



DEPARTMENT OF THE NAVY
OFFICE OF THE CHIEF OF NAVAL OPERATIONS
2000 NAVY PENTAGON
WASHINGTON, DC 20350-2000

OPNAVINST 1520.43B
N00F
29 NOV 2012

OPNAV INSTRUCTION 1520.43B

From: Chief of Naval Operations

Subj: NAVY FLAG OFFICER DEVELOPMENT

Ref: (a) A Cooperative Strategy for 21st Century Seapower, October, 2007
(b) Annual Chief of Naval Operations Guidance (NOTAL)
(c) Chief of Naval Operations Guidance and Policies for Flag Officers (NOTAL)
(d) OPNAVINST 1520.42
(e) SECNAV M-5200.35 of June 2008
(f) SECNAVINST 7000.27A

1. Purpose. To provide guidance on Navy flag officer development.
2. Cancellation. OPNAVINST 1520.43A.
3. Background. Executive development is a strategic investment in the future leadership of the Navy. This instruction delineates the structure and governance of Navy flag officer development.
4. Policy. Navy flag officer development will be implemented through the creation of individual development plans approved by Office of the Chief of Naval Operations, Director, Flag Officer Management, Distribution and Development (OPNAV (N00F)) and available for review by Deputy Chief of Naval Operations, (Manpower, Personnel, Training and Education) (DCNO (N1)) and Vice Chief of Naval Operations (VCNO). Individual development plans will align with higher-level guidance, including, but not limited to, references (a) through (c), and will provide the basis for the content of courses and other opportunities in support of Navy flag officer development.
 - a. Navy flag officers will receive individual assessments based on their education, skills, experience, and potential assignments.

b. Navy flag officer development plans will describe the recommended courses that should be taken to develop executive knowledge, skills, and abilities.

5. Responsibilities

a. The Chief of Naval Operations (CNO) establishes the strategic vision and direction for Navy flag officer development.

b. The VCNO chairs the Advanced Education Review Board (AERB) (reference (d)). The AERB guides the Navy's investment in executive development by supporting the vision and direction provided by the CNO through coordinated policy, validated requirements, and prioritized resources. At the discretion of VCNO, the AERB may be utilized as a venue to discuss Navy flag officer development course offerings. AERB meetings will be scheduled to provide timely recommendations to coincide with key decision points in the Navy's assessment and resourcing processes.

c. The Director, Navy Staff is responsible for the planning and execution of the Navy Flag and Senior Executive Training Symposium.

d. DCNO (N1) is the resource sponsor and is responsible for this instruction. DCNO (N1) also serves as executive secretary for the AERB. Responsibilities include:

(1) Providing oversight of Navy flag officer development, to include the creations of individual assessments and development plans.

(2) As required, approving individual development plans.

(3) Providing updates to the AERB and ensuring Navy flag officer development issues are addressed by the Board.

e. OPNAV (N00F) is responsible to DCNO (N1) with regard to strategic objectives for executive development, as well as the day-to-day execution of Navy flag officer development, the tracking of individual progression, administrative coordination, financial oversight, and flag officer assignments, to include:

(1) Conducting individual assessments of Navy flag officers based on their education, skills, experience, and potential assignments.

(2) Developing individual development plans for Navy flag officers based on individual assessments and upcoming assignments.

(3) Establishing appropriate timelines for Navy flag officers to achieve developmental actions set forth in individual development plans in support of their respective assignments.

(4) Ensuring individual development plans are available for review by DCNO (N1) and VCNO.

(5) Coordinating with the President, Naval War College (NAVWARCOL) on the joint warfighting courses to be included in individual development plans.

(6) Coordinating with other Service war colleges for scheduling Navy flag officers for courses they sponsor.

(7) Coordinating with non-Department of Defense institutions to schedule Navy flag officers for courses.

(8) Approving dates for course offerings and Navy flag officer slating for courses.

(9) Ensuring fiscal oversight and control of funding for Navy flag officer development contracts and all related obligations, expenditures, and commitments in support of Navy flag officer development, per reference (e).

(10) Publishing Navy flag officer development course offerings, maintaining course quotas, and scheduling courses.

(11) Conducting periodic reviews of the content and venues of Navy flag officer development courses, to ensure alignment with Navy flag officer development goals. Developing feedback surveys, course evaluations, four-star assessments, and return on investment analyses to assess the effectiveness of course offerings. Forwarding lessons learned and best practices

from these periodic reviews to the CNO via DCNO (N1) and the VCNO.

(12) Briefing, as needed, the AERB, obtaining concurrence on the Navy flag officer development program.

(13) Conducting an annual internal review of the Navy flag officer development program, per reference (f), to provide reasonable assurance that the following objectives are being met:

- (a) Effectiveness and efficiency of operation;
- (b) Reliability of financial reporting; and
- (c) Compliance with applicable laws and regulations.

f. The President, NAVWARCOL is responsible for the maritime component commander aspects of Navy flag officer development. Responsibilities include:

(1) Providing recommendations on joint warfighting content for inclusion in development plans.

(2) Coordinating with OPNAV (N00F) to develop and deliver joint course content.

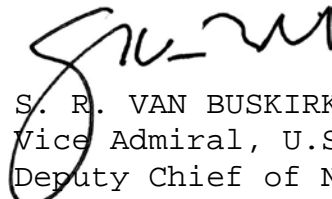
(3) Ensuring administrative and fiscal oversight and control of funding for Navy flag officer development courses offered by the NAVWARCOL. This responsibility includes administration of contract funding and all related obligations, expenditures, and commitments.

(4) Conducting an annual internal review per reference (e) for the joint warfighting courses sponsored by NAVWARCOL to provide reasonable assurance that the following objectives are being met:

- (a) Effectiveness and efficiency of operation;
- (b) Reliability of financial report; and
- (c) Compliance with applicable laws and regulations.

6. Records Management. Records created as a result of this instruction, regardless of media and format, shall be managed per Secretary of the Navy (SECNAV) Manual 5210.1 of January 2012.

7. Reports Control. The reporting requirements contained in this instruction are exempt from reports control per SECNAV Manual 5214.1 of December 2005.



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