



DEPARTMENT OF THE NAVY

NAVAL SEA SYSTEMS COMMAND
2531 JEFFERSON DAVIS HWY
ARLINGTON VA 22242-5160

IN REPLY REFER TO

NAVSEAINST 12410.4A
Ser 09C/7201
29 Jan 98

NAVSEA INSTRUCTION 12410.4A

From: Commander, Naval Sea Systems Command

Subj: NAVSEA TRAINING, EDUCATION AND CAREER DEVELOPMENT PROGRAM

Ref: (a) NAVSEA Strategic Plan
(b) SECNAV Instruction 5300.36 (Subj: Defense Acquisition Workforce Improvement Act)
(c) SECNAV Instruction 12410.24 (Subj: Civilian Leadership Development)

Encl: (1) Individual Leadership Development Plan (sample)
(2) Civilian Leadership Development Continuum

1. Purpose. To establish the vision, objectives, policy, and responsibilities for employee training, education and career development for Naval Sea Systems Command (NAVSEA) employees in accordance with reference (a).

2. Cancellation. NAVSEAINST 12410.4 is hereby cancelled.

3. Coverage. All NAVSEA Headquarters, affiliated Program Executive Offices (PEOs) and Field Activities. Commanders must discharge all bargaining obligations in accordance with Federal Labor Management Relations statutes before implementation.

4. NAVSEA Training and Development Vision and Objectives

a. NAVSEA's training and development vision stated as the first strategic goal in reference (a) is to "develop and maintain a capable diverse workforce, with all members performing to their full potential."

b. To achieve this vision, NAVSEA's training and development objectives are to establish a continuous learning environment in which our employees:

(1) meet command mission requirements as stated in the Strategic Plan, Strategic Goals and supporting organizational unit documents;

(2) perform optimally at the full performance level and meet applicable certification requirements;

(3) achieve career growth whenever possible;

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(4) acquire principle-centered leadership competencies to effectively perform at the personal, interpersonal, managerial and organizational levels; and

(5) gain enhanced work-related qualifications when adversely impacted by downsizing, realignments or other actions necessitated by national security changes.

5. NAVSEA's Investment Policy

a. General Policy. Supervisors will meet with their employees when setting performance objectives to plan training, education and developmental opportunities. The planned training, education and developmental activities will be recorded in the employee's Individual Leadership Development Plan (ILDLP), enclosure (1). An assessment of progress against the ILDP must be a part of each employee's midyear performance review. Activities scheduled will be in accordance with the following policies:

(1) Responsibility. Employee development is a shared responsibility between the employee and management, but management must lead.

(2) Availability. An employee's training and educational opportunities should not be unduly limited by the individual's current organizational placement. To the maximum extent possible within available resources, all employees should be given a reasonable opportunity to obtain the training, education and development necessary to develop and progress within the NAVSEA organization. Training, education and developmental opportunities may include those necessary for assignment to other critical positions or series within the Command.

(3) Funding. Employee training may be funded by centrally designated funds, administrative funds, or program funds. Program funds can be used only to pay costs for training directly related to accomplishment of the program.

(4) Minimum hours. Beginning in FY 1998, our goal is that each NAVSEA employee be provided 40 hours of training, education, and/or development activity each fiscal year. (Activities which count toward this goal include live and televised formal classroom instruction from government, non-government and academic sources, individualized learning from computer-based sources as well as printed materials, correspondence courses if government approved, structured on the job training in the current or a different work unit, and mission-related conferences and seminars. Mandatory training may be included in this minimum.)

(5) Types of Training. Classroom training is but one means of employee development. Employees, supervisors and managers are encouraged to develop desired competencies through

task team, rotational, and developmental assignments whenever possible.

b. Policy in Specific Training Areas

(1) Acquisition Workforce Training. Each NAVSEA employee who is a Department of the Navy Acquisition Workforce member will be provided the training required to receive career field certification at the appropriate level within 18 months of entrance into the workforce (reference (b)). (Funds for required acquisition workforce training and education are centrally provided by the Department of the Navy.)

(a) Each eligible workforce member will be provided the opportunity to acquire the educational credit hours necessary to achieve Acquisition Professional Community membership.

(b) Each acquisition workforce member who has achieved current level certification in his/her primary career field will be afforded the opportunity to receive an average of 40 hours (annually) of continuing education and training in acquisition. At least 16 hours annually should be dedicated to acquisition reform subjects.

(2) Career Field Training. A Career Development Path Handbook has been developed for Headquarters occupations in the following career fields: Administrative Management, Acquisition Logistics, Budget Analysis, Business/Financial Management, Clerical, Contracting, Cost Analysis, Program Management and Systems Engineering (including Test and Evaluation Engineering). Field activities are responsible for developing a handbook for their appropriate career fields. Each employee in a career field for which a career development path has been approved will be given the opportunity to acquire the necessary career field competencies at the appropriate level. Employees in a career field for which no formal path has been articulated shall, in conjunction with their supervisors, determine the most relevant competencies to be achieved and identify appropriate training/developmental opportunities to acquire them. Foundation competencies, enclosure (2), should be acquired and refined by all employees.

(3) Leadership Development. NAVSEA considers all employees to be leaders within their circle of influence. Reference (c) establishes Civilian Leadership Development guidelines for Command programs to provide leadership training minimally to civilian employees at the GS-9 through GS-15 and equivalent levels (see enclosure (2)). Minimally during the annual training and development meeting, employees covered by these guidelines and their supervisors will consider appropriate competencies to be achieved, and plan training or developmental activities to acquire them. Possession of leadership competencies will be considered in the selection for supervisory and managerial positions. They will be reflected as knowledge,

skills, and/or abilities in vacancy announcements and applicants will be encouraged to address how they acquired the individual competencies. Employees at all grade levels are encouraged to participate in NAVSEA's Mentor Match program to obtain a broader career development perspective and to consult the NAVSEA Developmental Assignment Clearinghouse for possible rotational assignment opportunities. As a minimum:

(a) Each new supervisor will receive 24-40 hours of leadership training within six months of assignment (40 hours being the goal).

(b) Each experienced supervisor will receive eight hours of leadership training each year.

(c) Each Senior Executive Service member will receive 120 hours of leadership training every five years.

(d) Selection for management and executive leadership development programs/opportunities will be in accordance with merit principles. PEO and Field Activity personnel, as well as NAVSEA headquarters personnel, are encouraged to apply for programs for which tuition is centrally funded by NAVSEA headquarters. To ensure the best return on our developmental program investment, all nominations to these programs will include an Individual Leadership Development Plan for each nominated employee which will show how the acquired skills and knowledge will be used after program completion. This plan can include reassignment to a new position. Because participation in formal development programs is a significant Command investment, Directorates, PEOs and Field Activities must continuously review use of program graduates to insure that they are provided challenging assignments to which their newly acquired skills and experiences can be applied.

(e) The Command will use a variety of formal programs to develop civilian leaders, including the NAVSEA Commander's Development Program (for GS-13-14s), the Department of Defense Leadership and Management Program (GS-12-15s), and other such centrally funded programs as the Federal Executive Institute (GS-15s and Senior Executive Service members), DOD Senior Executive Leadership Program (GS 14s-15s) and Leadership Development Program (GS 12-13s), Executive Potential Program (GS 13-14s), Women's Executive Leadership Program (GS 12-13s) and the New Leader Program (GS 7-11s). These programs will be announced Command-wide and selections made by an executive-level board representing the breadth of NAVSEA activities. Recognizing the significant investment made in these programs, the senior command leadership will play an active role in placing program graduates. Whereas tuition costs will be centrally funded, travel and per diem costs for most of these programs will be borne by the selectee's directorate, PEO or field activity.

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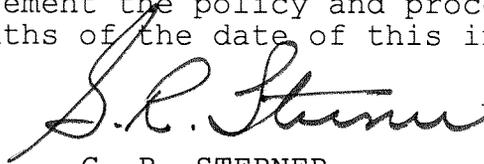
6. Responsibilities. Continuous learning is the responsibility of all employees at all levels of the Command.

a. NAVSEA Directorate, Activity Heads, and Program Executive Officers will ensure execution of the policy contained herein and delegate implementation to the lowest practical level.

b. Each supervisor's responsibilities include: (1) identifying training, education and development requirements resulting from implementation of the NAVSEA Strategic Plan and Goals; (2) programming (approve, prioritize, schedule and fund) the learning activities needed to satisfy these requirements; (3) establishing position assignments and selection criteria that credit training, education and development achievements; (4) ensuring that minimum learning activities are accomplished and are related to individual job performance objectives; (5) assigning individuals to approved training documented in an Individual Leadership Development Plan; (6) providing coaching and mentoring services to those participating in learning activities; and (7) monitoring and evaluating the effectiveness of their training investment against mission accomplishment.

c. Individual Employees will: (1) take personal responsibility for their development by obtaining a thorough understanding of the career fields and leadership requirements of their current and target positions; (2) actively pursue and attend designated learning activities which fulfill requirements and achieve desired competencies; and (3) use the new skills and knowledge acquired throughout their careers.

7. Action. NAVSEA Directorates, Activity Heads, and Program Executive Officers will implement the policy and procedures outlined herein within 6 months of the date of this instruction.



G. R. STERNER

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INDIVIDUAL LEADERSHIP DEVELOPMENT PLAN (ILDLP)

The ILDP will be used by NAVSEA managers, supervisors and employees to plan the means of acquiring necessary competencies to meet organizational objectives, civilian leadership development objectives (including required new supervisor competencies), and career path competencies (including DAWIA and upward mobility requirements). It should be developed/revised by supervisors and employees annually after Directorate/PEO leadership issues guidance relating to training investments to meet the NAVSEA Strategic Goals.

Administrative Section.

Complete all fields. If the employee is not a member of the Acquisition Workforce leave blank.

Short Term or Current Year Goals.

In priority order, state your developmental goals for this year. For example the goal could be to achieve Level II Career Field Certification; to acquire necessary competencies to meet two Career Foundation competencies; to acquire 12 credit hours in Business Administration; to complete Supervisory Leadership Program competencies under the probationary period, etc.

Long Term or Out Year Goals.

State in broad terms, by year, your overall career goals to include selection into higher level positions. These goals will be somewhat less specific than current year goals but are critical in planning major training investments (one year developmental assignments, academic education over a two year or longer period, etc.). At each annual review, it is these goals that will be revised to be states more specifically as current year goals.

Competencies.

List in priority, the specific competencies (or competency groups) to be achieved to meet Short Term and any Long Term Goals. Make sure that mission essential and mandatory competencies are listed before other less important competencies.

Developmental Activities.

Using the organization's training guidance, the NAVSEA Career Development Handbook, the HRC NSSC Resource Guide for Performance Enhancement, the DAU Catalog, discussions with your mentor and your supervisor, fill in the recommended source(s) of available training, education, rotational development or other activity needed to acquire the necessary competencies.

When there are two or more sources for the same competency choose as follows:

1. For NAVSEA-endorsed leadership competencies (Career Foundation, Supervisory, Managerial) - select NAVSEA sources.
2. For DAWIA certification - select only DAU sources, unless management officially identifies another source.
3. For other training/education - choice should be made by management after consideration is given to quality of content, duration, and cost effectiveness.

Target Date.

After discussion and agreement with your supervisor establish a proposed target date for completion of each activity.

Approvals

Once you and your supervisor agree on Short/Long Term Goals and competencies and the developmental activities, both should sign the ILDP. (You should maintain a copy for your records.) Your supervisor should forward your ILDP to the appropriate management level for approval (including funding and quota allocation) where necessary.

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INDIVIDUAL LEADERSHIP DEVELOPMENT PLAN (ILDLP)

Name:	SSN:	OrgCode:	Office Phone Number:		
DAWIA Career Field:		Pay Plan, Series, and Grade:			
Short-Term Goals: (Current year)	Long-Term Goals: (within two-four years)				
1.	1.				
2.	2.				
3.	3.				
4.	4.				
Competencies	Developmental Activities	Target Date	Date Completed	Emp Initials	Supvr Initials
1.					
2.					
3.					
4.					

INDIVIDUAL LEADERSHIP DEVELOPMENT PLAN (ILDP)

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Competencies	Developmental Activities	Target Date	Date Completed	Emp Initials	Supvr Initials
5.					
6.					
7.					
8.					
<p>Approvals:</p> <p>Employee _____ Date _____</p> <p>Supervisor _____ Date _____</p> <p>Div /Dir _____ Date _____</p>		<p>Comments:</p>			

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Civilian Leadership Development Continuum

EXECUTIVES

- Strategic Vision
- External Awareness
- Organizational Representation & Liaison
- Joint Service Perspective

MANAGERS

- Innovative Thinking
- Program Development/Planning & Evaluation
- Model/Reinforce Core Values
- Resource Mgmt
- Technology Mgmt
- Process Oversight Mgmt
- Mentoring
- Presentation/Marketing Skills
- Risk Management

SUPERVISORS

- Situational Leadership
- Demonstrate Core Values
- Managing Diverse Workforce
- Coaching/Counseling
- Conflict Management
- Change Management
- Team Building
- Influencing/Negotiating
- Human Resources Mgmt

FOUNDATION COMPETENCIES

- Oral Communication
- Written Communication
- Problem Solving
- DON Mission/Organization Awareness
- Principle-Centered Leadership

- Interpersonal/Team Skills
- Self-direction
- Quality Principles
- Navy Core Values
- Customer Orientation

- Flexibility
- Decisiveness
- Technical Competence
- Diversity Awareness
- NAVSEA Strategic Plan