



DEPARTMENT OF THE NAVY

NAVAL SUPPLY SYSTEMS COMMAND
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NAVSUPINST 12410.18
SUP CCMO
AUG 29 1997

NAVSUP INSTRUCTION 12410.18

Subj: CIVILIAN LEADERSHIP DEVELOPMENT (CLD)

Ref: (a) SECNAVINST 12410.24

Encl: (1) CLD Continuum

1. Purpose. To provide procedures for the administration of CLD throughout the Naval Supply Systems Command (NAVSUP) claimancy.

2. Background. Per reference (a), the Department of the Navy (DON) has established a framework to assist naval activities in dealing with the challenges of the workforce in the 21st century. Critical issues associated with downsizing, force restructuring, changing technology, underrepresentation of women and minorities, and changes to Services' roles and missions must be addressed if civilian leaders are to be prepared.

3. Policy. It is the policy of NAVSUP to improve the leadership skills and competencies of civilian employees at all GS grades and equivalent levels within the claimancy. CLD establishes the framework for the above mentioned policy, and it also serves as a benchmarking tool to evaluate existing programs for modification purposes.

a. The CLD cornerstones are mentoring, training, developmental assignments and Individual Leadership Development Plans (ILDPs). All civilian employees will be provided with these tools to improve their leadership skills and competencies as described in enclosure (1).

b. Equal opportunities for mentoring, leadership training and development shall be extended to all employees without regard to race, color, sex, religion, national origin, age, and mental or physical disabilities.

c. NAVSUP's field activities will invest sufficient resources to ensure all interested employees are afforded the opportunity to participate in CLD and acquire/improve the competencies listed in enclosure (1).

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d. Leadership development needs of CLD participants will be baselined through a leadership skills inventory assessment. An ILDP will then be developed in concert with the supervisor and mentor to identify the developmental activity(s) planned to attain/strengthen the required competency(s) identified in enclosure (1). The ILDP may be incorporated into any existing Individual Development Plan (IDP) process to include technical/functional development activities and leadership development activities.

e. Various methods of development will be put into place for the purpose of CLD. Methods utilized by each participant will be identified in the ILDP. Employees will be given access to opportunities (i.e., training courses, developmental assignments, participation in working groups/special projects for development of the necessary competencies, etc.). Participants will be able to take advantage of developmental opportunities across DON as well as external organizations.

f. Possession of leadership competencies will be considered in the selection for supervisory and managerial positions. They must be reflected as Knowledge, Skills, and/or Abilities in vacancy announcements when such announcements are issued, and applicants will be encouraged to address how they acquired the individual competencies.

4. Program. CLD within the NAVSUP corporation can be accessed through both competitive and noncompetitive means.

a. NAVSUP's corporate-wide Career Management Programs (which currently include the Corporate Management Development Program, Executive Development Program and Executive Excellence Program) are specifically structured initiatives for GS-12 through GS-15 levels that fall under the umbrella of CLD. These competitive programs fully comply with the CLD framework as they focus on the development of leadership skills.

b. By simply volunteering, all civilian employees at all GS grades and equivalent levels within the claimancy have the noncompetitive opportunity to participate in CLD. Each participant will have a mentor, a leadership skills inventory assessment, an ILDP, training and developmental assignments to strengthen their leadership skills and abilities.

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5. Responsibilities

a. Commander, Naval Supply Systems Command, will ensure:

(1) Establishment of CLD within headquarters and all field activities;

(2) Adequate resources are provided to support CLD throughout the claimancy;

(3) Dissemination of CLD related information to field activities;

(4) Encouragement of "partnerships" with other DON, Marine Corps and external organizations for maximization of developmental opportunities; and

(5) Inclusion of CLD as an area of assessment during Inspector General and other command reviews.

b. All Commanding Officers, NAVSUP, echelon 3 field activities will ensure:

(1) Establishment of CLD within the field activity and dissemination of CLD related information;

(2) Appointment of field activity CLD administrator(s) for implementation of CLD throughout their command;

(3) Adequate resource requests are made through the budget process in support of CLD;

(4) Maximization of developmental opportunities at their field activity are made through "partnerships" with other DON, Marine Corps and external organizations;

(5) Guidance and development of CLD mentoring program and serve as an effective role model;

(6) Adequate training and assistance in implementation for activity personnel in the execution of CLD; and

(7) Assessment of command CLD and cornerstone programs provided through the Activity Management Report.

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c. Appointed headquarters and field activity CLD coordinator(s) will ensure:

(1) Assistance in the implementation of CLD by serving as the principal point of contact on all CLD matters within their command;

(2) Availability and processing of a leadership skills inventory assessment which are required for all CLD participants;

(3) Establishment of an ongoing Mentoring Program to include an application process and training;

(4) Establishment and/or accessibility to an ILDP format which is required to all CLD participants; and

(5) Coordination of CLD developmental assignments among branch heads, division directors and CLD participants.

d. Headquarters and field activity senior military and civilian leaders will ensure:

(1) Guidance of the development of employees and serve as effective role models;

(2) Encouragement of the possession of leadership competencies in the consideration and selection of supervisory and managerial positions; and

(3) Identification of short- and long-term CLD developmental assignments (i.e., new projects, special assignments, developing course subject matter, teaching, mentoring junior employees, developing/giving presentations, temporary reassignments/details, job exchanges, etc.) for inclusion into the claimancy-wide Developmental Assignment Clearinghouse.

e. Headquarters and field activity supervisors will ensure:

(1) Leadership guidance is provided to all interested CLD participants;

(2) Progress assessment of leadership development and competency(s) attainment by CLD participants; and

(3) Participation in development of ILDPs.

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f. Volunteer mentors within headquarters and field activities will ensure:

(1) Application to the Mentoring Program through means directed by applicable field activity;

(2) Guidance in helping CLD participants to achieve professional growth;

(3) Assistance with networking; and

(4) Participation in the development of ILDPs.

g. As volunteers in the program, all headquarters and field activity CLD participants will ensure:

(1) Submission of request to participate in CLD through procedures promulgated by field activity CLD administration;

(2) Personal responsibility for charting leadership development in consultation with supervisors and mentors;

(3) Participation in the development of the ILDP along with the mentor and/or supervisor; and

(4) Actions are taken to attain leadership competencies described in enclosure (1).

5. Action. This instruction is effective immediately with implementation not later than 31 December 1997. NAVSUP headquarters and field activity personnel will carry out the responsibilities assigned by this instruction and implement the provisions contained within.


E. R. CHAMBERLIN
Vice Commander

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Civilian Leadership Development Continuum

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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	Interpersonal/Team Skills	Flexibility
Written Communication	Self-direction	Decisiveness
Problem Solving	Quality Principles	Technical Competence
DON Mission/Organization Awareness	Navy Core Values	Diversity Awareness
	Customer Orientation	

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CIVILIAN LEADERSHIP DEVELOPMENT CONTINUUM
 COMPETENCY DEFINITION

COMPETENCY	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; and 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 Values	See Navy Core Values.
Diversity Awareness	Respects and values the differences and perceptions of different groups/individuals.
DON Mission/ Organization Awareness	Possesses knowledge of the mission and organization of DON including an understanding of how the organization fits into the entire DON.

COMPETENCY	DEFINITION
External Awareness	Stays informed on laws, policies, politics, administration priorities, trends, special interests, and other issues; considers external impact of statements of actions; 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/disciplinary action; promotes affirmative employment, good labor relations, and employee well-being.
Influencing/ 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/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 all military departments and defense agencies and how they contribute to the success of DOD overall.
Managing Diverse Workforce	Recognizes the value of cultural, ethnic, gender, and other individual differences; provides employment and development opportunities for a diverse workforce.

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COMPETENCY	DEFINITION
Mentoring	Develops the ability to counsel others to help them to achieve personal and professional growth.
Model/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/groups outside immediate work unit and serves as spokesperson for the organization.
Presentation/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/demonstrates the ability to examine systems and work flow within the organization to facilitate process improvement.

COMPETENCY	DEFINITION
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 products/programs/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 toward a goal; demonstrates self-confidence; invests in self-development; manages own time efficiently.
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; champions organizational change.
Team Building	Fosters cooperation, communication, and consensus among groups.

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COMPETENCY	DEFINITION
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.