complex, cross-agency challenges which increasingly confront the Federal Government; Strengthen enterprise leadership skills through targeted development sessions.
2. **Delivering Results:** Harness top talent from across the government to support implementation of key priorities and address mission critical challenges, such as the Cross-Agency Priority (CAP) Goals.

This goal of the program is to not only build the bench of future career Senior Executives, but to place Fellows in challenging rotational assignments to gain experience outside of their agencies and functional areas of expertise. Fellows will work on high-visibility, cross-agency projects to develop the skillsets and networks that enterprise leaders need – a whole of government perspective, collaboration among stakeholders and organizations with diverse

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cultures and goals, working across boundaries without formal authority, and working outside traditional agency structures. Additionally, WHLD Fellows will engage in a development program targeted at the competencies, networks, and experience required of enterprise leaders.

This program also requires WHLD Fellows to leverage their skills to drive progress on mission-critical programs (such as the Cross-Agency Priority Goals) and deliver long-term strategic results. Because the WHLD Program works closely with the Performance Improvement Council (PIC), WHLD Fellows will develop a specific understanding of the importance of organizational performance and measuring impact and results.

### Program Overview

The White House Leadership Develop Program is sponsored by Executive Office of the President (EOP) and supported by the President's Management Council (PMC) and the Performance Improvement Council (PIC). It is a one year rotation with weekly development programming. WHLD Fellows will each be placed in a different rotation assignment as part of a cross-agency team.

This manual provides more information on the program's nomination and selection process, development component, rotational assignments, and post-program activities. In addition to the information contained throughout the manual, the answers to many questions can be found in the FAQs in Appendix A.

### Program Objectives

- Provide Fellows a broad federal perspective on high-priority challenges and access to senior decision-makers, and exposure to a wide cross-section of government;
- Develop a cadre of leaders with the skillsets and networks to address challenges through a cross-agency lens and implement solutions across organizational boundaries.
- Strengthen on-going implementation efforts on specific cross-agency initiatives (including CAP Goals) that require broad coordination and long-term strategic planning to ensure delivery of tangible results.

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## Program Parameters

- This program is restricted to career GS-15 and equivalent employees.
- Agencies may nominate 2 to 4 candidates to the WHLD Program. Agency nominees will be considered for inclusion in the program (not guaranteed).
- Program duration is one (1) year, starting at the beginning of each fiscal year.
- The rotation is full-time and will include weekly leadership development programming.
- Fellows may be placed in an Executive Office of the President (EOP) component, an agency other than their home agency, or may split the rotation between the EOP and an agency, depending on the rotation assignment.
- The rotation is non-reimbursable. The Fellow's home agency is responsible for his or her salary and continued employment and benefits support.
- A Memorandum of Understanding will be developed between home agency and gaining agency or agencies.
- There is no guarantee for placement into an SES position as a result of participation in this program. Participation does, however, provide experience outside of home agency and functional areas and is meant to provide broad exposure to a whole of government perspective as well as the stakeholders and skills necessary to enterprise leaders.

## Benefits to Participant

- 1) Fellows will gain exposure to a variety of agencies – including cultures, missions, functional areas and senior leaders.
- 2) Fellows will improve their ability to address complex problems that cut across organizational and jurisdictional boundaries, and will learn to build and leverage relationships and expertise to have an impact beyond their formal authority.
- 3) Fellows will be able to leverage newly expanded professional networks to identify best practices and address organizational challenges in future positions.
- 4) Fellows will gain experience working on high-priority issues and will collaborate with the Performance Improvement Council (PIC) to develop performance frameworks and tools to drive progress on these initiatives.
- 5) Fellows will gain experience working on high-visibility cross-agency initiatives during a presidential transition.
- 6) Fellows will gain insight into and networks across the EOP.
- 7) Fellows will build a strong relationship with their cohort, which is composed of colleagues from across agencies and functions.

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### Benefits to Agencies

- 1) A Fellow's home agency will gain an employee with a heightened government-wide perspective on problem solving and cross-agency work who can bring best practices and real solutions to bear on related challenges within the home agency.
- 2) Federal agencies will benefit by having more employees with an improved understanding of how OMB/EOP and other agencies operate, and who have experience collaborating on and implementing programs beyond their agency.
- 3) Agencies will also benefit from an employee with an expanded network and targeted experience in innovative and collaborative ways of tackling challenges that can be leveraged for future projects within the agency.
- 4) Additionally, the Fellow will have experience in organizational performance management and driving results.
- 5) Agencies will benefit as a result of building, energizing and maintaining a high-quality workforce.

### Program Schedule

*The timeline below is a target and may be adjusted slightly as the start dates gets closer.*

October 3, 2016 – Fellows begin two-week onboarding program

October 17, 2016 – Fellows begin rotations

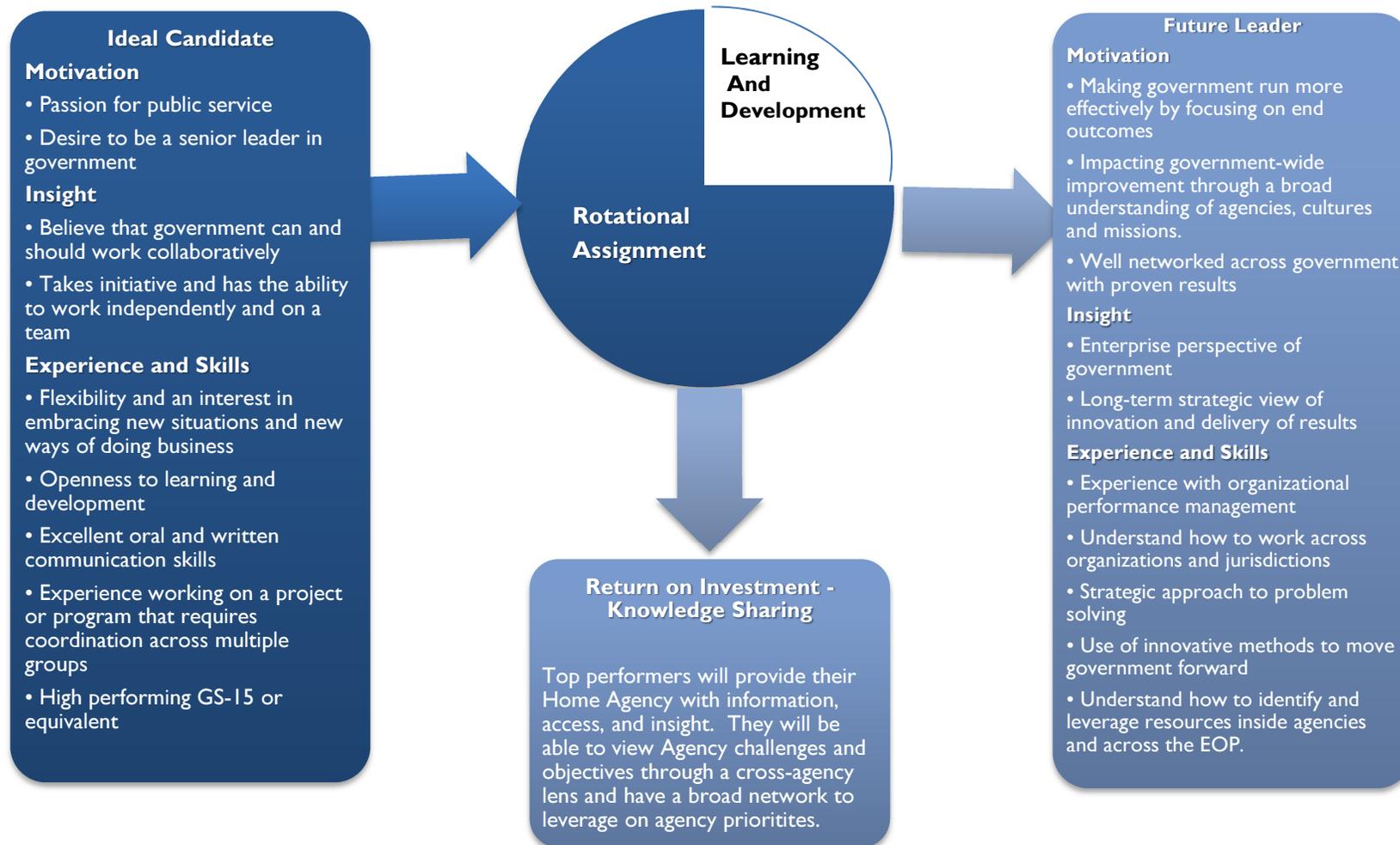
October 28, 2016 – First day of developmental programming

September 30, 2017 – FY17 program ends; Fellows return to home agency

### Program Model

The WHLD Program seeks to provide an opportunity for a diverse cohort of high-potential career employees to develop further into the future leaders of Federal government. Fellows will spend approximately 80 percent of their time in a rotational assignment gaining on-the-job experience. Approximately 20 percent of the Fellow's time will be spent in leadership development programming built around the stakeholders, networks and skillsets that senior leaders need in an enterprise environment.

Figure 1: WHLD Program Model



**Ideal Candidate**

**Motivation**

- Passion for public service
- Desire to be a senior leader in government

**Insight**

- Believe that government can and should work collaboratively
- Takes initiative and has the ability to work independently and on a team

**Experience and Skills**

- Flexibility and an interest in embracing new situations and new ways of doing business
- Openness to learning and development
- Excellent oral and written communication skills
- Experience working on a project or program that requires coordination across multiple groups
- High performing GS-15 or equivalent

**Learning And Development**

**Rotational Assignment**

**Future Leader**

**Motivation**

- Making government run more effectively by focusing on end outcomes
- Impacting government-wide improvement through a broad understanding of agencies, cultures and missions.
- Well networked across government with proven results

**Insight**

- Enterprise perspective of government
- Long-term strategic view of innovation and delivery of results

**Experience and Skills**

- Experience with organizational performance management
- Understand how to work across organizations and jurisdictions
- Strategic approach to problem solving
- Use of innovative methods to move government forward
- Understand how to identify and leverage resources inside agencies and across the EOP.

**Return on Investment - Knowledge Sharing**

Top performers will provide their Home Agency with information, access, and insight. They will be able to view Agency challenges and objectives through a cross-agency lens and have a broad network to leverage on agency priorities.

## Rotations

Fellows will be placed in high visibility cross-agency projects that touch multiple agencies and stakeholders, such as the CAP Goals, which will benefit from improved cross-agency coordination, innovation, implementation and performance management. Specific projects will vary depending on the rotational assignment. Rotations during the inaugural year of the program are listed below. *(Note: these are not guaranteed to be the same assignments for the second cohort).*

### Cross-Agency Priority Goals

- Lab to Market
- Open Data
- STEM
- Infrastructure Permitting Modernization
- Insider Threat & Security Clearance Reform
- Category Management
- Veterans' Mental Health
- Customer Service
- Climate Change

- People & Culture (Hiring & SES Reform)
- Shared Services

### Other Cross-cutting Priorities

- International Trade Data System (ITDS)
- Community Solutions
- International Women's Issues/Let Girls Learn
- First-Net

**See three examples of rotation assignment overviews in Appendix B.**

## Development Program

The development portion of the program – approximately 20 percent of the Fellows' time – will be spent in a variety of training and learning activities. The focus of the development is to provide exposure to a whole of government perspective through the stakeholders, networks and skillsets that senior leaders need in an enterprise environment.

Fellows will participate in a variety of developmental activities, typically spending up to eight (8) hours per week as a cohort engaging in a variety of training sessions and developmental activities (see examples below).

**Theme:** Exposure to the functional areas, networks, skills and stakeholders that leaders need to leverage in order to deal with a rapidly changing environment and increasingly cross-agency, cross-jurisdictional challenges.

To provide the tools to help participants deliver results on mission-critical cross-agency programs and objectives.

- 2 week on-boarding for Fellows.
- One day per week (Friday) or every other week spent in developmental programming.
- Throughout the Course –
  - Visits to agencies to review innovative practices and speak to senior leaders;
  - SES ECQ, resume and interviewing advice;
  - Situational mentoring and roundtables with the DEAN's List (a group of current and former senior executives who are recipients of the Presidential Rank Award)

### **Development Program Outline:**

#### **Category 1: Stakeholders**

Site visits built around stakeholders enterprise leaders should be familiar with, including:

- Government Accountability Office (GAO)
- Council of the Inspectors General on Integrity & Efficiency (CIGIE)
- Congress
- OMB Budget Offices/ OMB Management Offices
- Executive Office of the President (EOP) Offices & Policy Councils
- Unions
- Transition Teams
- Media
- State & Local Entities
- Private Sector

#### **Category 2: Lines of Business**

Provide exposure to the different functions and lines of business senior leaders need to leverage to meet an agency's mission, including:

- Human Capital – Chief Human Capital Officers (CHCO) Council
- Finance/Budget – Chief Financial Officers (CFO) Council
- Information/IT – Chief Information Officers (CIO) Council
- President's Management Council (PMC)
- Organizational Performance – Performance Improvement Council (PIC)

#### **Category 3: "Tactical Trainings"**

Provide specific skills and knowledge for a leadership toolkit. Potential topics include:

- Organizational performance: metrics, assessing and measuring success, strategic planning, data and benchmarking
- Storytelling and briefing skills
- IT Collaborative Tools

- Modern Government Management Traits (MGMT)
- Hidden Biases
- Strategic Thinking, Design Thinking
- Emotional Intelligence
- Peer to Peer Coaching

#### Category 4: Topical Areas for Senior Leaders

Topical areas around emerging and innovative practices that senior leaders should have exposure to, including:

- Enterprise Risk Management
- Optics/Strategic Communications
- Working with Political Appointees
- AGILE Management Concepts
- Ethical Leadership
- Leadership Accountability
- Collaborative Leadership
- Lean/Continuous Process Improvement
- 21<sup>st</sup> Century Leadership

#### Networking Opportunities

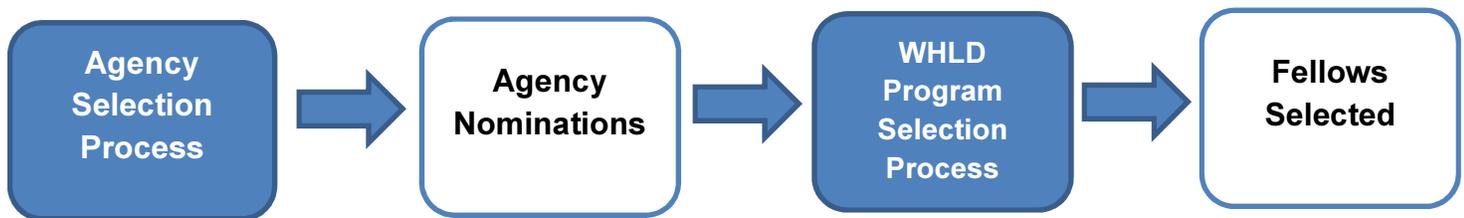
- Fellows will have the opportunity to network with public and private sector organizations to facilitate and create a broad network of contacts across government and functional areas.
- Activities with the first WHLD Program cohort included opportunities to meet and network with Agency Heads, Deputy Secretaries, Presidential Rank Award winners, other fellowship cohorts, and senior leaders across government.

## Selection Process

### Timeline

*The following are target dates and may be subject to revision as needed.*

- June 6<sup>th</sup> – Agency nominations due to the WHLD Program
- June 27<sup>th</sup> – WHLD Program selection process begins
- July 29<sup>th</sup> – Candidates notified of status with program
- August 1<sup>st</sup> – Finalists begin rotation matching and onboarding process
- October 3<sup>rd</sup> – Formal onboarding begins



### Agency Nomination

Interested agencies may nominate two to four candidates. Agencies will determine their own internal processes to select nominees as long as such processes are competitive and follow applicable laws and regulations.

The Deputy Secretary or equivalent of the Federal agency will nominate candidates to the program. The agency should provide the nominees and completed nomination form directly to the WHLD Program. Agencies should ensure that the nominees' direct supervisors are notified of their subordinates' nominations. For more information on the nomination process and selection criteria, see the WHLD Program Nominations Guide.

A diverse group of individuals will be selected from this pool of nominees to participate in the program.

To complete the nomination, candidates will be required to fill out a nomination form and provide references.

## Selection Process

Candidates will participate in an initial selection process run by their agencies. Agencies will then put forward formal nominees to the WHLD Program. The WHLD Program then runs a selection process to determine finalists for the program. The WHLD Program will extend acceptance invitations to ten (10) to twenty (20) finalists. These assignments will not be finalized until after candidates confirm their participation. All candidates will be notified of their status via electronic mail at the conclusion of the selection process. Agencies will also be formally notified of their candidates' status.

## WHLD Program Roles & Responsibilities

The following roles and responsibilities are provided as a guide for nominating agencies, candidates, and rotation assignments. Further information on roles & responsibilities will be provided to those candidates that ultimately enter the program.

### *Participant/Fellow*

The WHLD Program expects that candidates accepted into the Program will rotate out of their position of record for the duration of the fiscal year. During that time, the participants in the WHLD Program will be expected to work on their rotational assignment full-time, except for the time devoted to the developmental programming.

To obtain maximum benefit from the program, the fellow is expected to:

- Transition workload to designated staff and ensure continuity in the home agency.
- Prepare for the program by researching the host agency and rotational assignment, once assigned.
- Participate and engage in all aspects of the program.
- Attend all scheduled development sessions in their entirety.
- Craft an Individual Development Plan (IDP) at the start of the program.
- Make time for reflective thinking on personal and professional experiences throughout the year to unveil new discoveries, understandings, and insight into their leadership style and goals.
- Expand networks and build new relationships.
- Maintain an open mind to diverse perspectives and new areas of learning.
- Provide ongoing formal and informal constructive feedback to the program.
- Participate in leadership assessments (StrengthsFinder, EPI0, and others as available).

- Schedule regular touch back meetings with their home agency supervisor to provide progress updates and ensure home agency timekeeper is aware of time and attendance.
- Following completion of the program, join and participate in the WHLD Program Alumni Network.
- Serve as a mentor to future cohorts of WHLD Fellows.

### ***Nominating Agency***

- Manage internal agency selection process and nominate 2 to 4 diverse high-quality candidates for consideration to the program.
- Deputy Secretary must sign off on the candidates.
- Allow candidates opportunity to participate in WHLD Program selection process and interviews.
- By nominating a candidate, the agency consents to allowing the individual to participate in the program if selected and to return to the home agency once the program is complete.
- Continue to pay salary and benefits of any agency candidate selected into the program.
- Ensure there is a point of contact for the WHLD Program to provide programmatic information and other communications to the home agency.
- Ensure the PoC and/or home agency supervisor participate in the pre-program orientation session.
- Allow time for transitioning Fellow's workload to an alternate employee.
- Invite Fellow to infrequent team building activities, such as team social events, to ensure the participant stays connected with his or her team during the year.
- Facilitate meeting between Fellow and agency Deputy Secretary or other senior leaders as appropriate to discuss the rotation assignment and value-add of experience to home agency.
- Support the Fellow's transition back to the home agency upon completion of the rotation.
- Along with the re-entry interview, home agencies are encouraged to find other opportunities within the agency for the Fellow to leverage his or her experience gained as a WHLD Fellow.
- Following completion of the WHLD Program, participants will become part of the alumni network. The alumni network will hold events and continuing development activities from time to time and home agencies are encouraged to allow employee time to participate in WHLD Program mentoring and alumni network programming.

### **Rotation Assignment/Host Agency**

- Craft a position description for the rotation assignment that lays out broad duties and projects, including areas where the Fellow can take a leadership role on key projects.
- Identify one or two senior team members to participate in the selection process.
- Notify WHLD Program of any security requirements/clearance, procedures, conflicts of interest, confidentiality issues, etc.
- Provide a work space, laptop, mobile phone, building access, or any necessary tools to perform the assignment.
- Ensure that the host agency PoC and/or supervisor participate in the pre-program orientation session.
- Determine mutually agreeable work schedule and flexibilities (i.e., AWS, telework)
- Conduct a useful onboarding experience to support the success of the fellow.
- Establish concrete objectives for the Fellow and work with WHLD Program and Fellow to complete project scoping document.
- Allow Fellow to attend weekly development sessions.
- Provide work to Fellow that is at a minimum GS-15 level or higher and identify stretch opportunities to provide experience and exposure for Fellow.
- Introduce Fellow to cross-agency project team.
- Provide background materials regarding project assignment to Fellow before rotation begins.
- As needed, provide feedback to WHLD Program and Fellow's home agency.

## Appendix A: Frequently Asked Questions (FAQs)

### What are the CAP Goals?

Cross-Agency Priority (CAP) Goals address the longstanding challenge of tackling horizontal problems across vertical organizational silos. Fifteen (15) CAP Goals were announced in the 2015 Budget, these include seven (7) mission-oriented and 8 management-focused goals with a four-year time horizon. To establish these goals, OMB solicited nominations from Federal agencies and several congressional committees.

Established by the Government Performance and Results Act (GPRA) Modernization Act of 2010, these CAP Goals are a tool used by leadership to accelerate progress on a limited number of Presidential priority areas where implementation requires active collaboration between multiple agencies.

To ensure effective leadership and accountability across the Federal Government, CAP Goals have a named senior leader both within the EOP and within key delivery agencies. For example, the National Economic Council, together with the Deputy Secretaries from the Department of Commerce and the U.S. Department of State are leading efforts to encourage foreign direct investment and spur job growth by improving Federal investment tools and resources while increasing interagency coordination. In another example, the Presidential Personnel Office and OPM are teaming up to strengthen our Federal workforce through data-driven efforts to improve employee engagement, hiring reform, and improving our management cadre.

The list of CAP Goals can be found here: <http://www.performance.gov/cap-goals-list?view=public>

### How is this program different than other leadership programs?

There are a variety of strong rotation programs across the government that aspiring leaders can select. However, these programs often focus on work in one agency, rather than providing experience implementing high-visibility programs across government agencies. This program focuses exclusively on high-potential GS-15s and equivalents (including those who are in SES CDPs or graduates of SES CDPs) who are interested in gaining a unique perspective of how high-priority policies are implemented across agencies and how to solve problems through collaborative efforts. Fellows will also receive hands on experience with cross-agency management, learn how the Executive Office of the President (including the Office of Management and Budget) functions, and build a network across agencies and functions.

Through this program, emerging leaders will participate in rotational assignments to gain valuable experience by working on the federal government's highest priority, highest impact challenges that require the coordination of multiple federal agencies and stakeholders to

succeed. Experiential and developmental opportunities will enhance critical skill sets such as leading change, building coalitions, working across government to solve problems, and performance management. This program is aimed at those ready to enter the ranks of senior leadership, as well as developing the pipeline of future career Senior Executives.

Increasingly the most pressing challenges facing the Federal government cut across organizational boundaries, requiring a workforce that works across agencies to develop solutions that address these challenges and deliver lasting results.

Upon completing the program, participants will take their valuable experience back to their agencies, creating a cadre of enterprise-wide leaders across government.

### **What happens to the Fellows after the program?**

Participants may return to their prior position within their home agencies, or another placement they seek out. Agencies are also encouraged to find other opportunities within the agency for the Fellow to leverage his or her experience as a WHLD Fellow, including a new position, project or other opportunities to extend experience gained during the rotation to applicable agency goals.

Following the end of the program and the return to their home agency, Fellows can choose to stay connected to the WHLD Program network through:

- Alumni activities. From mentoring the next cohort of Fellows to alumni events and trainings, Fellows can maintain and expand their network of leaders across government and development activities.
- Database of participants. The WHLD Program will create and maintain a database of alumni to facilitate post-program networking and future alumni events.

### **Does nomination by an agency guarantee placement in the WHLD Program?**

No. This is a competitive program and agencies may nominate more candidates than there are slots in the program. Candidates will be selected through an assessment of qualifications and a structured interview process.

### **Who will pay the Fellow's salary?**

This is a non-reimbursable rotation. Therefore, the Fellow's home agency will pay his or her salary.

### **Where will the Fellow be located?**

The Fellow will be co-located with the EOP Lead, CAP Goal Leader, or the Goal Team to maximize the experiential learning opportunity. This may be at an EOP office or agency, depending on the goal and the specific work the Fellow will be doing. The participants will also

have a “touchdown” space at a central location where they can work as needed. Additionally, participants will meet once a week for cohort meetings either in the New Executive Office Building (NEOB), the Eisenhower Executive Office Building (EEOB) or the General Services Administration (GSA), depending on the meeting.

**Will the Fellow have to/get to travel?**

Generally, no. There may be some travel within Washington, DC. If the Goal Team would like the participant to travel as part of the rotational assignment they must fund the travel.

**Does the Fellow have to be located in Washington, DC?**

The rotational work assignment will be located in Washington, DC. In the pilot there are no funds for travel or relocation expenses. Agencies are encouraged to nominate individuals who live in the Washington, DC area or identify resources to help nominees relocate should they be selected as a Fellow.

**Is this a Candidate Development Program?**

No – this is a developmental rotation and may qualify as the developmental assignment requirement of a CDP. However, the program is also open to qualified candidates who are not in a CDP.

**Does the rotation qualify as a CDP developmental assignment?**

The rotational assignment is non-supervisory. As long as the Fellow has a strong supervisory background the rotation should satisfy CDP requirements. Candidates should check with their agency CDP coordinator to ensure it meets all applicable requirements.

**Will the Fellow’s position be executive level?**

If a Fellow is using the WHLD Program as his/her rotation for a CDP, the Fellow’s position must be executive level. Typically, positions are at least at the GS-15 level. However, each rotation provides significant exposure to senior leaders, the ability to learn and apply new organizational performance tools, and the opportunity to engage in high-level work on a large cross-agency scale. The rotation is meant to provide the enterprise experience and understanding that is necessary to our cadre of future senior executives.

**Will Fellows be promoted as a result of or at completion of this program?**

This program does not guarantee promotion or entry into the SES or any other position. However, it provides development and experience that may help the Fellow obtain such a position in the future.

**What will happen to the Fellow’s home position while on rotation?**

The WHLD Program is a non-reimbursable developmental rotation. As such, the Fellow will retain their position at their home agency and will be allowed to return to that position at the

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conclusion of the rotation. However, there is nothing preventing the Fellow from assuming a different position following the WHLD Program rotation should the Fellow seek out such an opportunity.

### **Is a Security Clearance Required?**

No. Fellows do not need to possess a certain clearance level for this program. Should a clearance become necessary, agencies will be alerted to this change before formal nominations are due.

### **Who will conduct the Fellow's performance review?**

Formal performance reviews will be conducted by the Fellow's home agency supervisor. However, the rotational assignment supervisor will provide feedback to the Fellow's home agency supervisor and will work with the Fellow to create a performance plan based off the rotational assignment. The rotational assignment supervisor will also provide feedback to inform the final performance review at the end of the one year rotation.

### **How will the performance of the WHLD Program be assessed?**

The WHLD Program will have several levels of evaluation built in during the one year development rotation. To assess the development of the Fellows, individual Fellows will receive a self-assessment at the beginning of the program and a follow up assessment at the conclusion of the rotation. For organizational performance, Fellows will be given 5 to 7 CAP Goal or other project objectives for the duration of their rotation which will be used to assess individual and organizational progress and outcomes on CAP Goals or projects. These measures combined will be used to determine overall programmatic performance.

### **What happens if the rotational assignment is not a good fit with the Fellow or the Fellow cannot complete the program for personal/work reasons?**

The WHLD Program Director will meet regularly with Fellows to check in on their progress and fit with the developmental and rotational pieces of the program. The Director will also receive feedback from rotational assignment supervisors. Should the rotational assignment not be a good fit with the Fellow, the WHLD Program Director will work with the Governance Committee and Fellow to identify a new rotational assignment.

Should the Fellow be unable to complete the program for personal or professional reasons, the Fellow must notify the WHLD Program Director as soon as possible. The WHLD Program Director will work with the Fellow and host supervisor to ensure that any work the Fellow was involved with is transitioned and that necessary stakeholders are briefed on status of the project. During this pilot phase of the WHLD Program, the Fellow's slot will not be refilled.

## Appendix B: Sample Rotation Assignment Descriptions

### WHLD Program Fellow Opportunity: STEM

The STEM Education CAP Goal seeks a White House Leadership Development program fellow with a passion for fostering collaboration and data-driven decision making to expand the management capacity of the STEM Education CAP Goal co-leads. The fellow will serve as a key, high-level deputy to the CAP Goal leads responsible for overseeing and connecting the efforts of the five interagency working groups engaged in implementation of the STEM Education CAP Goal.

The fellowship holder will provide a key management role to the STEM Education CAP Goal co-leads and serve as the primary driver of the CAP Goal implementation, planning, and communication process. The fellow will work closely with the leaders of the five Interagency Working Groups (IWGs) that are implementing aspects of the goal, providing additional coordination and capacity as needed, and reporting to the CAP Goal co-leads on the progress, challenges, and concerns. The fellow will be engaged in proposing innovative solutions to cross-agency challenges and will facilitate work among the CAP Goal co-leads, IWGs, the Performance Improvement Council, the Office of Management and Budget, and others as appropriate.

#### ***Authentic STEM Experiences***

Currently, the interagency working groups (IWGs) that execute the STEM Education CAP Goal work have made early efforts to choose a theme within STEM Education to provide focus to their work. “Authentic STEM experiences” has been identified as a potential theme that would allow the IWGs to hone in on a shared vision for activities in FY 2016. The fellow would help foster joint efforts among the IWGs. In particular, the fellow could have the opportunity to help coordinate an interagency communication plan around a science.gov-supported portal that will house federal research opportunities for undergraduate and graduate students.

Additionally, the fellow would have the opportunity to provide added capacity to the Youth and Public Engagement strategic objective.

#### ***Evaluation and Coordination***

Monitoring progress in each of the strategic objective areas is a critical component of the CAP goal implementation. Given the lag time between implementation and availability of national and longitudinal education data needed for impact evaluation, the fellow would help provide guidance on embedding metrics into the proposed efforts to provide meaningful ongoing feedback to the participating agencies.

Additionally, the fellow may have the opportunity to help organize an outreach event or symposium at which members of CoSTEM, the IWGs, and potentially external stakeholders

could share research findings and needs, and build connections that could spark greater cross-agency collaboration as well public-private partnerships.

**Specific duties:** The fellow will be responsible for implementing various components of the Administration's CAP Goal action plan. Specific tasks may include:

- Developing policy options and recommendations for goal co-leaders
- Taking action to complete milestones in the action plan
- Coordinating implementation across agencies
- Building relationships with experts both within and external to the Federal government to inform policy choices and implementation
- Developing measures of success for the strategies in the implementation plan
- Providing regular updates on progress to goal leaders and the public

### **WHLD Program Fellow Opportunity: *Lab to Market***

This fellowship position will focus on the Lab-to-Market CAP Goal and will assist the CAP Goal Leaders to lead the Administration's efforts to increase the economic impact of Federally-funded research and development by accelerating and improving the transfer of new technologies from the laboratory to the commercial marketplace. The individual will advance these efforts through the application of performance management principles and regular engagement with the interagency goal teams charged with implementing this CAP Goal, and in coordination with EOP offices such as the Office of Science and Technology Policy (OSTP), the National Economic Council (NEC), and OMB's Resource Management Offices.

Specifically, the individual will lead implementation of the action plan outlined in the Lab-to-Market Progress Updates on [Performance.gov](http://Performance.gov), including specific actions in the following arenas: developing human capital; empowering effective collaborations; opening R&D assets; fueling small business innovation; and evaluating impact.

The position may also provide support as needed for broader responsibilities, including working with the OMB Resource Management Offices on budget proposals related to R&D commercialization, as well as working with relevant subcommittees of the National Science and Technology Council (NSTC) on policy matters.

#### **Position Duties:**

- Coordinate Lab-to-Market CAP Goal team to oversee execution of ongoing government-wide efforts to increase the return on public investment in R&D through innovation, job creation, societal impact, competitiveness, and economic prosperity.
- Identify complementary policy, process, and implementation reforms.

- Engage with agency teams to ensure continuous and measurable progress on the “major actions to achieve impact” as outlined in the [Lab-to-Market action plan](#).
- Oversee development and implementation of metrics reporting through Performance.gov and other channels, both public and internal to agencies.
- Coordinate with EOP offices, such as OSTP, NEC, and OMB, as well as the Performance Improvement Council, agency working groups, and relevant interagency groups on other efforts related to R&D commercialization.

### **WHLD Program Fellow Opportunity: Community Solutions**

A Fellow joining the Community Solutions Team will be responsible for leading a governmentwide community solutions priority initiative. This will require them to conduct regular outreach to a variety of Federal and non-Federal stakeholders (city leaders, non-profit partners, academicians), analyze data about what policies are working, draft Executive policies and legislation, coordinate interagency reform initiatives, and assess agency performance. It may require a leadership role in institutionalizing a major new effort across the government.

#### **Roles and Responsibilities:**

- Leadership across the interagency community in institutionalizing a new effort that will last beyond the current administration
- Analyzing data, law, and policy, and recommending courses of action;
- Drafting and editing memos, spreadsheets, charts and other documents for OMB and potentially other White House offices;
- Participating in team strategy sessions;
- Representing OMB at interagency leadership meetings;
- Meeting with members of the recipient community to solicit feedback, including states, local and tribal governments, universities, and nonprofit organizations;
- Meeting with members of Congress and their staff; and
- Collaborating with other offices within OMB and the Executive Office of the President on issues such as e-government, financial management, Executive priorities, and agency budgets.