

*Incorporating Change 1, 09/14/2018*

*Approved by Chip Fulghum, Deputy Under Secretary for Management*

## **LEADER DEVELOPMENT**

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### **I. Purpose**

This Directive establishes the responsibilities and policies related to leader development at the Department of Homeland Security (DHS) through the Department-wide Leader Development Program (LDP). The LDP provides an integrated framework that enables both Department-wide consistency and mission-related Component flexibility in fostering a DHS culture of leadership effectiveness. The LDP establishes standards and requirements to support planning, investment, implementation, and accountability processes that create and sustain a high-performing, diverse, engaged, and inspiring cadre of effective leaders now and into the future.

### **II. Scope**

This Directive applies throughout DHS.

### **III. Authorities**

- A. Title 5, United States Code (U.S.C.), Chapter 14, "Agency Chief Human Capital Officers"
- B. Title 5, U.S.C., Chapter 41, "Training"
- C. Title 5, Code of Federal Regulations (CFR) Part 315, Subpart I, "Probation on Initial Appointment to a Supervisory or Managerial Position"
- D. Title 5, CFR , Part 410, "Training"
- E. Title 5, CFR Part 412, "Supervisory, Management, and Executive Development"
- F. *DHS Delegation 03000, "Delegation for Human Capital and Human Resources"*

## IV. Responsibilities

A. The **Chief Human Capital Officer (CHCO)**:

1. Establishes and issues policy, and Department-wide workforce strategies that effectively and efficiently support achievement of the DHS mission.
2. Develops, implements, monitors, and evaluates Department-wide leader development policies, strategies, and programs which create a leadership culture that promotes an engaged and proficient workforce.
3. Provides optimal staff and resources to lead the strategic design, execution, and evaluation of policies, practices, and programs under the LDP.
4. ~~Charters a Leader Development Governance Board to advise on policies and priorities. The Board is chaired by the CHCO or designated representative and is comprised of representatives from the DHS Operational Components, and National Protection and Programs Directorate (NPPD), and the Federal Law Enforcement Training Center (FLETC).~~

B. **DHS Component Heads** ensure that policies, programs, and practices are implemented across their Components according to LDP requirements. Component Heads support Department-level policy and programs that increase DHS-wide leader effectiveness, and establish Component- or mission-specific leader development and policies, where customized programs and specialized approaches are determined to be necessary and not in conflict with overall Program goals. For the purposes of the LDP, the DHS Chief Learning *and Engagement* Officer has the responsibilities of a Component Head for *Support Components Headquarters* (except for *National Protection and Programs Directorate NPPD* and *Federal Law Enforcement Training Centers FLETC*), providing Component-level training management services to *Support Component HQ* personnel working in the National Capital Region.

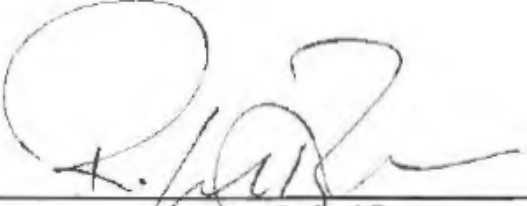
## V. Policy and Program Requirements

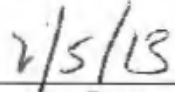
A. The **DHS LDP** enhances the Department's ability to seamlessly execute its mission, promotes a collaborative DHS culture of leadership excellence, effectiveness, and efficiency, and ensures that employees at every level have consistent opportunities to develop their leadership proficiency by:

1. Supporting employees' capabilities to successfully meet their current leadership responsibilities, and investing in them for the potential of future increased leadership responsibility;
2. Advancing an organizational culture that is deliberate in implementing selection, development, and performance management practices based on validated predictors of leader effectiveness, in order to optimize the DHS leadership investment; and
3. Promoting collaboration across Components to establish effective development and deployment strategies and practices where integrated, shared, or common investments benefit the DHS mission.

## VI. Questions

Address questions regarding this Directive to the Office of the Chief Human Capital Officer.

  
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Rafael Borrás  
Under Secretary for Management

  
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Date