**Mr. Robert H. Smiley – Commitment to Effective Continuity of Government**

Mr. Robert H. Smiley exemplifies the attributes of strong, purposeful leadership along with a deep commitment to developing executives and managers. His leadership and mentoring for not only those responsible to him, but also those who routinely interact with his team is reflective of his commitment to effective continuity of government.

On numerous important projects over the past several years, Mr. Smiley has provided numerous opportunities for senior managers under his tutelage to assume lead roles while providing effective guidance and mentoring. His style encourages the creative thinking and intellectual growth of his senior managers, while he provides them counsel and top cover. In all cases, this approach has led to the success of the task at hand and professional development of those leading the effort.

Mr. Smiley’s leadership enabled one manager to successfully plan and executes a project for the Assistant Secretary of Defense for Reserve Affairs entitled “Reserve Component 2020” which reviewed the futures roles and missions of the Reserve Component. This study involved coordination with numerous outside agencies and culminated with a conference which involved participants ranging from the Reserve Component Chiefs and numerous Senior Executive Service leaders from across the Department of Defense. The overall success of the study was due to Mr. Smiley’s leadership and mentoring which allowed his manager to take the lead gaining both experience and professional development in the process. This study helped to pave the way for a second major effort known as the Comprehensive Review of the Future Role of the Reserve Component.

The “Comprehensive Review of the Future Roles of the Reserve Components” was tasked in both the Quadrennial Defense Review and Defense Planning and Programming Guidance. This study was led by another manager on Bob’s team and involved numerous agencies from the Office of the Secretary of Defense, Combatant Commands, and the Services ranging from Action Officer to General Officer/Senior Executive Service representatives. The study provided a truly comprehensive review based on multiple coordinated inputs from around the Department of Defense. Mr. Smiley provided sound leadership and guidance which allowed the manager to take the lead, plan and successfully execute the study which was provided for Secretary of Defense review.

A third example of how Mr. Smiley instituted manager level career development is the “Regionally Integrated Training Environment (RITE)” project headed by yet another manager on his team. The RITE project developed a method to sustain Total Force readiness and the Nation’s investment in the Reserve Component using a network of regional installations designed to support training requirements through the optimized use and coordination of existing training resources. It enhances integrated readiness training opportunities to the Reserve Components by consolidating technology and equipment to best provide regionally based facilities to reserve and guard units that they would normally have been required to mobilize and travel to in order to conduct the training. While this project is still underway, the front end planning and coordination was immense and required constructive leadership and mentoring. The RITE concept will provide the Reserve Component with exceptional training opportunities and help maintain critical skills and experiences gained through a decade of war while sustaining cost effective Total Force readiness. This concept has since caught the interest of the Director, Training, Readiness and Strategy in the office of the Deputy Assistant Secretary of Defense (Readiness), who embraces the concept’s potential and has agreed to provide executing agent and funding support.

The successes of the three examples above are the direct result of Mr. Smiley’s ability to institutionalize career development of the senior managers under his control. His leadership style allowed managers to take control and make mistakes while gaining valuable insights and professional development they would probably not have had otherwise and with no fear of repercussions. This same leadership and mentoring style has been passed down, through example from Bob Smiley to all the managers on his team and will prove invaluable as they become more seasoned in government leadership roles. Since his arrival, he has instilled this ethos again in senior managers and action officers alike to ensure all members of the team had the ability to take the lead, many times while also mentoring fellow managers. These abilities, instilled by Mr. Smiley, institutionalize a culture that allows future leaders to take control and realize success.

There is no doubt that thanks to Mr. Smiley’s leadership and mentoring style, the managers working on his team have gained knowledge and experiences that will serve them well in government service or civilian industry. The atmosphere he created provided many opportunities for managers to develop personally and professionally.