Enterprise Leader Development Program (ELDP)

DLA LEADER DEVELOPMENT

Enterprise Leader Development Program (ELDP)

Leadership at Every Level

Overview

Stand out from the crowd...

DLA's **Enterprise Leader Development Program** (is a comprehensive program that provides leadership development opportunities needed to meet our challenging mission requirements today and into the future. Our refreshed program includes something for everyone! There are five levels in our new model, Level 1—Lead Self (for the non-supervisory employee), Level 2—Leading Teams and Projects, Level 3—New Supervisors (for those new to the supervisory role), Level 4—Experienced Leaders and Level 5 Executive Leaders. This framework encompasses the 31 leadership competencies identified by DOD. Begin planning to enhance your leadership abilities today.

• DLA's ELDP provides the framework and leadership development opportunities needed to meet our challenging mission requirements today and into the future. A copy of DOD's Civilian Leader Development Framework and Continuum is provided at Appendix A.

• ELDP supports DLA's Talent Management initiative, particularly addressing any leadership development needs identified through our workforce analysis and leadership competency assessments.

• ELDP provides structured training, for example - mandatory coursework for team leads and a 2-year program for new civilian supervisors, but development can also be customized to address organizational needs and to support an individual's career goals.

• All leader development should map to the leadership competencies in DLA's ELDP Framework (Appendix B) and be documented in employee IDPs.

• The ELDP website, development guides, and supporting documents provide employees at any level in their career with a variety of training and development courses and activities to help them reach their full potential.

• Several new leadership courses are being developed to support ELDP.

• To reduce travel costs, efforts will be made to offer courses at DLA Primary Level Field Activities (PLFA), DLA HQ, and other locations based on demand.

• A high-level comparison of the current ELDP requirements and the proposed changes is provided in Appendix C.

• An outline of each level in DLA's ELDP is provided in Appendix B.

Enterprise Leader Development Program

Executive Summary:

• The intent of the new ELDP structure and framework is to provide DLA's civilian workforce with leadership training and development opportunities in support of the Talent Management initiative.

• DOD Instruction1430.16, published November 19, 2009, incorporated and institutionalized the DOD Civilian Leader Development Framework and Continuum to provide a blueprint for all of DOD for the deliberate development of DOD civilian leaders.
(Appendix A)

• DLA's ELDP and the Executive Development Program (EDP) are now aligned to provide all leader development opportunities and resources under one program—ELDP.

• The revisions provide for a more structured development of fundamental competencies for emerging leaders (Levels 1 - 2) for new civilian supervisors (Level 3), while providing more flexibility for experienced leaders (Levels 4 and 5) to identify opportunities that will help them maximize their leadership potential.

• Self-development and the use of experiential opportunities (e.g., mentoring, coaching, cross-training, rotational and stretch assignments) are emphasized as cost effective methods for helping employees increase their leadership skills.

• All leader development should map to the leadership competencies in DLA's ELDP Framework (Appendix B) and be documented in Individual Development Plans (IDPs).

• A chart depicting the current and proposed ELDP structure is provided in Figure 1.

• An additional level was added for Senior Leaders (Senior Executive Service (SES)) to acknowledge their development needs associated with DOD's Career Life-cycle Management of the SES Leaders and the Leadership Functional Community.

• A high-level comparison of the current ELDP requirements and the proposed changes is provided in Appendix C.

• Guidelines to assist leaders in crediting leadership learning activities are provided in Appendix D.

Definitions for leadership levels are provided in Appendix E.

> *"Leadership and learning are indispensable to each other."*
>
> John F. Kennedy

SES

Experienced Leaders

New Supervisors

Team and Project Leaders

Lead Self

5
4
3
2
1

Figure 1 - DLA ELDP Structure Changes

Previous ELDP Structure		New ELDP Structure	
Tier	Participants	Level	Participants
Tier V	Supvisors/Managers In Critical Leadership Positions	Level 5	Senior Leaders (SES)
Tier IV	Managers	Level 4	Experienced Leaders (All supervisors and managers not included in Level 3)
Tier III	Supervisors	Level 3	New Civilian Leaders (Newly appointed probationary supervisors)
Tier II	New Supervisors	Level 2	Team and Project Leaders
Tier IB	Team Leads	Level 1	Lead Self (Not a Lead or a Supervisor)
Tier IA	Non-supervisory		

Enterprise Leader Development Program

Leadership Levels

Level 1—Lead Self (Not a Lead or a Supervisor):

• **Purpose:** Enhance or develop leadership competencies for all employees with an emphasis on career planning and continuous self-development. Help make employees more proficient, marketable, and competitive for DLA assignments and advancement.

Curriculum (Optional):
• Supervisor and employee discuss the employee's strengths and areas for development.
• Supervisor and employee identify development activities for at least three leadership competencies and record these in the employee's IDP.
• Employee completes all requirements within 2 years.

Level 2—Lead Teams and Projects:
• **Purpose:** Provide team leads and project leads with a consistent training program to enhance the fundamental skills and techniques needed to successfully lead small work groups.

Curriculum:
• Mandatory for Team Leaders and Recommended for Project Leaders: An instructor-led, "Leading Teams and Projects" training course. This training will be delivered in an environment that closely corresponds to the individual's customary work environment—a warehouse environment or an office environment.

• Recommended: Appropriate level on-line, SkillSoft project management course. (SkillSoft offers 78 project management on-line courses).
• Complete all requirements within 1 year from course availability or designation as a team lead, whichever is later.

Level 3—New Civilian Leaders:
• **Purpose:** Continue current program for newly appointed civilian supervisors and managers (who must satisfy a supervisory probationary period) to build fundamental knowledge of human resource management and interpersonal skills, provide transition support and networking opportunities, and support successful completion of the supervisory probationary period

Curriculum:
• Mandatory: 2-year formal program with 160 hours of developmental activities focused on human resources and people management skills.
• Includes formal classroom courses, computer-based training, 360-degree assessments, and executive coaching.
• Provides numerous vehicles to enhance transition support, feedback opportunities, relationship-building activities, and peer networking.

Level 4—Experienced Leaders:
• **Purpose:** Provide a flexible program to develop leadership skills, address leadership competency needs and

continuously enhance current leadership skills.

Curriculum:
• Mandatory:
• For all supervisors and managers:
• 20-hours of leader development/ enhancement each year (Criteria are described in Appendix D)

For new managers, and interested experienced supervisors:
• A 16-hour "Transitioning to Manager" instructor-led course
• 4 hours of executive coaching (Offered only to new managers)

Mandatory for experienced supervisors and managers who are new to DLA:
• DLA may designate annual development requirements and priorities based on organization needs (e.g., mentoring, coaching, managing performance).

• Individuals have flexibility through their IDP to focus their leader development based on their individual needs and career goals.

Level 5 – Senior Leaders:
• **Purpose:** Build executives with strong skills to lead and operate effectively in the context of the larger DOD enterprise and public policy interests, and work effectively across organizational boundaries and functional areas.

Curriculum:
• Mandatory:
• APEX Senior Executive Orientation Program within the first 2 years of transitioning to a DOD SES position.
• 20-hours of leader development each year, (Criteria are described in Appendix D).

Roles & Responsibilities:

DLA Human Resources (J-1) shall:
• Develop, implement, and manage

DLA's leader development programs, systems, and policies to identify and address leadership competency needs to ensure DLA has a cadre of highly skilled leaders to meet current and future stakeholder requirements.

• Identify and maintain sufficient development opportunities to help employees address leadership competency needs and pursue career goals.

• Evaluate the implementation and impact of DLA's leader development programs and modify them as appropriate to meet changing organization and individual needs.

• Regularly provide DLA Directors and PLFA Commanders with statistical data on ELDP level completions for participants within their organization.

Managers and Supervisors shall:
• Make development of current and future leaders a mission-essential priority.
• Determine organization and individual leader development needs.

• Ensure employees use IDPs to identify individual needs, career goals, and development opportunities. For supervisors, ensure that 20 hours of leadership development activities are obtained annually. Obtain and allocate resources for employee development.

• Role model effective leadership skills, needs assessment, and self-development practices.

• Be appraised on their fulfillment of the responsibility for development of their staff members.

J-Code/PLFA Commanders/Directors shall:
• Designate an ELDP working group member for each PLFA and J-code to act as a liaison between J-1 and DLA organizations to help develop, implement, and monitor DLA's leader development programs.

"No man will make a great leader who wants to do it all himself, or to get credit for doing it."
Andrew Carnegie

All DLA Civilian Employees shall:
• Take the initiative, in collaboration with their supervisor, to identify and document career goals and development opportunities in their annual IDP.

• Fully participate in all required DLA ELDP developmental activities.

The Leadership Functional Community Manager, in collaboration with all functional Community Managers, shall:
• Assist with the assessment of the leadership competencies of the community members against those needed for mission performance to identify competency development needs.

• Develop and implement strategies to address the identified workforce and competency development needs, including leadership career development roadmaps.

• Assess the effectiveness of strategies to enhance and develop leadership competencies.

• Assess functional leadership training and other strategies to enhance and continuously develop leadership competencies.

Training Equivalencies:

There may be occasions when a DLA staff member believes he/she has undergone leadership training which is the same program as that offered in a DLA course. On a case-by-case basis, an employee may undergo an equivalency review to determine if a training equivalency exists. The DLA employee must provide documentation which includes, but is not limited to, the course outline, learning outcomes, method of instruction, course length, class time, and proof of course completion to a DLA ELDP Program Manager. The course completion date must be within 3 years to be considered eligible for a review. This information will be reviewed to determine whether the courseware is or is not equivalent to a DLA course. The decision made by the ELDP Program Manager will be a binding determination.

Appendix A – DOD Civilian Leader Development Continuum
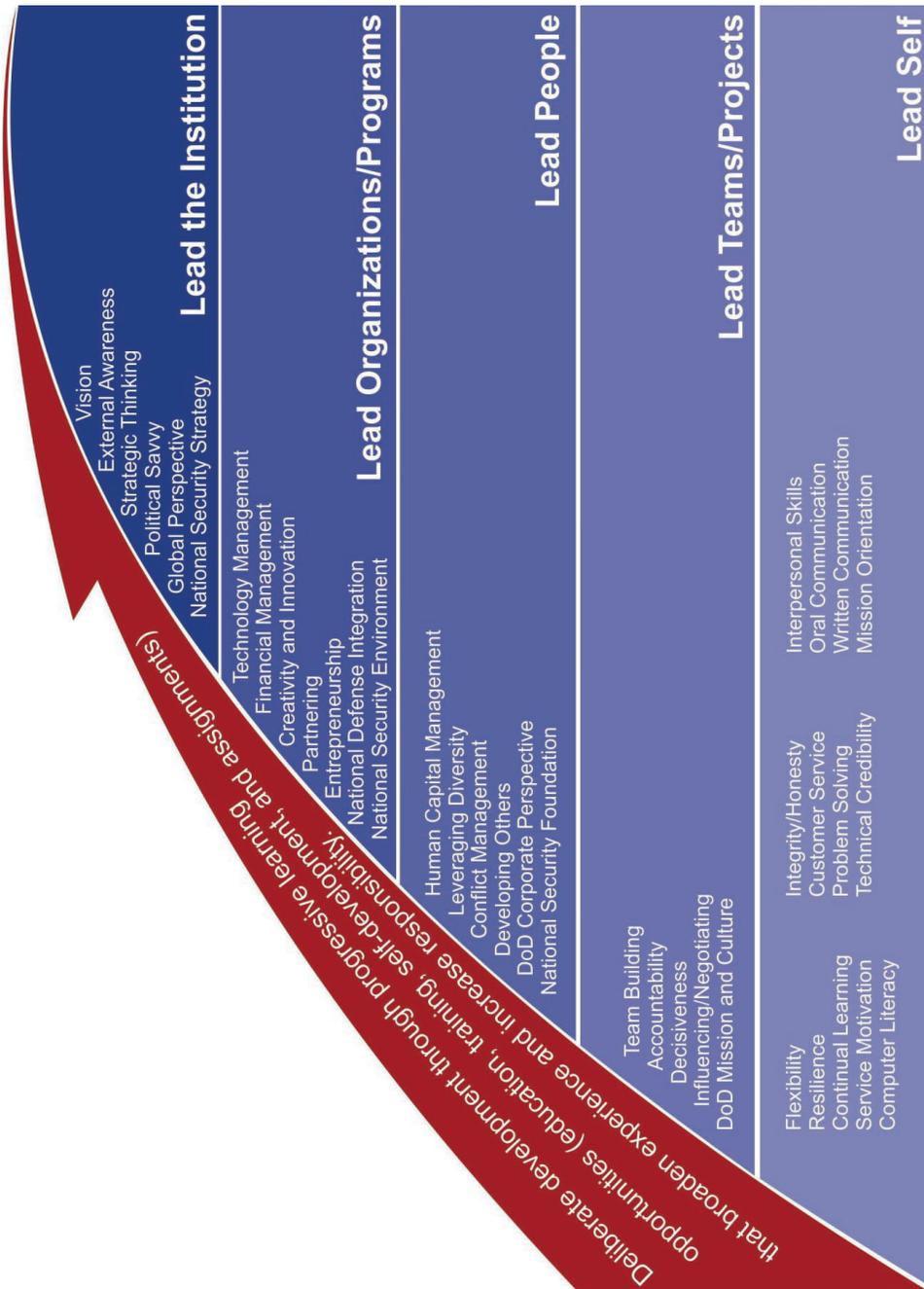
Appendix B – Proposed DLA ELDP Framework

DoD Civilian Leader Development Continuum

LEVEL 5 Senior DLA Leaders
Maximize leadership and Enterprise potential

LEVEL 4 Experienced DLA Leaders
Continuously hone leadership skills

LEVEL 3 New DLA Civilian Leaders
Supervise from a consistent knowledge and skill base

LEVEL 2 Team & Project Leaders
Effectively lead small groups

LEVEL 1 Lead Self
Sharpen foundational leadership skills

5 — External Awareness, Global Perspective, National Security Strategy, Political Savvy, Strategic Thinking, and Vision.

4 — Creativity and Innovation; Entrepreneurship; Financial Management; National Defense Integration; National Security Environment; Partnering; Technology Management

3 — Conflict Management; Developing Others; DoD Corporate Perspective; Human Capital Management; Leveraging Diversity; National Security Foundation

2 — Accountability; Decisiveness; DoD Mission and Culture; Influencing/Negotiating; Team Building

1 — Computer Literacy, Continual Learning; Customer Service; Flexibility, Integrity/Honesty, Interpersonal Skills; Mission Orientation; Oral Communication; Problem Solving; Resilience, Service Motivation; Technical Credibility; Written Communication

COMPETENCIES

Appendix C – Comparison of Current ELDP and Proposed Changes

Comparison of Previous ELDP and New Changes		
Standard Program Elements	Previous Structure	New Structure
Program Objectives	• Enhance leadership skills in support of DLA's Talent Management Initiative	• No Change
Program Structure	• All civilian employees, leads, supervisors, and managers	• DLA senior leaders (SES) added
Tier I to Level 1 Lead Self	• Non-supervisory, Non-leads • No mandatory requirements	• Same participant group • No mandatory requirements • Re-emphasize continuous learning and development of leadership competencies
Tier IB to Level 2 (Team/Project Leaders)	• Team Leads and Project Leads • No mandatory requirements	• Same participant group • New mandatory, 16-hour course minimum for Team Leaders • Recommend on-line project management SkillSoft Course
Tier II to Level 3 (New Leaders)	• Newly appointed civilian supervisors • Mandatory 2-yr program	• Same participant group • Mandatory 2-yr. program • BBI course added • Complete leadership competency assessment • Added Post-certificate Leader Development Plan
Tier III, IV, V to Level 4 (Experienced Leaders)	• Supervisors and Managers • Mandatory requirments	• Supervisors and managers consolidated into one level • Annual, mandatory 20-hours of leadership development — Participant identified, but DLA may designate development requirements • New 16-hour course and 4-hour executive coaching when supervisor becomes a manager • Complete leadership competency assessment
Level 5 (Senior Leaders)		• Added new level for DLA senior leaders to the ELDP framework • Mandatory APEX course • Annual, mandatory 20-hours of elective leadership development • Complete DLA's Multi-Source Feedback assessment

Appendix D – Guidelines for Crediting Learning Activities

There are many approaches to achieving continual learning requirements. While it is not feasible to address every situation, the following general guidelines will apply. Unique situations not listed below will be determined by the leader and the direct supervisor.

Activity Type	Creditable Learning Activity	Credit Hours (CH) Per Action Item	Max Credit Hours (CH) Per Year
Feedback and Relationship Building			
	Serve as a Mentor	1 CH per hour of coaching	10 CH per year
	Be Mentored or Professionally Coached	1 CH per hour of coaching	10 CH per year
	Join a Peer Coaching group	1 CH per hour of coaching	10 CH per year
	Teaching, Lecturing, Conference/Workshop Presentations *(Not routine briefings/presentations)*	2 CH per hour of attendance 8 CH per day (max)	20 CH per year max
Experience			
	On the Job Experiential Assignment	10 CH per assignment	No maximum per year
	Rotational Assignment	20 CH per assignment	No maximum per year
	Special Project Leader	15 CH per assignment	15 CH per year
	Special Project Member	15 CH per assignment	15 CH per year
	Leadership position (officer) on a DLA or private group *(Toastmasters, organizational council, parent-teacher association, home owner's association)*	10 CH per assignment	10 CH per year
	Article/essay published	2 CH per article	10 CH per year
Training			
	Academic courses *(linked to leadership competencies)*	10 CH per quarter hour, or 10 CH per semester hour, or 10 CH per continuing education unit (CEU)	10 CH per year
	Training courses/modules—classroom, computer based, video, correspondence *(linked to leadership competencies)*	1 CH per hour of instruction	10 CH per year
	Conference, symposia, workshop attendance *(linked to leadership competencies)*	1 CH per hour 4 CH max per day	10 CH per year
	Reading/listening to books or viewing videos *(linked to leadership competencies)*	1 CH per book or video	15 CH per year

Continuous learning activities for attendance at or participation in activities such as routine, work-related briefings, meetings, work-groups, etc., which are in conjunciton with the supervisor's daily duties, is not acceptable for credit hour (CH) credit. Learning activities must be directly related to the enhancement of leadership competencies which are over and above those required in daily work.

Appendix E – Definitions

Level 1

• Lead Self—This level incorporates all DLA civilian employees who are not team leaders, project leaders, supervisors, or managers.

Level 2

• Team Leaders—All DLA civilian employees who have "Lead" or "Leader" in their job title. Team leaders facilitate their team's processes by working collaboratively with the team to ensure that they complete their tasks effectively and efficiently, by maintaining good working relationships, and by coordinating with the supervisor and others on goals, priorities, team needs, and achievements.

• Project Leaders – All DLA civilian employees who are responsible for developing, modifying, or enhancing a product, service or system consistent with Enterprise goals and initiatives.

Level 3

• New Civilian Leaders—All DLA civilian employees who are selected to a supervisor or manager position in the Federal Wage System or the General Schedule; who are required to serve the supervisor probationary period; and who have not yet completed either the ELDP Tier II or ELDP Level 3 program.
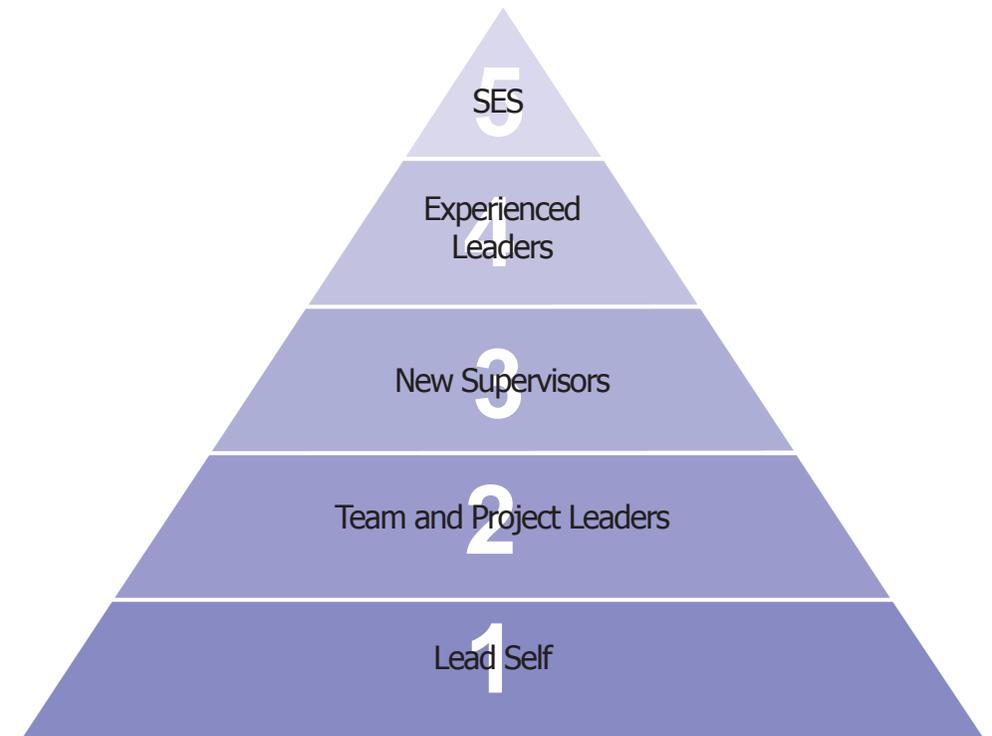
Level 4

• Experienced Leaders—All DLA civilian employees who were a DLA supervisor or manager prior to implementation of DLA's ELDP Tier II program (before April 2004) or DLA supervisors and managers who completed either DLA's ELDP Tier II or ELDP Level 3 program.

• Managers—Includes, but is not limited to, second level supervisors who direct work through one or more layers of subordinate supervisors. This course will be mandatory for current managers, and an elective for aspiring managers. Leaders in this category will be identified by individual organizations, as there is no singular identifier within the personnel database DCPDS.

• Program—Agency-wide line or staff programs essential to the operation of an agency are considered programs. A program may be professional, scientific, technical, administrative, or fiscal in nature. Typically, programs involve broad objectives such as: national defense; law enforcement; safety and well-being; collection of revenue; collection and dissemination of information; and the delivery of benefits or services. However, specialized or staff programs may be considerably narrower in scope (e.g., merit systems protection and agency-wide personnel or budget programs). Programs are usually of such magnitude that they must be carried out through a combination of line and staff functions.

Level 5

• Senior Leaders—All DLA civilian employees who are SES.

Defense Logistics Agency

SES

Experienced Leaders

New Supervisors

Team and Project Leaders

Lead Self

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Defense Logistics Agency

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