



DEPARTMENT OF THE NAVY

NAVAL SEA SYSTEMS COMMAND
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NAVSEAINST 12410.3B
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NAVSEA INSTRUCTION 12410.3B

From: Commander, Naval Sea Systems Command

Subj: COMMANDER'S DEVELOPMENT PROGRAM

1. Purpose. To describe the Commander's Development Program (CDP) and to define the processes and responsibilities associated with it.
2. Cancellation. NAVSEAINST 12410.3A of 31 August 1981.
3. Background. The CDP was established on 27 May 1980 and has continually demonstrated its value by developing employees who can assume leadership positions. This instruction promulgates the significant program parameters.
4. Scope
 - a. The CDP is part of the Command's overall career-development strategy. The target group for this program consists primarily of individuals who exhibit technical and professional excellence, have demonstrated dedication, and who aspire to challenging leadership positions in NAVSEA Headquarters, affiliated Program Executive Offices (PEOs) and Field Activities.
 - b. An effective career-development program for NAVSEA professionals is one means of developing and maintaining the highest level of professional competence and performance throughout the Command. By developing those individuals who have demonstrated a high potential for success as leaders, NAVSEA will be assured of a continuous source of the highest caliber of candidates to fill the Command's key leadership positions. The program length is 28 months. Participants who are not Level III certified in the Program Management acquisition career field will be encouraged to complete this certification during the 28-month period.
 - c. The goal of the CDP is to improve Command mission success by increasing the effectiveness of a select group of NAVSEA professionals who will ultimately feed into key leadership positions throughout NAVSEA. This goal will be realized by meeting the following program objectives:

(1) Forecast and capture the Command's future talent requirements.

(2) Motivate good people to apply.

(3) Select candidates with the highest potential for becoming future leaders.

(4) Implement a balanced development program of demonstrated professionalism, formal development, and specialized learning opportunities.

(5) Create a cadre of high-performing employees who are better equipped both to compete for leadership positions and to fill critical vacancies on an interim basis.

5. Policy

a. Program Responsibilities

(1) The NAVSEA Executive Director is the chairperson of the CDP Governing Board and makes the final decision on selection of candidates and eligibility to graduate from the program.

(2) The Director, Learning and Development Division (SEA 108), manages the CDP as the Program Director and serves as the supervisor of record. SEA 108 will act as the Command's agent for the selection of CDP participants, and participants will be administratively assigned to SEA 108Y. SEA 108 will also be responsible for developing and maintaining a program guide that describes the program, states the program objectives and outlines the CDP selection procedures. SEA 108 will fund approved expenses associated with Permanent Change of Station (PCS) for eligible employees selected from Field Activities. PCS entitlements will be established each year by direction of the Executive Director and will be stated in the Program Announcement. However, entitlements will not include the Guaranteed Home Sale Program and Property Management Services.

(3) The CDP Governing Board members will be appointed by the NAVSEA Executive Director from among the members of the Senior Executive Service (SES). The Governing Board will approve program policy to govern all areas of CDP with particular attention to tenure agreements, criteria for participation in executive education programs and graduation criteria.

(4) SES members will serve as individual mentors to the CDP participants. It is intended that they will have the

classic mentor/protégé relationship that has been identified as one of the most important elements of successful careers of senior executives. During the indoctrination period at the beginning of the program, CDP participants will be given the opportunity to meet with Command Senior Executives and select a mentor. The mentor will provide guidance to the participant in assessing abilities and career goals and in developing the Individual Leadership Development Plan (ILDLP). The mentor will help the participant negotiate with various organizations for meaningful rotational assignments. Senior Executives will also serve on the CDP Governing Board and the selection panel, the compositions of which will be determined by the Executive Director.

(5) NAVSEA Headquarters, affiliated PEOs and Field Activities will participate in the program by providing challenging and qualifying developmental assignments for the CDP participants. Rotational assignment supervisors will be responsible for providing an assignment that meets the developmental objectives of the CDP participant.

b. Competencies. Because civilian leadership positions are critical to long-term Command effectiveness and because they are both managerially and technically demanding, the CDP members, mentors and Program Director must determine the competencies needed by participants and ensure that CDP participants achieve those competencies. In this manner, CDP graduates will be fully qualified to fill leadership positions. Since the CDP is designed to prepare individuals for leadership positions, the SES Executive Core Qualifications (ECQs) are an integral part of this program. These ECQs, when compared to the qualifications and capabilities of the CDP participant, will serve to structure the ILDP of the participant.

c. Selection of CDP Participants

(1) The CDP will be open to employees of NAVSEA Headquarters, PEOs, and Field Activities. Each year the NAVSEA Executive Director will determine the grade levels from which CDP participants will be selected which will be no lower than GS12 and no higher than GS15 and the equivalent grades in other pay systems used within the Command. The Executive Director will also determine the number of participants to be selected, usually between eight and twelve. The application and selection processes will be competitive in accordance with merit staffing procedures. Selection into the program will not result in a promotion or change to lower grade.

(2) Candidates will be selected at their current grade level and developed in accordance with the SES Executive Core

Qualifications to fill civilian leadership positions throughout NAVSEA. Many leadership positions at NAVSEA require technical education and experience. Prior to entering the program, applicants will be required to have obtained the necessary professional and technical experience within their job specialty consistent with their grade level. During the program, participants will be assigned Position Descriptions that are standardized for the CDP.

(3) Only those candidates with the appropriate qualifications, who have demonstrated their professionalism and who, in the judgment of the members of the selection panel, are deemed to have outstanding potential for success in the target positions, will be selected into the program.

(4) Candidates will sign a tenure agreement for continued employment in NAVSEA as part of the application process.

d. Individual Leadership Development Plans (ILDPs)

(1) Each CDP participant will follow a unique plan of development based on the participant's and the Command's needs. After participants are selected, ILDPs will be prepared based on the "developmental gaps" identified by the participant and the participant's mentor. ILDPs will consist of rotational assignments and formal courses needed to provide both developmental experiences and the necessary knowledge and skills to prepare the participant for leadership positions. Evaluations of participants will be based on their demonstrated achievement in all aspects of their overall ILDP, including formulation and implementation of the ILDP, performance in rotational assignments, formal development, and personal initiatives.

(2) Rotational assignments will be based on the participant's background, "developmental gaps", and career goals. These will be challenging positions with significant line responsibilities offering opportunities for participants to demonstrate their capabilities. Most CDP participants will be given a tour of duty at a field activity to give them a broader NAVSEA perspective than can be obtained within NAVSEA Headquarters or PEOs. Most CDP participants will also be given one or more tours outside of NAVSEA to give them a broader DON/DoD perspective. Assignments outside of NAVSEA typically include other SYSCOMs, Fleet activities, OPNAV, ASN, other Services, OSD, and occasionally other Government agencies and Capitol Hill. Applicants will sign a general mobility agreement when applying to the program. However, to the maximum extent

practical, travel will be arranged on a mutually acceptable basis.

(3) NAVSEA Directors and Program Executive Officers may request from SEA 00B (via SEA 108) a CDP participant to fill a position on an emergency basis while recruitment action is underway or when some other pressing need exists. If it can be incorporated into the ILDP of a qualified participant, such an assignment could be beneficial to both the Command and the participant. Throughout the program, every participant will be considered as a resource for the Commander and Executive Director and, as such, should expect to receive special tasks and assignments not planned in advance. Participants will also attend a quarterly CDP meeting to provide program feedback and to keep up-to-date on current issues.

e. Formal Development. Concurrent with rotational job assignments, participants will complete independent study, university courses, government-sponsored courses, seminars, and specially developed courses tailored to augment their work experiences. The CDP members are also eligible to participate in university executive education programs for which they must secure CDP Governing Board approval in addition to approval by their mentors and the Program Director. All ILDPs will be reviewed and updated annually to compensate for changes in goals and availability of courses.

f. Performance Evaluation

(1) During the indoctrination period and annually thereafter, all CDP participants will develop targets, critical elements, and performance agreements and adjustments in consort with their supervisor in accordance with basic performance appraisal procedures, as appropriate. The results of each participant's performance will be reviewed and evaluated in detail each year.

(2) The evaluation of participants will be based on the completeness and reasonableness of the program plan, on previously established performance requirements, on assessment by supervisors during rotational assignments, and on individual performance in courses, on task teams, and in other special assignments. The CDP supervisor will be the rating supervisor with SEA 00B approving all performance appraisals.

g. Graduation and Placement. CDP participants are generally responsible for securing a permanent position within the Command upon completion of the program. If a CDP graduate has not secured a permanent position, the Executive Director may convene a Slating Panel to reassign the CDP graduate to a

position at that CDP graduate's current grade level. The Program Director will evaluate members using such criteria as fulfilling the objectives identified in the ILDP, including Acquisition Workforce certification at Level III, to determine the members' eligibility for graduation. Upon receiving the Program Director's recommendations, the Executive Director will make the final decision on a member's readiness to graduate. CDP members may be eligible for early graduation only with the approval of the Executive Director.

6. Program Review. SEA 108 will review the Program annually and advise the Executive Director of any suggested changes to the Program and its administration prior to announcing the recruitment for a new class of CDP members.



A. W. Lengerich
By direction

Distribution:

NAVSEA Special List Y1

SNDL C84 COMNAVSEASYS COM Shore Based Detachments (less C84J)

FKP COMNAVSEASYS COM Shore Activities (less FKP6B & FKP24)