



DEPARTMENT OF THE NAVY

NAVAL AIR STATION OCEANA
VIRGINIA BEACH, VIRGINIA 23460-5120

IN REPLY REFER TO:

NASOCEANAINST 12410.1

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NAS OCEANA INSTRUCTION 12410.1

Subj: CIVILIAN LEADERSHIP DEVELOPMENT (CLD) PROGRAM

Ref: (a) SECNAVINST 12410.24
(b) CINCLANTFLTINST 12410.1
(c) COMNAVSHORLANTINST 12410.1
(d) COMNAVBASENORVAINST 12410.3

Encl: (1) CLD Nomination Form
(2) Civilian Leadership Development Continuum
(3) Civilian Leadership Development Enrollment/Progression Form

1. Purpose. To establish policy and procedures for the coordination, implementation and monitoring of a CLD program on board Naval Air Station (NAS) Oceana.

2. Background. References (a) through (d) provide guidance on the framework for designing CLD programs. The framework affords leadership training to employees at the GS-09 through GS-15 and equivalent grade levels. The goal is to improve the leadership skills and competencies of key civilian management personnel. Key features of the program are mentoring, training and development assignments. The framework establishes guidelines that provides supervisors and program participants opportunities to develop professionally and expand leadership competencies through various formal and informal instructional methods.

3. Policy

a. Program participants shall reflect workforce diversity. Opportunities for leadership training shall be extended to employees without regard to race, color, sex, religion, national origin, age and mental or physical disabilities. Additionally, eligibility for leadership training may be afforded to selected employees, GS-07 and below, who have demonstrated leadership potential.

b. To request enrollment in the program, each applicant must complete enclosure (1), which includes the selection of a mentor. On acceptance into the program, an extensive skills assessment shall be conducted to establish a baseline for an Individual Leadership Development Plan (ILDP). The assessment shall identify leadership strengths and development needs based on CLD continuum which forms the basis for the ILDP.

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c. Directors shall invest the necessary time and funds to afford selected employees the opportunity to develop professionally toward the attainment of the leadership competencies as defined in enclosure (2). The funding for leadership and professional development shall be identified from existing budgets. The cost of training or development programs shall remain within current NAS Oceana budget levels.

d. CLD leadership competencies can be attained from formal training programs, assignment to special projects, rotational assignments, shadowing assignments and other career development programs.

4. Program Responsibilities. References (a) through (d) direct the implementation of the CLD Program. Responsibilities for program efforts are as follows:

a. Commanding Officer

(1) Establish a Command CLD Advisory Board which will ensure the intent of the program is maintained and provide senior oversight and coordination of the program. Membership shall consist of CLD Administrator (Chair) and representatives from each department. A representative from Human Resources Office (HRO) Norfolk as an ad hoc member is recommended. The Advisory Board shall be responsible for recommending policy and reviewing all nominations for participation in the program. The board shall convene at a minimum of once a quarter and as required to ensure proper coordination of the CLD Program.

(2) Consider leadership competencies in the selection of supervisory, management and executive level positions.

b. Supervisors. Utilizing enclosure (1), review and approve nominations for CLD participants and forward recommendations to the Command CLD Advisory Board for approval by the Executive Officer.

c. Command CLD Administrator

(1) Establish a financial tracking system to track funds expended in support of the CLD Program.

(2) Utilize enclosure (3) to track accomplishments of CLD Program participants.

(3) Coordinate HRO, supervisors and managers to identify management and supervisory positions to be announced under CLD and conduct job analyses of CLD positions to identify pertinent CLD competencies. Rewrite position descriptions to include competencies required.

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(4) Report annually to Commander, Naval Base, Norfolk on program accomplishments by 15 December as follows:

- (a) CLD participation by series and grade
- (b) Number of mentors
- (c) Number of courses enrolled and completed
- (d) Number and types of rotational assignments
- (e) Number of selections made using defined competencies as selection criteria
- (f) Number of advancements accomplished by participants
- (g) Costs of tuition or training per participant
- (h) Costs of travel

d. HRO Norfolk. Assist the CLD Administrator in developing and maintaining an effective program. Specific responsibilities include:

(1) Ensure leadership skills and competencies are incorporated into the knowledge, skills and abilities portion of vacancy announcements for supervisory or management positions.

(2) Track personnel enrolled in the program in the Defense Civilian Pay System.

(3) Assist with the design of individual leadership development plans for program participants.

5. Review Responsibility. The Command CLD Administrator is responsible for the review and update of this instruction.


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Distribution:
NASOCEANAINST 5216.1Q
List I (Case A) and III

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CLD NOMINATION FORM

NAME _____

POSITION TITLE/GRADE/SERIES _____

DEPARTMENT _____

Please provide a brief description of why you would like to participate in the CLD Program and what leadership skills you currently possess or would like to achieve. Include self development opportunities, special projects and any special assignments which demonstrate leadership potential.

SUPERVISOR'S SIGNATURE _____

MENTOR'S NAME _____

DEPARTMENT HEAD'S SIGNATURE _____

CLD ADVISORY BOARD RECOMMENDATION _____

EXECUTIVE OFFICER'S APPROVAL _____

Civilian Leadership Development Continuum

EXECUTIVES

Strategic Vision
 External Awareness
 Organizational Representation & Liaison
 Joint Service Perspective

MANAGERS

Innovative Thinking
 Program Development/ Planning & Eval
 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

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

Flexibility
 Decisiveness
 Technical Competence
 Diversity Awareness

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CIVILIAN LEADERSHIP DEVELOPMENT CONTINUUM
COMPETENCY DEFINITION

COMPENTENCY	DEFINITION
Change Management	Serves as a positive agent for changes in the organization's structural alignment, climate or operational processes; learns about and proactively advocates and influences the adoption of promising new ideas, methods, services and products from knowledge of best practices in government and industry.
Coaching/Counseling	Develops skills in observation, listening and one on one teaching; applies them to assist others to learn and continually improve their performance; provides effective feedback.
Conflict Management	Anticipates and seeks to resolve confrontations, disagreements and complaints in a constructive manner.
Customer Orientation	Actively seeks customer input; ensures customer needs are met; continuously seeks to improve the quality of services, products and processes.
Decisiveness	Takes action and risks when needed; makes difficult decisions when necessary.
Demonstrate Core Value	See Navy Core Values.
Diversity Awareness	Respects and values the differences and perceptions of different groups and individuals.
DoN Mission and Organization Awareness	Possesses knowledge of the mission and organization of the Department of the Navy (DoN) including an understanding of how the organization fits into the entire DoN.
External Awareness	Stays informed on laws, policies, politics, administration priorities, trends, special interests and other issues; considers external impact of statements of action; uses information in decision-making.
Flexibility	Adapts to change in the work environment; effectively copes with stress.
Human Resources Management	Ensures effective recruitment, selection, training, performance appraisal, recognition and corrective and disciplinary action; promotes affirmative employment, good labor relations and employee well-being.
Influencing and Negotiating	Networks with and provides information to key groups and individuals; appropriately uses negotiation, persuasion and authority in dealing with others to achieve goals.
Innovative Thinking	Develops insights and solutions; fosters innovation among others.
Interpersonal and Team Skills	Considers and responds appropriately to the needs, feelings, capabilities and interests of others; provides feedback; treats others equitably.
Joint Service Perspective	Demonstrates an understanding of the role of the Department of Defense (DoD) and the importance of the support roles and missions of the Military Departments and Defense agencies and how they contribute to the success of DoD overall.

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COMPETENCY	DEFINITION
Managing Diverse Workforce	Recognizes the value of cultural, ethnic, gender and other individual differences; provides employment and development opportunities for a diverse workforce.
Mentoring	Develops the ability to counsel others to help them achieve personal and professional growth.
Model and Reinforce Core Values	See Navy Core Values.
Navy Core Values	Exhibits through personal performance the principles of honor (ethical behavior), commitment (technical excellence and quality of work) and courage (mental strength to do what is right).
Oral Communication	Listens to others; makes clear and effective oral presentations to individuals and groups. (NOTE: Use of a sign language interpreter may be appropriate for persons who are deaf or hard of hearing.)
Organizational Representation and Liaison	Establishes and maintains relationships with key individuals and groups outside immediate work unit and serves as spokesperson for the organization.
Presentation and Marketing Skills	Demonstrates the ability to clearly articulate, present and promote ideas and issues before a wide range of audiences, including senior officials in such a manner as to ensure program credibility.
Problem Solving	Recognizes and defines problems; analyzes relevant information; encourages alternative solutions and plans to solve problems.
Process Oversight Management	Develops and demonstrates the ability to examine systems and workflows within the organization to facilitate process improvement.
Program Development, Planning and Evaluating	Establishes policies, guidelines, plans and priorities; identifies required resources; plans and coordinates with others; monitors progress and evaluates outcomes; improves organizational efficiency and effectiveness.
Quality Principles	Understands and applies quality principles such as teamwork, quantitative decision-making and continuous process improvement to meet or exceed customer expectations.
Resource Management	Prepares and justifies budget; monitors expenses; manages procurement and contracting.
Risk Management	Identifies potential risks to product, program and processes early and implements effective abatement or control measures; defines evaluation criteria early and continuously collects, assesses, shares and responds to data appropriately.
Self-Direction	Realistically assesses own strengths, weaknesses and impact on others; seeks feedback from others; works persistently towards a goal; demonstrates self-confidence; invests in self-development; manages own time efficiently.

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COMPETENCY	DEFINITION
Situational Leadership	Demonstrates and encourages high standards of behavior; adapts leadership style to situations and people; empowers, motivates and guides others.
Strategic Vision	Creates a shared vision of the organization; promotes wide ownership and champions organizational change.
Team Building	Fosters cooperation, communication and consensus among groups.
Technical Competence	Demonstrates technical proficiency and an understanding of its impact in areas of responsibility.
Technology Management	Encourages staff to stay informed about new technology; applies new technologies to organizational needs; ensures staff is trained and capable.
Written Communication	Communicates effectively in writing; reviews and critiques others writing.

CIVILIAN LEADERSHIP DEVELOPMENT
ENROLLMENT/PROGRESSION FORM

NAME: _____ DEPT: _____

POSITION TITLE: _____

GRADE/SERIES: _____

SUPERVISOR: _____

MENTOR: _____

Date of 360 Degree Assessment: _____

ILDP Prepared: _____

Courses Taken	Completion Date	Cost
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Rotational Assignments/Dates:
